

**Implementation Status & Results**  
**South Sudan**  
**South Sudan Gender Support & Development Project (P115717)**

Operation Name: South Sudan Gender Support & Development Project (P115717)      Project Stage: Implementation      Seq.No: 4      Status: ARCHIVED      Archive Date: 04-Feb-2013

Product Line: Recipient Executed Activities      Country: South Sudan      Approval FY: 2010  
 Region: AFRICA      Lending Instrument: Emergency Recovery Loan  
 Implementing Agency(ies):

**Key Dates**

Board Approval Date 26-Aug-2009      Original Closing Date 29-Jun-2011      Planned Mid Term Review Date      Last Archived ISR Date 16-Oct-2012  
 Effectiveness Date 16-Nov-2009      Revised Closing Date 31-Dec-2012      Actual Mid Term Review Date

**Project Development Objectives**

Project Development Objective (from Project Appraisal Document)

**The project development objective is to achieve immediate peace dividends for targeted women in Southern Sudan, through the provision of: (a) improvements in access to the existing economic opportunities and (b) support to the Ministry of Gender to develop genderpolicies and strategies.**

Has the Project Development Objective been changed since Board Approval of the Project?

Yes       No

**Component(s)**

Component Name	Component Cost
Economic Empowerment of Women	4.00
Construction of Ministry Building	3.00
Institutional Development	3.00

**Overall Ratings**

	Previous Rating	Current Rating
Progress towards achievement of PDO	Moderately Satisfactory	Moderately Satisfactory
Overall Implementation Progress (IP)	Moderately Satisfactory	Moderately Satisfactory
Overall Risk Rating	Substantial	

**Implementation Status Overview**

Economic Empowerment (Component 1): This ISR covers the implementation period from May2012 through October 2012. There have been 2 supervision mission in the past year, a supervision mission of the project was conducted in March/April 2012 and October I2012. All sub-projects are under implementation and include both farming and non-farm activities. Generally, implementation activities of sub-projects are progressing well, 45% of the women perceive an increase in income as opposed to 20% expected and indicated in the results framework. Current estimates for the total number of sub-project beneficiaries stand roughly at 7,300,although these numbers may be revised after validation from the

final field visit in January as input to the ICR. Income generating activities cover a broad range of industries including; agriculture, poultry, tailoring, brick-making, restaurant and hotel services, and micro-credit. Of the sub-projects visited, most organizations appear to be carrying out the activities originally proposed. Several associations with agriculture production sub-projects have already completed one harvest cycle. Several poultry projects have also begun to sell chickens and eggs. In some cases profits generated from the sale of produce have been distributed to members according to their priorities, though most sub-projects seem to be reinvesting in the income generating activities. The sub-projects have a multiplier effect on the neighboring community groups. This is evident from the many requests for support that the implementing CBOs & NGOs and the Ministry of Gender is receiving from multiple communities that see the immediate impact on the lives of the participating women. All projects that had been approved for the second tranche of funding were visited in the two states, this includes ten sub-projects in Western Bahr el Ghazal and eleven in Eastern Equatoria. Given that many sub-projects have activities in different locations, the field teams were not able to visit and see all the activities first hand due to difficulty of mobility and time constraint, and had to rely on the information provided by the chairperson. In total, six of the twelve project sites in Western Bahr el Ghazal were visited, as were fifteen of the twenty-eight in Eastern Equatoria. Meetings with beneficiaries were crucial, as they helped to confirm or refute the impact of the sub-project as provided by its leader. Twenty-two women were interviewed in Western Bahr el Ghazal and fifty in Eastern Equatoria. One of the major lessons from the on-going sub-projects is the issue of fragility and sustainability of the project impacts gained through the investment in crop, vegetable production and other non-agricultural investments.

In addition to the Bank team's field visit, the project team has undertaken a comprehensive monitoring & evaluation of the sub-projects in April/May 2012. This M&E report validates the concern that it can be difficult to attribute the results the team was shown directly to GSDP funding, especially when the funds were used to expand existing and on-going activities prior to the GSDP funding. Second, the impacts realized so far are often small. The average benefit accrued to those that benefited after a year and a half amounted to SSP250-500. In some cases, successful projects have reinvested all of their earnings back into project activities instead of distributing them to members. This shows the interest and commitment of the women to continue with their economic activities as a group. In some cases individual women have received no benefits despite the fact that the project is performing well. This also shows one of the limitations of the evaluation.

There were many challenges for component 1, the M&E report points these out to recommend improvements for future projects. The most common limiting factor was the implementing organizations' lack of engagement with the beneficiary women themselves. Almost none of the many women the team talked to during the project were aware of the size of the project. Only few were involved in the planning of the project. Future projects would do well to consider holding workshops involving all, or a sub-set of targeted members. Other overall challenges include difficulty in disbursing money given the under developed banking structure, a lack of capacity within the organizations, especially with regards to preparing financial reports, insecurity and transport.

Outputs from component 1 are quantified in order to provide a deeper examination of the results (M&E Report July 2012, Table ES6). This analysis, conducted through an extensive review of financial documentation as well as through field visits, shows a gap in the operations and maintenance of the tools bought under the sub-project. A lack of local expertise to fix them, as well as a lack of spare parts and fuel, was the most common cause for an item to be in disrepair. The report shows that there are many indicators of success for funding community based projects. The report makes the qualitative observation that projects that provide a clear incentive structure to their members are more likely to succeed than those that do not. It also demonstrates through statistical analysis that choosing organizations that have been around for a longer period, have a head office and submit financial documentation with their proposal have a higher potential for success than others. The amount spent per beneficiary and an organization's experience with donors, on the other hand, are not great predictors of an organization's chance of succeeding. A better way to incentivize focal persons would probably lead to a higher chance for organizations' success. The quarterly allowance paid to the focal persons to undertake monitoring activities has in most cases served as a welcome incentive to monitor the sub-project activities. Given the importance of close follow-up, future projects should consider either using dedicated staff at state level or designing a different incentive structure.

The Ministry Construction: The Construction contract for the MoGCSW building was signed on 27th September 2011. The effective commencement date of the contract was 28th November 2011 when mobilization guarantee was provided by the Contractor – Mellech Engineering & Construction Limited (MECL) of Kenya. The completion date in the contract was stipulated to be 30th June 2012, which allowed a construction period of just over 7 months. However, the work progressed very slowly. The poor progress of construction as well as quality of supervision by Kagga & Partners Consulting Engineers (KPCE) of Uganda raised concerns during the Oversight Committee meeting. The Joint Donor Team (JDT) offered to provide an independent External Consultant (EC) to assist the Ministry in their supervision of the two contracts (works as well as consultancy). Despite all the efforts by the donors and the ministry, the building still remains at 31% completion. The slow progress of the construction of the building has been discussed extensively at various fora, such as project coordinator's IWG and the Oversight Committee meetings. It has been made clear to the ministry that all MDTF-SS funds must be utilized by December 31st, 2012 and that any unused funds would have to be returned to MDTF donors, and that the government will have to look for alternative resources to complete construction. The Bank has also consistently advised the client to undertake seek alternative source of funding and take urgent actions to pursue the contractors to expedite the

construction. At the Oversight Committee meeting on December 6, 2012, the donors decided to engage directly with the ministry on financing the completion of the building.

Institutional Development. Under this component, a Country Gender Assessment (CGA) was initiated in October 2011 and finalized in March 2012. The assessment identified a number of issues and provided recommendations, including the need to have a clear Gender Mainstreaming Policy for the Ministry as well as a Strategic Plan for the Directorate of Gender and Child Welfare - the key directorate charged with working on gender concerns in the Ministry.

Based on the recommendations the ministry was able to update the draft Gender Policy Framework into a full-fledged National Gender Policy. Gender Policy is currently pending presentation to the Legislative Assembly by the Ministry of Gender, Child and Social Welfare. In addition to the gender Policy, the World Bank, UN Women and the Joint Donor Team are supporting the Ministry of Gender in the development of a National Strategic Plan for the implementation of the Gender Policy; resulting in sector action plans. The CGA is also currently being used to update and align the 1325 Study undertaken by the Joint Donor Team.

The project's contribution to the improvement of the policy environment and institutional capacity of the Ministry has been well appreciated. The training was completed for 45 officials and printing of three modules of training manuals used in the training for the ten states was completed. It also provided a strong basis for other follow up trainings that were provided to the Ministry of Gender staff at the national and states levels. The training manuals are currently being used at the States level to conduct trainings to other staff on various administrative and gender mainstreaming issues. The gender assessment and various institutional building activities supported by the project have become an anchor for the Ministry's current reorganization effort, strategy and program development. The work of the project under this component has also attracted the attention and support of other development partners, who are now using the study as bases for their support to the Ministry.

**Locations**

Country	First Administrative Division	Location	Planned	Actual
Sudan	Not Entered	Lakes State		
Sudan	Not Entered	Central Equatoria State		
Sudan	Not Entered	Western Equatoria State		
Sudan	Not Entered	Eastern Equatoria State		
Sudan	Not Entered	Warrap State		

**Results**

**Project Development Objective Indicators**

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Indicator Name	Core	Unit of Measure		Baseline	Current	End Target
Target women who perceive an increase in income as a result of project interventions	<input type="checkbox"/>	Percentage	Value	7634.00	2993.00	20.00
			Date	10-Sep-2009	29-May-2012	31-Dec-2012
			Comments	The project has to wait for the self reporting questionnaire	When figuring the total numbers of beneficiaries that have benefited as identified by the chairperson the beneficiaries vary by sub-project as the number of beneficiaries includes members of sub-projects that did not benefit. Similarly, for the few projects where beneficiaries were mixed, it is probably more accurate to take half of the number of beneficiaries. Recalculation shows that 3,027 women had extra income due to the project. This represents about 40% of all of the beneficiaries, which is a bit less than the percentage derived using approach 1 ( reporting by the chairperson). When extended to include indirect beneficiaries, this brings the total to 19,678.	

**Intermediate Results Indicators**

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Indicator Name	Core	Unit of Measure		Baseline	Current	End Target
Direct project beneficiaries	<input checked="" type="checkbox"/>	Number	Value	7634.00	7634.00	
			Date	10-Sep-2009	29-May-2012	30-Jun-2012
			Comments		The above figure of 7634 is the number of direct beneficiaries of the project. The previous number of 19678 the number of indirect beneficiaries, including the members of the household.	
Female beneficiaries	<input checked="" type="checkbox"/>	Percentage	Value	7634.00	2993.00	

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		Sub Type Supplemental				
Interim prefabricated buildings, furniture and equipment installed	<input type="checkbox"/>	Yes/No	Value	No	Yes	Yes
			Date		30-Jun-2010	31-Mar-2010
			Comments		Installation is complete and the ministry is completely functional. While the ministry is under construction, the project has also rented a space for the ministry staff to be able to have a place to work.	The target has been achieved.
Construction of Ministry building completed	<input type="checkbox"/>	Yes/No	Value	No	No	No
			Date	10-Sep-2009	26-Oct-2012	31-Dec-2012
			Comments		The construction of the building has not progressed since the last mission in May 2012. Unfortunately, due to the multiple issues in BOQ the contractor did not perform as per the time frame of MDTF closure in December 2012. The building remains incomplete, the ministry presented their case to the Oversight Committee on December 6th, where it was decided that the ministry continue to seek funding from potential donors bi-laterally. The building remains at 31% completion.	
Gender Assessment completed	<input type="checkbox"/>	Yes/No	Value	No	Yes	Yes
			Date	10-Sep-2009	29-May-2012	31-Dec-2012
			Comments		The Country Gender Assessment is now complete. The Comprehensive Gender Assessment contract was awarded to shortlisted firm, UWONET, on 5th July, 2011 and No Objection to the selection was provided in	Completed

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					August, 2011. The contract for \$250,000 was signed between UWONET and the Ministry of Gender in September, 2011 and work commenced officially in October. After finalizing an Inception Report in October 2011 UWONET team traveled to the field and conducted interviews throughout November and began work on the final draft report in December 2011. Ministry of Gender and MDTF project team received the final draft in February 2012. The report was finalized with comments from the stakeholders and the final report was presented in Juba on June 15, 2012 to the interested stakeholders.	
GoSS and State ministry staff receiving capacity building training	<input type="checkbox"/>	Number	Value	52.00	41.00	52.00
			Date	10-Sep-2009	29-May-2012	30-Jun-2012
			Comments		The capacity building training component for the state social development ministry staff in all ten states is now complete. A firm conducted an institutional capacity building training for 40 state ministry officials and 12 GoSS staff members. This number reflects the number of staff who received capacity building training (the previous number of 75 was in error and meant to reflect that 75% of relevant staff received training). In addition to the 41 staff trained, in addition to the above, 91 CBO participants received project management training.	Complete

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Monitoring reports submitted by selected sub-project implementing agencies	<input type="checkbox"/>	Number	Value	0.00	26.00	
			Date	10-Sep-2009	29-May-2012	29-Jun-2011
			Comments		It was found that quarterly monitoring reports for each of the 108 sub-projects were too cumbersome to undertake. The focal persons in the nistry of social development is now responsible for pro actively monitoring sub-projects. They then report back to the Ministry on a quarterly basis. As of 26 April, 2012, 8 of 10 focal persons have submitted reports for the last quarter.	
Project staff on board within six months of project effectiveness	<input type="checkbox"/>	Percentage	Value	7.00	7.00	100.00
			Date	10-Sep-2009	30-Jun-2010	31-Dec-2012
			Comments		The project has all the relevant staff on board including the Project M&E officer, Financial Management Specialist, Procurement Specialist, Project coordinator. The project in addition is supported by the existing staff from the MoGCSW and other sector ministries; this includes experts such as IT staff, and Research and Monitoring Specialist, Gender Specialist from the Directorate of gender, Gender focal staff from each of the State Social Development ministries and Administrative Officer.	
Supervision visits to select sub-project sites	<input type="checkbox"/>	Number	Value	0.00	166.00	
			Date	10-Sep-2009	29-May-2012	30-Jun-2012
			Comments		The FM specialist visited the remaining sub-projects in November 2012. All sub-projects have been visited at	

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					least once during the project implementation.	
Target women utilizing at least one new agricultural production technology or practice due to project interventions	<input type="checkbox"/>	Number	Value	7634.00	2037.00	30.00
			Date	10-Sep-2009	29-May-2012	30-Jun-2012
			Comments		All sub-projects visited have received training in agriculture production and are using the new techniques. Self-reporting forms indicate that most women are utilizing new agriculture production technology.	
10% of sub-projects that will continue post-project closure activities	<input type="checkbox"/>	Percentage Sub Type Supplemental	Value	108.00	44.00	10.00
10% of women joining associations	<input type="checkbox"/>	Percentage Sub Type Supplemental	Value	7634.00	2353.00	10.00
Subprojects complete by 2012	<input type="checkbox"/>	Number	Value	0.00	71.00	94.00
			Date	10-Sep-2009	29-May-2012	30-Jun-2012
			Comments		Subproject implementation is still underway. The final M&E report is unclear on the number of sub-projects that either will be completed and/or continue, this is due to the inability of the target women to provide clear answer to the question.	While the implementation is still underway, it is anticipated that 94 active projects that received full funding will be complete by December 2012.
20% target women receiving training in project related non-farm income generating activities	<input type="checkbox"/>	Percentage	Value	7634.00	1383.00	20.00
			Date	10-Sep-2009	29-May-2012	31-Dec-2012
			Comments	Sub-project implementation underway; supervision visits to selected sub-projects not yet complete. The numbers indicated are from 15 sub-projects visited from Nov 2010 to Feb 2011.	Almost all women in 50% of the sub-projects have received non-farm income generating activities, though not all these women have taken advantage of these training.	
30% Target women receiving training in agricultural production activities	<input type="checkbox"/>	Percentage	Value	7634.00	2624.00	30.00
			Date	10-Sep-2009	29-May-2012	31-Dec-2012

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			Comments		Almost all sub-projects visited have provided training in agriculture production activities.	
20% Target women who perceive an increase in crop yields or harvests due to project interventions	<input type="checkbox"/>	Percentage	Value	7634.00	2547.00	20.00
			Date	10-Sep-2009	29-May-2012	31-Dec-2012
			Comments		Changes in perception are not yet available as comparable data is not yet available.	

**Data on Financial Performance (as of 15-Nov-2012)**

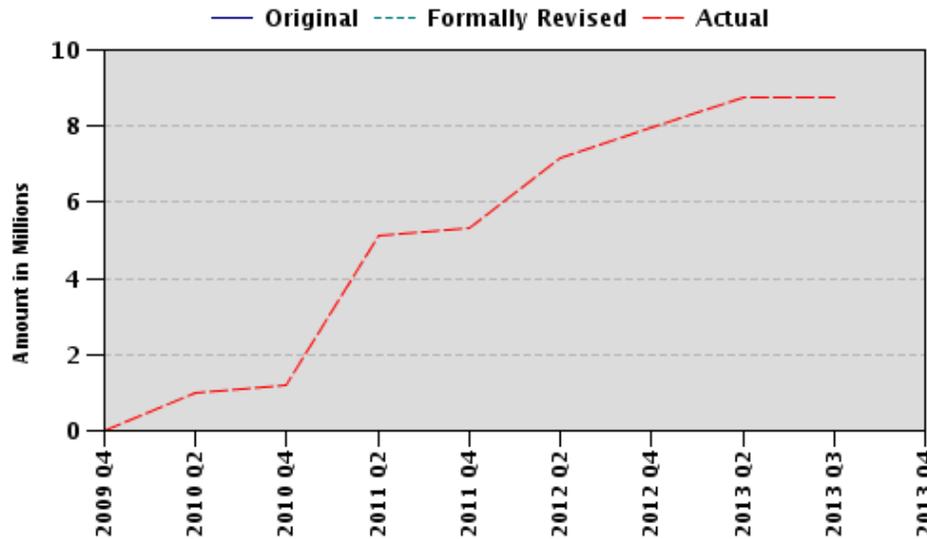
**Financial Agreement(s) Key Dates**

Project	Ln/Cr/Tf	Status	Approval Date	Signing Date	Effectiveness Date	Original Closing Date	Revised Closing Date
P115717	TF-95120	Closed	10-Sep-2009	10-Sep-2009	16-Nov-2009	29-Jun-2011	31-Dec-2012

**Disbursements (in Millions)**

Project	Ln/Cr/Tf	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	% Disbursed
P115717	TF-95120	Closed	USD	10.00	10.55	0.00	8.78	1.77	83.00

**Disbursement Graph**



**Key Decisions Regarding Implementation**

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ISR can be disclosed

**Restructuring History**

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There has been no restructuring to date.

**Related Projects**

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There are no related projects.