

AFRICAN DEVELOPMENT BANK GROUP



**SYNTHESIS REPORT ON THE REVIEW OF 2003-2005
PROJECT COMPLETION REPORTS (PCRs)**

**OPERATIONS EVALUATION DEPARTMENT
(OPEV)**

12 July 2006

TABLE OF CONTENTS

| | |
|---|----|
| Abbreviations and Acronyms | i |
| Executive Summary | ii |
| INTRODUCTION | 6 |
| 1.1 Background | 6 |
| 1.2 Scope and Methodology of the PCR Review | 7 |
| 1.3 acteristics of the 2003 – 2005 Project Completion Reports..... | 8 |
| 2. PCR PROCESSES AND FORMAT | 9 |
| 2.1 PCR Preparation Procedure, Objectives, Guidelines and Format..... | 9 |
| 2.2 PCR Document Review Process | 10 |
| 2.3 PCR Feedback Process | 10 |
| 3. PCR REVIEW (CONTENT AND QUALITY)..... | 11 |
| 3.1 PCR Review Findings..... | 11 |
| 3.2 PCR Quality (Process/Compliance)..... | 16 |
| 4. QUALITY OF THE PORTFOLIO AT EXIT - (PCR and PCR Review Ratings) | 18 |
| 4.1 Project Performance Rating | 18 |
| 4.2 Project Performance by Sectors | 19 |
| 4.3 Project Implementation and Outcomes..... | 20 |
| 5. CONCLUSIONS AND RECOMMENDATIONS | 21 |
| 5.1 Conclusions..... | 21 |
| 5.2 Recommendations and the Way Forward | 22 |

| Annexes | Number of Pages |
|---|------------------------|
| Annex 1 Processing Procedure for PCRs | 1 |
| Annex 2 List of the 2003 – 2005 PCRs | 2 |
| Annex 3 Overall PCR Quality Ratings | 3 |
| Annex 4 Summary of PCR Quality Ratings by Sector | 1 |
| Annex 5 Quality Ratings and Disconnect Analysis (PCRs – 2003 – 2005) | 1 |
| Annex 6 Best Rated PCR: Morocco | 1 |

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Abbreviations and Acronyms

| | | |
|------|---|---------------------------------------|
| ADB | : | African Development Bank |
| ADF | : | African Development Fund |
| APPR | : | Annual Portfolio Performance Review |
| AUDT | : | Audit Department |
| BP | : | Bank Performance |
| CPR | : | Country Portfolio Review |
| CSP | : | Country Strategy Paper |
| CPPR | : | Country Portfolio Performance Review |
| DO | : | Development Outcomes |
| EA | : | Executing Agency |
| EADB | : | East African Development Bank |
| EIA | : | Environmental Impact Assessment |
| EIRR | : | Economic Internal Rate of Return |
| FIRR | : | Financial Internal Rate of Return |
| IDA | : | International Development Association |
| IWG | : | Internal Working Group |
| IDWG | : | Inter-Departmental Working Group |
| IP | : | Implementation Performance |
| MDB | : | Multilateral Development Banks |
| M&E | : | Monitoring and Evaluation |
| NTF | : | Nigerian Trust Fund |
| NGO | : | Nongovernmental Organization |
| OPEV | : | Operations Evaluation Department |
| PCR | : | Project Completion Report |
| PPER | : | Project Performance Evaluation Report |
| PPRU | : | Procurement Unit |
| PSDU | : | Private Sector Development Unit |
| PRSP | : | Poverty Reduction Strategy Paper |
| SMC | : | Senior Management Committee |
| TOR | : | Terms of Reference |

Executive Summary

General

1. The report presents the results of the review of 42 PCRs, which were distributed to the Boards over the period 2003-2005. PCRs represent the end of project execution. They generate lessons learnt for ploughing back into operations for improvement of on-going projects and the design of future ones.

2. This review has found that PCRs are being prepared by operation departments much later than the specified period of 6 months after completion - going into 5 years on average after they are due. In such cases, the benefit of lessons learnt is weakened because delay renders findings and conclusions outdated and even irrelevant. This is compounded by the fact that Borrowers do not always prepare their project completion reports in a timely manner, this delays the availability of the Bank's PCRs as well as the availability of lessons learnt from the completed projects. Questions may also be raised on the extent to which the PCRs available are representative of the total completed portfolio. Only 45% percent or 19 PCRs under review were prepared in accordance with the prescribed format and to a fairly satisfactory standard. The remaining 23 (or 55%) of PCRs were unsatisfactory due to omissions, limited analyses and a lack of verifiable indicators and assessment of sustainable effects.

3. The utility of PCRs has also been constrained by the content of the issues addressed in them. The contents have mostly been a catalogue of implementation issues, with little attention paid to development outcomes -- partly because they are not emphasized in the PCR preparation guidelines. Furthermore, the context for outcome assessment is rendered unfavourable by weaknesses in quality at entry, such as unclear project objectives, lack of verifiable indicators, and missing data sets caused by irregular monitoring. Consequently, PCRs tend to be "extended" supervision reports that focus largely on issues relating to physical implementation, disbursements, and compliance with loan conditions, but giving scant regard to development outcomes.

4. The PCRs were generally deficient in several areas:

- There were difficulties in completing the project performance and outcome rating tables, which were rarely commented upon in the body of the report. This is compounded by the fact that few PCRs attempted to justify the ratings as evidenced by the absence of any narrative in the remarks column.
- The project matrixes are not being constructed with much care, both at appraisal and completion. Scant attention seems to be paid to the retrospective matrixes – they are therefore incomplete and lack essential material especially when projects undergo extensive modifications. This scenario was observed predominantly in projects appraised before 1995.
- The Borrowers are not always sensitized / assisted early enough to prepare their own project completion reports. Even when presented, the quality and usefulness

of the Borrower's completion report was rarely assessed in the Bank's PCR. Comments of the Borrowers on the Bank's PCRs are rarely attached to the PCRs as required. Moreover, the PCRs do not always reveal whether or not the PCRs were sent for Borrowers' comments.

- The formulation of precise "lessons learnt" eluded most PCRs. Some PCRs present "lessons learnt" in a narrative sense while others give lessons as recommendations.
- Some obligatory annexes are not always attached to the PCRs.

5. The reports generally noted that the projects were implemented with considerable delays resulting largely from a number of implementation problems, including among others, late fulfilment of loan conditions, procurement delays, and inexperience of project implementation units. The sustainability of most projects is reportedly affected by the lack of budgetary resources for maintenance of facilities and sometimes inability of entities to carry out necessary reforms and to operate on a cost recovery basis. These problems impacted heavily on the implementation performance and on the overall project results.

6. Using the ratings distribution adopted for this report, the quality at exit of the projects whose PCRs were reviewed was also unsatisfactory¹. Project performance indicators as recorded in the PCRs show that only 40 percent of the projects had overall satisfactory performance. Implementation performance was unsatisfactory and so was Bank performance. However, development outcome was fairly satisfactory for most of the projects.

Conclusions and Recommendations

7. Considering that PCRs form the bedrock for subsequent evaluation activities, the inadequacies in the PCRs that were reviewed coupled with the inadequate number of PCRs is not only a major gap in the Bank's self-evaluation system but is also a handicap for independent evaluation. As such, the conclusions from the report reflect a series of shortcomings with prescribed recommendations for their resolution.

8. One of the basic problems is that the present PCR format needs to be updated in order to improve the emphasis on development effectiveness issues at project completion. It needs to be revised with a view to improving the assessment of the quality of the portfolio at exit and to focus on development outcomes.

9. The review process also needs to be enforced to improve the quality of PCRs and the use of lessons learnt. The PCR document should be reviewed and with the same rigour as an appraisal report, with senior management playing an active part. Indeed, the subsequent feedback process which is currently weak needs to be strengthened; there being no formal mechanism in

¹ Note that 'quality at exit' ratings refer to performance ratings given in the PCRs. These are different from the ratings mentioned in paragraph 2 which are the evaluation ratings from the synthesis of the review of the PCRs.

place for disseminating lessons learnt from PCRs²; thus, an instruction needs to be issued to enforce it. Concerted efforts are needed to tackle the problems raised in PCRs on a continuous/sustained basis. Even though the Lessons Learnt may not be adequately presented in some of the PCRs, they none the less offer some relevant experiences and propose needed actions to resolve problems that impede project implementation.

10. Efforts need to be deployed to prepare PCRs as soon as projects are completed i.e. within 6 months of project completion. In addition, the backlog of pending PCRs needs to be cleared on a priority basis. This will require the active involvement of all concerned but particularly the Bank's senior management.

11. The Borrowers should be assisted and urged to prepare their own project completion reports or substantial information in this respect were they can't due to capacity constraints – so that lessons learnt can be ploughed back into the improvement and redesign of projects.

12. From the forgoing, the overall recommendations of the review are:

- that PCRs be recognised as one of the key documents in the Bank's business plan, be accorded due priority and be speedily processed through internal committees
- PCR missions are mounted as soon as projects are completed and mission teams should include all required expertise
- to expedite the preparation of the Borrowers' PCR,
- to revise the PCR guidelines in order to enhance the analytical quality of PCRs and to improve the PCR findings, lessons and recommendations
- the feedback process of lessons learnt into actual and future operations should also be strengthened by implementing a Feedback Action Plan
- that efforts be focused on the key sectors of Agriculture, Education and Policy based lending related to poverty reduction especially in ADF eligible countries
- it is also recommended to develop operational staff capacities and competencies in evaluating project outcomes and impacts
- that specific and targeted budgeting is done for PCRs in annual Project and Programme implementation and management budgets

² PCRs are part of the Bank's self evaluation system and therefore its dissemination rests with the Operations departments. This is different from PPERs which are part of the independent evaluation function of OPEV, and for which lessons are being disseminated as per OPEV's 'Evaluation Feedback and Dissemination Proposed Actions 2006-2008.

- a “PCR Lite” format³ that would allow for a less intensive process of PCR preparation should be considered for development as an alternative and particularly for the sectors that are doing well.

³ ‘PCR Lite’: refers to a PCR that can be developed quickly from available information, requiring less staff and other resources. It would be particularly suited to projects that were well supervised during project implementation.

INTRODUCTION

1.1 Background

1.1.1 The PCR Review exercise was undertaken through a desk review of PCRs which were distributed to the Boards from 2003 to 2005. The cohort includes a set of 42 PCRs which were reviewed in accordance with the existing guidelines and procedures⁴. For the purpose of the review, a range of relevant reports such as the country strategy papers, appraisal reports, country portfolio reviews, supervision reports and other sector policy reports were reviewed and used as reference documentation.

1.1.2 The review exercise and subsequent synthesis was driven by the necessity to improve the quality of Project Completion Reports (PCRs) and to strengthen the Self-Evaluation System of the Bank in which project completion reporting represents a very important part. Self-evaluation is defined as a continuous process primarily conducted by country operations/sector departments under Management oversight to assess the relevance and effectiveness of completed operations, as well as to control and enhance the prospects of on-going ones. It has continuing and substantial relevance to improving portfolio quality and its development effectiveness. It is considered as the foundation of any evaluation function.

1.1.3 The principal objectives and extent of coverage of the PCR as contained in the Operations Manual is to evaluate the results of the completed project, the effectiveness of the means deployed to realize the project and to estimate its contribution to development and its sustainability. The PCR is not only a self-evaluation exercise by Operations Departments but a source of lessons for both the Bank and Borrower for the improvement of ongoing and future projects.

1.1.4 The PCR also serves as the link between project management and post evaluation. The review of PCR results in a “PCR Evaluation Note”, evaluates the objectivity of the performance ratings of the PCR, the pertinence of the lessons/recommendations, and assesses the general quality of the PCR. The note also includes observations on the lessons drawn, and an indication of the next steps, with regard to the preparation of PPERs, sectoral review or thematic studies.

1.1.5 This ‘synthesis’ report presents the findings/results of the desk review and assessment of the quality of 42 PCRs and the performance of their concerned portfolios. It also includes an assessment on the PCR preparation procedure and document review process, format for PCRs and the PCR feedback process.

⁴ Operations Manual (1999), Evaluation Methodology and Guidelines (1996) and Revised Guidelines for PCR Reviews and Preparation of Project performance Evaluation Reports (2001).

1.2 Scope and Methodology of the PCR Review

1.2.1 The preparation of PCRs is dictated by the Bank Group Operations Manual published in 1999. The review was carried out in accordance with the evaluation guidelines on the preparation of PCR Evaluation Notes and Project Performance Evaluation Reports – in particular, the Evaluation Methodology for Assessment of the Quality of PCRs⁵. Other reference documents included country strategy papers, appraisal reports, country portfolio reviews, supervision reports and other sector policy reports.

1.2.2 The assessment of the quality of each PCR was done on the basis of given criteria in the PCR format, that is on a chapter by chapter basis with respect to objectivity and soundness of judgment; appropriateness and adequacy of coverage; inclusion of key data and supporting material, adequacy of analysis of lessons learned; and consistency / quality of presentation. Thus each of the 8 chapters of the PCR was probed as follows:

- Chapter 1: Adequacy of analysis of project goal, objectives and formulation (including the verifiable indicators, consistency with appraisal and subsequent revisions);
- Chapter 2: Adequacy of analysis of project execution (including procurement issues, disbursements; Borrower's reporting and assessment of monitoring and evaluation achievements);
- Chapter 3: Soundness of judgments on Project Performance and Results (including operating results, economic and financial and related conditions / covenants and their fulfilment, institutional performance, performance of consultants, contractors, suppliers and other parties);
- Chapter 4: Adequacy of analysis of social and environmental impacts;
- Chapter 5: Soundness of judgments on project sustainability plan for future project operations phase and maintenance;
- Chapter 6: Soundness of judgments on the performance of the Bank, Borrower and co-financiers;
- Chapter 7: Consistency of overall rating with individual rating components;
- Chapter 8: Adequacy of analysis and clarity of conclusions, lessons learned and recommendations.

1.2.3 A 4-point rating scale was used for each PCR. Their overall quality was judged on the basis of the average ratings achieved for each of its chapters which were treated as component indicators as shown in Annex 5.

⁵ Revised Guidelines for PCR Reviews and Preparation of Project performance Evaluation Reports (ADB/BD/IF/2001/94-ADF/BD/IF/2001/85 of 10 May 2001).

1.2.4 The assessment also included a review of the adequacy of the PCR project performance ratings. The variations (disconnect) between the PCR ratings and the PCR review ratings were determined and analysed.

1.3 Characteristics of the 2003 – 2005 Project Completion Reports

1.3.1 The review covered a set of 42 PCRs, which were distributed to the Boards over the period 2003 – 2005. The PCRs covered some 20 countries; Morocco and Tunisia had the highest number of PCRs at 5 each; Tanzania and Uganda had 4 PCRs each; Algeria, Lesotho, Malawi, Mozambique, Sao Tome & Principe had 2 PCRs each, and the remaining countries including one multinational had one PCR each. The distribution for the period under review broadly reflects the frequency and size of the Bank Group's commitments in member Countries. See Annex 2.

1.3.2 The 42 PCRs represented a combined total of UA 1323.9 million in approved loans. The highest amounts were in the Transport and Agriculture sectors, which also had the largest number of projects – followed by water supply and education.

1.3.3 The PCRs covered all the traditional sectors of the Bank, including Agriculture, Finance, Transport, Public Utilities (Water Supply & Power), Social (Health & Education), and others, including Adjustment and Institutional Support Loans as shown in Annex 4. Six (6) of the PCRs were presented to the Boards in 2003 while 22 were presented in 2004, and 14 PCRs were presented in 2005. The corresponding amounts were UA 155.74 million, 784.90 million and 383.31 million respectively.

1.3.4 More than 50% of the projects (25 projects) were approved over the period 1993 to 1999 – and were completed in the years between 1999 and 2004. The average completion period being 9.8 years. Three projects which were approved in 1988 and 1989 took an average of 11.5 years to complete. The 10 projects which were approved between 1994 and 1999 took an average of 5.2 years to complete. The projects approved in later years were completed over shorter periods. In latter periods, the completion dates declined from a high level of 13 years to an average of 4/5 years. This indicates a possible improvement in implementation and supervision.

1.3.5 The considerable delays of up to 5 years on average, with which PCRs are produced, reduces the quality and usefulness of the reports. At present, PCRs are prepared and processed through internal committees before submission to the Boards for information. Even though this appears to be a good process, the PCRs reviewed were found to be weak in certain areas (as indicated in Chapter 3) and to contain omissions, thus putting into question the rigour with which they are reviewed in the various committees.

2. PCR PROCESSES AND FORMAT

2.1 *PCR Preparation Procedure, Objectives, Guidelines and Format*

2.1.1 Project Completion Reports (PCRs) represent the final assessment of a project at implementation completion and mark the end of regular supervision. The PCR constitutes the link between project management and evaluation. It forms the basis for the preparation of a project performance evaluation report (PPER) and allows Operations Departments to design and prepare better projects in the future by taking into account the lessons learned. A well-prepared PCR obviates the need for a full-scale PPER and allows OPEV to prepare an evaluation note that may confirm the findings in the PCR and to devote more time to other tasks.

2.1.2 At present, there is in place PCR guidelines and formats as well as a PCR Review and Feedback process that should be followed in the preparation of PCRs (see note 4 above).

2.1.3 The Operations Manual specifies that the main objectives of PCRs are, to:

- certify that the project implementation has been completed;
- provide a comprehensive account on all aspects of the project at completion;
- assess the results of the project and the efficiency and effectiveness of the means employed to achieve them;
- estimate the projects expected contribution to development and sustainability;
- provide a mechanism for self-evaluation by the Operations Departments;
- identify operational lessons relevant for on-going or future operations of the borrower or the Bank; and
- to lay the groundwork for in-depth evaluation reports and subsequent impact studies.

2.1.4 The PCR should therefore be an analytical document, providing an in-depth analysis of major issues, which are selected on the basis of their importance to project success or failure. Focus should be on key implementation issues and variations from the original design and plan; they should also reassess the projects expected contribution to development and sustainability, anticipate operational problems, and lay the ground for impact or other studies.

2.1.5 To provide a comprehensive account of project completion, the PCR should be based on reliable and complete information on the project. This information is obtained from the Borrower, the executing agency, and co-financiers if any. The Operations departments are required to ensure the timely and regular submission of progress reports by Borrowers on project execution that are also used in the preparation of the PCR.

2.1.6 The guidelines require that project completion reports be prepared for all projects following the final supervision mission. The responsibility for preparing Bank PCRs lies with the Operations Departments. The Borrower is responsible for completing, in a timely manner, all reporting requirements, including the preparation of its own completion report. For the Bank, it is required that the PCR be prepared within six months from the date of project completion and last disbursement. The completion date is obtained from the Borrower on receipt of the Borrower's own project completion report. To ensure that the Borrower submits its PCR on time, the last supervision mission but one of the Bank assists and guides the Borrower accordingly.

2.1.7 The PCR mission is undertaken by staff whose expertise is similar to the expertise of the appraisal mission for the same project. Prior to the PCR mission, the executing agency is required to submit to the Bank its own PCR containing the evaluation of the project execution, the cost and benefits, the Bank's and Borrower's performance of their respective obligations under the loan agreement, and the extent to which the purpose of the loan was achieved.

2.1.8 The Bank guidelines also require that the PCR report be prepared on the basis of specific chapters. These are: i) Introduction; ii) Project Objectives and Formulation; iii) Project Execution; iv) Project Performance v) Social and Environmental Impact of the Project; vi) Project Sustainability; vii) Performance of the Bank, the Borrower and co-financiers; viii) Overall Performance and Rating; and ix) Conclusions, Lessons Learned and Recommendations. The format also specifies a number of annexes to be attached to the reports.

2.2 *PCR Document Review Process*

2.2.1 In April 1999, the Bank established a document review procedure for all documents prepared by the Operations Departments. It was emphasized that the quality and effectiveness of Bank Group operations hinged on the efficiency of the review process. There was a need to strengthen the review process to ensure consistency, quality and technical soundness of documents prepared by the Operations Departments. The review process was intended to provide value added and delineate accountability, which could be readily assessed at every step of the process.

2.2.2 The review process puts emphasis on the calibre of task managers and mission leaders as being critical for the quality of documents. It is required that Directors, Heads of Units and Division Managers provide adequate support to task managers, and to entrust leadership of missions and the resulting activities to competent staff.

2.2.3 In the case of PCRs, the document review procedure provides for optional pre-mission meetings of IWG and IDWP to be convened only when critical issues are involved. After the mission, meetings of IWG and IDWG to review the PCR report then become mandatory. The procedure for processing PCR reports is shown in Annex 1.

2.3 *PCR Feedback Process*

2.3.1 The PCR represents the first comprehensive document in the Bank's evaluation function for completed projects. As such its feedback is a critical part of the evaluation function as it allows the lessons learned through evaluation to be fed back into the project cycle. To be effective, the feedback process must be well designed and implemented with the full commitment of all concerned. An effective feedback system must therefore, fulfil among others the following criteria:

- (i) Top Management and decision making organs of the Bank should be seen to attach high importance to self-evaluation;
- (ii) Feedback should entail the active collaboration and participation of all Operational Departments of the Bank;
- (iii) Self-Evaluation results should be reviewed at the highest level of the Bank hierarchy;

- (iv) The feedback system should be structured in such a way as to include informal avenues of communications between operational, policy and research departments as well as the Bank's independent evaluators;
- (v) The self-evaluation system should be continuously reviewed; and
- (vi) Borrowers should be closely associated in the evaluation process.

2.3.2 On submission of PCRs to OPEV, Evaluation notes and possibly PPERs are prepared. These two documents (PCRs and PPERs) provide the secondary conduit by which lessons can be learnt by the Operations Departments which are responsible for their incorporation into on-going and future projects. Documents for new programmes or projects are required to report on how the lessons of previous Bank Group experience have been taken into account. Borrowers are encouraged to incorporate lessons learnt from past projects into the design and implementation of new ones.

3. PCR REVIEW (CONTENT AND QUALITY)

3.1 *PCR Review Findings*

3.1.1 Compliance with Guidelines and Processes

3.1.1.1 The review found that PCRs are not prepared as prescribed by the guidelines. A backlog of PCRs has been constituted for several years due to the late preparation of PCRs for an average of 5 years after they were due. Although several attempts and special resources were made available to clear this backlog it has still remained a difficult problem that requires more budgetary resources⁶.

3.1.1.2 The format of the PCRs reviewed was generally in conformity with the basic format as provided in the Directive OM 900 of the 1999 Operations Manual. The differences that were observed relate to less than 30% of the set of PCRs reviewed (with regards to compliance with guidelines and processes as opposed to quality assessment ratings that are highlighted in 3.1.3 below). From this proportion, there were some content variations that are attributable to the suitability of the prescribed format for different types of projects. For example, 'the PCR format may be more suitable for an agricultural project than a line of credit'. There were however, other more recurrent differences such as:

- The length and depth of analysis varies from one PCR to another;
- The wording in titles and sub-titles of the table of contents is fairly uniform, but some PCRs seem to have difficulty sticking to the prescribed format;
- The obligatory annexes relating to the Borrower's PCR and the Borrower's observations on the Bank's PCR are not always attached to the reports;

⁶ Status Report on the Preparation of Project Completion Reports as of June 2006 (ADB/BD/IF/2006/185-ADF/BD/WP/2006/159 of 3 August 2006).

- The absence of Chapter 4.5 assessing the fulfilment of the loan conditions and covenants was often not provided and when it was provided it was dispersed in various other places in the report;
- The creation/placing of a paragraph on Project Results in the Chapter on Project Execution replicate the information in the section on operational performance. Also the section on “Overall Assessment” in chapter 4 duplicates information in chapter 8, which is specifically assigned to this assessment.
- Sheets containing information on contract awards should also be appropriately placed in annexes rather than at the beginning of the document.

3.1.1.3 The review of the PCR format indicates that it can provide for a sufficiently detailed analysis for reporting on the efficiency and effectiveness of projects implementation and results, but does not address wider development issues. Although some sections are devoted to assessing the project outcomes and the likelihood of economic, social and environmental impacts and sustainability, it would appear that clear instructions on how to undertake the performance assessment are also needed. However, in being general it cannot be a perfect fit for projects in every sector. As such, chapter and matrix/table presentations and content tend to be different in varying degrees from the prescribed format from project to project.

3.1.1.4 A small percentage of PCRs had omissions of the key matrixes and tables. This was particularly the case for the matrix of recommendations and follow-up actions that is of crucial importance. The analysis revealed that:

- 5 or 12 % of the PCRs reviewed did not include the Matrix of Recommendations and Follow-up Actions;
- 2 or 5 % of the PCRs did not have an MPDE matrix or its equivalent;
- 1 or 2 % of the PCRs did not have a section on lessons learnt and nor did it provide a list of documents consulted for its preparation.

3.1.1.5 The issue of differences between the prescribed format and what obtains in the PCRs therefore relate to two problems. The first is that of the absence of a more rigorous review system that will ensure compatibility between the prescribed and practiced formats. The second relates to a need for refinement of the OM 900 format to strengthen the analytical part of the PCR and to reflect the evolving nature of the Bank’s work involving different sectors and portfolios that may require the use of different PCR formats.

3.1.1.6 It is noteworthy that at the time of the review, PCR reports were being processed with marked lateness. In contrast to appraisal reports, which take on average 4 months to process through to the Board - including field missions, most PCR reports in this sample took up to a year or more to be submitted to the Board. This situation renders the reporting process tenuous as it is only after the report has been sent to the Board for information that the PCR lessons and recommendations are officially adopted for ploughing back into operations. Even so, there is at present no specific and institutionalized feedback system of lessons learnt from PCRs at management level that would allow for feed back into the various operations units.

3.1.1.7 OPEV's proposed actions for evaluation feedback and dissemination⁷ present methods for Bank internal feedback as well as general dissemination, capacity building and partnerships that will be used to provide PCR findings to operations staff.

3.1.2 PCR Conclusions and Success Ratings

3.1.2.1 The review of the PCRs shows that there was often a mismatch between the component indicators and the text of the PCR. For example, there were only 33% of cases in which overall project outcome (including objectives) were scored as being fully satisfactory. In the text it was concluded that project outcome and planned project outputs were almost always fully achieved. The analysis from the review (in comparing the indicator scores and the wording in the text) shows that although there were no cases of total failure of overall outcome achievement, the average performance for the cohort of PCRs could best be described as unsatisfactory. However, the scores for component indicators relating to implementation and Bank's performance were generally correctly scored and reflected the content of the text.

3.1.2.2 The PCRs drew pertinent lessons and recommendations from the implementation of the projects. It is noted however, that the conclusions of the PCRs are in most cases fragmented and relate in general only to the individual elements of the project. They do not present a coherent conclusion that would link the global performance of the projects to the key dimensions of project performances such as the quality of the design and implementation, the institutional development and role of the parties in achieving project outcomes and resolution of developmental sustainability issues and project risks.

3.1.3 PCR Quality Assessment

3.1.3.1 The extent of probing of the PCRs on a chapter-by-chapter basis is as given in the guidelines⁸. On the basis of this examination, each chapter of the PCR was rated on a 4 point scale, ranging from highly satisfactory to highly unsatisfactory⁹. On the basis of the scores of the individual chapters, an overall rating for each PCR was obtained. The results indicate that none of the PCRs was found to be Highly Satisfactory, while 19 PCRs were Satisfactory, 22 were Unsatisfactory, and one was Highly Unsatisfactory¹⁰. The PCR quality ratings by chapter and by sector are presented in Annexes 3, 4 and 5. Less than half of the PCRs were rated satisfactory at 45% which further masks the fact that only 8 of the PCRs or 19% obtained a score of 3 and above; the rest of the PCRs in this category obtained average scores of between 2.75 and 3. However, 25% of the PCRs were marginally unsatisfactory with scores between 2.5 and 2.75. Had a little more effort being given to their preparation, they would have been rated as satisfactory. The distribution of PCRs based on their quality assessment is as indicated in Table 1 and Figure 1 below.

Table 1: Quality assessment of PCRs

⁷ See OPEV Evaluation Feedback and Dissemination Proposed Actions for 2006-2008 – ADB/BD/WP/2007/71.

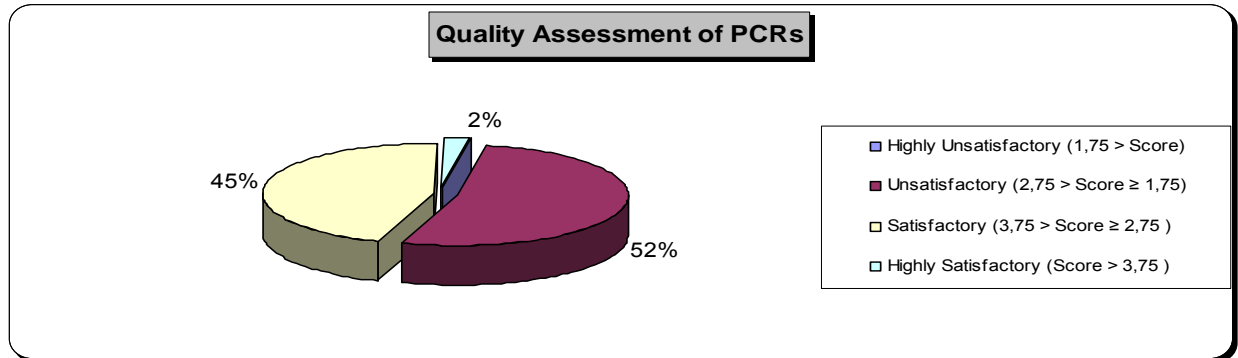
⁸ See African Development Bank Group Operations Manual – OM 900, June 1999. It mirrors the rating criteria used for PCR Evaluation Notes.

⁹ Highly Satisfactory = 4; Satisfactory = 3; Unsatisfactory = 2; and Highly Unsatisfactory = 1.

¹⁰ In the absence of pre-approved chapter weightings, OPEV designated scores in the following manner: scores below 1.75: highly unsatisfactory; scores of 1.75 and above but below 2.75: Unsatisfactory; scores of 2.75 and above but below 3.75: satisfactory; scores of 3.75 and above: highly satisfactory.

| | Highly Satisfactory (Score > 3.75) | Satisfactory 3.75 > Score ≥ 2.75 | Unsatisfactory 2.75 > Score ≥ 1.75 | Highly Unsatisfactory (1.75 < Score) |
|----------------|---------------------------------------|-------------------------------------|---------------------------------------|--|
| Number of PCRs | - | 19 | 22 | 1 |
| Percentage (%) | - | 45.2 | 52.4 | 2.4 |

Figure 1: Quality Assessment of PCRs

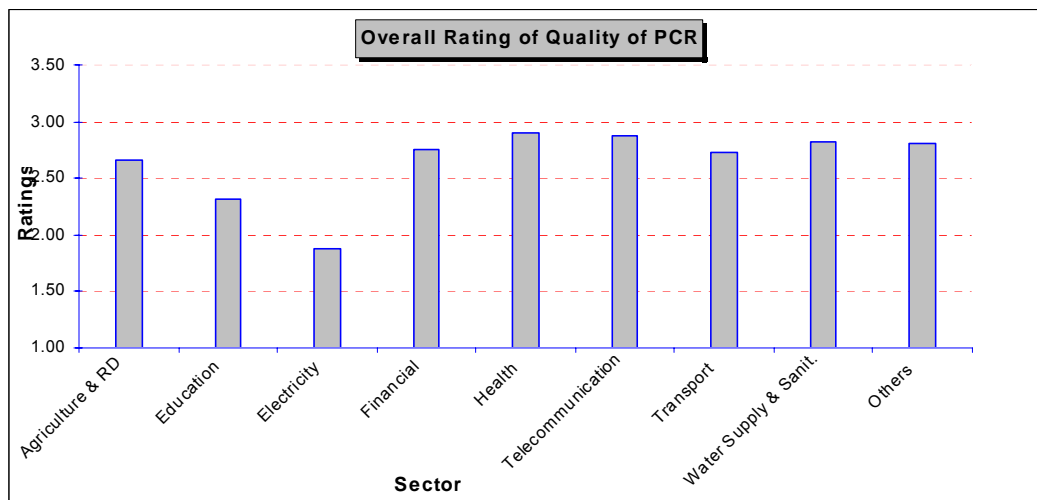


3.1.3.2 The rating scale for PCRs is different from that for PPERs. The difference is essentially down to the different criteria used, there being 4 criteria (Relevance and Achievement of Objectives, Institutional Development Impact, Sustainability and Internal Rate of Return as a measure of Efficiency) for the PCRs and 5 criteria (Relevance, Achievement of Objectives, Efficiency, Institutional Development Impact and Sustainability) for PPERs. It is of note that such differences raise the prospects for a mismatch when comparing the PCRs and PPERs. The quality assessment ratings from the review of PCRs reflects the PPER criteria and may be the reason for an observed ‘disconnect’¹¹ between the ratings in the PCRs (PCR performance ratings) and the rating in the PCRRs (PCR review ratings).

3.1.3.3 An analysis of the overall disconnect when the two ratings are compared show an average 10% decrease in the average of the three dimensions of – Development Outcomes (DO), Implementation Performance (IP) and Bank Performance (BP), see Annex 5. It is particularly pronounced for Development Outcomes (DO) with a decrease of 55% between PCR ratings and those of the PCR review. For Implementation Performance (IP) and Bank Performance (BP), there is a 10% and 25% decrease between the two ratings. It would appear that Development Outcomes were overrated in the PCRs that were reviewed. The indications are therefore, that staffs need to be more cautious in the use of verifiable indicators in rating outcomes and performances in portfolio completion reports. This is in addition to the need for an alignment of the rating criteria between the operations complex PCRs and the OPEV PPERs.

3.1.3.4 At the overall sectoral level, the PCR Quality Assessment (PCR review rating) analysis indicate that the PCRs in the Health sector received the highest average score, followed in declining order by Telecommunications and Water Supply, as shown in Figure 2 and Annex 4. This indicates that the Health sector projects had better PCRs on average and the possibility that they were also better implemented and supervised.

¹¹ Disconnect in this context is defined as the variation or absence of uniformity in the ratings between the different dimensions of project outcomes.

Figure 2: Overall Rating Quality per Sector

3.1.3.5 Analysis from the review suggests that the depth of analysis of project performances in the PCR reports varies widely from one chapter to another and from one PCR to another. Even though most of the PCRs were generally written in accordance with the set guidelines, some shortcomings/defects were noticed.

3.1.3.6 The quality of at least 17% of the PCRs was impaired by the internal incoherence of certain information, mostly data with respect to incomplete rating tables, the absence of ratings for certain component indicators and absence of remarks on the ratings. These omissions reflect adversely on the effectiveness of the internal committees that are convened to review PCRs. Also, while 80% of PCRs made detailed descriptions of implementation of the various project components, there was very little analysis of the variations/departures (costs, durations, outputs) from the results at completion compared to the estimates. The analysis of the variations in costs at appraisal and at completion was often not done and the reasons for the variations were often not given.

3.1.3.7 The analysis of the impact of implementation delays on the actual costs of the project, and on economic, financial and social performances of the project (price increases, monetary change, cost benefits, impacts on other projects in the sector) was often not undertaken. The impacts of the quality of the project studies and on the modifications to the project were often not analysed. The project matrixes in 60% of the cohort of PCRs were of poor quality and little care was taken in their preparation. They mostly do not permit a retrospective evaluation due to the absence of data on performance indicators and lack of clarity in the objectives. Only a few of the PCRs included recalculation of Economic and Financial Rate of Return in projects for which they were necessary.

3.1.3.8 The PCRs were a catalogue of implementation issues, with little attention paid to development outcomes -- partly because they are not emphasized in the PCR preparation guidelines. Consequently, PCRs tend to be "extended" supervision reports that focus largely on

issues relating to physical implementation, disbursements, and compliance with loan conditions, but giving scant regard to development outcomes.

3.1.3.9 The calculation of the performance ratings determining Development Outcome (DO) was sometimes incorrectly done. The score is wrongly shown as the average of Implementation performance, Bank performance and the other scores in the ratings table in what is ‘usually’ Annex 6 (Development / Project Outcome) in the PCR format. However, D.O is supposed to be calculated by obtaining the arithmetic average of four ratings: relevance and achievement of objectives, institutional development, sustainability and economic rate of return – these also result from the arithmetic averages of the sum of ratings for 20 respective individual component indicators.

3.1.3.10 The performance ratings are often not referred to in the discussion of project performance in the body of the report; readers of PCRs often have to refer to the rating tables to see what the scores are. This is compounded by inconsistencies between the ratings and the commentary in the text of the report.

3.1.3.11 The meaning of certain component indicators in the rating tables appears not to be clearly understood. The component indicator “Financial Results” in the overall assessment table – for example, relates to the finances of the entity which is running the facilities put in place by the project, including the financial impact of the project, and should not be confused as often is the case, with the financing plan (or budget) of the project – which is rated under implementation performance. The component indicator relates to the operational phase of the project and not to the implementation phase. The generality of the PCR format probably has a bearing on the deviations observed in the reports from sector to sector. Improving the uniformity of the documents would therefore hinge on a review of the format and in consideration of the different sectors.

3.2 *PCR Quality (Process/Compliance)*

A number of additional observations emerged from the review of the set of PCRs, as indicated below:

Borrower’s PCR: The quality of PCRs in terms of depth of analysis is to some extent influenced by the availability or non-availability of Borrower’s completion reports. About 30% of the PCRs with unsatisfactory ratings seemed to also be associated with lack of Borrowers completion reports. In 40% of the PCRs reviewed, the Borrower’s project completion reports were not made available, and yet it is required that the project completion date be ascertained after the receipt of the Borrower’s PCR. The quality of the Borrower’s PCR is therefore not assessed by the Bank’s PCR. Also, over 50% of the Bank PCRs reviewed (that had borrower PCRs) did not attach Borrower’s comments or observations on the PCR before distribution to the Boards as is required.

Borrower Comments on Bank’s PCR: The PCRs are required to be forwarded to the Borrower and the Borrower invited to provide comments on the Bank’s Report within one month. After this date, the report is considered as being acceptable. Borrower’s comments when available need to be attached to the PCR. However, the review revealed that Borrowers rarely submit comments

on the Banks PCRs, which also in turn rarely reveal whether or not the PCR was sent for Borrower's comments. Only 17% of the PCRs reviewed included borrower comments.

Co-financiers Comments on PCR: The Co-financiers of the project are required to provide comments on the Bank's Report within one month. After this date, the report should be considered as being acceptable. However, none of the PCRs reviewed that involved co-financiers submitted comments on the PCRs, and the PCRs did not reveal whether or not the PCR was sent for co-financiers comments.

PCR Mission Team Mix: The review showed that PCR mission teams are not always appropriately composed. There were instances when a single expert had been deployed on a PCR mission when in fact other disciplines should have been included. For example, PCR teams for institutional support projects should include an institutional specialist/expert; and for lines of credit, an Industrial Economist should be part of the PCR mission team – in addition to a financial analyst. The documents revealed that the required expertise is rarely deployed.

Late Preparation of PCRs: PCRs are required to be prepared within 6 months of project completion. This norm is not being respected.

The Performance Ratings appear to be correctly made in just 33% of cases. There are other cases where the scores for individual component indicators are rather severe (low) and cases where they seem exaggerated in relation to the narrative text. In a few cases, some component indicators are simply omitted without indicating why such indicators could not be rated. There appears to be some uncertainty regarding what to rate exactly; the available guidelines are not being fully exploited. Moreover, the rating tables are sometimes incomplete; for example, the averages for the sub-components under project outcomes (Relevance and Achievement of Objectives, Institutional Development and Sustainability) are often times not calculated. About half of the PCRs reviewed do not include comments in the Remarks Column to justify the scores awarded.

The Project Matrix: About 95% of the PCRs reviewed included a retrospective project matrix which is in fact a standard requirement. However, only a few (30%) PCRs contain an actual cost table at completion - otherwise a disbursement table is included. Without a cost table by component, it is difficult to see how the project evolved in order to include modifications for future operations.

Co-financed Projects: Where the Bank is involved in a large co-financed project, PCRs seem to have problems attributing/isolating benefits/impacts/costs to Bank financed project components, especially when a PCR is prepared much later after closure of the project.

Lessons Learnt: While the sections on this topic mostly touched on pertinent issues, the lessons themselves are not always well formulated; a few PCRs have simply given a narrative text. In one large project, the lessons learnt were not formulated at all.

It is of note that in an attempt to encourage staffs efforts in developing good PCRs, OPEV awarded the Morocco Institutional Savings Development Program the best quality PCR in 2005 (See Annex 6 for further details).

4. QUALITY OF THE PORTFOLIO AT EXIT - (PCR and PCR Review Ratings)

4.1 *Project Performance Rating*

4.1.1 The quality of the portfolio at exit is based on PCR review ratings (and on PCR ratings in the absence of the PCR reviews ratings). The project performance ratings are for the following criteria:

- Implementation Performance (which is under the responsibility of the borrower). This includes several dimensions of – quality of design and preparation, adherence to time schedule and loan covenants including counterpart funding, quality of project staff, monitoring and evaluation reporting, and quality of operational start-up phase.
- Bank Performance including the quality of assistance during the design, preparation and implementation phases as well as the quality of Bank supervision.
- Development Outcome which includes the relevance and achievements of objectives, institutional development impact, sustainability and an efficiency measure determined on the basis of the financial / economic internal rate of return.

Annex 5 gives a summary of the project implementation performance, Bank performance and overall project outcome ratings for the 42 PCRs in the cohort.

4.1.2 For **Implementation Performance**, there were 14 Satisfactory PCR review ratings; 24 had unsatisfactory performance ratings; and 4 scored Highly Unsatisfactory performance ratings. There was no project with a Highly Satisfactory implementation performance rating. Problems impacting on implementation performance were cited in PCRs as weak management teams, project start-up issues due to insufficient preparation, poor communications, project modification during implementation etc. For example, Projects cost variations have exceeded 20% for the majority of projects and implementation delays have exceeded 50 to 100% of the time duration set at appraisal. The lack of preparatory missions before launching the projects would also have impacted negatively on the implementation phase. The reports also indicated that feasibility studies and other preparatory work have been insufficiently conducted and lacked precision. This was the case for the Electricity IV project for Algeria and for the Electricity project for Sao Tome and Principe which had a lot of variations among its various project's components.

4.1.3 With regard to **Bank Performance**, 12 projects were rated as Satisfactory; 29 recorded unsatisfactory ratings; and one was scored as Highly Unsatisfactory. None of them was Highly Satisfactory. The problems impacting on Bank performance were cited in most PCRs as being: lack of launching missions, deficiency in appraising projects due to inadequate attention to the institutional capacity of borrowers, lack of incorporation of lessons learnt and findings on the country and the sector, over-optimism with regard to risk coverage and analysis of economic and financial risks which has led to high cost and time variations. It was also observed that conditions set at appraisal were inadequate and had also affected the implementation delays. With regard to supervision, it was observed that there is a lack of skills-mix of supervision missions which were mainly concentrated on physical achievements and financial reporting, and poor communications with Borrowers and Executing Agencies.

4.1.4 With regard to **Overall Development Outcome**, there were 26 projects with satisfactory outcome ratings (63% of the cohort); 13 projects with unsatisfactory outcomes (31%), and 2 projects with Highly Unsatisfactory ratings (5%). There was none with Highly Satisfactory outcomes. The problems impacting on overall project results were quoted in most PCRs and PCR reviews as being the following: weak institutional framework and inability to undertake necessary reforms; inability of project entities to operate on a cost-recovery basis; and inadequate budgetary allocations for recurrent maintenance.

4.2 *Project Performance by Sectors*

As shown in Annex 4, the project performance ratings by sector for the 42 projects under review were recorded as follows:

- **Agriculture:** Out of 8 projects in the agricultural sector, 4 projects recorded satisfactory overall project outcomes, and the other 4 had unsatisfactory project outcomes. For example, Mozambique Livestock project and Hydro-electricity project in Tunisia (Sid El Barak) were recorded with satisfactory performance due to their timely execution, good operational and economic performance and their satisfactory impact on the environment.
- **Education:** Out of the 4 projects in the sector, 3 projects recorded satisfactory ratings and the other had an unsatisfactory rating. Among these projects, Seychelles Education III and Uganda project for Strengthening of Scientific and Technical Teacher Education are recorded as the best performers in achieving their immediate and sectoral objectives with good institutional impact and sustainability.
- **Electricity:** Out of the 3 projects, two were satisfactory with the Uganda Hydro Electric project scoring a satisfactory rating above 3. The PCR for the Algerian Electricity 4 project was rated as unsatisfactory.
-
- **Finance:** The two projects were for Lines of Credit operations. One was rated as satisfactory with a 3.0 score and the other for the Fifth Line of Credit to the EADB was rated as unsatisfactory.
-
- **Transport:** The sector had 9 projects, 7 of which recorded satisfactory ratings and 2 had unsatisfactory ratings; but only 3 projects¹² recorded satisfactory performance above the rating of 3. The three are multiple phases of the Tunisian classified roads project which has recorded outstanding performance in all outcome dimensions. The 2 unsatisfactory performing projects took 12 to 13 years to be fully implemented with an attendant high increase of costs that hampered their economic viability
-
- **Health:** There were 2 projects in this sector; one project scored a satisfactory rating (Uganda Rehabilitation of Health Services) while the other recorded unsatisfactory rating (Lesotho Rural Health Services). The implementation delays due to lack of good preparation explain the poor performance of the latter project.

¹² Among five best performing projects selected by OPEV, three (3) of them were in the transport sector. The Tunisia classified road network phase II was given the best performing project award in 2006.

- Telecommunications: The two projects in this sector had satisfactory project outcomes.
-
- Water Supply: There were 5 projects in the sector, 3 of which achieved satisfactory ratings while the remaining 2 recorded highly unsatisfactory project outcomes (Nigeria Water Supply in Ibadan and Plateau States).
-
- Others: Out of the 7 remaining projects relating to Structural Adjustment Operations, Mining, Institutional Support and Emergency Operations, 2 projects achieved satisfactory ratings and the other 5 projects recorded unsatisfactory ratings.

4.3 *Project Implementation and Outcomes*

4.3.1 A set of generic problems affecting project implementation in most countries emerges from the review of PCRs. They are found at every stage in the implementation process; the major ones include, in declining order of magnitude:

- Long delays in physical execution of projects;
- Long delays in fulfilment of loan conditions;
- Weak technical and management capacities of executing agencies;
- Non-compliance of Borrowers with the Bank Group's requirements for submission of progress and audit reports;
- Frequent changes in the management team of project implementation units; and
- Inadequate government contribution to the projects.

To a lesser extent, the other generic problems include:

- Lengthy communication between the Bank and executing agencies;
- Inefficient use of technical assistance;
- Inadequate preparation and supervision by the Bank.

The generic problems that impact adversely on project implementation and operations need to be addressed in a sustained manner by both the Borrowers and the Bank.

4.3.2 The entire set of 42 projects face the same sort of persistent implementation problems; they include the following: delay in meeting conditions precedent to the entry into force of loans and grants; lack of good preparatory work and weak institutional capacity of the executing agencies leading to slow physical implementation; poor mobilization of national counterpart funds; irregular submission of quarterly progress and audit reports; poor project accounting services; Poor communication with the Bank and slow processing of documents.

4.3.3 To resolve these generic problems, most PCRs offer recommendations, including the following: Improved quality of dialogue between the Bank and the Executing Agencies through more frequent supervision missions and institutional capacity building; the introduction of working visits by project managers to the Bank Headquarters and field offices; the systematic fielding of launching missions for all newly approved projects; Cancellation of undisbursed loan balances for completed projects; a more adequate assessment of costs and risks and adequate implementation schedules of projects; and support to sector ministry in developing the monitoring and evaluation capacities.

5. CONCLUSIONS AND RECOMMENDATIONS

5.1 *Conclusions*

5.1.1 PCRs are useful documents in drawing lessons learnt from implementation of completed projects and focusing the attention of both the country and the Bank on the overall outcome of projects and in particular on those issues/problems that affect the performance of the Bank Group projects. Though the PCRs reviewed were deficient in some areas, there are still lessons to be learnt from their recommendations. While many of the implementation problems are well known to the Bank, the PCRs help to increase awareness and highlight the urgent need for corrective actions and measures in ongoing and future projects. Close monitoring of feedback actions is necessary to ensure continued improvement in the performance of projects.

5.1.2 The PCR format as currently constructed needs to be updated in order to take into account the reporting requirement on development effectiveness at project completion. It needs also to be reviewed in order to make it more reflective of the evolving needs for assessing the quality of the portfolio at exit and to focus on development outcomes. The need for a change in format extends to the current differences between the PCR rating criteria and the evaluation criteria. There being 4 and 5 criteria for PCRs and PPERs respectively, a revised format should therefore also align both criteria to allow for uniformity in both self and independent evaluation assessments. Once reconstituted, the PCR format can yield a good PCR report if properly followed. The review process needs also to be enforced to improve the quality of PCRs and the use of lessons learnt. The PCR document should be reviewed and with the same rigour as an appraisal report, with senior management playing an active part.

5.1.3 PCRs are being prepared by operation departments much later than the specified period of 6 months after completion up to an average of 5 years after they are due. In such cases, the benefit of lessons learnt is lost because delay renders findings and conclusions outdated and even irrelevant. Questions may also be raised on the extent to which the PCRs available are representative of the total completed portfolio.

5.1.4 The examination of the set of PCRs indicates that their quality was unsatisfactory but could be improved with a vigorous document review process. The PCR quality was in some cases affected by lack of detailed analysis, omissions, and in a many cases absence of good Borrower PCRs.

5.1.5 The performance of projects at exit as indicated by the review was also unsatisfactory. Both the Bank and Borrowers need to act on factors that impede satisfactory performance of projects. Implementation performance for the entire set of projects was generally poor; there was

delayed completion due to a set of implementation problems. These problems that impact adversely on project implementation and operations need to be addressed in a sustained manner by both the Borrowers and the Bank. Bank performance was equally poor, being attributable mostly to ineffective supervision, and a poor mix of supervision teams. Project sustainability for the set of projects was also characterized by lack of cost recovery systems, inadequate recurrent maintenance budgets and failure to effect management changes/restructuring.

5.2 *Recommendations and the Way Forward*

It is of note that the non-availability of PCRs constitutes a problem for the Bank's self-evaluation system. PCRs serve as the basic documents on which the system relies. It is from the review of lessons of experience resulting from completed operations that the Bank is able to assess its own effectiveness and chart the direction of policies, procedures and processes. It is from these completed operations that the operations evaluation department is able to evolve its work programme with respect to country assistance, sector reviews, thematic and impact studies. It is important therefore, that the operations complexes deploy all efforts in line with available resources to provide PCRs of good quality and in a timely manner. The backlog of pending PCRs needs to be scheduled on a priority basis and be cleared soonest. This will require the active involvement of senior management. It is thus recommended as follows:

- (i) The PCR feedback process needs to be put in place and its functioning be formalised through issuance of an operational instruction to establish a feedback mechanism and to ensure that lessons learned do not get lost. There is an obvious need to issue an instruction in this regard.
- (ii) PCR reports be recognized as one of the key documents in the Banks business plan, be accorded due priority and be speedily processed through internal committees. The review process needs also to be enforced to improve the quality of PCRs and the use of lessons learnt. The PCR document should be reviewed and with the same rigour as an appraisal report, with senior management playing an active part.
- (iii) PCR missions are mounted as soon as projects are completed and mission teams should include all required expertise;
- (iv) Borrowers be sensitized and urged to expedite their project completion reports. For those without sufficient capacity to prepare the PCR, they should be assisted through various capacity building initiatives for PCR preparation by the Bank. Which ever form it takes, the RMCs contribution should consist of the evaluation of implementation and technical, economic, financial, social and environmental performances and assessing the role of various parties participating in project implementation. The Banks request that a separate completion report be prepared by the borrower could be satisfied through this contribution which should be annexed to the PCR prepared by Bank staff.
- (v) Revise guidelines to eliminate inherent duplication and to indicate where sectoral differences are needed. In particular, PCRs should include detailed discussions and analyses of the problems/issues that impede project implementation, and devise

needed measures to resolve them. An alignment of between the self and independent evaluation rating criteria is also desirable.

- (vi) The analytical quality of PCRs should be enhanced by more thorough analysis of performances, factors of sustainability and in-depth assessments of development results. The quality of lessons and recommendations related to the design and implementation of future operations should also be improved.
- (vii) Efforts to improve PCR coverage should focus on the key sectors (agriculture and rural development, infrastructure, health, education and policy based lending programmes) related to poverty reduction especially in ADF eligible countries whose present PCR coverage rate remains low. Furthermore, the preparation of the PCR should also cover other Bank financial instruments, in particular technical assistance and institutional support projects covering crosscutting themes i.e. gender, governance, sustainable development and regional integration.
- (viii) Training sessions on PCR guidelines and performance ratings should be designed to develop operational staff capacities and competencies in evaluating project outcomes and impacts.
- (ix) A “PCR Lite” format¹³ that would allow for a less intensive process of PCR preparation should be considered for development as an alternative and particularly for the sectors that are doing well. This would help to alleviate the Human resources and budgetary constraints associated with the preparation of PCRs.

¹³ See note 3.

Annex 1Processing Procedure for PCRs

| Procedure |
|---|
| <p>Procedure for Undertaking Review Missions.</p> <ol style="list-style-type: none"> 1. Desk work and preparation of an Issues Paper. 2. Composition of the mission. 3. Discussion of the Issues Paper at an Internal Working Group Meeting. 4. Discussion of the Issues Paper at the Inter-Departmental Working Group. 5. Preparation of the Terms of Reference. 6. Mission 7. End of Mission 8. Back-to-Office Report submission. 9. (The Back-to-Office Report will recommend whether one of two documents will be prepared and submitted to the Boards: (i) an Information Note on Portfolio Review; or (ii) the President's memorandum on Portfolio Restructuring.) 10. The Vice-President will clear the recommendation made in step 9. 11. The appropriate document is prepared and subjected to an Internal Working Group review. 12. Inter-departmental Working Group then reviews the document 13. Senior Management Committee 14. Clearance of loan conditions, if any, under restructuring 15. Translation, reproduction and distribution of memorandum to the Boards. <p>Note- Cancellation: When loan cancellation is recommended a memorandum with the official request for cancellation from the Government concerned, as per the cancellation guidelines, will be sent by the Country programmes Department to the Disbursements Department requesting cancellation.</p> |

List of the 2003 – 2005 PCRs

| N° | Country | Name of Project | Sector | Date of Approval | Project Completion Date | Date of PCR | Delays (months) | Approved Amount (million UA) | I.P | B.P | D.O |
|----|---------------|--|-----------------------|------------------|-------------------------|-------------|-----------------|------------------------------|------|------|------|
| 1 | Algeria | Projet d'Electricité IV | Power | 20/09/1994 | 30/06/2001 | 16/12/2004 | 42 | 57,70 | 2,00 | 2,00 | 2,56 |
| 2 | Algeria | Tunnel Ferroviaire d'El Achir II | Transport | 17/06/1991 | 28/08/2002 | 08/04/2005 | 31 | 49,08 | 2,20 | 2,33 | 2,78 |
| 3 | Burkina-Faso | Capacity Building In Four Ministries | Institutional support | 29/01/1991 | 10/11/1999 | 14/03/2005 | 64 | 2,49 | 1,40 | 1,60 | 2,10 |
| 4 | Chad | Troisième Programme d'Ajustement Structurel (PAS III) | Ajustement Structurel | 06/02/2002 | 31/12/2003 | 03/12/2004 | 11 | 8,70 | 2,00 | 2,67 | 2,00 |
| 5 | Ethiopia | Basic Education, Technical and Vocational Training Project (Education II) | Education | 21/04/1992 | 31/12/2002 | 01/08/2005 | 31 | 14,74 | 2,20 | 2,00 | 2,25 |
| 6 | Guinea | Guinea Bauxite Company Rehabilitation Project (GBC) | Mining & Quarrying | 17/12/1990 | 31/12/2003 | 14/06/2005 | 17 | 86,00 | 2,20 | 1,50 | 2,70 |
| 7 | Kenya | El Nino Infrastructure Rehabilitation | Infrastructure | 12/11/1998 | 31/12/2001 | 22/08/2004 | 32 | 11,52 | 3,00 | 3,00 | 3,08 |
| 8 | Lesotho | Rural Health Services IV | Health | 24/06/1992 | 30/04/1997 | 15/10/2004 | 90 | 11,05 | 2,60 | 3,00 | 2,20 |
| 9 | Lesotho | Second Line Of Credit To The Lesotho National Development Corporation (LNDC) | Finance | 15/12/1994 | 30/06/2004 | 08/08/2005 | 13 | 4,50 | 2,80 | 2,50 | 3,10 |
| 10 | Madagascar | Directorate of Agricultural Engineering Institutional Strengthening Project | Agriculture & RD | 23/08/1989 | 22/08/1999 | 30/05/2005 | 69 | 2,26 | 2,60 | 2,25 | 3,00 |
| 11 | Malawi | Agricultural Services Project (ASP) | Agriculture & RD | 03/09/1993 | 21/05/2004 | 15/06/2005 | 13 | 9,21 | 1,50 | 2,00 | 2,00 |
| 12 | Malawi | Deuxième Projet de Télécommunications | Communication | 21/05/1991 | 31/12/2002 | 26/08/2004 | 20 | 26,05 | 2,40 | 2,25 | 3,23 |
| 13 | Morocco | Pastoral and Livestock Development in the Eastern Region | Agriculture & RD | 14/05/1990 | 31/12/2001 | 10/10/2003 | 21 | 15,47 | 2,60 | 2,50 | 2,23 |
| 14 | Morocco | Programme de développement de l'épargne Institutionnelle | Ajustement Structurel | 19/11/1997 | 31/12/1999 | 08/07/2004 | 54 | 169,00 | 3,00 | 3,25 | 3,10 |
| 15 | Morocco | Réhabilitation Aéroportuaire | Transport | 14/12/1992 | 31/01/2002 | 11/02/2004 | 24 | 70,00 | 2,20 | 2,67 | 2,80 |
| 16 | Morocco | Sixième projet d'Alimentation en Eau Potable | Water Supply & Sanit. | 26/05/1994 | 01/06/2001 | 22/09/2003 | 28 | 30,00 | 2,20 | 2,50 | 2,84 |
| 17 | Morocco | Cinquième projet d'Alimentation en Eau Potable | Water Supply & Sanit. | 23/03/1992 | 30/06/1994 | 22/09/2003 | 111 | 55,80 | 2,40 | 2,50 | 2,80 |
| 18 | Mozambique | Family Farming Livestock Rehabilitation Project (FFLRP) | Agriculture & RD | 28/08/1990 | 28/06/2004 | 25/12/2004 | 6 | 13,70 | 2,20 | 3,00 | 2,55 |
| 19 | Mozambique | The Green Zones Women Development Project In Maputo | Agriculture & RD | 23/03/1992 | 31/07/2002 | 03/01/2005 | 29 | 7,37 | 1,50 | 2,00 | 2,00 |
| 20 | Multinational | Fifth Line of Credit to the East African Development Bank | Finance | 25/08/1994 | 31/12/1999 | 23/12/2005 | 72 | 15,00 | 2,40 | 2,20 | 3,50 |
| 21 | Nigeria | Ibadan Water Supply II Project | Water Supply & Sanit. | 02/05/1991 | 31/10/2003 | 29/06/2005 | 20 | 77,35 | 1,80 | 1,75 | 1,41 |

| N° | Country | Name of Project | Sector | Date of Approval | Project Completion Date | Date of PCR | Delays (months) | Approved Amount (million UA) | I.P | B.P | D.O |
|---------------------------|---------------------|---|-----------------------|------------------|-------------------------|-------------|-----------------|------------------------------|------|------|------|
| 22 | Nigeria | Plateau State Water Supply Project | Water Supply & Sanit. | 02/05/1991 | 30/06/2004 | 29/06/2005 | 12 | 94,00 | 1,80 | 1,80 | 1,41 |
| 23 | Sao Tome & Principe | Projet Electricité I | Power | 24/11/1993 | 30/09/2002 | 09/12/2004 | 26 | 3,50 | 2,00 | 2,50 | 2,33 |
| 24 | Sao Tome & Principe | Deuxième Projet d'entretien Routier | Transport | 31/08/1993 | 31/12/2002 | 16/02/2005 | 26 | 5,02 | 1,60 | 1,75 | 1,75 |
| 25 | Senegal | Programme de Réforme Tarifaire et de Promotion de la compétitivité | Adjustment – Macro | 08/12/2000 | 31/12/2003 | 06/10/2004 | 9 | 20,00 | 2,33 | 2,67 | 3,00 |
| 26 | Senegal | Appui institutionnel au Ministre de L'économie , des Finances et du Plan (MEFP) | Adjustment – Macro | 14/05/1990 | 31/03/1999 | 02/11/2004 | 67 | 4,40 | 1,80 | 2,25 | 1,91 |
| 27 | Seychelles | Education III | Education | 25/11/1991 | 31/12/1999 | 09/01/2003 | 36 | 12,90 | 2,20 | 2,20 | 3,00 |
| 28 | Swaziland | Education I Project | Education | 24/11/1993 | 31/12/2002 | 06/05/2004 | 16 | 9,21 | 2,25 | 2,30 | 2,70 |
| 29 | Tanzania | National Agricultural and Livestock Research Project | Agriculture & RD | 23/08/1988 | 31/12/2001 | 28/06/2004 | 30 | 6,17 | 1,80 | 2,00 | 2,26 |
| 30 | Tanzania | Telecommunications II | Communication | 24/06/1992 | 31/07/1997 | 11/06/2004 | 82 | 28,42 | 2,60 | 2,00 | 2,96 |
| 31 | Tanzania | Réhabilitation de la Route Himo -Arusha | Transport | 11/06/1990 | 04/04/1997 | 15/06/2004 | 86 | 41,04 | 2,00 | 2,00 | 2,77 |
| 32 | Tanzania | Projet de rénovation de la compagnie tanzanienne des chemins de fer | Transport | 15/12/1992 | 31/12/1999 | 18/06/2004 | 54 | 21,18 | 2,00 | 2,00 | 1,53 |
| 33 | Tunisia | Aménagement du Barrage de Sidi El Barrak | Agriculture & RD | 20/10/1993 | 30/09/2002 | 11/06/2004 | 20 | 54,20 | 3,00 | 2,33 | 3,07 |
| 34 | Tunisia | Développement Rural des délégations intérieures de Mahdia (II) | Agriculture & RD | 21/09/1995 | 31/12/2003 | 11/06/2004 | 5 | 9,45 | 2,60 | 2,33 | 2,50 |
| 35 | Tunisia | Projet d'aménagement des routes du réseau Classé –PHASE II | Transport | 09/06/1999 | 31/12/2003 | 19/10/2004 | 10 | 118,60 | 3,50 | 3,50 | 3,41 |
| 36 | Tunisia | Projet d'aménagement du Réseau Classé - Phase I | Transport | 26/11/1997 | 31/12/2001 | 21/06/2004 | 30 | 82,78 | 3,40 | 2,67 | 3,35 |
| 37 | Tunisia | Projet de Réhabilitation des routes du Réseau Classé | Transport | 31/05/1995 | 30/06/2000 | 21/06/2004 | 48 | 39,40 | 3,00 | 2,67 | 2,23 |
| 38 | Uganda | Strengthening Of Scientific And Technical Teacher Education Project | Education | 28/08/1990 | 30/09/2003 | 21/02/2005 | 17 | 14,18 | 1,20 | 1,75 | 2,83 |
| 39 | Uganda | Renforcement de la Centrale Hydroélectrique des Chutes D'owen | Power | 27/08/1991 | 20/06/2002 | 17/12/2004 | 30 | 33,42 | 2,75 | 2,66 | 3,29 |
| 40 | Uganda | Health Services Rehabilitation (HRSP) | Health | 18/12/1990 | 31/07/2002 | 01/08/2003 | 12 | 30,33 | 2,40 | 2,75 | 3,60 |
| 41 | Uganda | Réhabilitation des Principaux Axes Routiers (AXE IGANGA-MBALE) | Transport | 24/08/1992 | 15/08/1998 | 17/03/2003 | 55 | 11,24 | 2,20 | 2,25 | 2,57 |
| 42 | Zambia | Kitwe Water Supply Rehabilitation Phase I Project | Water Supply & Sanit. | 14/05/1997 | 30/06/2003 | 25/05/2005 | 23 | 17,78 | 2,40 | 2,25 | 3,04 |
| Total (million UA) | | | | | | | | 1394.21 | | | |

* **PO** is defined as *Project Outcomes* which for this report could also be referred to as *Development Outcomes*

Overall PCR Quality Ratings

| N° | Country | Name of Project | Adequacy of analysis of project goals, objective and formulation including LFA | Adequacy of analysis of Project Execution incl. Procurement, disbursements, M&E | Soundness of Judgement on Project Performance and Projects | Adequacy of analysis of social and environmental impacts | Soundness of Judgement on Project Sustainability | Soundness of Judgement on Performance of the Bank, Borrower and Co-financiers | Consistency of Overall rating with individual rating components | Adequacy of analysis and clarity of conclusions, lessons learned and recommend. | Overall Rating of Quality of PCR |
|----|--------------|--|--|---|--|--|--|---|---|---|----------------------------------|
| 1 | Algeria | Projet d'Electricité IV | 2.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 2.00 | 1.3 |
| 2 | Algeria | Tunnel Ferroviaire d'El Achir II | 3.00 | 3.00 | 3.00 | 3.00 | 4.00 | 3.00 | 3.00 | 3.00 | 3.1 |
| 3 | Burkina-Faso | Capacity Building In Four Ministries | 2.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 2.00 | 3.00 | 2.8 |
| 4 | Chad | Troisième Programme d'Ajustement Structurel (PAS III) | 3.00 | 3.00 | 2.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 2.9 |
| 5 | Ethiopia | Basic Education, Technical and Vocational Training Project (Education II) | 3.00 | 3.00 | 3.00 | 2.00 | 3.00 | 3.00 | 3.00 | 3.00 | 2.9 |
| 6 | Guinea | Guinea Bauxite Company Rehabilitation Project (GBC) | 2.00 | 3.00 | 3.00 | 3.00 | 2.00 | 3.00 | 1.00 | 3.00 | 2.5 |
| 7 | Kenya | El Nino Infrastructure Rehabilitation | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 2.00 | 3.00 | 2.9 |
| 8 | Lesotho | Rural Health Services IV | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 2.00 | 2.00 | 2.00 | 2.6 |
| 9 | Lesotho | Second Line Of Credit To The Lesotho National Development Corporation (LNDC) | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 2.00 | 2.9 |
| 10 | Madagascar | Directorate of Agricultural Engineering Institutional Strengthening Project | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 2.00 | 2.9 |
| 11 | Malawi | Agricultural Services Project (ASP) | 2.00 | 3.00 | 3.00 | 3.00 | 3.00 | 2.00 | 3.00 | 3.00 | 2.8 |
| 12 | Malawi | Deuxième Projet de Télécommunications | 3.00 | 3.00 | 3.00 | 4.00 | 3.00 | 4.00 | 3.00 | 3.00 | 3.3 |
| 13 | Morocco | Pastoral and Livestock Development in the Eastern Region | 2.00 | 3.00 | 2.00 | 3.00 | 3.00 | 2.00 | 2.00 | 2.00 | 2.4 |

| | | | | | | | | | | | |
|----|---------------|---|------|------|------|------|------|------|------|------|-----|
| 14 | Morocco | Réhabilitation Aéroportuaire | 2.00 | 3.00 | 2.00 | 2.00 | 3.00 | 3.00 | 3.00 | 3.00 | 2.6 |
| 15 | Morocco | Cinquième projet d'Alimentation en Eau Potable | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.0 |
| 16 | Morocco | Sixième projet d'Alimentation en Eau Potable | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.0 |
| 17 | Morocco | Programme de développement de l'épargne Institutionnelle | 4.00 | 4.00 | 3.00 | 3.00 | 3.00 | 4.00 | 3.00 | 4.00 | 3.5 |
| 18 | Mozambique | Family Farming Livestock Rehabilitation Project (FFLRP) | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 2.00 | 2.9 |
| 19 | Mozambique | The Green Zones Women Development Project In Maputo | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.0 |
| 20 | Multinational | Fifth Line of Credit to the East African Development Bank | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 2.00 | 2.50 | 2.50 | 2.8 |
| 21 | Nigeria | Plateau State Water Supply Project | 2.00 | 3.00 | 3.00 | 3.00 | 3.00 | 2.00 | 3.00 | 2.00 | 2.6 |
| 22 | Nigeria | Ibadan Water Supply II Project | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 2.00 | 2.00 | 2.8 |
| 23 | Sao Tome | Projet Electricité I | 3.00 | 3.00 | 2.00 | 3.00 | 2.00 | 3.00 | 2.00 | 2.00 | 2.5 |
| 24 | Sao Tome | Deuxième Projet d'entretien Routier | 3.00 | 4.00 | 3.00 | 3.00 | 4.00 | 3.00 | 2.00 | 3.00 | 3.1 |
| 25 | Senegal | Appui institutionnel au Ministre de L'économie , des Finances et du Plan (MEFP) | 3.00 | 2.00 | 3.00 | 2.00 | 3.00 | 3.00 | 2.00 | 3.00 | 2.6 |
| 26 | Senegal | Programme de Réforme Tarifaire et de Promotion de la compétitivité | 3.00 | 3.00 | 2.00 | 2.00 | 3.00 | 3.00 | 2.00 | 4.00 | 2.8 |
| 27 | Seychelles | Education III | 2.00 | 2.00 | 2.00 | 2.00 | 1.00 | 2.00 | 1.00 | 2.00 | 1.8 |
| 28 | Swaziland | Education I Project | 2.00 | 2.00 | 1.00 | 2.00 | 1.00 | 3.00 | 2.00 | 1.00 | 1.8 |
| 29 | Tanzania | Telecommunications II | 2.00 | 3.00 | 3.00 | 3.00 | 2.00 | 2.00 | 2.00 | 3.00 | 2.5 |
| 30 | Tanzania | National Agricultural and Livestock Research Project | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 2.00 | 1.00 | 3.00 | 2.6 |
| 31 | Tanzania | Projet de rénovation de la compagnie tanzanienne des chemins de fer | 2.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 2.00 | 2.00 | 2.6 |
| 32 | Tanzania | Réhabilitation de la Route Himo -Arusha | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 2.00 | 2.00 | 2.00 | 2.6 |

| | | | | | | | | | | | |
|----------------|---------|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| 33 | Tunisia | Projet d'aménagement du Réseau Classé - Phase I | 2.00 | 2.00 | 3.00 | 2.00 | 3.00 | 2.00 | 2.00 | 2.00 | 2.3 |
| 34 | Tunisia | Projet d'aménagement des routes du réseau Classé –PHASE II | 1.00 | 2.00 | 2.00 | 2.00 | 4.00 | 3.00 | 1.00 | 3.00 | 2.3 |
| 35 | Tunisia | Développement Rural des délégations intérieures de Mahdia (II) | 1.00 | 3.00 | 2.00 | 2.00 | 4.00 | 3.00 | 1.00 | 2.00 | 2.3 |
| 36 | Tunisia | Projet de Réhabilitation des routes du Réseau Classé | 2.00 | 2.00 | 2.00 | 3.00 | 3.00 | 3.00 | 2.00 | 2.00 | 2.4 |
| 37 | Tunisia | Aménagement du Barrage de Sidi El Barrak | 2.00 | 2.00 | 2.00 | 2.00 | 4.00 | 3.00 | 2.00 | 3.00 | 2.5 |
| 38 | Uganda | Renforcement de la Centrale Hydroélectrique des Chutes D'owen | 1.00 | 1.00 | 3.00 | 2.00 | 2.00 | 1.00 | 3.00 | 2.00 | 1.9 |
| 39 | Uganda | Kitwe Water Supply Rehabilitation Phase I Project | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 2.00 | 2.00 | 2.8 |
| 40 | Uganda | Strengthening Of Scientific And Technical Teacher Education Project | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 2.00 | 3.00 | 2.9 |
| 41 | Uganda | Health Services Rehabilitation (HRSP) | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 2.00 | 2.9 |
| 42 | Uganda | Réhabilitation des Principaux Axes Routiers (AXE IGANGA-MBALE) | 3.00 | 3.00 | 4.00 | 4.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.3 |
| Average | | | 2.55 | 2.79 | 2.69 | 2.74 | 2.88 | 2.71 | 2.27 | 2.56 | 2.65 |

Quality Ratings and Disconnect Analysis (PCRs – 2003 - 2005)

| N° | Country | Project Title | Sector | Approv Date | PCR Date | PCR Ratings | | | PCRR Ratings | | | PCR Quality | DISCONNECT ANALYSIS | | | | | |
|----|----------------------|---|-----------------------|-------------|----------|------------------------|------------------|---------------------|------------------------|------------------|---------------------|-----------------------------|---------------------|------|-----|-----|---|---|
| | | | | | | IMPLEMENT. PERFORMANCE | BANK PERFORMANCE | OUTCOME PERFORMANCE | IMPLEMENT. PERFORMANCE | BANK PERFORMANCE | OUTCOME PERFORMANCE | Overall PCR Quality Ratings | PPER | I.P | B.P | D.O | # | |
| 1 | Algerie | Tunnel Ferroviaire d'El Achir | Transport | 1991 | 2005 | 2,75 | 3,00 | 3,17 | 2,20 | 2,33 | 2,78 | 3,13 | | - | - | - | - | |
| 2 | Algerie | Projet d'Electricité IV | Electricité | 1994 | 2004 | 3,20 | 3,00 | 3,20 | 2,00 | 2,00 | 2,56 | 1,25 | | - | - | - | - | |
| 3 | Burkina-Faso | Capacity Building In Four Ministries | Institutional Support | 1991 | 2005 | 1,70 | 1,66 | 2,16 | 1,40 | 1,60 | 2,10 | 2,50 | | - | - | - | - | |
| 4 | Ethiopia | Basic Education, Technical and Vocational Training Project (Education II) | Education | 1992 | 2005 | 2,00 | 2,00 | 2,12 | 2,20 | 2,00 | 2,25 | 2,88 | | + | + | + | + | |
| 5 | Guinea | Guinea Bauxite Company Rehabilitation Project (GBC) | Mining & Quarrying | 1990 | 2005 | 2,20 | 1,50 | 2,47 | 2,20 | 1,50 | 2,70 | 2,50 | | + | + | + | + | |
| 6 | Kenya | El Nino Infrastructure Rehabilitation | Multisector | 1998 | 2004 | 3,00 | 3,00 | 3,00 | 3,00 | 3,00 | 3,08 | 2,87 | | + | + | + | + | |
| 7 | Lesotho | Line Of Credit To The Lesotho National Develop. Corporation II (LNDC II) | Line of Credit | 1994 | 2005 | 2,80 | 2,67 | 3,10 | 2,80 | 2,50 | 3,10 | 3,00 | | + | - | + | + | |
| 8 | Lesotho | Rural Health Services IV | Health | 1992 | 2004 | 2,60 | 3,00 | 2,35 | 2,60 | 3,00 | 2,20 | 2,75 | | + | + | - | + | |
| 9 | Madagascar | Directorate of Agricultural Engineering Institutional Strengthening Project | Agriculture & RD | 1989 | 2005 | 2,60 | 2,80 | 3,00 | 2,60 | 2,25 | 3,00 | 2,90 | | + | - | + | + | |
| 10 | Malawi | Deuxième projet de Télécommunications | Communication | 1991 | 2004 | 2,40 | 2,25 | 3,30 | 2,40 | 2,25 | 3,23 | 3,25 | | + | + | - | + | |
| 11 | Malawi | Agricultural Services Project (ASP) | Agriculture & RD | 1993 | 2005 | 1,50 | 2,00 | 2,00 | 1,50 | 2,00 | 2,00 | 2,75 | | + | + | + | + | |
| 12 | Maroc | Réhabilitation Aéroportuaire | Transport | 1992 | 2004 | 3,00 | 3,00 | 3,33 | 2,20 | 2,67 | 2,80 | 2,63 | | - | - | - | - | |
| 13 | Maroc | Programme de développement de l'épargne Institutionnelle | Ajustement Struct. | 1997 | 2004 | 3,33 | 3,25 | 3,06 | 3,00 | 3,25 | 3,10 | 3,50 | 3,00 | | - | + | + | + |
| 14 | Maroc | Cinquième projet d'Alimentation en Eau Potable | Water Supply & Sanit | 1992 | 2003 | 2,40 | 2,50 | 3,10 | 2,40 | 2,50 | 3,10 | 3,00 | | + | + | + | + | |
| 15 | Maroc | Sixième projet d'Alimentation en Eau Potable | Water Supply & Sanit | 1994 | 2003 | 2,20 | 2,50 | 3,10 | 2,20 | 2,50 | 3,10 | 3,00 | | + | + | + | + | |
| 16 | Maroc | Pastoral and Livestock Development in the Eastern Region | Agriculture & RD | 1990 | 2003 | 2,60 | 2,50 | 2,20 | 2,60 | 2,50 | 2,23 | 2,37 | | + | + | + | + | |
| 17 | Mozambique | Family Farming Livestock Rehabilitation Project (FFLRP) | Agriculture & RD | 1990 | 2004 | 2,20 | 3,00 | 2,55 | 2,20 | 3,00 | 2,55 | 2,90 | | + | + | + | + | |
| 18 | Mozambique | The Green Zones Women Development Project in Maputo | Agriculture & RD | 1992 | 2005 | 2,60 | 3,00 | 2,70 | 1,50 | 2,00 | 2,00 | 3,00 | | - | - | - | - | |
| 19 | Nigeria | Ibadan Water Supply II Project | Water Supply & Sanit | 1991 | 2005 | 1,80 | 1,80 | 1,60 | 1,80 | 1,75 | 1,41 | 2,75 | | + | - | - | - | |
| 20 | Nigeria | Plateau State Water Supply Project | Water Supply & Sanit | 1991 | 2005 | 1,80 | 1,80 | 1,60 | 1,80 | 1,80 | 1,41 | 2,60 | | + | + | - | + | |
| 21 | Ouganda | Renforcement de la Centrale Hydroélectrique des Chutes D'owen | Electricité | 1991 | 2004 | 2,75 | 3,00 | 3,38 | 2,75 | 2,66 | 3,29 | 3,13 | | + | - | - | - | |
| 22 | Ouganda | Réhabilitation des Principaux Axes Routiers (AXE IGANGA-MBALE) | Transport | 1992 | 2003 | 2,20 | 3,00 | 2,71 | 2,20 | 2,25 | 2,57 | 2,50 | | + | - | - | - | |
| 23 | Ouganda | Health Services Rehabilitation (HRSP) | Health | 1990 | 2003 | 2,60 | 2,75 | 3,20 | 2,40 | 2,75 | 3,16 | 2,87 | | - | + | - | - | |
| 24 | Ouganda | Strengthening Of Scientific And Technical Teacher Education Project | Education | 1990 | 2005 | 1,50 | 1,75 | 2,96 | 1,20 | 1,75 | 2,83 | 2,90 | | - | + | - | - | |
| 25 | Sao Tomé et Principe | Deuxième Projet d'entretien Routier | Transport | 1993 | 2005 | 1,75 | 1,87 | 1,90 | 1,60 | 1,75 | 1,75 | 2,62 | | - | - | - | - | |
| 26 | Sao Tomé et Principe | Projet Electricité I | Electricité | 1993 | 2004 | 2,75 | 2,25 | 2,73 | 2,00 | 2,50 | 2,33 | 2,75 | | - | + | - | - | |
| 27 | Sénégal | Appui institutionnel au Ministre de L'économie , des Finances et du Plan (MEFP) | Adjustment - Macro | 1990 | 2004 | 1,80 | 2,25 | 2,80 | 1,80 | 2,25 | 1,91 | 1,75 | | + | + | - | + | |
| 28 | Sénégal | Programme de Réforme Tarifaire et de Promotion de la compétitivité | Adjustment - Macro | 2000 | 2004 | 2,66 | 2,66 | 2,53 | 2,33 | 2,67 | 3,00 | 1,75 | | - | + | + | + | |
| 29 | Seychelles | Education III | Education | 1991 | 2003 | 2,75 | 2,75 | 3,04 | 2,20 | 2,20 | 3,00 | 2,60 | | - | - | - | - | |
| 30 | Swaziland | Education I | Education | 1993 | 2004 | 2,25 | 2,30 | 2,70 | 2,25 | 2,30 | 2,70 | 2,50 | | + | + | + | + | |
| 31 | Tanzanie | Projet de rénovation de la compagnie tanzanienne des chemins de fer | Transport | 1992 | 2004 | 2,00 | 2,75 | 2,00 | 2,00 | 2,00 | 1,53 | 2,38 | | + | - | - | - | |
| 32 | Tanzanie | Réhabilitation de la Route Himo -Arusha | Transport | 1990 | 2004 | 2,60 | 3,00 | 3,05 | 2,00 | 2,00 | 2,77 | 2,25 | | - | - | - | - | |
| 33 | Tanzanie | Telecommunications II | Communication | 1992 | 2004 | 3,00 | 2,00 | 3,00 | 2,60 | 2,00 | 2,96 | 2,75 | | - | + | - | - | |
| 34 | Tanzanie | National Agricultural and Livestock Research Project | Agriculture & RD | 1988 | 2004 | 1,80 | 2,00 | 2,10 | 1,80 | 2,00 | 2,26 | 2,62 | | + | + | + | + | |
| 35 | Tchad | Troisième Programme d'Ajustement Structurel (PAS III) | Ajustement Structurel | 2002 | 2004 | 2,00 | 2,00 | 2,22 | 2,00 | 2,67 | 2,00 | 2,88 | | + | + | - | + | |
| 36 | Tunisie | Projet de Réhabilitation des routes du Réseau Classé | Transport | 1995 | 2004 | 3,40 | 3,67 | 3,41 | 3,00 | 2,67 | 3,23 | 2,25 | | - | - | - | - | |
| 37 | Tunisie | Projet d'aménagement du Réseau Classé - Phase I | Transport | 1997 | 2004 | 3,60 | 3,67 | 3,54 | 3,40 | 2,67 | 3,35 | 2,25 | | - | - | - | - | |
| 38 | Tunisie | Projet d'aménagement des routes du réseau Classé -PHASE II | Transport | 1999 | 2004 | 3,63 | 3,50 | 3,50 | 3,50 | 3,50 | 3,41 | 2,50 | | - | + | - | - | |
| 39 | Tunisie | Développement Rural des délégations intérieures de Mahdia (II) | Agriculture & RD | 1995 | 2004 | 3,00 | 2,50 | 3,00 | 2,60 | 2,33 | 2,50 | 1,88 | | 3,00 | - | - | - | - |
| 40 | Tunisie | Aménagement du Barrage de Sidi El Barrak | Agriculture & RD | 1993 | 2004 | 3,20 | 3,25 | 3,40 | 3,00 | 2,33 | 3,07 | 3,25 | | - | - | - | - | |
| 41 | Zambia | Kitwe Water Supply Rehabilitation Phase I Project | Water Supply & Sanit | 1997 | 2005 | 2,60 | 2,25 | 3,06 | 2,40 | 2,25 | 3,04 | 2,75 | | - | + | - | - | |
| 42 | Multinational | Fifth Line Of Credit To The EADB | Finance | 1994 | 2005 | 2,4 | 2,20 | 2,80 | 2,40 | 2,20 | 2,80 | 2,40 | | + | + | + | + | |

Best Rated Project Completion Report (PCR): MOROCCO

Morocco: Institutional Savings Development Program (Loan No: B/MRC/PRO-DES/98/56)

| Selection Criteria | Justification |
|---|--|
| <ul style="list-style-type: none"> Quality of analysis | <ul style="list-style-type: none"> Provides good analysis of results, effects, and impact on the economy and social benefits. The PCR analysis shows good understanding of evaluation ratings and their application. The analysis is of good quality founded on a deep knowledge of the macro-economic issues facing Morocco at the time of project implementation. |
| <ul style="list-style-type: none"> Sound judgments of performance and success ratings | <ul style="list-style-type: none"> Consistent rating with judgments on performance. Judgment is based on fair estimation of Bank and RMC performance. Ratings adequately reflect performance as presented in PCR. |
| <ul style="list-style-type: none"> Lessons based on evidence and analysis | <ul style="list-style-type: none"> Lessons are clear and recommendations are straight forward. The three lessons learned in the PCR (p.15-16) are well grounded on evidence in the report. The lesson on synergy between co-financiers of the program points to best practice. |
| <ul style="list-style-type: none"> Results-orientation (PCR should be outcome-driven, not an implementation narrative) | <ul style="list-style-type: none"> The key targets and measurements are clear. The PCR goes beyond an implementation narrative and points to significant project outcomes notably in the insurance and pension sectors. Clear distinction is made between attribution and contribution. |
| <ul style="list-style-type: none"> Consistency with Bank guidelines | <ul style="list-style-type: none"> The PCR is fully consistent with Bank guidelines. |