



Enabling poor rural people
to overcome poverty

Republic of The Sudan

Butana Integrated Rural Development Project

Mid-Term Review/Supervision report

Main report and Appendices

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Abbreviations and acronyms

ARC	Agriculture Research Corporation
BDA	Butana Development Agency
BIRD	Butana Integrated Rural Development Project
CAHW	Community Animal Health Workers
CBO	Community-based Organization
CCI	Community Capability Index
CIF	Community Initiative Fund
CDC	Community Development Committee
MOAI	Ministry of Agriculture and Irrigation
MOARFR	Ministry of Animal Resources, Fishery and Range
MOFNE	Ministry of Finance and National Economy
MTR	Mid-term review
RAP	Rural Access Project
RWC	Rural Water Corporation
SCU	State Coordination Unit
WMC	Water management committees

Republic of The Sudan

Butana Integrated Rural Development Project

Supervision mission/Mid-Term Review: 4 – 26 September 2012

A. Introduction

Program goal: to improve in a sustainable manner the livelihoods and resilience to drought of the poor rural households.

Specific objectives:

- (i) establishing a coherent and cost effective governance framework that ensures a regulated access to land and water resources of the Butana;
- (ii) improving the access and bargaining position of women and men in the marketing of livestock;
- (iii) developing the capacity of community-based organizations to engage in environmentally sound, socially and gender equitable development initiatives.

Program components:

- (i) Institutional support and project management;
- (ii) Agricultural, range and water development;
- (iii) Livestock and marketing development;
- (iv) Community development.

The **Butana Development Agency** (BDA) carries out coordination and backstopping functions to 5 State Coordination Units (SCU) and their development teams.

Direct/indirect beneficiaries: 40,000 households

Total cost: USD 29.8 million

Approval date: 14 December 2006; **Agreement:** 16 Feb-2007; **Effectiveness:** July 2008

Current project completion date: 31 March 2017

1. The Government of the Sudan, IFAD, the Ministry of Agriculture and Irrigation (MOAI)¹, Ministry of Finance and National Economy (MOFNE) and Ministry of Animal Resources, Fishery and Range (MOARFR) fielded the mid-term review (MTR) mission to the Butana Integrated Rural Development Project (BIRDP) from 4 to 26 September 2012 and spent more than two weeks in the field. The objective of the MTR mission was to assess and evaluate the achievements made by the project in meeting its objectives with special emphasis on the establishment of a coherent governance framework for the regulation of access of the open grazing area, the enhancement of the bargaining powers of the livestock owners and building the capacity of CBOs to engage in initiatives that are environmentally sound, socially acceptable and gender sensitive. It should also look into the linkages between the different project components that have the potential to contribute to the overall objectives, recommend any necessary restructuring, identify any problems and constraints and propose remedial measures².
2. At federal level, the mission met with Chairperson of the BDA and officers of the MOFNE, MOAI and MOARFR. At State level, the mission met with the Excellences the Governor of River Nile State, Minister of Agriculture and Animal Resources, Minister of Urban Development, Minister of Finance, Commissioner of Ed Damar Locality; the Excellences the Governor of Gedarif State, Minister Agriculture and Forestry, Minister of Development and Planning, General director of Animal Resources and Fisheries, the State Advisor for Environmental Affairs; at Locality level,

¹The mission was led by Ms Lucy Maarse, Livestock and Livelihoods Specialist, Dr Ahmed Abusin, Community Development and Institutional Specialist, Dr Omer Mekki, Agronomy and Water Harvesting Specialist, Ms Wadzanai Katsande, Economist, FAO-TCIE, Ms Isabelle Stordeur, IFAD Programme Assistant, Mr Mohamed El Haj, Senior Coordinator of the Central Coordination Unit of IFAD co-financed Project, MOAI; Mr Mohamed Abdelmotaleb, International Development Directorate and Investment, MOAI; Mr Husham Osman, Economic Security Directorate, MOAI; Mr Abdelrahman Mahmud Hamid, General Directorate of Range and Pasture, MOARFR; Mr Mohay Awad Ali, General Directorate of Animal Development, MOARFR; Mr Osman Mohamed Elhassan, Directorate of Development, MOFNE; Mr Abdel Fattah Kharel Seed, Directorate of International Financial Cooperation, MOFNE; Mr Omer Hassan El Dirani, Livestock Marketing Consultant of the BDA and advisor to the mission. Mr Mohamed Abdelgadir, the acting CPM, provided the overall guidance and participated in the field mission in Khartoum state and attended the stakeholder workshop in Rufaa.

² The project achievement will be evaluated against the design report, the log frame, the financing agreements and the previous supervision missions.

the Commissioner of New Halfa, Butana, Shargel Neel and River Atbara and Executive director of Sharg Al Gazira. The mission visited 9 communities and interacted with 440 men and 388 women. In addition, intensive interaction took place with the SCU teams of each State and the BDA and BIRDPA officers at Rufaa. (A list of the people consulted and Mission itinerary is in Appendix 8). A stakeholder meeting was organized in Rufaa on 24 September 2012 to discuss the main findings and draft conclusions of the mission.

3. At Federal level, the wrap up took place on 26 September 2012 and was chaired by his excellency the State Minister of Finance, Mr. Magdi Hassan Yasin, with the participation of representatives from MOFNE, MOAI, MOARFR, the Board of Directors of the BDA, State Ministries of Agriculture and Animal Wealth in the project area and BDA/BIRDPA team. This report summarizes the main findings and recommendations of the mission and incorporates the feedback and comments received during the stakeholders workshop held in Rufaa and the wrap up meeting at the Federal level.
4. The mission would like to thank Mr. Rashid Musaad, BDA Director, the BIRDPA and SCU teams and all the Government counterparts and the communities for the support received in organizing and carrying out the mission. The mission would in addition like to thank the Government officials in Khartoum and all the people consulted during the mission for their availability and for their frank assessment and constructive feedback.

B. Overall Assessment of Project Implementation Progress

1. Progress and overall assessment

5. The **overall assessment** of the project performance at mid-term stage is **moderate satisfactory**. The project, particularly regarding activities related to Agricultural, Range, Water and Community Development, is **on track** towards achieving most of its outcome targets and it is likely that several targets will be exceeded by the end of the project. Already the project is making visible breakthrough in women participation. Production increases (rain fed sorghum improved and local varieties; water harvesting measures) of about 540 – 900 kg per feddan was recorded compared to 180 – 270 per feddan under traditional cultivation. The successful containment of the dreadful Botulism (*Abu Regaiba*), which was the main cause of high mortality rates earlier, resulted in no death due to this disease. Regarding efficient use of irrigation water, water -, fuel - and labor savings were increased by more than 50%, as well as crop yield increment.
6. **Feedback from the beneficiaries** is generally positive, and there is demand to expand the activities and scope for scaling-up as Good Practices³ and drivers⁴ are present. After the initial delays due to lack of livestock marketing officer, the **Livestock and Marketing Development activities** provided the first basic results⁵ to build upon, but also weaknesses in the design⁶ were acknowledged.
7. As far as the **Project Management** is concerned, the quality is up-to the mark especially regarding financial management. The BDA director and the BIRDPA team managed to implement the annual plans, adjusted to the challenges of the programme, and supported the

3 E.g. community range and forest reserves (2 outstanding sites in Butana Locality covering respectively 50.694 feddan community reserve land and 78.000 hectares protected open range land), water harvesting measures, women vegetable / fodder farms, community institutions –CBOs-.

4 E.g. champions of these Good Practices such as leaders of Native Administration, visionary State and Locality Authorities and officers, etc.

5 I.e. rehabilitated livestock markets, preventive and curative animal health, model livestock market information system (LMIS).

6 The assumptions that there is a correlation 'between livestock market infrastructure and bargaining power of women and men' and 'development of wadi crossings and time for animals to reach the market' proved to be incorrect; i.e. women explained that bargaining power can improve as a result of improved animal body condition and availability of time to go to the market. BIRDPA learnt that it should focus on developing a sustainable market information system, while letting the market modalities and forces work.

SCU teams moderately satisfactory. A serious constraint has been the high turn-over of staff⁷ at SCU level, which distorts consistency and continuity, leads to losing on institutional memory and implies non-stop reinvesting in capacity building. In addition, the project set-up is demanding with long lines of communication, spreading geographically across a wide area and among various ethnic groups and communities, SCUs set-up in five States whereby each State has its own priorities and constraints. A key factor in achieving the current performance concerns the stability in terms of the Programme Director, key BIRD positions and the functioning of the BDA Board of Directors.

8. Under performance is observed regarding the '**development of an improved governance of natural resources**' which should lead to achieving specific objective one⁸. The development teams instead focused on strengthening and rehabilitating rangeland / forestry areas through social protection and community organisation. It did among others result in development of laws and by-laws in managing these areas.
9. **Total disbursement** as of 30 June, 2012 is 9.3 USD million (39% of the total budget), which is considering the formation of a complex institutional set-up and a range of infrastructure works a commendable achievement.
10. As part of the Mid-term review, the mission observed that the project design remains appropriate but the project institutional setting, the project compartmentalisation (components and sub components/activity lines) and overall steering capacity (BoD, BDA, BIRD) is sub-optimal⁹ or insufficiently developed.

2. Main issues and recommendations

11. The **inter linkages of the different sub components** (range, forest, pasture, crops and water) and **between the different components** are not functioning favorable. As a result of this, insufficient synergies and complementarities are in place to achieve improved livestock centred livelihoods, to build resilience to drought and reduce vulnerability. As domestic water supply turns to be the prerequisite for working in a community and in particular when reaching out to women¹⁰, water provision is not taken as an entry point. Improved crop varieties are promoted where a dual purpose crop would reduce the risks in drought years. Feed rations recommended are not primary based on what is available and/or could be made available through strengthening range, pasture, forest, and rain-fed crop development.
12. Although there are shiny examples of how individual, community and open grazing areas can be protected and improved, supplemented with dual purpose dry land crops, irrigated fodder and leguminous crops, crop left overs and agriculture by products, it cannot be further developed and sustained without addressing the core problem namely the **lacking of a coherent cost effective governance framework** that ensures a regulated access to land and water resources of the Butana. Therefore, its' establishment deserves prime priority.

3. Conclusions and way forward

13. **Reorient the project components** so that subject matter specialists are stimulated to work in an integrated mode, operate as a multidisciplinary team and facilitate community –, livelihood – and business development. In doing so, the entry point should be access to domestic water supply, the focus on water harvesting and soil conservation, and the guiding principle year-around optimal feeding for the large and small livestock. Moreover, enabling, capacitating and

⁷ SCU State Kasala 25%, Gadaref 23%, Gazzera 14%; Khartoum 30%, River Nile 4% and BDA 2%.

⁸ The establishing of a coherent and cost effective governance framework that ensures a regulated access to land and water resources of the Butana.

⁹ It is partially caused by being overburden with developing capacities and implementing activities and at times a too mechanical interpretation of the design document. In addition, the BoD tends to operate more as a Project Steering Committee for BIRD than as steering the development of BDA.

¹⁰ Note that women and children suffer a lot in fetching water when long distances have to be covered.

empowering the communities so that they can lead their own development the overall approach.

14. Through strengthening the overall **institutional setting of BDA**¹¹ and involvement of a full time **senior policy expert (SPE)** arriving at a coherent and cost effective governance framework for Butana grazing land. The main tasks of the SPE it to facilitate an interactive process with all relevant stakeholders and actors of the five States.
15. **Consolidating** the activities in communities which have reached maturity (batches Yr. 1 and Yr. 2) and preparing them for playing a prominent role in **up-scaling the good practices** in their surrounding hamlets (*fareegs*) and communities so that step by step clusters of sustainable utilisation of natural resources come into existence, while continuing the activities with those in earlier stages (Yr. 3, Yr.4) of development during Yr. 5 (2013) and Yr. 6 (2014).
16. The not yet operational **veterinary centres**, established at the newly constructed livestock markets, should be developed to act as **business and livestock markets information entities of DBA**. These centres should play a prominent role in sustaining the community animal health and - production services through the community animal health workers.

Agreed action	Resp.	Agreed date
i. Strengthen the BDA so that it can truly operate as a lead agency for the development of Butana.	BoD, Dir. BDA, BIRD, Fed. Govt.	Continuous 2012
ii. Provide first priority to facilitating the process of developing a coherent cost effective governance framework that ensures a regulated access to land and water resources in the Butana.	BoD, Dir. BDA, BIRD, SCU	2012
iii. In terms of focus and orientation, invest in community development, operate as multi-disciplinary team and take water supply and – harvesting as the entry point.	BoD, Dir. BDA, BIRD, SCU	2012
iv. Facilitate the establishment of the business and livestock markets information entities as part of the rehabilitated/constructed livestock markets as a self-sustaining integrated part of BDA.	BoD, Dir. BDA, BIRD, SCU	2012

C. Outputs and Outcomes, by Component¹²

Component one: Institutional Support	[Moderately unsatisfactory]
Outputs for objective one: Areas for open access range and for community ranges are delimited	
Allocated budget: US\$ 6.2 million.	
Activities: I.1) Dev. of an improved governance of NRs; I.2) Support to State Coordination; I.3) Project management	

17. This component should contribute to achieving the project objective of establishing a coherent and cost effective governance framework that ensures a regulated access to land and water resources of the Butana. It includes 3 sub-components: (i) the development of an improved governance framework for natural resource management; (ii) support to the States to improve their capacity in the implementation of the improved governance framework; (iii) the management of BIRD activities through the establishment of a Butana Development Agency (BDA). So far, the **performance** of this component is rated **moderately unsatisfactory**.
18. The BDA has been established and it concerns a unique set-up, which is perceived as powerful and important. The Board of Directors (BoD) was active in guiding the BDA; i.e. meetings and

¹¹ I.e. its emergence as an evolutionary and strategic agency is a prerequisite for any exit and sustainability planning.

¹² It summarizes the planned activities and cumulative achievements up to end of June 2012; details are as presented in Appendix 5, : Physical progress measured against AWP&B and appraisal targets.

decisions were documented¹³ and verified by the mission¹⁴. BDA¹⁵ managed to build its own buildings and obtained transport facilities and farm machineries but there are no plans and strategies in place on how to maintain and run these infrastructures and facilities in a sustainable and financially viable manner.

19. **Institutionally**, much work took place at the State and Community levels, but less at the locality and BDA levels; i.e. locality extension teams, for instance, are not actively involved in implementing activities which is entirely left for the SCU teams; BDA in turn has not been investing in developing their own vision and drafting strategic plans, but tend to rely on BIRDPA as a project. However, the State line ministries involvement in decision making over planning and execution (SCUs) and coordination mechanisms (locality level¹⁶), and Community Based Organizations (CBOs) showed a high degree of national ownership for the project.
20. Regarding the **performance of the SCUs**, it was observed that the remoteness of the area compared to the number of SCU staff and the logistical limitations were the main causes of limited follow-up and close engagement between communities and the SCU team¹⁷. In addition, there are tendencies to focus on technical specialization and own professional agenda. Considering the high turn-over of the staff, which cannot be expected to change¹⁸, versus the demanding services for community awareness, gender sensitization and community organizations, BDA might require their own professional staff in this field.
21. With regard to the **governance of natural resources**, some impressive examples of protecting and rehabilitating range and forest areas were observed at community level in certain localities¹⁹. Such communities clearly showed their potential as champions and drivers for up-scaling. In certain places neighbouring hamlets (fareegs)/communities already expressed their interest. Both women and men played active roles in the protection, rehabilitation and utilisation of these range and forest areas. These resulted in the improvement of the range capacity as manifested in the restricted movement of the sheep flocks; i.e. no need to move to the irrigated areas for stubble grazing, e.g. Butana Locality.
22. Recently, a study²⁰ on Ecological Zonation of the Butana Region was conducted and formed a first assessment of the current state of the various Natural Resources and Animal Production conditions per agro-ecological zones of the Butana region and how these changed over time. It also provided practical information on re-introduction of disappeared grass and shrub species, elaborated on the complexities of calculating the desirable pasture carrying capacities, and included zonation maps with high resolutions. Together with the land use maps developed through Federal level initiatives, these maps and related Natural Resources and Animal Production information (livestock – and animal disease surveys, for instance) and observations

13 The deliberations give the impression that the BoD function more as a Steering Committee that overlooks the implementation of a single project (BIRDPA) than as a BoD of BDA.

14 However, there is a need for the assignment of focal points from the relevant Federal ministries (MOARFR, for instance, is of key importance to BIRDPA but currently not closely involved) to assure close engagement, follow-up and on spot decisions to address implementation constraints. These focal persons could meet regularly in the period between the BOD meetings to assure execution of Board decisions and appropriate support to the five Butana States.

15 BDA law, Chapter (4) stated clearly the BDA ownership of assets, the BDA capital and financial resources including the fees it may have from its services or economic activities and other resources agreed upon by minister of finance.

16 The coordinator of SCU participate in the weekly locality council meetings as well as coordination meetings held by Head Agriculture; i.e. in case SCU covers more than one locality, most of the team the coordinator is busy with attending these kind of meetings.

17 It is important to acknowledge that the most remote SCU teams tend to perform best, had developed a vision and showed a degree of innovativeness. All teams have however potential.

18 Some staff –more common among married women- leave the SCU due to the demanding nature of the work which involves a lot of travelling, but others are called back for their skills or otherwise. Notwithstanding the commitments made by the relevant State authorities to ensure continuity of staff, it remains difficult to live up to it.

19 It was supported by the issuance of by-laws and regulations which were approved by locality authorities as well as native administration. Communities used voluntary guards, made traditional users (seasonal herders, neighbouring livestock keepers, etc.) aware, used sign boards and demarcations, and planned the utilisation (i.e. fodder conservation) of the abundant biomass established.

20 The study team consisted of Professor A. K. Osman (TL; Dry lands Farming Specialist), Professor Ahmed S. El Wakeel (Ecologist), and Dr. M. A. El Gamera (Remote Sensing Specialist).

provide a sound input for the process of formulating a coherent framework for governance of Butana's natural resources.

Agreed action	Resp.	Agreed date
v. In order to ensure quality investments in community development, the BDA requires their own professional staff. Ideally, NR and Community Development expertise should be permanently available at BDA level.	BoD, BDA,	2012: prepare 2013: take off
vi. BIRDPA to recruit a senior policy expert/facilitator who can take the lead in the process of developing a coherent framework for governance of Butana's Natural Resources.	BoD, BDA/ BIRDPA, SCU	Dec. 2012
vii. Development teams ²¹ should operate as multi-disciplinary teams who can work with technology options and appreciate indigenous knowledge.	BoD, BDA/ BIRDPA, SCU	2012: prepare 2013: take off
viii. Development of a user friendly version of the Ecological Zonation Study appropriate for use at community and locality level and dissemination at large.	BDA/ BIRDPA, SCU	Dec. 2012
ix. Develop capacities ²² at the appropriate State level so that the Ecological Zonation Study can be up-dated at regular intervals, enriched with livestock information, and each step in proposed governance of NRs be assessed on its' potential effects, costs and effectiveness.	BDA/ BIRDPA, SCU	2012 – early 2013

Component two: Agriculture, range, forest and water services

[Satisfactory]

Outputs for objective one:

- Improved crop productivity; - Improved range carrying capacity and biodiversity; - Improved water availability

Allocated budget: US\$ 10.1 million

Activities: II.1) Technology Transfer; II.2) Improvement of the range; II.3) Domestic water supply

23. This component will contribute to increasing the productivity of smallholders' farming and range systems. It is the component that practically supports the investments needed by the new governance framework of regulated access to land and water resources. The main outputs of the component would include: improved on-farm water efficient use and efficiency, improved carrying capacity and biodiversity of the range, improved water accessibility and affordability. The component includes 3 sub components: (i) technology transfer that includes a number of appropriate technological packages for the main farming systems of the area; (ii) development and improvement of the open access and community rangelands; (iii) the development of domestic water supply.
24. Up to date the project has exceeded its **appraisal targets** on enhanced terrace cultivation, irrigated fruit and vegetable gardens and annual coverage of fire lines. However, demo farms, wadi cultivation and water harvesting for range land improvement targets are expected to be completed within next year.
25. In crop production, the activities for improved **terrace cultivation** and irrigated fruit and vegetable gardens have exceeded the appraisal targets. About 51,348 feddan of rain-fed area have been treated with terrace cultivation out of 45,000 feddan targeted at appraisal (114 %) benefiting 6,427 households (HHs) out of 18,000 HHs appraisal targets (36 %). However, the mission observed that this terrace package lacks installation of inners bunds conducive to better water control and distribution and crop diversification other than sorghum is limited as pointed by the 2011 supervision mission. Despite this, an impressive number of farmers have already adopted tree boundary planting while some developed fodder (Clitoria, Filpesera and Guar) plantation in terraces. The mission was pleased to notice that the development teams

21 Efforts can be of a different nature; i.e. tailor made training, on-the-job training through conducted trials (research-extension-community), incentives, improving the coaching (by BIRDPA staff towards SCUs), less control and more enabling support, etc.

22 E.g. field oriented capacity to use Geographical Information Systems (GIS) and Global Positioning Systems (GPS), etc.

(DTs) in Gadaref, Khartoum and Kasala state introduced **technology options**²³ namely in providing the farmers involved in demo farms not only with improved sorghum varieties, but also local variety (Guishesh), which is drought tolerant and favorable animal feed as pointed out by farmers. Because of high staff turn-over, many DTs are lacking technical know-how in the designing, planning, layout and installation of water harvesting and soil and water conservation works. **Outcomes:** about 540 - 900 kg per feddan increase in sorghum productivity was recorded in Gezira and Khartoum States compared to 180 – 270 kg per feddan under traditional cultivation. The central outcome of this intervention is procurement of tractor with scraper and chisel in Gadaref state by one of participating farmers for scaling out of terrace cultivation²⁴ on commercial basis, while in River Nile State the technology was adopted in two non-participating communities commanding about 3000 feddan benefiting 600 persons, with wide adoption of chisel plowing in Khartoum State.

26. **Wadi cultivation** is progressing in a very satisfactory manner (83%) and expected to be completed by the next year. **Contour plowing cultivation:** the activity moves very slowly where DTs²⁵ are not well acquainted with the technology. The aim of this intervention is to replace sorghum cultivation by fodder crops, which is probably more appropriate to exhausted mechanized farming schemes in the southern fringe of Butana area²⁶.
27. For the **range land improvement and conservation**, about 3,726 feddan (project appraisal is 4,000 feddan) have been treated with water harvesting and conservation techniques on the community and open access range land area. Out of total target area 150,000 ha and 240,000 ha under community and open range land respectively, about 100,000 ha were covered with direct re-seeding and conservation at 26% achievement. This activity includes broadcasting of range grasses, trees seeds and seedling plantations. The implementation of water harvesting intervention had not been adequately and properly installed in Khartoum and Gezira states (e.g. planting pits and semi-circular shape). The mission was pleased to notice that in Gadaref state, the DT has managed to install a better system and to organize and mobilize the community for protection of open range area before introduction of rehabilitation and development techniques. Other states should follow the same approach as it's proven to be an effective community participation method. **Outcome:** operation and management (O&M) by community voluntary guards as well as investment in the collection of range seeds and harvesting of grasses are prominent outcomes observed in several communities in Gadaref and River Nile States. This was further supported by issuance of by-laws and regulation to organize protection of these open range areas in collaboration of localities. In addition, the success accomplished in the economic benefits of the range land made some individual agro-pastoralists to adopt and devote part of their farmland for this purpose.
28. **Irrigated fruits and vegetables gardens:** for efficient use of irrigation water in water scarce areas, the project is adopting water management improvement practices by installing water saving networks and introduction²⁷ of crops efficient in water use such as fodder (Clitoria) and vegetables crops. Physical achievement on this intervention included establishment of irrigated gardens commanded 535 feddan out of 500 feddan appraisal target. **Outcomes:** water, fuel and labor savings were increased by more than 50 %, as well as crop yield increment. In particular Clitoria and vegetables cultivation is getting popular and replaced commonly cultivated Lucerne (alfalfa) with has high water requirements²⁸. **Effect:** based on the repayment

23 The mission would like to urge the DTs to make use of agro-ecological zonation study for selection of cropping patterns relevant to prevalent climatic conditions.

24 The mission has requested the project to start as soon as possible in conducting cost/benefit analysis for the enhancement measures and investment used for terrace cultivation.

25 In addition, the targeted mechanized area is at a far distant from the communities who in turn are neither conversant with this type of cultivation.

26 The mission suggested that the project should work with some pioneer progressive farmers to demonstrate the contour plowing with fodder farming and to render it for own animal feeding and better understanding of this investment option.

27 This happens as part of participating in the ICARDA adaptive research program.

28 For instance, one participating farmer had managed to raise about 80 sheep in 3 feddans for a whole year, with increased rate of lambing (75 %), twinning/triplets and better health.

for shallow dug wells and pumping units three new small-scale farms benefiting 24 households were established commanding 30 feddan as investment.

29. **Women irrigated gardens:** the project has succeeded in providing women with support to establish women irrigated gardens in about 100 out of 150 feddan, which is the appraisal target (67%). However, women groups need to be exposed and trained on efficient use of irrigation water through proper land levelling, layout and construction of small irrigation basins and furrows and/or use of pipes conveyance for water savings, which are crucial for small-scale irrigation schemes of limited water sources abstracted from hafirs, ponds and shallow dug wells. **Outcomes:** increased number of women is able to meet the cost of operation and management of the farm and can satisfy the vegetables needs of their group members; i.e. in Khartoum, Gezira and Gadaref. In addition, some individual participating women established their own home gardens. **Effects:** this intervention has spilled over to neighboring communities in Gezira and Gadaref states.
30. **Water supply:** water provision appears to the mission the first top priority and the entry point for any intervention. Out of 141 communities surveyed, about 120 communities had indicated this priority. The project has succeeded to provide drinking water supply²⁹ through rehabilitation and construction of hafirs and water yards, hand pumps and dam to 10,820 households living in 48 communities and in addition to a large number of livestock. Although the water management committees (WMC) have been trained improved O & M³⁰ mechanism of the water points were not established³¹ at most sites. The mission is of the opinion that for the installation/rehabilitation of the remaining water points the project shall concentrate on assessment of comparative real need of communities to water services and jointly formulate a suitable arrangement with the Rural Water Corporation (RWC), State MOAI, localities and communities that would allow for the greater participation and involvement and better water services and O & M³². **Outcomes:** in River Nile State the community of Alabar village succeeded to construct an additional new water tank through fees collected from water sale. Another example of better O&M of water points concern communities in Kasala who developed and prepared a pre-paid coupon system, while one community in Gezira collected a good amount of money, which enabled better control of water abstraction and maintenance of hafir. The WMC managed to establish working relationship with the RWC in shouldering O & M responsibilities under certain charges fees in the River Nile state. **Effect:** women expressed that they could visit the market, involve themselves in interest group activities, vegetable gardening and/or growing seedlings, etc. due to time and money saved as a result of the established/rehabilitated nearby water supply facility.
31. **Sand dunes fixation:** an area of about 22.8 feddan (7.6%) out of a targeted area of 300 feddan in the villages of Timaïd Haj Altahir and Algihaïd was fenced using metallic posts and rabbit mesh to keep off animals. In addition to that the most degraded area was planted with different tree species and perennial plants (*Panicum turgidum*) with the purpose to stabilize the dunes and protect the area against wind-blown sand. On this fragile area, protection through fencing proved to be effective and allowed fast vegetation cover improvement. For expansion of vegetation cover, community thinks this enclosure can be moved to another area, while the protection can be shouldered by the benefiting communities³³. **Outcomes:** increase in plant density and community cut the *Panicum* plants as animal feed as well as enhancing natural re-growth.

29 It amounts to 54 water points out of 106 in the project appraisal at 51% achievement providing 660,000 m3 from hafirs and dam alone. The physical achievement of the project in water supply is satisfactory indeed.

30 O&M: Operation & Management.

31 In the interest of communities and for sustainable water services, the project should be more involved in the training of the WMC and overall supervision of the water supply infrastructures. Use could be made of the experiences gained by WSRMP regarding management of water supply facilities; i.e. -tri-partite agreement, - curriculum and handbook for training water user committee members, etc.

32 As BIRD is not the only project/agency investing in water supply, it is important to anticipate on and prevent overlapping with localities and state plans.

33 Since the work is laborious, the mission was of the opinion that awareness raising and involvement of the whole community was highly needed.

32. **Community Irrigated Shelterbelt and Woodlot:** this activity is progressing very slowly where 19 (4%) out of a targeted 500 feddan were planted as windbreaks as well as to provide fuel wood to reduce tree cutting in Timaïd Haj Altahir. The main reason is the limited availability of irrigation water due to providing first priority to the domestic water supply. The main focus has been on planting of permanent grass species like *Panicum* plants. Enriching of these plants by introducing indigenous and drought tolerant, rapid growth and laterally spreading trees (e.g. *Acacia nobica*, *A. tortillis*, *A. millifera* and Marekh) could add significant biological stabilization of the dunes.
33. **Nursery and Community Forests:** forest activity implemented by the project included establishment of 125, 7 and 2 household, community and central nurseries respectively, producing in total 127,313 seedlings. Seedlings produced have supported establishment of 9 reserved forests covering 25,757 feddan, others were used planted in home gardens and public places (schools) and some sold. The mission was pleased to notice that the project has managed to mobilize and orient the community to devote voluntary forest guards, where total 69 guards have been trained in all issues related to forest protection, and enforcing local order and management. **Outcomes:** trainees in nursery production techniques have trained others who in turn managed to establish their own home nurseries (6 nurseries without project support set up as income generating activities)³⁴.

Agreed action	Resp.	Agreed date
i. Consolidate and enhance the terrace cultivation by installation inner contour bunds for better water control and distribution.	DTs/BIRD P	2012
ii. Training of DTs in water harvesting and conservation techniques and planning as a cross-cutting issue for all water related use and production. Also, minimize the use of wide level disc and restore the traditional sowing system	BDA / BIRD P / DTs	2013
iii. Scaling up and out of terrace cultivation including crop diversification ³⁵	DTs/BIRD P	Jan. 2013
iv. Use of agro-ecological zone study for selection of appropriate cropping pattern and advices regarding range, shrub and tree species and choice of water harvesting technic.	BDA / BIRD P / DTs	Jan. 2013
v. The contour plowing cultivation should be piloted with few progressive fe/male farmers who keep livestock and aim at replacing sorghum with fodder cultivation.	DTs/BIRD P	2013
vi. Consolidation of activities which started in 2009 -2010 by not more than year 2013, and continuing supporting communities who joined the project late (2011-2012) but not to exceed year 2014. Thereafter, all component activities should be run on cost recovery basis.	BDA / BIRD P / DTs	2013
vii. No rehabilitation and development work of open range land and community reserve to be put in place unless protection is first discussed and ensured from communities.	DTs/BIRD P	2012
viii. The BDA should discuss and strengthen the functions and roles of DTs in monitoring (e.g. field data collection, analysis and reporting) of water supply and water harvesting interventions ³⁶ .	BDA / BIRD P / DTs	2013
ix. There where the interventions have been convincing ³⁷ , accordingly no more demo farms to be established, but focusing on management skills of water committees, irrigation networks, optimization, development of community extension agent, etc.	BDA / BIRD P / DTs	2012
x. Conduct a cost/benefit analysis for the main investments made up-to-date ³⁸	Feb. 2013	BDA/DTs

34 Due to the skills and knowledge available in the team (i.e. director BDA is a forester) BIRD P has been pro-active in the field of forestry, which was not well covered in the BIRD P design document. It made the mission realise that when skills and know-how are in place, the DTs are stimulated to be pro-active, but when this is less the case, the design document is taken on the letter.

35 With the introduction of leguminous – and fodder crops (*Clitoria*, guar, field watermelon, cowpea) as animal fodder in rotation or inter planted with sorghum soil fertility improves, risks (crop failure) spread and better integration of crop and animal production (i.e. area approach) is achieved.

36 It is about monitoring plant growth, effect of water harvesting measures, observing adaptations, etc. It is important that the technical advisor for this component is fully involved so that appropriate training can be provided, coordination with other M&E activities –to prevent overlap and duplication-. In addition, BDA/BIRD P should use the M&E as a mean to assist the DTs to reflect and analyze.

37 Based on analysis of cost of production and farmers' return in lower Atbara area irrigated fruits and vegetables gardens, the interventions proved now to be convincing.

Component three: Livestock Development and marketing services [Moderately satisfactory]

Outputs for objective two: Improved accessibility to markets and market services

Allocated budget: US\$ 3.8 million

Activities: **III.1)** Market studies; **III.2)** Rehabilitation and construction of selected markets; **III.3)** Construction of Wadi crossings; **III.4)** Organization of producer organisations; **III.5)** Dairy processing; **III.6)** Establishment of market information system; **III.7)** Capacity building of localities; **III.8)** Veterinary Care.

34. This component will contribute to the objective of improving the access and bargaining position of women and men in the marketing of livestock products. The main output of the component³⁹ is improved accessibility to markets and market services. The component consists of 8 sub-components: (i) market related needs assessment and studies; (ii) market rehabilitation and development; (iii) construction of wadi crossings in major wadis; (iv) organisation of producers in the livestock and dairy sector; (v) dairy processing; (vi) development of a market information system; (vii) capacity building of localities on market management and record keeping; (viii) veterinary services.
35. Regarding sub component i and ii, substantial progress has been made; there was a change in the list of the markets proposed in the BIRDP design document, certain markets were dropped and others added. Two markets have been completed (100%) and two others (80%) almost, while the remaining one is under construction. Protocols and capacities for managing the markets (vii) have been drafted and training of market agents planned as well as the establishment of services agreed upon. Regarding the **marketing of livestock**, it was observed that rehabilitation/construction of livestock markets was much appreciated⁴⁰ but they do not imply that a better price will be obtained; i.e. no decrease in the transaction costs.
36. The pending construction of wadi crossings (iii) will be outsourced to the Service Provider of RAP and expected to start soonest. A sound plan for developing a Livestock Market Information Systems (LIMPs) (vi) has been drafted and a system for collection of data designed and introduced. Organisation of producers for the purpose of marketing (iv.) was not successful but instead the so called livestock interest groups were established and developed considerable capacity in preventive and curative animal health care, feeding practices as well as general management. In order to adequately plan interventions and monitoring outputs⁴¹ and effects over time, simple livestock surveys⁴² were introduced and conducted jointly with concerned State Departments.
37. Key observations of the various sub components are as follows: in the case of **dairy processing**, value addition of the product by improving collection, processing and marketing of milk did not receive attention as most milk is consumed at home while traditional cheese makers buy the surplus milk during the rainy season when milk is abundant. As the traditional/current value chain of milk, - collection, - processing and – product marketing value chain is not known, the assumption that it can be improved⁴³ is not convincing.

38 Taking an ad random sample and covering benefits, sustainability, adaptation, replicability and expected adoption would provide good insights and outcomes to reflect upon.

39 As per design document, this component is based on a simple market strategy: there is demand for meat and dairy products and there is room to increase the smallholder share price through decreasing the transaction costs to access the market and sell the product. In the case of dairy, it is a matter of increasing the value added of the product ensuring better collection and processing of milk, especially during the rainy season when milk is abundant.

40 It ensures however that the locality can generate more fees, that rural jobs are created and provides an outlet for selling products (fodder, for instance). It also attracts more buyers, it provides convenience and thus less pressure to make quick deals as the environment is pleasant. In short, it makes marketing a more sociable activity and provides a focal point for rural activities.

41 Key indicators such as reproduction rate, milk production and mortality rate of young stock and adult animals are assessed. Key indicators for traditional poultry can be added; clutches and size of clutches per hen; hatchability and mortality rates (chicks, pullets/cockerels, hens/roosters).

42 There is a shift in composition of livestock towards small ruminants due to natural resource degradation in arid and semi-arid regions. Cattle are becoming economically costly and infeasible to rear.

43 It refers to the BIRDP design document; working paper 3, page 4-5, page 13-15, page where large surplus of milk were mentioned and investing in milk processing proposed. At this stage, there is hardly any surplus of milk and if so it concerns village and communities close (20 – 40 km) to the Khartoum city. As the market in Khartoum is good, there are sufficient

38. Communities tend to resist the concept of **producers marketing groups** to the extent that some producers mentioned that they cannot even share any commercial activities with their own brothers, while women would clarify that their bargaining power would increase when their goats would obtain a good condition and when they would have more time to visit the markets. In addition, the poverty level is above 90% and livestock ownership is small and the marketable numbers is relatively low. As is the case with poor livestock producers, their behaviour is not market⁴⁴ but risk aversion oriented.
39. Although **wadi crossings** are important for peoples' access to social services and markets, it is projected that these crossing will hardly influence the general livestock transport transaction costs⁴⁵; i.e. during the rainy season (August, 2012), the cost of transport for one head of sheep by road (trucks – Dafar or Jambo) from El Soubagh to Gedarif was 10 SDG and 5 SDG to El Rattaga, while the cost of transport on hoof from El Soubagh to Gedarif 2.5 SDG and 1.75 SDG to El Rattaga. The time factor is 2 hours by trucks and two days on hoof & gaining weight on free grazing. Transport on hoof is thus preferred by the traders as it keeps the animals in better condition.
40. In terms of **animal production**, the DTs worked on feed rations, which were often introduced as a full package⁴⁶, while it would be more appropriate to break these down as technology options so as to develop rations in line with what is available and can be easily obtained from outside. Men appreciated the motorised grinding/crushing of sorghum stalks and facilities to store the mesh, but women did not narrate about it but indicated that making the proposed feed ration is difficult. The full ration proposed in the demonstrations did generate the expected increase in milk yields, overall improvement of goat body condition and increased off-spring. However, inputs are subsidized and it was not sufficiently clear whether the extra costs offset the milk and body condition gains; if the cost price calculation would be correct, one would expect a higher adoption rate which is not the case, but indeed other factors too play a role such as fe/male livestock keepers' motivation to increase productivity, poverty level (affordability), a market oriented attitude, etc.
41. **Cross breeding the Nubian Desert goat** with Damascus buck took place at large scale (1,000 kids available) without any breeding policy and strategy at hand⁴⁷. The performance assessment⁴⁸ is not conducted in a professional manner, for instance, no comparison with local goat kept under same conditions including feeding regime is made. As such, it is obvious that the genetic potential of the Nubian Desert goat is not achieved due to limited access to water, under feeding, disease threats, etc.
42. In principle, the livestock in Butana region depends entirely on the depleted natural pasture. Accordingly, most of the palatable and high value nutritious grasses disappeared from the Butana plains where the other non-nutritious ones dominate the area. As a result, **Botulism (Abu Regaiba)** spread in Butana area, which is an indication of protein and phosphorus deficiency; i.e. see also para 45. Thus, the challenge is dealing with the feed gap: - the use of local feed resources for nutrition at lower cost during summer season; - protecting and rehabilitation of range and forest areas both at communal and individual level supplemented

milk men collecting, transporting and selling the milk.

44 Unlike the situation in North Kordofan state, where producers are relatively more market oriented, among others due to export activities.

45 It might affect however the smallholder who takes his/her goat to the market using the local taxi/mini bus/truck.

46 It concerns inputs such as crushed sorghum stalks, ground nut husks and - cakes, molasses, crop residues, etc.

47 Indiscriminative and inbreeding (no rotation of the bucks) happens. Progressive interested livestock keepers are able enough to arrange for a Damascus buck if they desire.

48 Comparison of Nubian Desert Goat and Cross Breed under similar field management conditions is needed to assess the added value if any of the cross breed. In Greater Kordofan it was learnt that: Advantages: -high prices (300 SDG comparing to 150 SDG for local, -milk production increased by 67% (from 1.5 to 2.5), -characterize by twin births and high body weight; Disadvantages: -delay in reaching maturity stage, -feed intakes too much comparing with local one, -increase in birth mortality rate, -new birth low tolerance to heat stress.

with dry land dual purpose crops (traditional sorghum varieties) and leguminous and irrigated fodder gardens were often mentioned as beneficial by the livestock keepers.⁴⁹

43. SCUs contributed successfully to the **State Vaccination Campaigns**⁵⁰ whereby also the mobile clinics were deployed. Proposals to make these mobile clinics cost effective in their operations were not successful as most States provide vaccinations for free, while the mobile clinics were actually used as any other vehicle implying that the veterinary equipment was removed at times.
44. Introducing, training, coaching and monitoring **CAHWs** –one woman and one man per community- has been relatively successful and the CAHWs substantially contributed to improving the animal health status, assisted in reporting on notifiable⁵¹ and Transboundary Animal Diseases (TAD), in the outreach of vaccination schemes and general awareness creation. A conducted performance assessment revealed that it is 60.5%, which was considered up-to-the mark as all CAHWs were still young in terms of experiences. Overall, communities reported 'improved health status' of their animals; poultry⁵² however received minor attention but some female CAHWs dewormed the poultry stock.⁵³
45. The successful **containment of the dreadful Botulism** (Abu Regaiba)⁵⁴ disease by the DT in El Damar (River Nile State), Rufaa (Gezira State), Abu Deleig (Khartoum State) and Soubagh (Gedarif State) through involvement of the communities is just innovative; i.e. experimenting with supplementary feeding of leguminous crops and mineral salts/licks, mobilizing communities to remove the dead carcasses spread over the rangelands through awareness creation including school children and active involvement of the CAHWs, on pilot basis administering vaccination⁵⁵, etc. The results are significant as hardly any mortality due to Botulism, which earlier formed a major cause of high mortality rates.

Agreed action	Resp.	Agreed date
i. Recruit a (pro-poor oriented) animal production/animal health specialist ⁵⁶ to strengthening the BDA/BIRDP team.	BDA / BIRDP/ DTs	Dec. 2012
ii. Continue with hiring the current technical services of the livestock marketing specialist so as to ensure realisation of the business and livestock markets	BDA/BIR DBIRDP	2013

49 Notwithstanding their enthusiasm, the animal production subject matter specialists (SMSs) showed difficulties in proposing and developing appropriate technology options, while also limited in developing a common vision jointly with the other SMSs in how best to achieve year-around optimal/feasible grazing and feeding strategies, for instance. It was thus proposed to identify pro-poor livestock policies in the 5 Butana states related to Butana grazing area; in turn it can also provide an input for the governance framework.

50 The vaccination efforts were evident in all states namely facilitating state veterinary authorities. The El Damar SCU in River Nile state vaccinated 170,100 heads for all types during the three years (2010-2012). In Khartoum state, Abu Deleig SCU, vaccination efforts of Sheep pox reduced mortality rate from 13% in Wadi El Hajj Shimal & Abu Hasheem Sharg to 0% after vaccination.

51 Botulism (Abu Regaiba)

52 BDA implements a smallholder poultry project for young graduates in Khartoum State and, among others, 5 women of HHs of targeted communities were trained on the same and 2 of them started rearing 50 commercial layer birds. The HH visited had layer birds at the age of 6 months when one should have peak production but it was 80% only. A quick cost benefit calculation (value of number of eggs produced during passed week and costs of feed fed) showed that a break-even was just made, while it concerns the laying period that surplus income should be generated. It is not advisable for BIRDP to promote this type of commercial layer production as the margins are extremely low; let the graduates first show that they can make their poultry business and poultry cooperative commercially viable, which is a huge challenge especially as the male chairman is also the person buying and selling the in – and outputs!

53 As female CAHWs are often not providing services outside the community, which male CAHWs do, and care most for the small stock kept by the women, it is most relevant to included 'strengthening traditional poultry rearing' in their follow-up training. Women requested regularly whether attention for their hens could be made.

54 Botulism is a disease caused by the toxin produced by the bacterium, *Clostridium botulism*. It is a major disease of livestock in the extensive grazing areas of Butana particularly under protein and phosphorus deficient conditions.

55 In total 39,000 heads of sheep were vaccinated against *Botulism* (Abu Regaiba) out of which 25,000 were monitored and followed up closely; no mortality rates were observed.

56 Recruitment of the planned livestock marketing position was unsuccessful and as a result the start-up of this component delayed substantially. Meanwhile, technical services of a livestock marketing specialist were brought on board. To ensure continuity and smooth integration of animal health and – production activities a SMS in this field should be recruited. His/her orientation (pro poor livestock) is more important than his/her specialisation; i.e. veterinarian or animal production.

Agreed action	Resp.	Agreed date
information entities and addressing the pending livestock market issues.		
iii. Study the current milk collection, - processing and – product marketing value chain, assess whether margins at each chain level are fair, review the proposed interventions (Design Report) and up-date the financial and economic analysis presented in the BIRDP design document ⁵⁷ .	BDA / BIRDP	2013
iv. Regarding finalising the physical livestock market infrastructures, tree planting – shade for animals on longer term and less dusty- and women friendliness (toilets, special gate) should be addressed.	BDA / Locality	2012
v. Introducing additional fe/male CAHWs (as per target set) and invest in the well performing existing CAHWs ⁵⁸ , while also lobbying for their formal recognition ⁵⁹ as considered in the proposed legislation on privatization of veterinary services.	BDA / MARFR / BIRDP	2012
vi. Keep conducting simple livestock surveys and disease mapping at regular intervals while also developing appropriate concepts of de-stocking and re-stocking (relevant for Butana area) ⁶⁰		2013
vii. Jointly with other members of DTs, the livestock specialists (production, vet care) should invest in enhancing pastoralism and reaching out to the nomads ⁶¹ visiting the Butana grazing areas on a seasonal basis.	BDA / BIRDP/ DTs	2013
viii. Stop promotion of indiscriminate goat cross breeding but instead monitor the performance of Desert goat and Cross breed goats over a longer period of time and in a professional manner. Care is needed regarding rotation of current bucks.	BDA / MARFR / BIRDP/ DTs	2012
ix. Convene a Workshop to share the experiences made and lessons learnt regarding containment of <i>Abu Regaiba</i> disease (Botulism).		2013
x. Facilitate the development of pro-poor livestock policies ⁶² in the 5 Butana States or a simple inter-State one ⁶³ .		2012

Component four: Community Development

[Moderately Satisfactory]

Outputs for objective three: Functional and representative community based organisations established

Allocated budget: US\$ 3.1 million, balance.

Activities: **IV.1)** formation and capacity building of community organisations; **IV.2)** Gender sensitisation; **IV.3)** Skill training; **IV.4)** Community Initiative fund

46. The component aims to develop the capacity of community-based organisations to engage in environmental sound, socially and gender equitable development initiatives. The main output is to establish functional and representative community based organisations. The component consists of 5 sub components: (i) community organisation and strengthening; (ii) gender sensitisation; (iii) skills training for groups and individuals; (iv) community initiative funds; (v) training of locality and state staff on community development and gender. Overall output of this component is presented in the Table 1 presented next.

57 It refers to working paper 5 of the design document.

58 Consider: curriculum of CARDA, business and bookkeeping, ethno veterinary knowledge. CARDA: Community Animal Resources Development Associates curriculum developed in 2011 & approved by MARF&R.

59 As their role is critical to the success of the BIRDP's objective of enhancing livestock productivity, they need to be self-sustainable and be part of the formal referral system. Thus, efforts by the Government (MARF&R) and Sudanese veterinary council are needed to formalize their integration into the national animal health programme. It should also be addressed by the proposed legislation on privatization of veterinary services.

60 Survey and possible studies should also feed the development of governance framework; i.e. enrich the ecological zonation study, etc.

61 It is advisable to stimulate an interaction with the mobile Extension Teams in North and South Kordofan (WSRMP); i.e. not with the idea to copy this model but to exchange on effective and constructive interactions with nomads. It took WSRMP considerable time before they were able to reach out to nomads and involve them in rehabilitation of grazing areas.

62 Was recommended by the BIRDP livestock advisor and deemed appropriate by the MTR team; namely, the currently technologies and orientations promoted are not typically relevant for pastoralists and semi-pastoralists neither in the interest of poor livestock keepers. Therefore, an orientation towards livestock development in the interest of poor livestock keepers is most relevant. Drafting and adopting a pro poor livestock policy simultaneously to developing a Framework for Governance of Butana will assist in re-orienting the service providers who are mainly conversant with high input, high output technologies.

63 See footnote 8.

Table 1: Planned versus achieved interventions/activities of Community Development

#	Indicator	Unit	Planned	Achieved	Achieved
Community Development - 2009-June 2012					%
1	Communities visited for project selection	Com.	280	280	100
2	Communities selected	Com.	140	141	101
3	Community organizations formed and registered	Com.	140	141	101
4	Groups with women in leadership position	Group	420	279	66
5	Trained midwives	Person	140	10	7
6	First aid trainees	Person	2,800	3,401	121
7	Literacy trainees	Person ⁶⁴	11,200	4,278	38
8	Trainees in technical skills	Person ⁶⁵	4,200	4,008	92
9	Trainees in Management of Groups/CBOs	Person ⁶⁶	280	256	90
11	Disbursement of community initiative fund (incl. community participation)	Amount in US\$ ⁶⁷	1,180,000	1,028,000	9
12	Number of community operations operational after 3 years	Com.	140	24	17

47. In total, the project is working in the 141 communities (100% of the target set) out of 457 existing in the project area, while 280 were visited during the selection process. The main outputs are that 141 communities listed their priorities, 141 CDCs were formed, 141 community development plans were prepared, 774 interest groups formed (see table 2, below), and 141 village profiles and community action plans prepared. As per project design, the target for total

64 It is expected that only 50% of those trained in literacy and numeracy will actually master these skills. The women participation was in line with the expectation namely 90% of the participants in the literacy classes would be women.

65 Success rate is expected to be 55% in productive skill training; 70% of participants were women.

66 It is also expected that only 50% of the participants will really master group management skills and will be able to run for elections of the community organizations. 50% of the participants were women.

67 Contributions: Project US\$ 31,204, Community US\$ 7,801.

number of (direct and indirect) HH beneficiaries was set at **40,000** HHs. Currently **25,434** HHs of which **10.5%** are **Female Headed HH** are reached through the project interventions as direct beneficiaries, while indirect beneficiaries (range rehabilitation, water facilities, animal health, etc.) have not been counted so far.

Considering the high outreach of CAHWs –often beyond their own community-, the range of non-targeted HHs involved in social protection of rangeland, it is expected that the project will have reached out beyond this overall target by the end of the project. The overall female

participation stands at 49%. Referring to table 2 presented on the right, it is observed that overall female participation was highest in forestry, followed by animal production and – health.

Table 2: 'Fe/male participation to interest group and State'

State	Agric		Range		Forest	
	Male	Female	Male	Female	Male	Female
R.Nile	1503	599	222	135	376	542
Khartou	484	194	316	163	316	163
Gazera	550	245	512	211	512	211
Gadarif	304	93	201	170	191	151
Kasala	398	91	99	24	98	81
Total	3239	1222	1350	703	665	774

State	Water		Animal health		Animal production	
	Male	Female	Male	Female	Male	Female
R.Nile	225	62	930	849	930	849
Khartoum	212	62	357	149	357	149
Gazera	285	80	318	169	318	169
Gadarif	209	97	256	176	200	283
Kasala	18	3	187	213	187	213
Total	949	304	256	176	1992	1663

48. The Qualitative Assessment Study of BIRDP performance was initiated in 2012⁶⁸ to assess the improvement of the community capabilities⁶⁹ as compared to the baseline⁷⁰ conducted in 2005. The study results revealed that '*community capabilities have increased significantly as compared to the bench mark indices obtained in the year 2005 which indicates that the project efforts yielded adequate improvement regarding community capabilities;- some states were able to maintain the same rank in terms of CCI whereas other states either moved forwards or down wards; - the performance of project CDCs was adequate indicated by the state percentages which ranged from 71 to 78; - the performance of CDCs regarding financial management (64%) and initiatives and planning was considered weak by virtue of having percentages below the lowest range which is 71%.*- 49. **Community organisation and strengthening:** legitimate, functional and representative formation of Community Based Organizations (CBOs) takes place. Registration⁷¹ of CBOs is encouraged and basic training conducted as planned. In short, activities were done according to plans. The extension approach, its' quality and follow-up require however further improvements, while also more investments in CBOs capacity support are needed. Networking, get-together around common concerns such as NR management through lobbying for policies and legislation at area, locality or even Butana wide area need to be taken into consideration e.g. joint meetings, exchange and shared training events; half year or annual meetings; forums and policy dialogue events for community/ CBOs leaders etc.
- 50. The mission noted that still the CBOs, even the registered ones (43.7%) require much attention for better establishment and strengthening. Some community hamlets complained because they were left out and did not benefit from the project intervention, hence clustering and outreach is required. Scaling up using cluster/area approach and establishing and working with community based extension agents is feasible; i.e. outreach to small hamlets, be connected with satellite villages.
- 51. **Gender sensitisation:** the empowerment of women e.g. establishing own businesses, saving and credit (registered) groups happened but also participation in lead positions of CBOs need

68 It was conducted by Mahmoud Awad Mekki, associate professor socio-economics and Yassin Doleeb.

69The main categories used to assess community capabilities were: (i) autonomy and silence; (ii) Initiatives; (iii) management of village funds; (iv) ability to organize; (vi) ability to manage community lands; and (vii) achievements.

70 Dr. Babo *et al* 2005 conducted as part of project design the Community Capabilities using the so called Community Capability Index (CCI) approach.

71 Of the 110 CBOs formed, 47 are registered (43.7%) and 33 are in the process of getting registered.

to be encouraged and supported. During the field visits, women often gave the impression of being better organized than the male folk who often track with the sheep herds to distance areas and are thus not always home-based as women are. Training on gender sensitization was incorporated in all training programs during formal training sessions for community members or staff; 27 of the DTs members received ToT training in gender and gender issues were made an integral part of the extension sessions during the field work. Women have the equal chance to participate in the different activities according to their interest, while the project secured special opportunities for women to participate in different formal training programs either managerial or technical training e.g. CAHWs.

52. **Skills training for groups and individuals:** although all planned activities related to group formation and training for interest groups were conducted as planned, the mission observed that the group formation was '*shaking between the boxes*' and people own interests; e.g. health, education, women, NR and animal development, etc., which are not reflected in primary setting and/or specialized groups. It was for most members of the DTs the first time to work with participative planning methods and thus it can be understood that its' implementation tends to be mechanical. There are also plenty of **nomadic communities**, which enter Butana annually, and as important actors in relation to regulation of access to NR these were so far not engaged nor targeted by awareness raising or for skills training. The training for CDCs and interests groups in planning, organizing, leadership etc. was insufficient and it lacked a learning cycle approach, e.g. skills, knowledge, use, reflection, etc.
53. **Community Initiative Funds (CIF):** there has been a poor utilization of Community Initiative Fund (CIF only 9%), while community resource mobilization has been low too. Occasional locality and/ or state contributed to a social service (e.g. primary school) but many of the planned community centers were not constructed due to community share not being available. In many ways, the DT as well as communities remained charitable and not development oriented; i.e. partly due to the fact that providing things for free has been the order of the day in most of the five States.
54. **Training of locality and state staff on community development and gender** happened; i.e. DTs were trained in participatory approaches (27 male, 13 female), gender (15 male, 12 female; plus 5 of locality teams) and facilitation skills (16 male, 10 female; plus 7 of locality teams).

Agreed action	Resp.	Agreed date
i. In terms of financing options (community investments e.g. irrigated women farms/gardens) linking communities to accessing Micro Finance institutions should be encouraged.	BDA / DTs	2012
ii. In terms of drinking water and other social entities (community centre), it is essential to follow the common approach of tripartite sharing arrangements; i.e. state, locality and community contributions are to be pre-requisites for any kind of project support ⁷² .	BDA/DTs Locality/ State	2012
iii. Regarding the CIF, it is recommended to widen and open up ⁷³ the fund for any kind of community initiative that contributes to the project objectives and generates its capital investment to be used by CDCs for further Revolving Fund activities.	BDA /BIRDP / DTs	2012
iv. As the core of BIRDP concerns development and sound management of NRs and animal production, adequate use should be made of reputable national institutions such as SECS; SDA; NGOs and at state level NGOs such as Ma'an in Gadarif state that could provide all kind of necessary training at grass roots level ⁷⁴ .	BDA /BIRDP / DTs	2013
v. The Development Teams need more training in participatory / strategic planning, participatory M&E, team building, team management and working in multi-disciplinary teams.	BDA /BIRDP / DTs	2013
vi. Community Development Officers should be supported with over-night stay at village level.		2013
vii. A change of approach is needed namely towards developing a community based		2013

⁷² Kasala State, for instance, has long standing experiences in this regard.

⁷³ Yet, the sharing arrangement should remain intact, while revised guidelines should be drafted and agreed upon.

⁷⁴ All kind of non-Green Sector related training: community organisation, group management, book keeping, micro and small business, leadership, record keeping, managing revolving funds, saving and credit, etc.

Agreed action	Resp.	Agreed date
extension cadre.		
viii. Efforts should be made to retain female professionals.		2012

D. Project Implementation Performance

55. **Project management performance:** the overall performance of the project management and coordination functions is **moderately satisfactory** especially taking into account the difficulties faced during the start-up period, the planning and execution of the various infrastructural works, the establishment of BDA, suspension of Sudan portfolio, etc. To avoid overloading the director and preventing empowering all BIRDP members and DTs, consultative planning accompanied with more delegation of tasks and responsibility among and between all BIRDP members and SCU teams (DTs) is advisable.
56. **Monitoring and evaluation:** The project has undertaken a qualitative assessment of BIRDP Community Development Committees (CDC) Performance in collaboration with Dr. Mahmoud Mekki of ARC and a Community Capability Index Assessment to compare with the baseline data collected in 2005. Regarding the CCI Assessment, it has been noted that the gender aspect as a criteria to measure the empowerment of the women in the community groups formed is lacking and the sample size taken for the CDCs has not been found representative of the communities targeted by the Project. Therefore it has been planned to repeat the CDC assessment in December to measure as well the women empowerment. A study on Land-use, Agro-climatic Zones, Cropping Domains and Potential Interventions in Butana Region has been undertaken in collaboration with three experts, Professor :A.K. Osman, Drylands Farming Specialist, Professor :A.S. El Wakeel, Ecologist, and Dr. M.A. ElGamri, Remote Sensing Specialist. The objective was to determine Agro-climatic zones per production domains in order to suggest more adequate interventions and cropping patterns for boosting project impact. A livestock survey has been also carried out but is not finalized.
57. **Performance of M&E:** a system is now in place at BDA and SCU levels. The project has completed the collection of the benchmark indicators from the community profiles, the livestock survey and the livestock market profiles. As per recommendation of last supervision mission, focal points⁷⁵ have been recruited at State Level to support the monitoring. However it has been noted by the mission that the data provided are not harmonized among the various technical units and SCUs and were still much limited to the level of physical outputs, while requesting for basic data from SCU it would take at times ages before these were shared if at all. The BIRDP M&E Officer and colleagues should invest in capacity building of the SCU staff and provide further training on M&E⁷⁶, but above all they themselves should set an example of how to use M&E in planning, analysis and reflection. Training should be extended to SCU staff with special emphasis on basic concept of result chain from output to impact in view of improving data collection, reporting skills, analysis and reflection, while technical expertise hired should align their M&E (e.g. recommendation viii component 2, page 14) to the system developed. The mission has reviewed the RIMS 2nd level indicators, proposed supporting indicators used to derive the rating and provided suggestions to improve the methodology and select supporting indicators more appropriate to the project objectives (Appendix 3). The overall performance of the BIRDP M&E is rated as **moderately satisfactory**.
58. **Gender focus: - satisfactory** - overall the gender sensitization has been high and the fact that men accept women to express their voice in front of them is remarkable and socially accepted. Women are now equipped to express themselves, they manage to organize inputs, conduct small business, learnt to read and write and applying it immediately (record keeping, for instance). Saving time –for instance reducing time in fetching water through the establishment

⁷⁵ The function name is assistant monitoring officer.

⁷⁶ In particular, the focal point person selected from DT at the SCU should receive a high doses of training and exchange with SUSTAIN. Yet, M&E concerns the entire BIRDP and DT but remains overall responsibility of BDA director.

of a water supply point nearby-, is perceived as a core factor allowing women to participate, go to the market, etc. It is understood that gender equity, - equality and gender mainstreaming did not yet receive full attention. Although there is flexibility among male and female staff in terms of considering reproductive tasks of female staff, no special measures were taken to ensure that female staff can be kept on board. Some of the well performing female staff resigned as they were not able to combine their professional work, which involves regular travelling, with their reproductive and household tasks.

59. **Poverty focus:** although the project works with the poorest communities in Butana and within these in particular with the poor, moderate poor and female headed HHs, its interventions, technology options and approaches are not necessarily pro-poor oriented. The various above mentioned recommendations address these issues. – **moderately satisfactory** -
60. **Effectiveness of targeting approach:** the percentage of poor HHs of all selected communities constitute 65, while poor plus middle poor HH is as high as 91% reflecting the poverty targeting focus of the project. Diversity issues e.g. tribes, poor people representations need to be taken smoothly to assure representation and participation in decision making and project benefits. Extra efforts are needed to reach out to the seasonal nomads visiting Butana grazing areas. – **moderately satisfactory** -
61. **Knowledge management.** The project has prepared a number of Success Stories on Goat Restocking, Poultry Rearing and on Sury Manara Range Management. The stories have been posted on the Karian Net Website. The first two mentioned stories represent individual cases, but do not reflect overall successes in this field of goat restocking (Error: Reference source not found) and poultry rearing. The project has also participated to the Learning Route of PROCASUR in Kenya in February 2012 and has prepared an Innovation Plan (Appendix 7). Overall, there is no strategy for KM and little happened regarding development of extension materials, handbooks, training manuals, audio visuals, etc. – **moderately satisfactory** -
62. **Partnership:** The project established good partnership with FAO in Kasala State which resulted in providing BIRDIP with kits and drugs for CAHWs. At field level, participation in the ICARDA adaptive research program (water efficiency) generated not only positive results but contributed to skill building of staff involved. In the year 2012, the project opened the window with Agriculture Research Corporation (ARC) and ended up with agreeing on carrying out research on climate change impact and economics in Butana Region. Overall the project performance regarding to partnership is rated moderately satisfactory.

Agreed action	Resp.	Agreed date
i. Invest in consultative planning accompanied with more delegation of tasks and responsibility among and between all BIRDIP members and SCU teams (DTs); seek technical assistance where appropriate.	BDA	2013
ii. Develop a KM strategy ⁷⁷ and encourage all DTs to contribute to its implementation; in a healthy institution every professional staff contributes to KM	BDA / BIRDIP / DTs	2013
iii. It is of utmost importance that all monitoring and evaluation activities are harmonised; i.e. various above mentioned recommendations concern M&E and/or have implications for M&E; M&E should be a concern of all professional staff and an important mean for action, analysis and reflection.		2013

E. Fiduciary Aspects

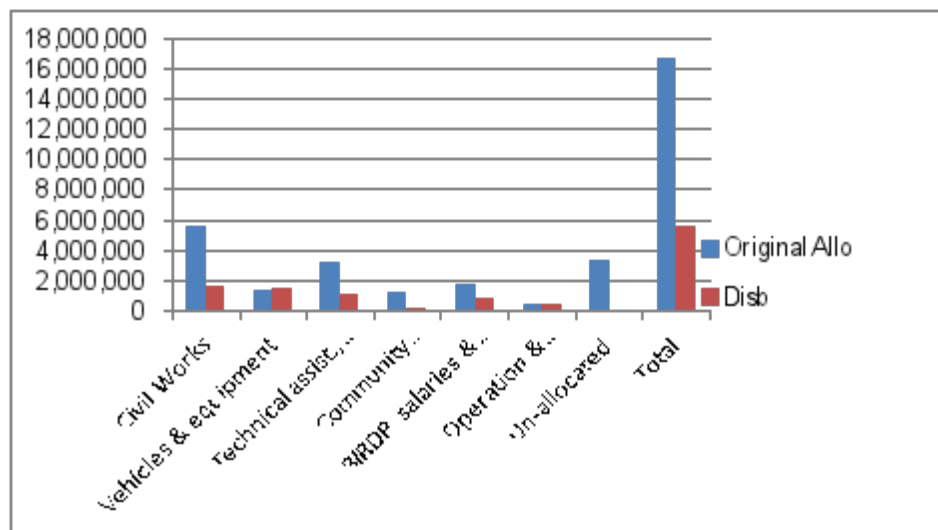
63. **Financial management:** The BDA financial management and existing accounting system are **satisfactory**. BDA has utilized an IT General Ledger financial system designed by a specialist who has assisted in appropriate budgetary controls and provides for the output of all necessary financial reports including Withdrawal Applications (WAs), Statements of Expenditure (SoE) and

⁷⁷ Initially to be kept simple and implementable keeping BIRDIP in mind, while over time reviewing it and step by step handing over to BDA.

Special Account Reconciliation (SAR). The system has resulted in increased budgetary control in SCUs and greater project accounts unification and harmonisation.

64. **Disbursement.** Disbursements from IFAD loan up to loan suspension 31 December 2011 was 33% out of the total allocated amount (up to WA27). The disbursement is estimated at 37% including the outstanding WAs (up to WA 33) as per figure below. The loan disbursement is rated **moderately satisfactory**.

Figure 1: Disbursement Original Allocation against Disbursed in SDR



65. **Analysis of Disbursement Categories:** When examining the rate of disbursement under the various categories of the loan, two categories are exhausted and these are vehicles and equipment and operation and maintenance costs. This is illustrated in the figure 1 above. The existing budget for disbursement category vehicle and equipment is exhausted at 110% because of the purchase of 2 additional tractors, 1 back loader tractor and 1 mobile clinic which was recommended in the 2009 supervision mission report as additional to machinery required for the project. The actual purchasing price in foreign currency was also above the budget estimate for some machinery and vehicles which included the motor grader, wheel excavator, and 5 mobile clinics.
66. The operation and maintenance disbursement category is 95 percent expended because of the additional vehicles and machinery purchased which were not budgeted; an overall underestimation of operation and maintenance costs in the appraisal document and the over 100 percent increase in the costs of fuel and other running costs because of the overall economic situation which has resulted in inflationary conditions in 2012. The overall cost of this disbursement category is estimated at 109% to be expended by year-end. A breakdown of operational costs is provided in table 1 below which provides details of amounts expended up to 30 June 2012 and the additional projected expenses to the end of the year prior to the beginning of the new budget for the post-MTR period that is 31 December 2012. It also provides an annual breakdown of the operation and maintenance costs. *It was agreed that the Government would cover the costs of operation to the end of the year.*
67. An issue of concern is the sustainability of the existing operation and maintenance system for heavy equipment. The equipment needs to pay for itself in the long term and *it was agreed that during the remaining project period the IFAD loan would finance O&M in decreasing amounts such that it would provide for 50 percent of O&M costs in 2013 – 2014 and 25 percent for the two remaining years. This agreement applies to all O&M. The cost of hiring out heavy equipment will be borne by the project communities and the state and federal governments.*

Table 2: Summary of total operating costs for period up to 31 December 2012

Summary for the total operational cost

Description	Budget	Actual to 30/6/12	Balance	%	Projected to 31/12/2012	Total Estimated Expenditure	Total Estimated Balance	%
Operation and Maintenance	898,406	852,531	45,875	95%	123,768	976,299	-77,893	109%
Breakdown of Annual Costs								
Operation cost for caterpillar	11,368							
Operation cost for Motor Grader	11,982							
Operation of 3 Back-hoe loader	20,826							
Operation cost for 5 vet. Mobile Clinic	39,158							
Operation cost for 2 Lorries (dump & truck)	21,053							
Operation cost for essential services	53,658							
BDA & SCUs Vehicles and other operating costs	138,997							
Total	297,042							

68. **Counterpart funds:** The Federal Government has contributed a total of SDG 3.88 million (USD 1.9 million). The interest earned is SDG 725 151. This amount is net of taxes and duties which have not been accounted for to date. The Government has provided exemptions for taxes and duty for all imported vehicles and all purchases are exempt of Value Added Tax (TAX), however a monetary value has not been assigned for the duties and taxes. The GoS is fulfilling its commitments regarding duties and taxes. **State Governments:** The state governments have contributed USD 0.2 million. **Community contribution:** The beneficiaries have contributed USD 0.07 million.
69. **Compliance with loan covenants:** The performance against the loan covenants is **moderately satisfactory** and one of two covenants which is the provision of a Project Implementation Manual has been completed by BDA and submitted to the MTR mission for review. The second covenant regarding the finalization of implementation agreements with the state Governments and the Localities is yet to be implemented.
70. **Exchange Rates:** The prevailing economic situation in the country has resulted in differing exchange rates during the reporting period because of the inflationary pressures since the beginning of the year. However for the purposes of project execution the project budgeting is done utilising the rate decreed by the Ministry of Finance which is currently 4.4 for the period 1 July 2012 up to 31 December 2012. The project reports in Euro and Special Drawing Rights (SDR) for the purposes of Loan compliance, thus when making payment the project utilises the prevailing commercial bank rate of the day for payment.
71. **Procurement:** The mission review notes that procurement of the project civil works, goods, equipment, and contractual services has followed the GoS procedures and guidelines. The BIRDP procurement plan is composed of 83 items. Procurement progress to date is as follows: (i) 27 items were completed (33%), (ii) 17 (20%) items partially completed and 46 items remaining. The IFAD suspension affected the construction works and some of the procurement was postponed in order to complete the implementation manual. The accounting system which includes a sub-unit for contracts has streamlined the procurement process and improved contracts management. The staff was also trained in better contracting procedures, the use of collateral, retention, and the use of penalties. Procurement has been rated as moderately satisfactory.
72. **Range Management Additional Grant:** IFAD provided a grant in the amount of USD 133 560 to support the regulated access to range resources in Butana region. The amount was managed by the CCU in collaboration with BIRDP. The total amount disbursed up until 31 December 2009 was USD 128 302 (€ 91 474) for meeting staff salaries, operations, office equipment, technical assistance and workshops. The unutilized fund equivalent to € 5 320 Euro was re-funded to IFAD.

73. **Audit:** The Audit report was submitted to IFAD in a timely fashion with an unqualified opinion; the performance of the audit **is moderately satisfactory**. Based on audit report comments the BDA installed the soft accounting system since 1 January 2012. The limited contributions from the Federal Government affected the planned construction of schools and thus the progress against targets for the AWPB. The main outstanding issue is the approval of by-laws under the project which have been submitted in a unified proposal by the CCU to MoFNE.
74. **Loan Utilisation and available funds for the Post MTR phase:** As at 30 June 2016, and up to WA 27, the total projected grant utilisation amounted to USD 9.1 million including expenditure undergoing preparation and submission of the WAs. Consequently, the Grant balance as at 30 June 2012, is estimated at USD 15.7 million. With the aim of estimating the available funds for the post MTR phase, the mission has also factored in the projected expenditure for the 6 months period to 31 December 2012. The estimated expenditure for this period is USD 1.6 million. This leaves a fund balance of approximately USD 14.2 million to finance project activities up to the Loan Closure date of 30 September 2016. *It was agreed that the future AWPBs will be within this funding limit.*

Table 3: Projection of Funds available for the Post MTR phase up to 30 September 2016

Description		SDR	USD	Euro
Total Grant Allocation	A	SDR16,800,000	\$24,799,233	€20,674,918
Grant Utilisation withdrawal application no 2 to no 27	B	SDR4,723,347	7,423,231	€5,439,604
Withdrawal applications in submission (28+33)	C	SDR1,102,939	\$1,633,243	€1,270,191
Project grant utilised up to 30 June 2012	D = (B+C)	SDR5,826,286	\$9,056,474	€6,709,795
Available grant balance as at 30 June 2012	E = (A - D)	SDR10,973,714	\$15,742,759	€13,965,123
Estimated expenditure for 6 months period to 31 December 2012	F	SDR1,262,000	\$1,519,000	€1,166,516
Total Funds available for post MTR period as at 1 January 2013	G = E - F	SDR9,711,714	\$14,223,759	€12,798,607
<div style="text-align: right;"> Euro to USD 0.7680 Euro to SDR 0.8683 USD to Euro on effective date 7 July 2008 0.83369 </div>				

75. **Projected Budget – Government contribution:** Tables 3 and 4 provide details of the project budget by expenditure category and by financier. The Government contribution net of taxes is expected to be USD 2.2 million. Duties and taxes are estimated at USD 1.9 million making an overall Federal Government contribution of USD 4.1 million. These calculations for the Federal Government contribution net of taxes are based on the assumption that post MTR the Government would finance 50% of the BDA/BIRDP staff costs for 2 years and 75% for the remaining project period in preparation for the BIRDP staff to evolve into a functioning BDA. The State Government Contribution is calculated at USD 1.8 million. *It was agreed that the Governments at both State and Federal Levels would bear the costs of O&M in the proposed financing proportion.*

Table 4: Summary of Proposed Post MTR Components by Financier

Components by Financiers (US\$ Million)	IFAD		State Government		Communities		The Government		Total		Local For. (Excl. Taxes) Duties & Taxes		
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Each.	Taxes	Taxes
A. Policy and Institutional Building													
1. Policy and Strategies	1.7	98.4	-	-	-	-	0.0	0.8	1.7	8.1	0.0	1.7	0.0
2. Direct Project Management													
Butana Development Agency	1.5	47.8	-	-	-	-	1.8	52.4	3.1	14.9	0.7	2.2	0.2
State Coordination Unit	0.8	28.1	1.8	62.8	-	-	0.2	8.0	2.8	13.6	0.3	2.3	0.2
Subtotal Direct Project Management	2.3	38.8	1.8	29.9	-	-	1.9	31.3	6.0	28.5	1.1	4.5	0.5
Subtotal Policy and Institutional Building	4.0	52.2	1.8	23.3	-	-	1.9	24.5	7.7	36.6	1.1	6.1	0.5
B. Natural Resources Development	5.1	74.5	0.0	0.5	0.3	4.2	1.4	20.8	6.9	32.7	2.1	3.7	1.1
C. Community Development and Business Options													
Community Initiative Fund	2.2	76.9	-	-	0.6	18.2	0.1	3.9	2.9	13.7	0.2	2.5	0.1
Community Development	2.1	100.0	-	-	-	-	0.0	-	2.1	10.1	0.4	1.8	-
Subtotal Community Development and Business Options	4.3	86.7	-	-	0.6	11.0	0.1	2.2	5.0	23.8	0.6	4.3	0.1
D. Animal Resources Development	0.8	53.4	-	-	0.0	1.5	0.6	45.1	1.4	6.9	0.2	1.0	0.2
Total PROJECT COST \$	14.2	67.8	1.8	8.7	0.9	4.1	4.1	19.4	21.0	100.0	4.0	15.1	1.9

76. **Additional staffing proposed** are a policy adviser for 4 years to assist the project to consolidate the passage of by-laws and other policy issues which have not been adequately addressed by the project to date; and a civil engineer to oversee both the road in RAP and the wadi crossings and all other civil works for 2 years. The overall cost of the BIRDP staff is estimated at 1.6 million overall including all costs of the staff and the additional staff. *It was agreed that the Government would finance 50% of the BDA/BIRDP staff costs for 2 years and 75% for the remaining project period in preparation for the BIRDP staff to evolve into a functioning BDA.*

Table 5: Post MTR Proposed Expenditure Accounts project cost summary

Butana Integrated Rural Development Project Expenditure Accounts Project Cost Summary	(Euro Million)			(US\$ Million)			% Foreign Exchange	% Total Base Costs
	Local	Foreign	Total	Local	Foreign	Total		
I. Investment Costs								
A. Civil works	2.7	1.4	4.1	3.4	1.9	5.3	35	26
B. Equipment								
Vehicles	0.2	0.3	0.4	0.2	0.3	0.6	59	3
Equipment	0.1	-	0.1	0.2	-	0.2	-	1
Subtotal Equipment	0.3	0.3	0.6	0.4	0.3	0.8	45	4
C. Technical assistance								
1. Specialist services								
National Technical Assistance - IFAD Financed	0.1	-	0.1	0.2	-	0.2	-	1
National Technical Assistance - Government Financed	-	-	-	-	-	-	-	-
State Technical Assistance	0.0	-	0.0	0.0	-	0.0	-	-
BIRDP Staff	1.3	-	1.3	1.6	-	1.6	-	8
International Technical Assistance	-	0.3	0.3	-	0.4	0.4	100	2
Training	2.9	0.3	3.2	3.8	0.3	4.1	8	20
Subtotal Specialist services	4.3	0.5	4.9	5.6	0.7	6.3	11	31
2. Inputs or materials	0.5	0.1	0.7	0.7	0.2	0.9	20	4
3. Community inputs and materials	0.1	-	0.1	0.1	-	0.1	-	-
Subtotal Technical assistance	4.9	0.7	5.6	6.4	0.9	7.3	12	36
D. Grant								
IFAD Mero Grants	1.3	-	1.3	1.7	-	1.7	-	8
Community Contribution to Grants	0.4	-	0.4	0.6	-	0.6	-	3
Subtotal Grant	1.7	-	1.7	2.2	-	2.2	-	11
Total Investment Costs	9.7	2.4	12.0	12.5	3.1	15.5	20	76
II. Recurrent Costs								
A. Operations and maintenance	1.3	0.6	1.9	1.7	0.7	2.4	30	12
B. Operations and maintenance - Community Financed	0.1	0.1	0.2	0.2	0.1	0.3	30	1
C. Operations and Maintenance - IFAD Financed	0.2	-	0.2	0.3	-	0.3	-	1
D. Salaries	1.2	-	1.2	1.5	-	1.5	-	7
E. Allowances	0.3	-	0.3	0.4	-	0.4	-	2
Total Recurrent Costs	3.1	0.6	3.8	4.0	0.8	4.8	16	24
Total BASELINE COSTS	12.8	3.0	15.8	16.5	3.9	20.4	19	100
Physical Contingencies	-	-	-	-	-	-	-	-
Price Contingencies	0.4	0.1	0.5	0.5	0.1	0.6	20	3
Total PROJECT COSTS	13.2	3.1	16.3	17.0	4.0	21.0	19	103

77. The recurrent costs have been calculated for SCU staff costs, allowances and operational costs. The costs of the BIRDP staff have been placed as an investment cost for the duration of the project period. The recurrent costs are 24% of the overall budget of which IFAD will bear 3%, the community 1% and the balance will be borne by the Government at State and National Levels as a way of ensuring sustainability.

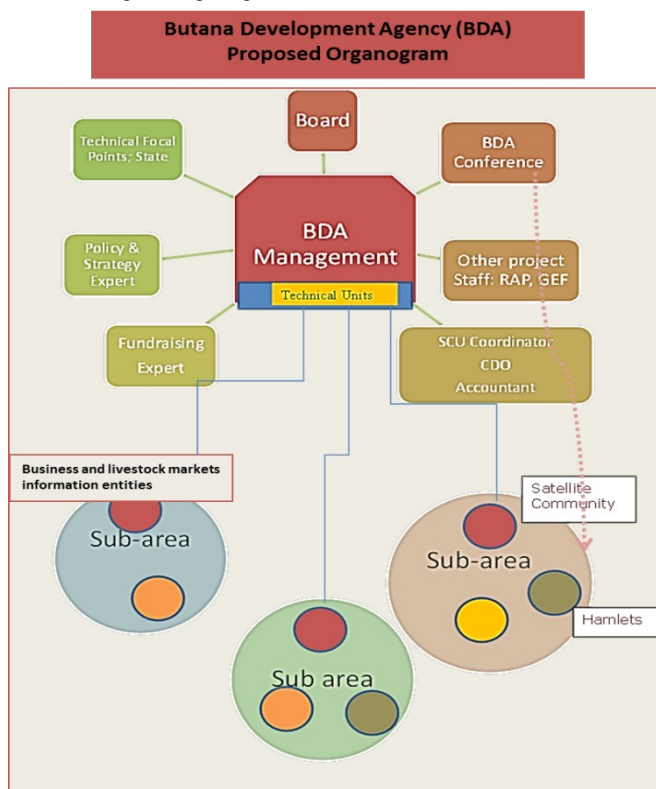
F. Sustainability

78. **Sustainability (social, empowerment, technical):** the set-up and functioning of the BDA is promising and so are the CBOs. When the above mentioned recommendations related to strengthening the BDA, establishing community based extension networks, linking CBOs and the to-be established business and livestock markets information entities as integrated part of BDA and creating of a so called BDA conference (See Organogram 1, below) sustainability will be ensured. Sustainability has been rated as **moderately satisfactory**
79. **Environmental sustainability:** in principle the current NR (range, forest, pasture, dual purpose -, fodder -, cash and food crops) and livestock related interventions are intended to mitigate

environmental stress, promote conservation agriculture and balancing the carrying capacity of the open grazing areas. However, more efforts are needed in this area.

80. **Exit strategy: - Community, State, Locality and BDA level -:** BDA emergence as an evolutionary and strategic agency is a prerequisite for any exit and sustainability planning. Options for financial sustainability are numerous but require initial investment in establishing feasible interventions, economic management of community projects and establishing own BDA Federal budgets and investment and other fund raising options. Further, there is apparent need to reinforce sustainability by legislations, policies and the partnership arrangements at various levels. The proposed and discussed organogram of BDA is presented below.

Figure Organogram 1



- Technical focal points from the relevant Ministries :
 - to assure close engagement, follow-up and on spot decisions to address implementation constraints;
 - to be pro-active in facilitating the process of developing a coherent cost effective governance framework ensuring a regulated access to land and water resources in the Butana
- A social accountability and support arm is proposed as BDA conference. This might include chairpersons of CDCs, women leaders of each community and the representatives of native administration leaders. The conference is expected to assure people voice be hears, representation of people in Board agenda and contribute to legislation, policy dialogue, debate, etc.
- Re-look at setting SCU; ideally Coordinator, Community Development Officer, Accountant to be part of BDA,
- Fund raiser/Business Expert needed by BDA,
- BIRDP bringing in Policy & Strategy Expert
- Director General (plus TL per project/s)
- Extended arms: business and livestock markets information entities,
- Links with Satellite Communities –CBOs- (currently covered by BIRDP)
- Development of technical units (NR, AP, Water, etc.)

G. Impact

81. The project scores high in output and various outcomes and effects -social and physical- are apparent. Whatever has been achieved cannot be further developed and sustained without addressing the core problem namely the lacking of a coherent cost effective governance framework that ensures a regulated access to land and water resources in the Butana, and therefore forms the **highest priority** post MTR. Project impact has been rated as **moderately satisfactory**.
82. **Physical and financial assets:** these are adequately present at BDA level and step by step established at community level. Increase of HH assets is monitored and firm indications that improved health and body condition of animals leads to more valuable HH assets.

H. Conclusion

83. **Area Up-scaling** is proposed and centred on water supply and water harvesting, range and forest protection and community organisation through establishment of community extension agents.
84. **BDA** should invest in its own policy and strategy development whereby providing priority to generating income so that it truly develops towards a self-sustaining development agency⁷⁸. In the post MTR period, BIRDP can still facilitate and support this process.
85. **Strengthening the overall institutional setting of BDA** through the involvement of a full time **senior policy expert (SPE)** and arriving at a coherent and cost effective governance framework for Butana grazing land. The main tasks of the SPE it to facilitate an interactive process with all relevant stakeholders and actors of the five States.
86. **BIRDP's** focus during post MTR period is on facilitating the development of a coherent framework for the management of Butana's Natural Resources. It needs priority attention of all involved as the process is demanding and can only succeed through concerted efforts led by the BIRDP team.
87. As pre MTR investments in infrastructure, transport and machineries were made, post MTR The **economic and financial analysis** conducted in 2005 (i.e. Working Paper 5, BIRDP design document) needs to be up-dated in particular the livestock models. BDA should address its **financial sustainability**. It requests for a firm business orientation
88. **Reorient the project components** so that subject matter specialists are stimulated to work in an integrated mode, operate as a multidisciplinary team and facilitate community –, livelihood – and business development. In doing so, the entry point should be access to domestic water supply, the focus on water harvesting and soil conservation, and the guiding principle year-around optimal feeding for the large and small livestock. Moreover, enabling, capacitating and empowering the communities so that they can lead their own development the overall approach.
89. **Consolidating the activities in communities which have reached maturity** (batches Yr. 1 and Yr. 2) and preparing them for playing a prominent role in **up-scaling the good practices** in their surrounding hamlets (*fareegs*) and communities so that step by step clusters of sustainable utilisation of natural resources come into existence, while continuing the activities with those in earlier stages (Yr. 3, Yr.4) of development during Yr. 5 (2013) and Yr. 6 (2014).
90. **Ensuring the operational veterinary centres**, established at the newly constructed livestock markets, and enabling them to act as **business and livestock markets information entities of DBA**. These centres should play a prominent role in sustaining the community animal health and - production services through the community animal health workers.

78 Already in the 2010 Supervisory Mission report, Annex 3 'Institutional Issues and Performance', in detail the BDA was discussed and the main recommendation provided reads (page 5): *'The BoD should apply all possible means and lobbying to ensure that the BDA become a full- fledged and operational corporation. As per design the operationalization of BDA is a prerequisite to sustainability of project benefits'*. Content of the entire annex remains also definite at time of the mission.

Appendices and Annexes

Appendix 1 : Summary of project status and ratings

Appendix 2 : Progress against previous mission recommendations

Appendix 3 : Financial: Actual financial performance by financier; Disbursements by category and by component

Appendix 4 : Compliance with financing agreement covenants: Status of implementation

Appendix 5 : Physical progress measured against AWP&B and appraisal targets

Appendix 6 : RIMS table

Appendix 7 : Learning and innovation

Appendix 8 : Audit log

Appendix 9 : Supervision mission schedule and persons met

Appendix 10 Summary of implementation support provided by IFAD

Appendix 1: Summary of Project Status and ratings

Project 1332 [717] Butana Integrated Rural Development Project

Basic Facts

Country	Sudan	Project ID	1332	Loan/DSF Grant No.	717
Project	Butana Integrated Rural Development Project			Supp. Loan/DSF Grant	
Date of Update	10-Jan-2013			Financing terms	HC
Supervising Inst.	IFAD/IFAD				
No. of Supervisions	4	No. of Implementation Support/Follow-up missions	4		
Last Supervision	27-Sep-2012	Last Implementation Support/Follow-up mission	20-Apr-2012		

				USD million Disb. rate %	
Approval	14-Dec-2006			Total costs	29.85
Agreement	16-Feb-2007	Effectiveness lag	19.0	IFAD Total	24.80
Effectiveness	07-Jul-2008	PAR value	-----	IFAD loan	24.80 40
MTR	26-Sep-2012			DSF grant	
Current completion	30-Sep-2016	Last Amendment		IFAD grant	
Current closing	31-Mar-2017	Last Audit	01-May-2012	Domestic Total	5.05
No. of extensions	0			Beneficiaries	0.77 8
				Government (Local)	1.06 15
				Government (National)	3.23 60
				Cofinancing Total	

Project Performance Ratings

B.1 Fiduciary Aspects	Last	Current	B.2 Project implementation progress	Last	Current
1. Quality of financial management	5	5	1. Quality of project management	4	4
2. Acceptable disbursement rate	3	3	2. Performance of M&E	4	4
3. Counterpart funds	4	5	3. Coherence between AWPB & implementation	4	4
4. Compliance with loan covenants	4	4	4. Gender focus	4	5
5. Compliance with procurement	4	4	5. Poverty focus	5	4
6. Quality and timeliness of audits	5	4	6. Effectiveness of targeting approach	4	4
			7. Innovation and learning	4	4

B.3 Outputs and outcomes	Last	Current	B.4 Sustainability	Last	Current
1. Community development	4	4	1. Institution building (organizations, etc.)	3	3
2. Livestock and marketing development	3	4	2. Empowerment	4	4
3. Agricultural, range and water development	4	5	3. Quality of beneficiary participation	4	4
4. Institutional support and project management	3	3	4. Responsiveness of service providers	4	4
			5. Exit strategy (readiness and quality)	3	3
			6. Potential for scaling up and replication	4	4

B.5 Justification of ratings

The quality of financial management is rated 5 because the project submitted regularly the WAs, No withheld amount and implementation of last supervision mission recommendations. Quality of audits rated 5 because the Audit was completed and report submitted to IFAD in May 2012 Gender Focus is rated 5 as a good level of women empowerment and participation in CBOs has been achieved. Poverty focus has been decreased to 4 because although the targeting is aligned is following the

poverty ranking method, the technologies proposed by the Project are not always pro-poor oriented. Innovation and learning is rated as the project has no strategy for dissemination of its learning products and good practices. Component on Agricultural, Range and water is rated 5 as project is on track towards achieving most of its outcome targets (and some of the results are becoming visible), and it is likely that several targets will be exceeded by the end of the project.

Overall Assessment and Risk Profile

	Last	Current
C.1 Physical/financial assets	4	4
C.2 Food security	4	4
C.3 Overall implementation progress (Sections B1 and B2)	4	4

Rationale for implementation progress rating

The project, particularly under component 2 (Agricultural, Range and Water Development) and 4 (Community Development), is on track towards achieving most of its outcome targets (and some of the results are becoming visible), and it is likely that several targets will be exceeded by the end of the project. Already the project is making visible breakthrough in women participation, although issues of power relations deserve more attention. However, under performance is observed regarding the key activity under component one, Institutional Support, namely 'development of an improved governance of natural resources' which should lead to achieving specific objective one.

C.4 Likelihood of achieving the development objectives (section B3 and B4)	4	4
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Rationale for development objectives rating

BDA is effective in three out of the five objectives and the implementation is largely on track. Yet, the results in the development of the governance system for NRM and regulation of access to open grazing areas and the marketing infrastructure and management are still weak and lagging behind the design target.

C. Risks Short description of major risks for each section and their impact on achievement of development objectives and sustainability

Fiduciary aspects	The suspension has affected the flow of fund to the project and caused some delay in the implementation of some of the activities and procurements.
Project implementation progress	A serious constraint has been the high turn-over of staff at SCU level distorting consistency and continuity, losing on institutional memory and implying non-stop reinvesting in capacity building. The inter linkages of the different sub components (range, forest, pasture, crops and water) and between the different components are currently not functioning in an optimal manner and as a result insufficient synergies and complementarities are developed to achieve improved livestock centred livelihoods, to build resilience to drought and reduce vulnerability.
Outputs and outcomes	The MTR mission has confirmed that the project design and objectives are still relevant, although the object of "improving bargaining power of women and men in the marketing of livestock" needs to be taken in a broader perspective namely as a result of improved animal body condition and availability of time to go to the market –especially women. It has been noted that rehabilitation/construction of livestock markets do not imply that a better price will be obtained, but ensures that the locality can generate more fees. Organization of producers for the purpose of marketing was not successful but instead the so called livestock interest groups were established and developed considerable capacity in preventive and curative animal health care, feeding practices as well as general management.
Sustainability	Risk: delayed agreement on a harmonized framework for the management of natural resources. Emergence of BDA as an evolutionary and strategic agency is a prerequisite for an exit and sustainability plan.

Proposed Follow-up

Issue / Problem	Recommended Action	Timing	Status
BDA	BIRDP to recruit a senior policy expert/facilitator taking the lead in the process of developing a coherent framework for governance of Butana's natural resources.	immediate	
Livestock marketing	-Developing the not yet operational veterinary centres, established at the newly constructed livestock markets, and linking these as business and livestock markets information entities of DBA. - Continue with hiring the current technical services of the livestock marketing specialist so as to ensure realization of the business and livestock markets information entities and addressing the pending livestock market issues. - Recruitment of a pro-poor oriented animal production/animal health specialist to strengthening the BDA/BIRDP.	immediate in 2012	
Loan Reallocation	Project to prepare a request of Loan Reallocation with adequate justifications for submission to IFAD through MOFNE	October 2012	
SCU Team	Appropriate training, HID investments and incentives needed to bring the development teams to the required level of operating as multi-disciplinary teams able to facilitate development of appropriate technology options with the communities and where relevant researchers/technical assistance.	immediate	

Appendix 2: Logical Framework

REVISED LOGICAL FRAME WORK AT MID-TERM REVIEW

Narrative	Indicators –gender and HH disaggregated-	MTR Target ⁷⁹	Means of Verification ⁸⁰	Risks/Assumptions
Goal: Improve in a sustainable manner the livelihoods and resilience to drought of the poor rural households	<ul style="list-style-type: none"> Number of households that have improved food security Decrease in child malnutrition, among boys and girls (RIMS)⁸¹ Increase in household asset base, by type of household (RIMS) Number of persons receiving project services by gender (Target: 40,000 pers). 		<ul style="list-style-type: none"> RIMS baseline and impact surveys UNICEF MICS survey. 	Continued political and macro-economic stability.
Development Specific Objectives: 1. Establishing a coherent and cost effective governance framework that ensures a regulated access to land and water resources of the Butana;	<ul style="list-style-type: none"> Legislations, laws and by-laws enacted and enforced Number of communities with registered community range/forest/pasture/water resources committees Decrease of dispute cases over natural resources solved at community organizations level. 		Incremental support of Federal Government to BDA Bench mark setting (surveys) for new and old indicators ⁸² Inter -, State and Locality State legislation	Lack of coherent cost effective governance framework and strategic vision for the development of the Butana region Resistance to Inter State harmonisation of laws, by laws overcome
2. Improving the access and bargaining position of women and men in the marketing;	<ul style="list-style-type: none"> Decrease in transportation time and cost to market and social services Increase in animal off take (livestock markets) Increase in the No of traders (livestock markets) 		Longitudinal ⁸³ Market and Livestock surveys CCI Assessment: BL, MTR and PCR	Agriculture and Livestock sector performance improves in the national economy (GNP and balance of trade)
3. Developing the capacity of community-based organizations to engage in environmentally sound, socially and gender equitable development initiatives and management of natural resources.	<ul style="list-style-type: none"> No of women and men with improved access to the markets Increasing CCI value % of women participating in decision making structures No of HHs benefitting from the CIF and ability to manage the revolving funds and business 			

⁷⁹Post MTR Targets; existing targets remain valid unless indicated.

⁸⁰It is difficult to keep each source exactly in line with corresponding indicators, while some indicators refer to same source. In my view it is not needed to distinguish each source related to indicator. Normally a general listing of main sources of verification is provided.

⁸¹All RIMS indicators are indicated in red. These are standard indicators which cannot be modified.

⁸²It is proposed to conduct simple surveys (last quarter 2012/first quarter 2013) to check on benchmarks for all relevant indicators but in particular concerning the new ones. Later we keep referring to this activity as 'see bench marking'.

⁸³Longitudinal implying that it will be done at regular intervals; regarding markets it will be done as part of the LMISystem, while livestock surveys are done 1/yr. by SCU.

Narrative	Indicators –gender and HH disaggregated-	MTR Target	Means of Verification	Risks/Assumptions
	options			

Narrative	Indicators –gender and HH disaggregated-	MTR Target ⁸⁴	Means of Verification ⁸⁵	Risks/Assumptions
Component 1. Policy and Institution Building⁸⁶				
Outcome				
An enabling governance framework is developed for natural resources management in Butana	<ul style="list-style-type: none"> - Policies, Strategy, Laws, By-laws established and enforced. - No of interstate partnership/agreement established for NRM management - Effectiveness of NRM Conservation Plans - Likelihood of Sustainability of Market facilities 		<ul style="list-style-type: none"> - Environmental monitoring system - Info on State and Inter State regulations - Livestock and market surveys 	Continued Government decentralization policy Focal points (Fed./State) pro-active
Activities (Outputs)				
1.1. Legislation for NRM 1.2. Policy & Strategy 1.3. Institutional Development building <ul style="list-style-type: none"> - BDA - CBOs - Markets - Others (e.g. Govt. partners) 	<ul style="list-style-type: none"> - Gaps in existing laws and by-laws identified and addressed - Number of Environmental Plans formulated - Area (Ha) of land under improved management practices (range, forest; individual and communal areas) - No of local NRM regulations and by-laws established at community level. - Share of federal budgets allocated to BDA - No of cost-recovery based services provided to 	Highest priority	<ul style="list-style-type: none"> - Court records - State progress reports - Proceedings/Minutes of meetings/works hops/people forums/dialogues/etc. - Revised and new State and inter State legislations - BDA annual budget - Progress & annual reports, minutes (State 	BDA Role is perceived only as an implementing agency and not as a strategic Development Agency BDA does not become financially self-sufficient Conflicting function of BDA director and TL of BDA projects addressed

⁸⁴Post MTR Targets; existing targets remain valid unless indicated.

⁸⁵It is difficult to keep each source exactly in line with corresponding indicators, while some indicators refer to same source. In my view it is not needed to distinguish each source related to indicator. Normally a general listing of main sources of verification is provided.

⁸⁶Direct Project Management and State Coordination Units left out.

Narrative	Indicators –gender and HH disaggregated-	MTR Target	Means of Verification	Risks/Assumptions
	communities by BDA and earning generated - No of CBOs partnerships established - Number of markets rehabilitated/constructed fully functional - No Market services established - Number of performance based contracts with market operators		Ministries: Agri/Animal Wealth)	
1.4 Knowledge Management Capacity building ⁸⁷ (Development Teams), Technical assistance, Studies, Pilots, Research, Young Professionals Programme, etc.)	- Simple BDA KM strategy developed - Number of locality staff and private operators trained - No of studies/research undertaken on NRM - No of young professionals successfully benefiting from young professional progr., - No of innovations, learning process, pilots/trials documented by the Project - Extension materials and handbooks produced - No of items postings in MENA knowledge base and IFAD website	10 YP ⁸⁸ 10 GP ⁸⁹ BIRDP Web-site	- Technical Assistant contracts and reports, - BIRDP -, MENA -, IFAD Website content - Good Practice NOTES - Extension materials - Training Manuals - Annual report BIRDP	Incentives provided to those individuals / Development Teams pro-active in domain of KM
Component 2. Natural Resources Management (Water, Range, Forest, Vegetable, Fodder and Agriculture Crops)				
Outcome				
Improved Natural Resources management (range, forest, vegetables, crops)	- Effectiveness and sustainability of water infrastructure (drinking water for people, animals) - Savings in SDG for the poorer households'		- Annual Impact Assessment - Community organization reports - SCU reports	In case of extended drought, national drought coping mechanisms are in place

⁸⁷All capacity building at community level is placed under component 4.

⁸⁸Young professional.

⁸⁹Good Practices documented.

Narrative	Indicators –gender and HH disaggregated-	MTR Target	Means of Verification	Risks/Assumptions
	<ul style="list-style-type: none"> purchase of portable water. - Amount of money invested in repair and maintenance and development of domestic water facilities - Increase in yields of subsistence, cash, food, dual purpose and fodder crops (irrigated, rain-fed) - Effectiveness of NRM plans - Increased carrying capacity of the range - Savings in SDG on smallholders' purchase of feed in the dry season - % of decrease in time and frequency of tracking animals outside the area (open Butana grazing, irrigated areas along Atbar river and Kasala area) - Number of women and men adopting technology recommended by the project (i.e. beyond demonstration/beyond outcome); area covered, amount invested, etc. 		<ul style="list-style-type: none"> - Benchmarking (see above) - Cost – benefit analysis - Reports on trials and pilots 	
Activities (outputs).				
2.1 Water Infrastructures (hafirs, water yards for people and animals)	<ul style="list-style-type: none"> - No of Drinking Water Systems constructed/rehabilitated (Water yards, Hafirs, Cisterns, Dams) - People trained in water infrastructures management 	106 (post MTR: 52)	<ul style="list-style-type: none"> - Environmental Monitoring System - Quarterly reports - Programme training and Extension activities plus lists of attendance 	<p>Compartmentalization on approach of the extension team (against multidisciplinary).</p> <p>Engineer (jointly with RAP) in place for supervision of 2.1</p> <p>All farm machinery</p>
2.2 Water harvesting per Agro-ecological zone for forage, forest, fodder, vegetables and crops	<ul style="list-style-type: none"> - Land under improved management practices (covers below 1-7) 1 Area under modified 	20% above target set		

Narrative	Indicators –gender and HH disaggregated-	MTR Target	Means of Verification	Risks/Assumptions
	traditional terrace cultivated 2 Area under improved depression cultivation 3 Area under contour ploughing 4 Type of irrigation system installed and commanded area (incl. women gardens/farms) 5 Community irrigated shelterbelts & woodlots 6 Area under sand dune fixation 7 Area under improved range and forest management including protection - People trained in water harvesting and related plant and land management (regarding above mentioned 1-7) - Increased contribution of locality/state/communities to fire line construction (i.e. 4000 km / annum) - Length of fire lines (km) and area protected (feddan)			of BDA used effectively and efficiently
2.3 Wadi crossings	- Other productive infrastructures constructed(Wadi Crossings)			Outsourced to Service Provider of RAP
Component 3. . Livestock and marketing development				
Outcome				
Improved animal health and animal productivity	- No of calving/lambing/kidding rates (large and small ruminants) - % of (cattle, shoats) animal mortality rate (young stock,		- Community organization reports - Household survey - Project progress	- Backyard Poultry taken up as important activity for women

Narrative	Indicators –gender and HH disaggregated-	MTR Target	Means of Verification	Risks/Assumptions
	<ul style="list-style-type: none"> adult) % decrease in mortality rate traditional poultry systems Decrease in market transportation costs during the rainy season 		<ul style="list-style-type: none"> reports Bench mark setting (livestock / other surveys) Flock and Hen card records State animal vaccination and health reports Programme training and Extension activities plus lists of attendance 	<ul style="list-style-type: none"> Reaching out to nomads (seasonal herders) feasible
Activities (Outputs)				
3.1 Business and livestock markets information entities (BLMIE) 3.2 Animal feeding innovations and initiatives 3.3. Comprehensive extension and vaccination campaigns 3.4 Animal husbandry and management (large and small stock including indigenous poultry) 3.4 Enhancement of Pastoralism	<ul style="list-style-type: none"> No people trained in livestock production technology No. of women and men accessing (livestock) extension services No. of business and livestock market information entities established, operational and financially sustainable No of producers and traders benefitting from LIMS No of facilities/services available in market places (including for women) 	5 BLMIE 5 Seasonal Herder groups / State	<ul style="list-style-type: none"> Quarterly progress reports. Extension/paravet reports Performance assessment reports of CAHWs 	Change in the mentality of the communities and adoption of the cost-recovery approach.
Component 4. Community Development & Business Options				
Outcome				
Community-based groups are empowered and business-oriented	<ul style="list-style-type: none"> Effectiveness/Sustainability of CDC groups Effectiveness/sustainability of service providers 		<ul style="list-style-type: none"> Community organization reports CDC 	

Narrative	Indicators –gender and HH disaggregated-	MTR Target	Means of Verification	Risks/Assumptions
	<ul style="list-style-type: none"> - Rate of implementation of the community development plans 		<ul style="list-style-type: none"> - assessment - Bench marking (see above) 	
4.1 CBOs Organisation and Management Training	<ul style="list-style-type: none"> - Number of CD groups formed - Number of NRM groups formed - Number of groups with women in leadership position - Number of women and men members of the CD groups. - Number of community organizations registered - Community Score Cards - No of meetings held by CDCs and decisions taken - Number of women and men belonging to groups - No of Community Village Plans formulated - No. of gender empowerment training delivered 	+20% (through up-scaling)	<ul style="list-style-type: none"> - CDC meetings minutes - Training attendance sheets - Village profile - Records of CDC, CBOs, Groups, Extension agents, - Quarterly progress reports - Records on business enterprises and revolving fund management 	<p>Up-scaling happens by making use of drivers, champions and spaces created/available</p> <p>Delay in CBOs legalization at State level.</p> <p>Model of preparing and working with community extension agents appreciated by development teams</p>
4.2 Social Skill Training	<ul style="list-style-type: none"> - No of social infrastructures constructed/rehabilitated (health centres, schools, storage, etc.) - No of pers. receiving social skill trainings - No. of communities and participants involved in the repair, maintenance and development of Hafirs/dams/water yards - No of local and national NGOs involved in up-scaling activities 		<ul style="list-style-type: none"> - Activity reports of community extension agents - Performance assessment reports (CAHWs, others) 	
4.3 Business promotion projects Community	<ul style="list-style-type: none"> - Number of women and men trained in income 			

Narrative	Indicators –gender and HH disaggregated-	MTR Target	Means of Verification	Risks/Assumptions
Development projects	<ul style="list-style-type: none"> generating activities. - Rate of disbursement of CIF 			
4.4 Training of Trainers Community based extension workers (Development Community-based extension cadre: CBAWs, Water Committee's, range – and other local extension agents)	<ul style="list-style-type: none"> - No. of TOT training - Number of women and men trained as paravets - No new CAHWs trained - No of CAHWs received activity and advanced training (business, CARD A manual, etc.) - Average increase in revenue generated by women and men CAHWs - No of Integrated Pest Management Agents - No of community initiatives implemented - No of community agents of mature communities actively involved in up-scaling activities - No of people trained in post-production, processing and marketing - No households receiving animal health services (RIMS) facilitated by the project 			

Appendix 3: Physical progress measured against AWP&B and appraisal targets

Period: 1 January to 30 June 2012				
Impact and Outcomes	Indicators (with global target if available)	Achievements (as per M&E data)	RIMS Rating (not applicable before MTR)	
			(by Project)	(by supervision mission)
Impact level				
Overall Goal	- Decrease in child malnutrition	- 106,425 pers. of which 58,534 women		

Period: 1 January to 30 June 2012				
Impact and Outcomes	Indicators (with global target if available)	Achievements (as per M&E data)	RIMS Rating (not applicable before MTR)	
			(by Project)	(by supervision mission)
Impact level				
To improve in a sustainable manner the livelihoods and resilience to drought of the poor rural households	<ul style="list-style-type: none">- Increase in HH asset index- Increase in food security- No of persons receiving project services	(106% of total project target)		
Project Purpose				
1. Establishing a coherent and cost effective governance framework that ensures a regulated access to land and water resources of the Butana;	<ul style="list-style-type: none">- Number of communities with registered community range resources.- Ratio of dispute cases adjudicated by community organizations and native courts.	<ul style="list-style-type: none">- Issuance of bylaws for 72⁹⁰ communities?- Endorsement of grazing line at lat. 14.45N- Adoption by individual agro pastoralist		
2. Improving the access and bargaining position of women and men in the marketing of livestock;	<ul style="list-style-type: none">- Decrease in transportation and market transaction costs- Increase in farm gate price for milk and livestock products	<ul style="list-style-type: none">- 4 markets rehabilitation completed and market information systems in place; all partial and not yet functioning up-to 100%		
3. Developing the capacity of community based organizations to engage in environmentally sound, socially and gender equitable development initiatives and management of natural resources.	<ul style="list-style-type: none">- Increase in the CCI value from average of 60% to average of 70%.	<ul style="list-style-type: none">- Community Capability index has increased from 61% in 2005 to 77% in 2012		
- Outcome level				
Component 1: Institutional Support Areas for open access range and for community range are delimited.	<ul style="list-style-type: none">- By-laws are established and enforced.	Issuance of bylaws		
Component 2: Agriculture, Range and Water Services	<ul style="list-style-type: none">- Increase in yields of subsistence and cash crop- No pers adopting technology recommended- Increased carrying capacity of the range- Savings on smallholders purchase of feed in dry season- Saving for poor HH on purchase of potable water	<ul style="list-style-type: none">- Increase sorghum productivity: 540-900kg/fed. Against 180-270kg/fed.- 16,273 pers. of which 5,496 women- Increased production of fodder crops (Clitoria)- SDG 0.06/liter against 0.09 before		
Component 3 Livestock development and marketing services	<ul style="list-style-type: none">- Decrease in market transportation costs during the rainy season from 15 to 8 SDG- Average increase of revenue generated by paravets	Not yet applicable		

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Period: 1 January to 30 June 2012				
Impact and Outcomes	Indicators (with global target if available)	Achievements (as per M&E data)	RIMS Rating (not applicable before MTR)	
			(by Project)	(by supervision mission)
Impact level				
Component 4 Community Development	<ul style="list-style-type: none">- Ratio of funds channelled to poor women and men- No of groups with women in leadership position- Rate of implementation of the community dev. Plans	<ul style="list-style-type: none">- SDG 243,946 disbursed from CIF: 110% for women- 262 groups with W leadership (62% target)- Irrigated gardens for Women for vegetable (535 fed.)		

BIRDP RIMS 1st LEVEL

Component	Results	Unit	Cumulative 31/12/2011			REMARKS
			Appraisal	Actual	% of Appraisal	
Total Outreach	People receiving project services	Male	20,000	27,619	138%	Review target in the MTR
	People receiving project services	Female	20,000	20,369	102%	" " "
	Households receiving project services	Number	36,000	25,434	63%	" " "
	Communities receiving project services	Number	140	110	71%	" " "
1. Institutional Support						
	Staff of service providers trained	Male	55	30	55%	Review target in the MTR
	Staff of service providers trained	Female	33	33	100%	" " "
2. Agriculture, range and water services	Drinking water systems constructed/rehabilitated	Number	75	42	56%	Water Yards Rehabilitation Construction=25, Hafers Rehabilitation & Construction=50
	Rainwater harvesting system constructed/rehabilitated	Number	75	20	27%	Review the indicator in the MTR
	Land under improved management practices	Ha	333,060	281,349	84%	
	Land under irrigation schemes constructed/rehabilitated	Ha	302	125	41%	
	People in natural resources management groups formed/strengthened	Male	29,250	23,608	81%	
	People in natural resources management groups formed/strengthened	Female	15,750	12,354	78%	
	People trained in natural resources management	Male	31,500	20,217	64%	
	People trained in natural resources management	Female	13,500	10,862	80%	
	Natural resources management groups formed/strengthened	Number	140	558	399%	Review target in the MTR
	Environmental management plans formulated	Number	140	110	79%	
	People trained in crop production and technologies	Male	3,150	4,332	138%	Review target in the MTR
	People trained in crop production and technologies	Female	1,350	1,219	90%	
3. Livestock development and marketing services	Marketing facilities constructed/rehabilitated	Number	5	3	60%	
	People trained in post-production, processing and marketing	Male	700	466	67%	
	People trained in post-production, processing and marketing	Female	700	381	54%	
	Government officials and staff trained	Number	10	10	100%	

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Component	Results	Unit	Cumulative 31/12/2011			REMARKS
			Appraisal	Actual	% of Appraisal	
Total Outreach	People receiving project services	Male	20,000	27,619	138%	Review target in the MTR
	People receiving project services	Female	20,000	20,369	102%	" " "
	Households receiving animal health services	Number	4,000	3,259	81%	Animal feeding , Paravets services, livestock vaccination
	People trained in livestock production and technologies	Male	196	813	415%	Review target in the MTR
	People trained in livestock production and technologies	Female	84	868	1033%	Review target in the MTR
	Marketing groups formed/strengthened	Number	280	12	4%	Review target in the MTR
	People in marketing groups formed/strengthened	Male	2,800	320	11%	Review target in the MTR
	People in marketing groups formed/strengthened	Female	2,800	356	13%	Review target in the MTR
	People accessing advisory services facilitated by project	Male	1,260	1,040	83%	
	People accessing advisory services facilitated by project	Female	540	480	89%	
Component	Results	Unit	Cumulative 31/12/2011			REMARKS
			Appraisal	Actual	% of Appraisal	
4.Community development	Community groups formed/strengthened	Number	700	699	100%	
	People in community groups formed/strengthened	Male	7,350	4,902	67%	
	People in community groups formed/strengthened	Female	3,150	3,161	100%	
	People trained in income generating activities	Male	702	210	30%	
	People trained in income generating activities	Female	1,638	777	47%	
	Village/Community plans formulated	Number	140	110	79%	

Appendix 4: Progress against previous mission recommendations and Summary of MTR recommendations

#	Recommendation/Agreed actions	Date	who	Actions taken
Component 1: Institutional Support and Project Management				
1	Formulate an implementation manual and organize an implementation review workshop on bi-annual basis for all SCU staff and their key partners.	Completed in March 2012	M&E officer and BDA	<p>At the 1st stage the M&E and the community development officer an conducted an awareness meeting with a selected members of the development teams, and discussed a preliminary draft on how to prepare the manual on the light of the actual implementation steps of the different activities,</p> <p>At the 2nd step the selected development team members prepared a model for all implementation steps of each activity, which starts form planning up to monitoring and evaluation as well as extracting impact and results.</p> <p>At the 3rd stage the proposals were collected in a preliminary unified draft for all activities, currently the draft under technical review.</p>
2	Use the quarterly meetings with state coordinators and the planning exercise for 2012 to identify activities that are synergistic in reducing grazing pressure on Butana rangelands.	Continues	BDA director	Some activities were identified and their implemented, as an example , introduction of fodder crops in New Halfa Irrigated Scheme (130 feddans own by 26 farmers from 3 targeted communities),chopping ,bundling and storing of 33 tons of dry fodder to be used on pen feeding basis in Surrooj Mana (22 tons) , At-Takon(11 tons) in addition to 22 tons harvested by Es-Subagh women group from the exclosure , Al-Rigail (4.5 tons) and As-Sadda and Al-Fuwal villages have harvested 0.5 tons , bringing the total amount to 60 tons (All sites in Gedaref State),facilitating access and use of molasses as supplementary feeding (about 5 tons in Gezira) , encouraging introduction of high palatable and valuable fodder like clitoria ,Lucerne and Sudan grass in irrigated farms in River Nile and Kassala along Atbara River and one farm in Gezira State. .
3	In order to improve the outreach of the development teams to the Butana communities and ensure effective field presence, the MTR will look into the staffing and team organization of the SCUs.	September 2012	BDA, Gvt and IFAD	Currently an M& E agent in each state was deployed on competitive basis from the respect State Ministry of Agriculture to support the development team. All vacant posts in development teams were filled. On other hand the problems raised so far by the SCUs e.g. the case of River Nile regarding scattering and far distant location of the targeted communities in addition to bad roads are being considered for further discussion with MTR mission.
Component 2: Agriculture, Range and Water Development Component				

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#	Recommendation/Agreed actions	Date	who	Actions taken
Component 1: Institutional Support and Project Management				
1	In agriculture, diversified cropping patterns with a selection of grain and fodder crops. Intercropping with leguminous crops and boundary planting with trees and cucurbits can be further promoted.	2012 agric season	BDA	The planned activities of 2012 are offering better chances for improving and diversifying cropping. For instance ,the mount of seed requested so far , includes about 5% seed of leguminous crops of multipurpose (these crops include only Clitoria ternata , green gram , Lucerne ,cow pea and fasulius whereas in the last year(2011)seed of leguminous crops constitutes 2.7% of the total amount requested . Also there is a room for increasing this amount by purchasing guar which is tested last year with high success in producing seed and fodder even under poor rain condition as in the last year.
2	According to the Seed Act. Inspection and certification of seed multiplication groups is only done by the National Seed Administration (NSA). Seeds that are not inspected by NSA are not classified as certified seeds and should not be bought/promoted by BDA as certified seeds.	2011/2012 season	BDA	Apart from indigenous seed supplied locally as in case of Khartoum & River Nile State the seed supplied last year either by project targeted farmers under supervision and technical back up of Agricultural Research Corporation (15 tons) to ensure better quality or by private dealer(23.02 tons) registered by Seed Act at (NSA) .
3	In range, the method for analyzing the rangelands and developing a range management plan should be expanded to about 50% of the communities in 2012 and the development team should be trained on the management aspects of rangeland development. It is proposed that the BDA hires a consultant for this purpose.	Starting Jan 2012	BDA	The case of Surooj Mana (Community Range Reserve) has received different supports (demarcation, construction of storage facilityetc.)to make it viable for further replication. Thus the case was documented and disciplinary code including rules, and punitive apparatus was drafted by the community pending revision in line with the ethos of Haram Al_Gharia Act "Village Sanctuary Local Order". However, we are planning to scale up this case by benefiting from Learning Route Methodology. Also, the case of women group benefiting from Es-Subagh exclosure (individual range reserves) was explained and presented in especial training workshop to more than 25 communities' frpm Gedaref and kassala.
4	In water, construction of rehabilitation require: (i) detailed survey of sites (ii) finalized management agreement; (iii) set a level for community contribution with community contribution higher for rehabilitation works.	October 2012	BDA	For each new hafir a topographical survey is mandatory and is usually carried out under the supervision and technical back up of a permanently hired consultant. The training of water subcommittees (at least 3 persons in each) nearly in all targeted communities was achieved in the 1 st quarter of 2012 in topics pertained to managerial & financial skills .However ,such training we considered it as a perquisite and breakthrough in all arrangements required for better and efficient agreement which is underway. The contribution of communities in water rehabilitation is reinstated and made clear in our messages and consequently in our future strategy. However, in case of failure of communities to meet such deadline, we already developed and drafted an agreement to be signed with CBO to ensure deferred repayment after realizing rehabilitation.
Component 3: Livestock and Marketing Development				
1	Given the success with introduction of lower cost feeding	AWPB 2012	BDA	The programme started in New Halfa SCU and they produced another

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#	Recommendation/Agreed actions	Date	who	Actions taken
Component 1: Institutional Support and Project Management				
	rations and chopping of feedstuff, BDA should orient livestock extension activities in 2012 towards feeding for finishing the animal. This will be combined with training of producers on how to measure animal quality and use this knowledge as well as the market information to bargain the sale prices.			<p>straw chopper, for the feed rations they faced a problem in the supply of molasses, the cheapest animal feed and they approached the vet. Authorities to facilitate the provision of molasses. The funds permission for the introduction of lower cost feeding rations and chopping of feedstuff is received only this week.</p> <p>In El Damar SCU: The unit is working in collaboration with ICARDA project by using the crops residues and agricultural by-products.</p> <p>In Rufaa SCU: The work is going on since the 20th. Of March, by providing molasses and integrated efforts by antihementics drench.</p> <p>In Abo Deleig SCU: The animal production extentionist performed the feeding rations.</p> <p>In El Soubagh SCU: The integrated ration by providing a complete health coverage followed by the feeding ration is mid way. The vet. Did his part and even introduced brucella kit for diagnosis, and the rest of the work will be carried out by the animal production extentionist.</p>
2	The 5 SCUs should maintain a disease monitoring system involving the paravets and share information among them to contain the spread of diseases. The veterinary and livestock production officers should carry out awareness campaigns about disposal of carcasses of dead animals. These campaigns should target producers and locality officials. The training of the paravets should be intensified.	October 2011	BDA, state ministries of agric. and animal production and SCUs	In the 5 SCUs disease monitoring system involving the paravets and share information among them to contain the spread of diseases, started by first evaluating the performance of the CAHWs in the first place. They designed forms for this purpose (in In El Damar SCU and El Soubagh SCU they started the monitoring system, In Abo Deleig SCU they proposed additional training of 30 CAHWs because the numbers were not enough). In New Halfa SCU they could not do it, instead they hired service provider, from the veterinary authority to carry on with this service within the coming week. In Rufaa SCU they started the programme and also intended to make a closer linkage with CAHWs when they establish the pharmacy in Tamboul livestock market.
3	The SCU Kassala will run a pilot for 3 months to use the mobile clinic for extension, preventative and curative purposes on a cost recovery basis. The SCU Gadaref will submit a proposal for expanding the operation of the mobile veterinary clinic to 150 days/ year and increasing its use efficiency. This will be included in the Kassala and Gadaref states work plan and budget 2012. The findings from these initiatives will be used to determine the modalities to operate the mobile clinic at the least cost to the Government and higher benefit to the producers.	December 2011	SCU Kassala and Gadara with monitoring from BDA	<p>In New Halfa SCU: a pilot project was performed for three months by a veterinarian using the mobile clinic for extension, preventative and curative purposes on a cost recovery basis. There was a loss not. The SCU New Halfa reported on that.</p> <p>In El Gedarif SCU: The previous experience of El Soubagh during the rainy season in the campaign with the state ministry in El Gedarif was not successful, not only could not obtain cost recovery, but they paid the driver incentive from the SCU. So the modalities to operate the mobile clinic should be determined not at cost recovery bases.</p>
4	The livestock and veterinary officers in each SCU will complete the analysis of the livestock survey so they can	AWPB2012	SCUs with monitoring from BDA	The livestock and veterinary officers in all SCU completed the analysis of the livestock survey and they used it for planning 2012 activities with

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#	Recommendation/Agreed actions	Date	who	Actions taken
Component 1: Institutional Support and Project Management				
	use it for planning 2012 activities with surveyed communities.			surveyed communities. Which is mainly disease control (prevention) by vaccination and treatment either directly by themselves or through the CAHWs efforts with direct supervision, except Kassala SCU who recruited a service provider to perform this task
5	Current approach to market rehabilitation should be rethought as investment not yielding the desired results. BDA to submit the plans and budget for MOFNE and IFAD review in case of the markets of Tamboul, Rattaga and Edamer.	AWPB2012	BDA, MOFNE, IFAD	<p>In El Soubagh SCU: The Current approach to market rehabilitation as investment is yielding the desired results. In El Soubagh livestock market, numbers of livestock (mainly small ruminants, sheep and goats) entering the market was increased and so was the income generated by the locality. It was evident that, producers benefited from this construction and a successful approach for market access.</p> <p>For the rest of the markets, the construction is underway and it is too early to evaluate the desired results.</p> <p>In Abo Deleig SCU: The construction of offices in Abo Deleig livestock market is not finished yet, but the fence was completed. So far it was observed by the Coordinator that the inflow of animals inside the market was increased and the construction have a positive outcome.</p> <p>In New Halfa SCU: El Rattaga livestock market construction is underway. Basic foundation for the fence and buildings is finished. The work in constructing the fence continued.</p> <p>In El Damar SCU: The preliminary study of the market was submitted by the locality to SCU. Director general of the BDA met the commissioner and agreed upon the arrangements of El Damar livestock market construction. The commissioner offered 200,000 SDG as the share of the locality.</p> <p>In Rufaa SCU: Tamboul livestock market construction is underway. The market outside fence was completed (phase one). The completion contract for offices and the pharmacy underway this week.</p>
Component 4: Community Development				
#	Recommendation/Agreed actions	Date	who	Actions taken
1	Organize knowledge transfer among SCUs and development teams to improve their overall backstopping of CDCs.	Continuous	Community development officer and M&E of BDA	Four exchange visits amongst SCUs were organized and implemented .At this point it is necessary to mention that these visits involve nearly the whole development team members of the SCU. In addition to these exchange visits a training exercise on community organization and leadership was implemented with Al-Rizgab Al-Quba community in Gezira, as part of the training workshop on Participatory Innovation Development (PID).
2	The training of CDC should be carried out at community	Continuous	BDA and SCUs	The training of CDCs was completed in all SCUs as class and formal

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#	Recommendation/Agreed actions	Date	who	Actions taken
Component 1: Institutional Support and Project Management				
	level to allow training a larger number of CDC and interest group members to be trained. To do that, development teams and namely the community developmt officer should be thoroughly trained on community organization and leadership.			training(before the 3 rd mission only Kassala has benefited from this type of training .Moreover, all the community development officers in SCUs were participated in this CDCs training . Currently, as on –job, the development team members are exerting effort to train the CDCs and IGs in different topics . This effort is being considered by further TOTs planned by the end of April 2012.I
3	The new re-stocking requests under CIF should be rigorously screened for access to water, fodder and veterinary care.	October 2011	BDA and SCUs	Following this recommendation 2 initiatives were properly studied and reviewed from perspectives (Water & fodder availability, veterinary care (AlGurnna & AlBinaibir and Al-Nagaa in River Nile).
D: Project Implementation Progress				
1	The discussion of policy matters and harmonization of legislation for NR management between the 5 States will require that the BDA prepares policy briefs that would be discussed in technical committees and then brought to the Board for discussion and approval. The BDA will identify policy advisors who can assist it in this task.	Continuous	BDA	The Terms of References (TORs) were prepared and Babo –Al-Wakeel Group (the group previously contracted to perform piloting on range reserves), is being considered and negotiated to undertake this assignment. Thus , the TORs include provision for organizing and convening a workshop at each state with a final one at national level. These workshops will discuss policy and legislations pertained to natural resources with recommendation to iron out contradictions and enhance harmonization and effective promulgation.
2	The BDA should schedule in all Board agendas, the discussion of the results of the communal and open access rangelands activities and the findings and recommendations of the agro-ecological zonation study.	Continuous	BDA	The BDA in a regular basis include the outputs as well as the results of the natural recourse management activities in the Board agendas, in the last Board meeting (4 April 2012 – at River Nile State – Ed Darmer) the Board has been briefed on some results and impacts of some rangeland activities. The Board also drew the urgency to complete the agro-ecological zonation study and encourage States to hold workshops to review and activate laws of management and use of natural resources.
E: Fiduciary Aspects				
1	Re-allocation for the vehicle and equipment category to be covered from the un-allocated amount. At mid-term review, the cost tables of the project will be revised in conformity with recommended actions.	Immediate MTR 2012	BDA and MTR mission	to be discuss with the MTR mission
2	The finance team of the BDA will work closely with the administrative assistant of the BDA to monitor the operation and maintenance costs on a monthly basis and to compare with appraisal and AWPB estimates. Any increases will be reported and corrective action taken accordingly.	Continuous	BDA finance team	Since Oct.2011 monthly financial reports produced and submitted by financial management to administrative officer, so monthly corrective actions has been taken
3	Capture the total actual contribution for the federal (tax exemptions) and state (in kind and cash contribution) to project activities. All contribution should be reported from	Continuous	BDA finance team	The project addressed CCU to capture tax and customs exemptions from MOFNE, moreover all SCUs coordinators are requested to send in kind contributions so as to add it to other financiers- state governments and

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#	Recommendation/Agreed actions	Date	who	Actions taken
Component 1: Institutional Support and Project Management				
	the start for the project.			communities.
4	For the contract of "implementing pilot innervations on communal rangeland" (USD 45,000), the BDA director to send a letter to the CCU for termination of this contract as recommended in the 2010 supervision mission.	October 2011	BDA Director and CCU	Some attempts are underway solve the problem (to complete the study), the project contract consultant an to review what was completed as well as developing a new term of reference to complete gaps before the MTR
5	The BDA director to send a memo to all staff in BDA and SCUs to ensure the adherence to the contract terms and conditions especially (i) systematically requiring and obtaining collateral for advances; (ii) the retention of funds during the defect liability period; (iii) applying the agrees upon penalties in case of delays by contractors.	Immediate October 2011	BDA Director with support form BDA Financial Manager	It has been done through accountants who are instructed during training courses and regular trips made by financial controller to SCUs.

List of Recommendations of MTR

Agreed action (AA) – as per AM, MTR, BIRDP	
Core recommendations (page 3, AM, MTR)	
i.	Strengthen the BDA so that it can truly operate as a lead agency for the development of Butana.
ii.	Provide first priority to facilitating the process of developing a coherent cost effective governance framework that ensures a regulated access to land and water resources in the Butana.
iii.	In terms of focus and orientation, invest in community development, operate as multi-disciplinary team and take water supply and – harvesting as the entry point.
iv.	Facilitate the establishment of the business and livestock markets information entities as part of the rehabilitated/constructed livestock markets as a self-sustaining integrated part of BDA.
Component 1.: Institutional Support	
v.	In order to ensure quality investments in community development, the BDA requires their own professional staff. Ideally, NR and Community Development expertise should be permanently available at BDA level.
vi.	BIRDP to recruit a senior policy expert/facilitator who can take the lead in the process of developing a coherent framework for governances of Butana's Natural Resources.
vii.	Development teams ⁹¹ should operate as multi-disciplinary teams who can work with technology options and appreciate indigenous knowledge.
viii.	Development of a user friendly version of the Ecological Zonation Study appropriate for use at community and locality level and dissemination at large.
ix.	Develop capacities ⁹² at the appropriate State level so that the Ecological Zonation Study can be up-dated at regular intervals, enriched with livestock information, and each step in proposed governance of NRs be assessed on its' potential effects, costs and effectiveness.
Component 2.: Agri/Range/Forest/Water Services	
x.	Consolidate and enhance the terrace cultivation by installation inner contour bunds for better water control and distribution.
xi.	Training of DTs in water harvesting and conservation techniques and planning as a cross-cutting issue for all water related use and production. Also, minimize the use of wide level disc and restore the traditional sowing system
xii.	Scaling up and out of terrace cultivation including crop diversification ⁹³
xiii.	Use of agro-ecological zone study for selection of appropriate cropping pattern and advices regarding range, shrub and tree species and choice of water harvesting technic.
xiv.	The contour plowing cultivation should be piloted with few progressive fe/male farmers who keep livestock and aim at replacing sorghum with fodder cultivation.
xv.	Consolidation of activities which started in 2009 -2010 by not more than year 2013, and continuing supporting communities who joined the project late (2011-2012) but not to exceed year 2014. Thereafter, all component activities should be run on cost recovery basis.
xvi.	No rehabilitation and development work of open range land and community reserve to be put in place unless protection is first discussed and ensured from communities.
xvii.	The BDA should discuss and strengthen the functions and roles of DTs in monitoring (e.g. field data collection, analysis and reporting) of water supply and water harvesting interventions ⁹⁴ .
xviii.	There where the interventions have been convincing ⁹⁵ , accordingly no more demo farms to be established, but focusing on management skills of water committees, irrigation networks, optimization, development of community extension agent, etc.
xix.	Conduct a cost/benefit analysis for the main investments made up-to-date ⁹⁶
Component 3.: Livestock Development and Marketing Services	

91 Efforts can be of a different nature; i.e. tailor made training, on-the-job training through conducted trials (research-extension-community), incentives, improving the coaching (by BIRDP staff towards SCUs), less control and more enabling support, etc.

92 E.g. field oriented capacity to use Geographical Information Systems (GIS) and Global Positioning Systems (GPS), etc.

93 With the introduction of leguminous – and fodder crops (Clitoria, guar, field watermelon, cowpea) as animal fodder in rotation or inter planted with sorghum soil fertility improves, risks (crop failure) spread and better integration of crop and animal production (i.e. area approach) is achieved.

94 It is about monitoring plant growth, effect of water harvesting measures, observing adaptations, etc. It is important that the technical advisor for this component is fully involved so that appropriate training can be provided, coordination with other M&E activities –to prevent overlap and duplication-. In addition, BDA/BIRDP should use the M&E as a mean to assist the DTs to reflect and analyze.

95 Based on analysis of cost of production and farmers' return in lower Atbara area irrigated fruits and vegetables gardens, the interventions proved now to be convincing.

96 Taking an ad random sample and covering benefits, sustainability, adaptation, replicability and expected adoption would provide good insights and outcomes to reflect upon.

Agreed action (AA) – as per AM, MTR, BIRDP	
Core recommendations (page 3, AM, MTR)	
xx.	Recruit a (pro-poor oriented) animal production/animal health specialist ⁹⁷ to strengthening the BDA/BIRDP team.
xxi.	Continue with hiring the current technical services of the livestock marketing specialist so as to ensure realisation of the business and livestock markets information entities and addressing the pending livestock market issues.
xxii.	Study the current milk collection, - processing and – product marketing value chain, assess whether margins at each chain level are fair, review the proposed interventions (Design Report) and up-date the financial and economic analysis presented in the BIRDP design document ⁹⁸ .
xxiii.	Regarding finalising the physical livestock market infrastructures, tree planting –shade for animals on longer term and less dusty- and women friendliness (toilets, special gate) should be addressed.
xxiv.	Introducing additional fe/male CAHWs (as per target set) and invest in the well performing existing CAHWs ⁹⁹ , while also lobbying for their formal recognition ¹⁰⁰ as considered in the proposed legislation on privatization of veterinary services.
xxv.	Keep conducting simple livestock surveys and disease mapping at regular intervals while also developing appropriate concepts of de-stocking and re-stocking (relevant for Butana area) ¹⁰¹
xxvi.	Jointly with other members of DTs, the livestock specialists (production, vet care) should invest in enhancing pastoralism and reaching out to the nomads ¹⁰² visiting the Butana grazing areas on a seasonal basis.
xxvii.	Stop promotion of indiscriminate goat cross breeding but instead monitor the performance of Desert goat and Cross breed goats over a longer period of time and in a professional manner. Care is needed regarding rotation of current bucks.
i.	Convene a Workshop to share the experiences made and lessons learnt regarding containment of <i>Abu Regaiba</i> disease (Botulism).
ii.	Facilitate the development of pro-poor livestock policies ¹⁰³ in the 5 Butana States or a simple inter-State one.
Component 4.: Community Development	
iii.	In terms of financing options (community investments e.g. irrigated women farms/gardens) linking communities to accessing Micro Finance institutions should be encouraged.
iv.	In terms of drinking water and other social entities (community centre), it is essential to follow the common approach of tripartite sharing arrangements; i.e. state, locality and community contributions are to be pre-requisites for any kind of project support ¹⁰⁴ .
v.	Regarding the CIF, it is recommended to widen and open up ¹⁰⁵ the fund for any kind of community initiative that contributes to the project objectives and generates its capital investment to be used by CDCs for further Revolving Fund activities.
vi.	As the core of BIRDP concerns development and sound management of NRs and animal production, adequate use should be made of reputable national institutions such as SECS; SDA; NGOs and at state level NGOs such as Ma'an in Gadarif state that could provide all kind of necessary training at grass roots level ¹⁰⁶ .

97 Recruitment of the planned livestock marketing position was unsuccessful and as a result the start-up of this component delayed substantially. Meanwhile, technical services of a livestock marketing specialist were brought on board. To ensure continuity and smooth integration of animal health and – production activities a SMS in this field should be recruited. His/her orientation (pro poor livestock) is more important than his/her specialisation; i.e. veterinarian or animal production.

98 It refers to working paper 5 of the design document.

99 Consider: curriculum of CARDA, business and bookkeeping, ethno veterinary knowledge. CARDA: Community Animal Resources Development Associates curriculum developed in 2011 & approved by MARF&R.

100As their role is critical to the success of the BIRDP's objective of enhancing livestock productivity, they need to be self-sustainable and be part of the formal referral system. Thus, efforts by the Government (MARF&R) and Sudanese veterinary council are needed to formalize their integration into the national animal health programme. It should also be addressed by the proposed legislation on privatization of veterinary services.

101Survey and possible studies should also feed the development of governance framework; i.e. enrich the ecological zonation study, etc.

102It is advisable to stimulate an interaction with the mobile Extension Teams in North and South Kordofan (WSRMP); i.e. not with the idea to copy this model but to exchange on effective and constructive interactions with nomads. It took WSRMP considerable time before they were able to reach out to nomads and involve them in rehabilitation of grazing areas.

103Was recommended by the BIRDP livestock advisor and deemed appropriate by the MTR team; namely, the currently technologies and orientations promoted are not typically relevant for pastoralists and semi-pastoralists neither in the interest of poor livestock keepers. Therefore, an orientation towards livestock development in the interest of poor livestock keepers is most relevant. Drafting and adopting a pro poor livestock policy simultaneously to developing a Framework for Governance of Butana will assist in re-orienting the service providers who are mainly conversant with high input, high output technologies.

104Kasala State, for instance, has long standing experiences in this regard.

105Yet, the sharing arrangement should remain intact, while revised guidelines should be drafted and agreed upon.

Agreed action (AA) – as per AM, MTR, BIRDP	
Core recommendations (page 3, AM, MTR)	
vii.	The Development Teams need more training in participatory / strategic planning, participatory M&E, team building, team management and working in multi-disciplinary teams.
viii.	Community Development Officers should be supported with over-night stay at village level.
ix.	A change of approach is needed namely towards developing a community based extension cadre.
x.	Efforts should be made to retain female professionals.
Project Implementation	
xi.	Invest in consultative planning accompanied with more delegation of tasks and responsibility among and between all BIRDP members and SCU teams (DTs); seek technical assistance where appropriate.
xii.	Develop a KM strategy ¹⁰⁷ and encourage all DTs to contribute to its implementation; in a healthy institution every professional staff contributes to KM
xiii.	It is of utmost importance that all monitoring and evaluation activities are harmonised; i.e. various above mentioned recommendations concern M&E and/or have implications for M&E; M&E should be a concern of all professional staff and an important mean for action, analysis and reflection.
Fiduciary Aspects	
xiv.	Referring to XX , it was agreed that the Government would cover the costs of operation to the end of the year.
xv.	Regarding the sustainability of the existing operation and maintenance system for heavy equipment/farm machinery, it was agreed that during the remaining project period the IFAD loan would finance O&M in decreasing amounts such that it would provide for 50 percent of O&M costs in 2013 – 2014 and 25 percent for the two remaining years. This agreement applies to all O&M. The cost of hiring out heavy equipment will be borne by the project communities and the state and federal governments.
xvi.	It was agreed that the future AWPBs will be within the funding limit; i.e. a fund balance of approximately USD 14.2 million to finance project activities up to the Loan Closure date of 30 September 2016.
xvii.	Referring to Projected Budget – Government contribution, it was agreed that the Governments at both State and Federal Levels would bear the costs of O&M in the proposed financing proportion.
xviii.	It was agreed that the Government would finance 50% of the BDA/BIRDP staff costs for 2 years and 75% for the remaining project period in preparation for the BIRDP staff to evolve into a functioning BDA. .

¹⁰⁶All kind of non-Green Sector related training: community organisation, group management, book keeping, micro and small business, leadership, record keeping, managing revolving funds, saving and credit, etc.

¹⁰⁷Initially to be kept simple and implementable keeping BIRDP in mind, while over time reviewing it and step by step handing over to BDA.

Appendix 5: Financial: Actual financial performance by financier; disbursements by category and by component

Table 5A: Financial performance by financier

Financier	Appraisal Budget	Actual Disbursements as at 30 June 2012	Balance of Actual Disbursement	Percent Disbursement Actual	Commitments 1/7/2012 to 31/12/2012	Total disbursed (Actual + Commitments)	Projected Balance at 31/12/2012	Percent Disbursed including commitments	Remarks
	USD (000s)	USD (000s)	USD (000s)		USD (000s)	USD (000s)	USD (000s)		
IFAD Grant	24 799	9 056	15 743	37%	1 519	10 575	14 224	43%	
Federal Government	3 233	1 925	1 309	60%		1 925	1 309	60%	
State Governments	1 056	156	900	15%		156	900	15%	
Beneficiaries	769	65	704	8%		65	704	8%	
Total	29 858	11 203	18 655	38%	1 519	12 722	17 136	43%	

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Table 5B: Financial performance by financier by component (USD '000)

Category	Appraisal Euro	Withdrawal Applications Processed	Pending Withdrawal Applications	Total Expenditure	Balance Remaining	%	Appraisal Euro	Actual Euro	Balance	%	Appraisal Euro	Actual Euro	Balance	%	Appraisal Euro	Actual Euro	Balance	%	Appraisal Euro	Actual Euro	Balance	%
	IFAD loan						Federal Government				State Governments				Beneficiary Communities				Total			
Civil Work	8 953	1 496	592	2 088	4 866	30%	958	570	388	60%	507	121	385	24%	0	3	- 3		8 417	2 782	5 635	33%
Equipment	1 661	1 667		1 667	- 5	100%	627	95	532	15%	9	0	9	0%	0	0	0		2 298	1 761	536	77%
Technical Assistance	3 938	1 005	353	1 358	2 580	34%	25	42	- 17	170%	0	0	0		0	0	0		3 963	1 400	2 563	35%
Grant	1 452	110	31	141	1 311	10%	0	0	0		0	0	0		596	47	549	8%	2 048	189	1 859	9%
Recurrent Cost	0			0	0		905	790	115	87%	308	0	308	0%	0	0	0		1 211	790	420	65%
BIRDP salaries & allowances	2 092	807	187	993	1 099	47%	0	0	0		0	0	0		0	0	0		2 092	993	1 099	47%
Operation & maintenance	492	355	108	493	29	94%	0	0			0	0	0		0	0	0		492	493	29	94%
	16 589	5 440	1 270	6 710	9 879	40%	2 515	1 497	1 018	60%	821	121	700	15%	596	51	545	9%	20 521	8 379	12 142	41%
Unallocated	4 086			0	4 086	0%	0												4 086	0	4 086	0%
Initial Deposit		1 300	0	1 300	-1 300		0												0	1 300	-1 300	
Recovery		- 384		- 384	384		0												0	- 384	384	
Totals	20 675	6 356	1 270	7 626	11 883	37%	2 515	1 497	1 018	60%	821	121	700	15%	596	51	545	9%	24 607	9 295	15 312	38%

Financial performance by financier by Cat (USD) for period to 30 June 2012																						
Category	Appraisal USD	Withdrawal Applications Processed	Pending Withdrawal Applications	Total Expenditure	Balance Remaining	%	Appraisal USD	Actual USD	Balance	%	Appraisal USD	Actual USD	Balance	%	Appraisal USD	Actual USD	Balance	%	Appraisal USD	Actual USD	Balance	%
	IFAD loan						Federal Government				State Governments				Beneficiary Communities				Total			
Civil Work	8 340	2 017	761	2 778	5 562	33%	1 231	733	499	60%	651	156	495	24%	0	4	- 4		10 223	3 671	6 552	36%
Equipment	1 993	2 306	0	2 306	- 313	116%	806	122	685	15%	12	0	12	0%	0	0	0		2 811	2 427	383	86%
Technical Assistance	4 724	1 365	454	1 818	2 905	38%	32	54	- 22	170%	0	0	0		0	0	0		4 755	1 872	2 883	39%
Grant	1 742	148	40	188	1 554	11%	0	0	0		0	0	0		766	61	706	8%	2 508	249	2 260	10%
Recurrent Cost	0	0	0	0	0		1 164	1 016	148	87%	393	0	393	0%					1 557	1 016	541	65%
BIRDP salaries & allowances	2 509	1 102	240	1 342	1 167	53%			0				0						2 509	1 342	1 167	53%
Operation & maintenance	590	496	139	625	- 34	106%							0						590	625	- 34	106%
	19 898	7 423	1 633	9 056	10 842	4	3 233	1 925	1 309	60%	1 056	156	900	15%	766	65	701	9%	24 954	11 203	13 751	45%
Unallocated	4 901			0	4 901														4 901	0	4 901	0%
Initial Deposit		1 655																				
Recovery		- 489			0														0	0	0	
Totals	24 799	8 589	1 633	9 056	14 224	37%	3 233	1 925	1 309	60%	1 056	156	900	15%	766	65	701	0.085	29 855	11 203	18 652	38%

Table 5C: Summary of disbursements by Financier

Financier	Appraisal Budget	Actual Disbursements as at 30 June 2012	Balance of Actual Disbursed	Percent Disbursed	Commitments 1/7/2012 to 31/12/2012	Total disbursed (Actual + Commitments)	Projected Balance at 31/12/2012	Percent Disbursed including commitments	Remarks
	USD (000s)	USD (000s)	USD (000s)	Actual	USD (000s)	USD (000s)	USD (000s)		
IFAD Grant	24 799	9 056	15 743	37%	1 519	10 575	14 224	43%	
Federal Government	3 233	1 925	1 309	60%		1 925	1 309	60%	
State Governments	1 056	156	900	15%		156	900	15%	
Beneficiaries	769	65	704	8%		65	704	8%	
Total	29 858	11 203	18 655	38%	1 519	12 722	17 136	43%	

Table 5D: IFAD loan disbursements (SDR, as at 20 September 2012)

Category description	Revised	Disbursement	Withheld Amounts	W/A Under Progress
	Allocation			
1. Civil Works:	5 650 000	1 145 588		513 673
2. Vehicles & equipment	1 350 000	1 483 712		-
3. Technical assist., training & studies	3 200 000	795 088		306 336
4- Grant (Comm. Initiatives)	1 180 000	75 639		27 014
5. Incremental operating costs:				
a- BIRD salaries & allowances	1 700 000	662 557		162 266
c- Operation & maintenance	400 000	286 924		93 651
99 Un-allocated	3 320 000		-	
Total	16 800 000	4 449 509	-	1 102 939
Initial Deposit		1111928.45		
Totals	16 800 000	5 561 437		1 102 939

Figure 2: IFAD loan/grant disbursement, comparisons between original and revised allocations and actual disbursement

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Table 5E: Proposed Loan Reallocation by category

BIRDP Proposed Loan Reallocation

Category description	Financing %age	Original Allocation SDR'000	Projected Loan Utilisation		Projected Loan Balance at 30.6.12 SDR'000	Projected Utilisation- 6 months period to 31.12.12 SDR'000	Projected Loan balance at 1.1.13 SDR'000	Projected Loan balance at 1.1.13 USD'000	Post MTR 1.1.13- 30.9.16 Cost USD'000	Surplus /(deficit) USD'000	Post MTR Period Cost Allocation USD'000	Post MTR Period Cost SDR'000	Total Allocated Expenditure to 30.9.12 SDR'000	Proposed Financing Percentage net of taxes %age	Proposed Final Re-allocation SDR'000	% Decrease/ Increase
			Processed WA 2 - 27 SDR'000	To be processed 28 + 33												
I Civil Works	94%	5 650	1 299	514	3 837	540.0 0	3 297	4 150	4 522	- 372	4 522	3 088	5 440	100%	5 440	-4%
II Vehicles Equipment and Other Vehicles/ ^a	100%	650	581		69	0	69	87	356	- 269	356	243	824	100%	820	26%
II Vehicles Equipment and Other Machinery/ ^b	98%	700	903		- 203	0	- 203	- 256	135	- 390	135	92	995	100%	1 000	43%
IV Training, Technical Assistance and other TA and training/ ^c	100%	3 030	837	306	1 886	240.0 0	1 646	2 072	4 256	-2 184	4 256	2 906	4 290	100%	4 290	42%
IV Training, Technical Assistance and other/ ^d	100%	170	6		164	30.0 0	134	169	1 940	-1 772	1 940	1 325	1 361	100%	1 360	700%
IV Grants	100%	1 180	76	27	1 077	80.0 0	997	1 255	1 668	- 412	1 668	1 139	1 321	100%	1 320	12%
V Recurrent Cost Salaries and Allowances	77%	1 700	709	162	828	281.0 0	547	689	386	303	386	263	1 416	100%	1 420	-16%
V Recurrent Cost Operations and Maintenance	77%	400	312	94	- 6	91.0 0	- 97	- 122	961	-1 083	961	656	1 153	100%	1 150	188%
VII Unallocated		3 320			3 320		3 320	4 179		4 179	0	0	0		0	0%
Subtotal		16 800	4 723	1 103	10 974	1 262	9 712	12 223	14 223	-2 000	14 223	9 712	16 800		16 800	
Initial deposit					0		0	0								
Total		16 800	4 723	1 103	10 974	1 262	9 712	12 223	14 223	-2 000	14 223	9 712	16 800		16 800	

Notes

\^a Disbursement Account Vehicles

\^b Disbursement Account All other Equipment

\^c Disbursement Account Training

\^d Disbursement Accounts Technical Assistance and Inputs and Materials

Appendix 6: Compliance with financing agreement covenants: Status of implementation

Section	Covenant	Target/Action Due Date	Compliance Status/Date	Remarks
Section 2.03	Special account	Prior to loan effectiveness	Compliance	Project has installed an new financial software which has resulted in increased budgetary control and account harmonization.
Section 3.02	AWPBs	Prior to disbursement and annually thereafter	Partial compliance	The AWPB was submitted in December 2011.
Section 3.03	Project accounts		Compliance	
Section 3.04	Availability of additional resources		Compliance	Government counterpart funds are well on track
Section 4.01	Monitoring	90 days after effective date	Compliance	RIMS for baseline done; community profiles completed and to be updated on regular basis.
Section 4.02	Progress reports	Semi-annual	Compliance	
Section 4.03	Mid Term Review	4 th project year	Compliance	Done in September 2012
Section 4.04	Completion report	8 th project year	N/A	
Section 5.01	Financial statements	Six-monthly	Compliance	
Section 5.02	Audit report submitted to IFAD.	Annually	Compliance	Timely submission. Audit performance was rated as moderately satisfactory.
Schedule 1	Project description		Partial Compliance	
Schedule 2	Allocation and withdrawal of loan proceeds		Compliance	2 categories of the Loan are exhausted: Vehicles & Equipment and Operation & Maintenance.
Schedule 3	Project implementation	90 days after effective date	Partial compliance	The BDA Board of Directors has 16 members rather than 14, with addition of a representative of the Ministry of Irrigation and Water Resources and a national politician from the Butana area. PIM completed. Project implementation agreements with State Govt and localities still to be implemented.
Schedule 3A,	Additional covenants		Compliance	

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Section	Covenant	Target/Action Due Date	Compliance Status/Date	Remarks
Schedule 4	Procurement		Compliance	Procurement plan submitted Review thresholds adhered to

Appendix 7: Learning and Innovation

In addressing “what worked well” and “what did not work well”, the Mid Term Review team would like to highlight a number of learning, innovations and lessons learnt. It is not exhaustive however thus further monitoring is needed to fully grab the effects of the learning and innovation and assess the manner in which lessons learnt have been taken into account.

Lessons Learnt	
(text in red concerns advise for documenting)	(text in green concerns advise for leading/steering BDA, BIRDP)
Access to Domestic Water Supply	It is observed that when the communities have no easy access to domestic water (2-4 hours needed to carrying water from the source to the home), their participation in the BIRDP activities is restraint especially of women. Access to domestic water supply is thus a pre-requisite for communities to actively participate in development activities.
Joint efforts in Combating Botulism effective and turn popular	<p>Involvement of communities has been the key factor in successfully combating the dreadful Botulism. The solution is about starting a process with the communities to address the problem; i.e. creating an understanding of what the disease is namely the bacterium <i>Clostridium botulism</i> flourishes in animals with deficiencies (protein, phosphorus) and jointly finding solutions.</p> <p>The different actions taken proved to be effective and the case should be documented and disseminated.</p> <p>It is truly an innovation; it was also recommended¹⁰⁸ to organise a workshop at Federal level to share these experiences. Prior documentation is advisable so that all aspects can be highlighted during the W/shop including a cost – benefit analysis.</p>
Social protection of rangeland to be in place prior to investments	When intending to invest in rehabilitation / development of rangeland/grazing areas, it is a prerequisite to have to social protection modalities in place. Without adequate protection, the investments (soil and water harvesting structures, re-seeding, planting seedlings, etc.) turn a waste as everything gets destroyed through uncontrolled grazing and trampling.
Contrasting range land treatment and development models	<p>The various models piloted demonstrate which ones can be implemented at the lowest cost, and in the long-term which are the most suitable and provide the best economic and social benefits.</p> <p>The various models should be documented with full analysis of costing and returns for scaling up purpose as well as identification of most feasible and viable model (s) for each state and agro-ecological zone.</p>
Learn to protect rangelands and then intervene	Organization and empowerment of community, supported by local policy act and orders, <u>before</u> introduction of soil and water conservation intervention for rangeland rehabilitation and development are proven to be effective. It significantly contributes to protecting the community reserve rangelands and assuring high level of follow up.
Sustaining potable waters services	In the interest of communities' access potable water services, the partnership between the WCs, RWC, localities and the project allows better participation leading to a higher probability of sustainability of services. ¹⁰⁹
Go for water efficient fodder crops	Introduction of Clitoria fodder has demonstrated vigorous growth in short time with less water requirement compared to Alfalfa and shows good and quick impact in terms of improving animal feed ration leading to better health and increased productivity (milk yield, rate of lambing), while the adopted by small-scale animal producers in River Nile and Kassala States is commendable.
Improved pipe conveyance is affordable and effective	Introduction of improved pipe conveyance in demo farms in Lower Atbara area has shown both economic and environmental benefits to farmers, which it acts as incentives for adoption by being relatively cheap, simple to install and to operate compared to other water savings technologies.
Supervisory / other IFAD missions did not generate substantial improvements	<p>At the end of BDA, BIRDP, follow-up to Supervisory Missions tend to be limited to addressing the recommendations. Yet, the much provided background, discussions and advices in the AM and related Working Papers are not necessarily read and/or not sufficient guidance is provided to assist teams in developing insights, understanding concepts, etc. As a result, at the surface changes appear while not addressing the core problems.</p> <p>Development of a business orientation, importance of improved governance of natural resources, BDA's potential to truly turn into a sustainable development agency,</p>

¹⁰⁸It refers to AM, page 11, recommendation xxviii.

¹⁰⁹In this regard, BIRDP should study the tri-partite contracts drafted, tested, developed and used by WSRMP, while also borrowing a leave from the manual to train water committees.

Lessons Learnt	
(text in red concerns advise for documenting)	(text in green concerns advise for leading/steering BDA, BIRDP)
	strategic development of human resources, are some of the very important fields which needs much more priority and leadership to be addressed.
Investing in Farm/Agricultural Machinery without applying a business mode when operating these is risky	Investments in farm machineries are easily made but without a proper planning on how and by whom these should be managed in a cost efficient manner pre-purchase, lead to laxity and lazy fair attitude –during project period funds for O&M will be made available- but likely the machineries finally end up in the machine graveyard behind the agricultural offices due to lack of responsibility and funds.
Community Investment Fund (geared to small ruminant keeping)	The lesson here is that following the approach statement as blue prints does not yield the desired results; mortality rates of young and adults shoats ¹¹⁰ are rather high partly due to the fact that the poor women often did not have enough feed, fodder and water to offer shoats, while the entire cross breeding of goats is questionable and even more so when targeting the very poor.
Women farms / gardens	Lesson learned from the Darawish Community conflict was the vital need for conflict and social sensitive development planning as a prerequisite in all project interventions.

¹¹⁰The mortality rate was: 13.2 % for adults and 15.3 % for kids. The lowest for adults and kids was respectively 7.7% and 8% (Gezara State) and highest respectively 18% and 44% (Gedarif State). Source: BIRD Project –Community Development – Aida, 2012.

INNOVATION PLAN of BUTANA REGION¹
MARKET ACCESS and BIOGAS SLAUGHTER HOUSE

1. BASIC INFORMATION

Organization, business

or
institution **Butana Integrated Rural Development Project (BIRDP)**

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Title 'Innovation Plan' Market Access and Biogas Slaughter House

2. INTRODUCTION

Tambool Primary Livestock Market in Gezira State in Central Sudan is the largest one in the project area and is operated twice a week with an average throughput per one day market of about 1,650 heads in total with breakdown of 500, 900, 150 and 100 heads of goat, sheep, cattle and camels respectively.

The market is located close to a densely populated area with good access roads to production and consumption centers; i.e. Khartoum, the capital and Wadi Medani town as the third one in terms of population. This market is also characterized with functional close by feed lots which in turn are facilitated by the immediate abundance of natural grazing resources, irrigated fodder crops, rain-fed crop residues as well as molasses and bagasse as byproducts of Sugar Cane Factory of Irrigated Scheme of 30,000 feddans (Al-Jinaid Scheme).

Nevertheless, the location of the existing slaughterhouse in the mid of the town with bad drainage terrain has caused hygienic problems; in addition to that the poor infrastructure of this slaughterhouse has also aggravated this situation (meat contamination). The existing slaughter house is operated on daily basis with 2 major days corresponding to the livestock market functioning. Thus, on a market day the total slaughtered animals is estimated at 40 camels, 40 oxen, 80 sheep and 40 goats, while for the other minor days the estimates are 8 camels, 8 oxen, 20 sheep and 15 goats. Table 1, presented below, provides the overview of the market throughput on market and non- market days.

Table (1) Weekly heads of camels, oxen, sheep and goats slaughtered at Tambool Slaughterhouse

No. of Heads	Market Days(2 days)		Non Market Days(5 days)		Total/Week
	Per Day	Total	Per Day	Total	
Camels	40	80	8	40	120
Oxen	40	80	8	40	120
Sheep	80	160	20	100	260
Goats	40	80	15	75	155
Total	200	400	51	255	655

¹ Latest revision happened in January 2013.

3. GENERAL OBJECTIVE

Through adding value to livestock marketing in Tambool Primary Livestock Market in Gezira State in Sudan, livestock keepers' access to marketing improved and consumers benefitted from better hygienic standards.

4. EXPECTED OUTPUTS

Result 1	Livestock Market Information System (Tambool Market) established and functional
Result 2	Slaughter house re-located and re-established with improved hygiene standards and daily capacity (25% increase) ²
Result 3	Improved meat processing including trading chain
Result 4	Biogas plant established and operational
Result 5	Overall performance of the slaughter house significantly improved

5. ACTIVITIES

Act. 1	Conduct awareness and advocacy campaigns
---------------	--

Act. 2	Organize the collection and dissemination (mainly local radio) of data on livestock marketing
Act. 3	Formation, formulation and registration of beneficiary organizations and associations.
Act. 4	Re-locating and establishing slaughterhouse (design, procurement, construction, drainage, etc.)
Act. 5	Technical (meat choppers) and Management Training
Act. 6	Construction of biogas plant whereby making use of slaughterhouse waste
Act. 7	Training in biogas production, storage and utilization

6. BENEFICIARIES of the INNOVATION

The beneficiaries include smallholder producers and pastoralists, livestock traders, butchers as well as meat traders. In addition, the biogas plant might benefit rural households by availing clean energy at affordable prices and save the natural environment through reducing utilization of firewood. As livestock marketing is the domain of men, special efforts need to be made so that women can also benefit.

7. FEASIBILITY

The Tambool market is categorized as secondary market and the marketable surplus of sheep, goat, cattle and camel to this market originates from the different parts of Butana region. The market is organized by Shariq Al Gezira locality and it is managed by a private contractor on tender basis. Mutton, beef and goat meat are well-liked but camel meat is the most popular.

In the absence of information on costs and prices at various levels of the value chain, it is difficult to estimate margins made at the different segments of the value chain. The general view is that the brokers receive the lion's share along the value chain, while the producers, especially the smallholder livestock producers, receive the smallest margin along the value chain.

The innovation is feasible as it is assumed that when the market information system is in place it will encourage the smallholder livestock producers to sell their animals directly in the market and therefore fetch a better price. Moreover, the proposed interventions will improve the hygienic standard as well as facilitate handling and delivery of both live animals and meat and thereby improve

² An expanded capacity of 50 camels, 50 oxen, 100 sheep and 50 goats instead of 40 camels, 40 oxen, 80 sheep and 40 goats on major day i.e. with 25 % increase.

the image and visibility of BIRD³ as the site receives numerous visitors from all project areas. The proposed market is close to BDA head office and other relevant and specialized stakeholders such as Camel Research Centre, veterinary college, community leaders and local government representative.

8. ACTION PLAN (Schedule)

Table 2, presented below, shows the proposed activities to month (2013) and responsible entity

Table (2) Action plan (2013) to month and responsible entity

Main activities to be developed	2013												Responsible Entity
	J	F	M	A	M	J	J	A	S	O	N	D	
Awareness raising & orientation													BIRD ³ /Locality/State Ministry of Agriculture
Analysis of stakeholders (producers , butchers , traders & brokers , government authority , contractors)													BIRD ³
Review and update of design and feasibility studies													BIRD ³
Formation & registration of Stakeholders groups (CBOs, women group & butchers, feed suppliers).													BIRD ³
Consultation & management plan (including contracting)													BIRD ³ /Locality/State Ministry of Agriculture
Technical assistance in meat processing and biogas by abroad entity													BIRD ³
Capacity building of stakeholders(i.e. in management, technical issues, financial and bookkeeping matters)													BIRD ³ /Locality/State Ministry of Agriculture , CBOs
Strengthening the market information system.													BIRD ³ /Locality/State Ministry of Agriculture
Construction (feedlots, animals pens, slaughterhouse),													BIRD ³ /Locality/State Ministry of Agriculture
Supply of equipment of the slaughterhouse & biogas plant													BIRD ³

9. RESOURCES

In terms of human resource, there are the interdisciplinary teams of BIRD³, which includes the director of BDA, veterinarians, financial specialist, natural resource specialists, community development officer, accountants, etc. The cadre at Locality level also includes slaughterhouse staff, the staff in charge of the recently rehabilitated livestock market, water facility, etc. In addition, there

³ BDA stands for Butana Development Agency who implements BIRD³ Project among others.

are the producers, traders, the communication and radio services, the camel research center and the veterinary science college.

This venture will be executed by the BIRDP through co-financing from the locality (21.16%), CBOs/Butchers associations (0.32%), private contractor (5.1%) and BIRDP (73.42%). Apart from this, additional support is needed from Procasur / IFAD in form of technical support by training the staff required to operate biogas plant as well as in meat processing and inspection. Moreover, the contribution of CBOs/Butcher associations will be in form of paying registration fees; being a registered entity is important as it indicates their interest and seriousness. The contribution of the private contractor is confined to the completion of construction of pens and animal feeds after being selected on competitive basis and having license of operating these pens.

The budget amounts to 697,870 SDG which corresponds to 158,607 US\$⁴ and details are presented in table 3, presented below.

Table (3) Estimated budget and source of funding

Main activities to be developed	Costs (SDG)	Source of funding			
		BIRDP	Locality	Butchers /CBOs	Contractor
Awareness s raising & orientation	11,955	10,955	1,000	-	-
Analysis of stakeholders	350	350	-	-	-
Review and update of design and feasibility studies	250	250	-	-	-
Formation & regis tration of Sta keholders groups	4,555	1,350	1,000	2,205	-
Consultation & management pla n (including contracti ng)	1,200	1,000	200	-	-
Technical a ssi sta nce in mea t process i ng and bioga s by abroad	60,000	60,000	-	-	-
Capacity building of sta keholders	23,000	19,000	4,000	-	-
Strengthening the market information sys tem.	11,000	9,500	1,500	-	-
Construction (feedlots , animals pens , slaughterhouse),	555,560	380,000	140,000	-	35,560
Supply of equipment of the sla ughterhouse & biogas pla nt	30,000	30,000	-	-	-
Total (SDG):	697,870	512,405	147,700	2,205	35,560
Percentage of total:	100	73.42	21.16	0.32	5.10

10. IMPLEMENTATION STRATEGY

The intended strategy for achieving the implementation of this innovation is to start small and grow up whereby using the lessons learnt and the outcome of an in-built M&E system. It is also recognized that consultation at all levels and with all potential stakeholders are the driving factor for successful execution of the innovation. The private sector will be well considered in the functioning of the slaughterhouse after it is rehabilitated and could be one of the pillars of sustainability as well as capacity building.

In addition, BIRDP learnt from and will thus benefit from its' past experience particularly regarding the on-going facilitation of building up of grass-root institutions at the targeted rural communities.

11. COMMENTS

The BIRDP has benefited much from the follow workshop organized by PROCASUR in Khartoum (Sudan) on 9-10 December 2012 in reshaping the innovation plan. Moreover, this has involved several amendments and additions e.g. clarifying objectives by focusing on added value of market to producers rather than hygienic aspect of consumers as the prime issue, contracting instead of having Memo of Understanding for better legal binding in implementation.

⁴ Exchange rate as per January 2013.

FIGHTING DESERTIFICATION > WOMEN GROUPS

Tackling degradation together: Women groups in Butana

Mohammed ELhassan Ali

Livestock production is the most important economic activity in the Butana region of Central-Eastern Sudan. In this region, women of the town of As-Subagh have joined hands in order to improve their community's fodder production, while at the same time helping restore the degraded lands in their area. They have been supported by the Butana Integrated Rural Development Project (BIRDP), implemented by the Government of Sudan and IFAD. BIRDP aims to regulate access to rangelands, improve the livelihoods of poor rural households and also strengthen communities' resilience in the face of recurrent drought. Getting community members actively involved is one of the key strategies of the project.

Like most of the Sudan, Butana is characterised by erratic rainfalls, high temperatures and strong winds. Traditionally, herds grazed freely. However, an increase in livestock populations over the past years, together with the presence of nomadic pastoralists from Southern Sudan, and fluctuating rainfall patterns, have contributed to the severe deterioration of the grazing resources. This has led to the collapse of the existing economic system – particularly affecting the sedentary farmers who lost a substantial number of animals.

To support these farmers, the local government fenced a large area of land close to the town of As-Subagh in 2006, trying to protect it from harmful dust and erosion. This was to serve as a demonstration plot to build awareness on environmental degradation and the need for natural resource protection, conservation and restoration. The fence would also protect the area against unwanted grazing, allowing space for the cultivation of crops. However, no additional activities were carried out and, eventually, large portions of the fence were looted or dismantled, leaving the land unused.

A new approach

In 2010, BIRDP staff in As-Subagh were revitalising the fenced land, when something unexpected happened. Eight women, all of them divorced or widowed, approached them and asked about the project's intentions, and about the possibility of benefiting from this fenced land. Erosion and the degradation of their land had forced them to cease their cultivation of sorghum and they relied only on a herd of a few small ruminants. After a series of meetings, these women pledged to contribute to the fenced land's original purpose while increasing their own income.

Each woman acquired the right to use a one-acre land plot inside the fence in order to produce fodder, growing both native species and a few recently introduced exotic species. BIRDP supplied kick-start seed and goats to the women, and constructed different permanent water harvesting structures to benefit the plots. The women were invited to attend a set of training courses on, among others, seed collection, extraction and storage, and micro-project planning and management. With the support of BIRDP, the group of women registered as a legal entity, a step that helped them get financial support, and allowed them to further diversify their activities. To avoid any potential conflict, the project also conducted an intensive gender sensitisation programme, aiming at greater levels of participation of women in all activities and decision making processes.

Stronger animals, environment and community

Each woman harvested and stored a substantial amount of dry matter for fodder after the end of the growing season, to be used later during the critical dry months. The fenced land not only benefited the group of women, but became the main source of rangeland seeds for natural dispersion and regeneration, both inside and outside the fence. This helped the other rural communities targeted by BIRDIP in the Butana area. The Locality Commissioner was so enthusiastic that he led a campaign for replication and scaling up of this initiative.

Using the proceeds from their plots, the women not only feed their animals: they feed their families and make an income from surplus animals, seeds and fodder. In addition, by cultivating and protecting the fenced land in a well organised manner, the women's social standing in the community has grown considerably. Soon, two other women groups were formed with the assistance of BIRDIP, who collectively work on and protect land plots close to their settlements. Traditionally, men in this region control all resources. Now, women in Butana are playing a larger role.

Factors for success

By forming a group, the Butana women have been able to share the burden of protecting their fenced plots in a socially and culturally acceptable way. They organised themselves in two day-time shifts, allowing the other women in the group to take care of the young children and family elders in their neighbour's absence. Mobile phones purchased with their increased incomes further facilitated the patrolling efforts of the large fenced area. Patrolling shifts were made more enjoyable by gathering neighbouring women in the fenced land for coffee, including a special local rite as part of their daily routine.

The indigenous knowledge of the women on livestock rearing was especially important and drawn upon by BIRDIP staff. Moreover, participation of the community proved to be crucial for the success of the project. Women took the initiative and were motivated to cultivate and protect the land. They pooled the necessary resources for addressing issues which they themselves deemed important.

Without the activities which are necessary to "root" them in the community, exclusively technical interventions like building a fence have shown negligible results. This project was a success because it paid attention to the importance of community organisations and to the role of women within them. As the Butana experience demonstrates, the collective production of fodder in a fragile environment can help restore the natural resources. Moreover, it can be a very successful way to empower female-headed households.

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BOX:

This article was one of the results of the documentation workshop carried out in Beirut, Lebanon, by ILEIA and KariaNet. This workshop was part of a capacity building process designed to strengthen the competencies of project staff to capture, analyse and disseminate practical knowledge from the field. For more information, please visit our website, or also go to <http://www.karianet.org>

Appendix 8: Supervision mission schedule and persons met

IFAD & GOS MTR Mission

BIRDP Itinerary Program 2-30 September 2012

Date	Night	Activities
2 September Sunday	Rufaa	<ul style="list-style-type: none"> RAP Mission travel to Rufaa\ The Mission convenes in Rufaa and Consultancy Firm makes presentation on progress of activities Discussion with Consultancy Firm and BDA
3 September Monday	Gedarif-Kamal Khartoum-Rest of the Team	<ul style="list-style-type: none"> Continue discussion with Consultancy Firm and BDA Eng. Kamal travel with Consultancy Firm to Gedarif and the rest of the Mission to Khartoum
4 September Tuesday	Khartoum	Arrival of Lucy Maarse and join BIRDP Mission in Khartoum
5 September Wednesday	Rufaa	<ul style="list-style-type: none"> Debriefing Meeting with MOFNE, MOAI and BDA Board of Directors Meeting with Minister of Agriculture and Animal Resources in Khartoum State.. BIRDP Mission travel to Rufaa
6 September Thursday	Rufaa	Orientation Meeting and BDA makes a presentation on progress of activities for Mid Term Period
7 September Friday	Rufaa	Reading BIRDP documents and reports
8 September Saturday	Rufaa	<ul style="list-style-type: none"> Presentation of findings of Agro-Ecological Zonation Study in Butana. Presentation of findings of Qualitative Assessment of VDC performance. Orientation on research proposals under Enhancing Climate Change Adaptation in Agriculture and Water Resources Project.
9 September Sunday	Rufaa	<ul style="list-style-type: none"> Meeting with SCU- Gezira and makes a presentation on progress of activities for Mid Term Period See village activities and meet VDC, interest groups and beneficiaries in Wad Araki
10 September Monday	Abu Delig	<ul style="list-style-type: none"> Meeting with the commissioner, native administration and line government departments. See village activities and meet VDC, interest groups and beneficiaries in Wad Herzalla Travel and Arrive to Abu Delig in Khartoum State.
11 September Tuesday	Abu Delig	<ul style="list-style-type: none"> Meeting with SCU- Khartoum and makes a presentation on progress of activities for Mid Term Period. See village activities and meet VDC, interest groups and beneficiaries in Al Daraweesh.
12 September Wednesday	Atbara	<ul style="list-style-type: none"> Meeting with Administration Unit and line government departments. See livestock market in Abu Delig and meet locality authority, buyers, sellers and brokers See village activities and meet VDC, interest groups and beneficiaries in Wadi Elhaj Shemal.
13 September Thursday	Shendi	<ul style="list-style-type: none"> Meeting with SCU- River Nile and makes a presentation on progress of activities for Mid Term Period. Meeting with Minister of Agriculture and Animal Resources. Meeting with the commissioner in Ed Damar Locality and line government departments. See village activities and meet VDC, interest groups and beneficiaries in Al Abar.
14 September Friday	Rufaa	<ul style="list-style-type: none"> Meeting with the commissioner in Shendi Locality and line government departments. See village activities and meet VDC, interest groups and beneficiaries in Temaid Haj Al Tahir Travel and Arrive to Rufaa.

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Date	Night	Activities
15 September Saturday	Gedarif	<ul style="list-style-type: none"> Travel and Arrive to Gedarif.
16 September Sunday	New Half	<ul style="list-style-type: none"> Meeting with Gedarif State Government. Meeting with Minister of Agriculture and Forestry Meeting with Minister of Animal Resources and Fishery and Range Meeting with State Adviser for Environmental Affairs Meeting with SCU- Kasala and makes a presentation on progress of activities for Mid Term Period
17 September Monday	New Half	<ul style="list-style-type: none"> Meeting with the commissioner in New Halfa Locality See village activities and meet VDC, interest groups and beneficiaries in Al Zalag.
18 September Tuesday	Subag	<ul style="list-style-type: none"> Meeting with the commissioner in River Atbara Locality See village activities and meet VDC, interest groups and beneficiaries in Um Shadeeda. Travel and Arrive to Subag.
19 September Wednesday	Subag	<ul style="list-style-type: none"> Meeting with the commissioner in Butana Locality. Meeting with native administration. Meeting with SCU- Gedarif and makes a presentation on progress of activities for Mid Term Period. See village activities and meet VDC, interest groups and beneficiaries in Edaid Al Twal
20 September Thursday	Rufaa	<ul style="list-style-type: none"> See activities in Subag Range Enclosure and meet women groups See livestock market in Subag and meet locality authority, buyers, sellers and brokers. See village activities and meet VDC, interest groups and beneficiaries in Suroog Manan
21 September Friday	Rufaa	Write up AM and Financing Plan
22 September Saturday	Rufaa	Write up AM and Financing Plan
23 September Sunday	Rufaa	<ul style="list-style-type: none"> Presentation Mission's Findings (BIRDP and RAP) to BDA and SCUs at Rufaa. Travel and Arrive to Khartoum.
24 September Monday	Khartoum.	Wrap up Meeting with MOFNE, MOAI and Board of Directors.
25 September Tuesday	Khartoum.	Consolidation of feed-backs and finalization of MTR Report.
26 September Wednesday	Khartoum.	Consolidation of feed-backs and finalization of MTR Report.
27 September Thursday	Khartoum.	Consolidation of feed-backs and finalization of MTR Report.

Appendix 9: Summary of implementation support provided by IFAD

IFAD fielded a follow up mission¹¹¹ from 16 to 20 April to BIRDP and RAP. The mission objectives were to assess the progress of the implementation of the last supervision mission, the progress made in the implementation of 2012 AWPB and to agree preparatory actions for the Mid Term Review due in September/October 2012. The mission visited Rufaa, Subag, Gedarif (the head office for RAP) as well as two communities in Suruj Manana in Butan locality and El-Rizgab Elgoba in Gezira state.

Implementation of last supervision recommendations: the mission reported that most of the recommendations of 2011 supervision mission were implemented as reflected in the attached annex. The mission drew the attention of the project in giving the priorities in the implementation of two activities pertaining to the finalization of the implementation manual and the preparation of the contract for managing the rehabilitated markets.

The project reported that the draft implementation of the different project components and subcomponents were prepared. These drafts will be reviewed and consolidated into the project manual. The draft will be presented in a implementation workshop with the extension staffs of the five state coordination units for final review and endorsement.

Agreed Actions:

- The BDA shall organize a national workshop on their experiences in combating AbuReigaiba. The workshop is scheduled **on 24 May** and it would be under the auspices of H.E the Minister of Animal Resources. The BDA will prepare concept details of the workshop specifying the objectives, expected results, the participant and venue and share it with IFAD by **mid-May 2012**;
- Omar Edirani shall prepared by **30 April** a consolidated report on the livestock survey and a template of management contract for the rehabilitated markets taking into account the experiences of the MDTF.
- The draft implementation manual will be reviewed, discussed and endorsed during the upcoming review mission and will be shared with IFAD by **29 May 2012**.

Preparation of the MTR: the mission of the opinion that the preparation of the MTR is lagging behind as some of the activities should be accomplished before launching and should feed in the preparation of the MTR-TORs. This is particularly relevant in the case of the finalization of the agro ecological zonation and the review of the legislations.

Agreed actions:

- Strict timeline was prepared and the BDA should adhere to these deadlines. This include: (i) 15 July was put as a cut-off date for the submission of the two drafts (ii) BDA by the end of June should be able to
- finalize the CCI, HHs and the CDCs assessment
- The documentation of at least three success stories should be ready the August 2012. The three cases identified are goat restocking; poultry rearing and documentation on Suruj Manana range management and integrated range livestock. It was also agreed that a learning route will be organized around these success stories.

111 The mission was lead by the acting CPM Mr. Mohamed Abdelgadir

Project Impacts: The mission noted with the satisfaction the positive perception. This was clearly reflected in the meeting with the commissioner and women group in Sobag. The women group expressed very well the changes in their lives after the project intervention. The goat restocking and the growing of vegetables in their Jubrakas made a read difference in their lives. Some of the women already started building their assets in terms of the increase in the number of their goat stocks as well as in the overall effect on the nutrition status. The similar observations were detected in the visit of Suruj Manana. The community generates good returns from the haffirs (about SDG 10,000) and make use of the store house to keep some of the forage for the dry season.

Despite of this positive impact, the mission sensed some degree of dependency and week community organization. In Suruj Manana for example, the VDCs could not make use of the returns form the Haffirs to rehabilitate other water sources or could not take decision to maintain the breakage in the leading canals. The mess in the store house is also a reflection of the weak organization and less use of the training rendered by the project.

Agreed Actions:

- BDA will finance a three master degree to reflect project impacts in specific area and announce it among the extension teams for competition (on job research);
- The documentation process will continue and the BDA was advise to seek help from a national consultant in drafting these successes.

SCUs performance: The SCUs of the Geadrif and Gezira made presentation on the progress made during the first quarters. The mission also held lengthy discussions with the extension teams. Generally the two presentations were very week with poor argumentations and a lot of inconsistencies. This reflects clearly the week preparations and the poor understanding on what should be presented and what should not. The mission also sensed that the extension teams lack the leadership and the team spirit. This is particularly clear in the case of SCU in Gedarif. The tenure of the team leader in Gezira was terminated and the BDA in consultation with the state are in the process of replacing him based on the complete selection process among the state staff.

Agreed Action:

- Aida and Yassin will provide training to the extension teams in the five SCUs on leadership, team building and coordination.