

**AFRICAN DEVELOPMENT BANK
AFRICAN DEVELOPMENT FUND**



COMPLETION REPORT

OF

PROJECT

0

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00-Jan-00

COMPLETION REPORT of PROJECT 0

A. PROJECT DATA AND KEY DATES

I. BASIC INFORMATION

| | | | |
|---|------------------|------------------|------------------------------|
| Project Number | Project Name | Country (ies) | |
| ID Number of all Lending Instrument(s) | | Department | Environmental Classification |
| Original Commitment Amount | Amount Cancelled | Amount Disbursed | Percent Disbursed |
| Borrower | | | |
| Executing Agency(ies) [List the main Ministries, Project Implementation Units, Agencies and civil society organizations responsible for implementing project activities.] | | | |
| Co-financers and other External Partners [List all other sources and amounts of financing, technical assistance or other resources used in this project] | | | |

II. KEY DATES

| | | |
|---|--------------------------|----------------|
| Project Concept Note Cleared by Ops. Com. | Appraisal Report Cleared | Board Approval |
| Restructuring(s) | | |

| | Original Date <i>MM/DD/YY</i> | Actual Date <i>MM/DD/YY</i> | Difference in months (auto-calculated) |
|-----------------|----------------------------------|--|---|
| EFFECTIVENESS | | | 0.0 |
| MID-TERM REVIEW | | | 0.0 |
| CLOSING | | <i>For ongoing projects enter date of 98% disb. rate</i> | 0.0 |

III. RATINGS SUMMARY

All summary ratings are auto-generated by the computer from the relevant section in the PCR.

| CRITERIA | SUB-CRITERIA | RATING |
|----------------------|-------------------------------------|----------|
| PROJECT OUTCOME | Achievement of Outputs | 0 |
| | Achievement of Outcomes | 0 |
| | Timeliness | 4 |
| | OVERALL PROJECT OUTCOME | 1 |
| BANK PERFORMANCE | Design and Readiness | 0 |
| | Supervision | 1 |
| | OVERALL BANK PERFORMANCE | 1 |
| BORROWER PERFORMANCE | Design and Readiness | 0 |
| | Implementation | 0 |
| | OVERALL BORROWER PERFORMANCE | 0 |

IV. RESPONSIBLE BANK STAFF

| POSITIONS | AT APPROVAL | AT COMPLETION |
|-------------------|-------------|---------------|
| Regional Director | | |
| Sector Director | | |
| Sector Manager | | |
| Task Manager | | |
| PCR Team Leader | | |
| PCR Team Members | | |

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B. PROJECT CONTEXT

Summarize the rationale for Bank assistance. State:

- what development challenge the project addresses,
- the Borrower's overall strategy for addressing it,
- Bank activities in this country (ies) and sector over the past year and how they performed, and
- ongoing Bank and other externally financed activities that complement, overlap with or relate to this project.

Please cite relevant sources. Comment on the strength and coherence of the rationale.

[250 words maximum. Any additional narrative about the project's origins and history, if needed, must be placed in Annex 6: Project Narrative]

WORD COUNT

0

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C. PROJECT OBJECTIVES AND LOGICAL FRAMEWORK

| 1. State the Project Development Objective(s) (as set out in the appraisal report) | | | | |
|---|--|------------|-------------------|---------------------------|
| | | | | |
| 2. Describe the <u>major</u> project components and indicate how each will contribute to achieving the Project Development Objective(s). | | | | |
| | | | | |
| 3. Provide a brief assessment (up to two sentences) of the <u>project objectives</u> along the following 3 dimensions. Insert a working score, using the scoring scale provided in Appendix 1. | | | | |
| PROJECT OBJECTIVES DIMENSIONS | | ASSESSMENT | | WORKING SCORE |
| RELEVANT | a) Relevant to the country's development priorities | | | 0 |
| ACHIEVABLE | b) Objectives could in principle be achieved with the project inputs and in the expected | | | 0 |
| CONSISTENT | c) Consistent with the Bank's country or regional strategy | | | 0 |
| | d) Consistent with the Bank's corporate priorities | | | 0 |
| 4. Summarize the log. frame. If a log. frame does not exist, complete the table below, indicating the overall project development objective, the <u>major</u> components of the project, the <u>major</u> activities of each component and their expected outputs, outcomes, and indicators for measuring the achievement of outcomes. Add additional rows for components, activities, outputs or outcomes if needed. | | | | |
| COMPONENTS | ACTIVITIES | OUTPUTS | EXPECTED OUTCOMES | INDICATORS TO BE MEASURED |
| Component 1 | Activity 1 | Output 1 | Outcome 1 | |
| | Activity 2 | Output 2 | Outcome 2 | |
| Component 2 | Activity 1 | Output 1 | Outcome 1 | |
| | Activity 2 | Output 2 | Outcome 2 | |
| Component 3 | Activity 1 | Output 1 | Outcome 1 | |
| | Activity 2 | Output 2 | Outcome 2 | |
| 5. For each dimension of the <u>log. frame</u> , provide a brief assessment (up to two sentences) of the extent to which the log. frame achieved the following. Insert a working score, using the scoring scale provided in Appendix 1. If no log. frame exists, score this section as a 1 (one). | | | | |
| LOG. FRAME DIMENSIONS | | ASSESSMENT | | WORKING SCORE |
| LOGICAL | a) Presents a logical causal chain for achieving the project development objectives | | | 0 |
| MEASURABLE | b) Expresses objectives and outcomes in a way that is measurable and quantifiable | | | 0 |
| THOROUGH | c) States the risks and key assumptions | | | 0 |

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D. OUTPUTS AND OUTCOMES

I. ACHIEVEMENT OF OUTPUTS

In the table below, assess the achievement of actual vs. expected outputs for each major activity. Import the expected outputs from the log. frame in Section C. Score the extent to which the expected outputs were achieved. Weight the scores by the activities' approximate share of project costs. Weighted scores are auto-calculated by the computer. The overall output score will be auto-calculated as the sum of the weighted scores. Override the auto-calculated score, if desired, and provide justification.

| MAJOR ACTIVITIES | | Working Score | Share of Project Costs in percentage (as stated in Appraisal Report) | Weighted Score (auto-calculated) |
|---|----------------|---------------|--|-------------------------------------|
| Expected Outputs | Actual Outputs | | | |
| 1 | | 0 | 0 | 0 |
| 2 | | 0 | 0 | 0 |
| 3 | | 0 | 0 | 0 |
| 4 | | 0 | 0 | 0 |
| OVERALL OUTPUT SCORE <small>[Score is calculated as the sum of weighted scores]</small> | | | | 0 |

Check here to override the auto-calculated score

Provide justification for over-riding the auto-calculated score

| | |
|---|---|
| Insert the new score or re-enter the autocalculated score | 0 |
|---|---|

II. ACHIEVEMENT OF OUTCOMES

1. Using available monitoring data, assess the achievement of expected outcomes. Import the expected outcomes from the log. frame in Section C. Score the extent to which the expected outcomes were achieved. The overall outcome score will be auto-calculated as an average of the working scores. Override the auto-calculated score, if desired, and provide justification.

| OUTCOMES | | Working Score |
|--|--------|---------------|
| Expected | Actual | |
| 1 | | 0 |
| 2 | | 0 |
| 3 | | 0 |
| 4 | | 0 |
| OVERALL OUTCOME SCORE <small>[Score is calculated as an average of the working scores]</small> | | 0 |

Check here to override the auto-calculated score

Provide justification for over-riding the auto-calculated score

| | |
|---|---|
| Insert the new score or re-enter the autocalculated score | 0 |
|---|---|

2. Additional outcomes. Comment on the project's additional outcomes not captured in the log. frame, including cross-cutting issues (e.g., gender).

3. Risks to sustained achievement of outcomes. State the factors that affect, or could affect, the long-run or sustained achievement of project outcomes. Indicate if any new

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E. PROJECT DESIGN AND READINESS FOR IMPLEMENTATION

and by putting in place the necessary implementation arrangements. Consider all major design aspects, such as extent to which project design took into account lessons learned from previous PCRs in the sector or the country (please cite key PCRs); whether the project was informed by robust analytical work (please cite key documents); how well Bank and Borrower assessed the capacity of the implementing agencies and/or Project Implementation Unit; scope of consultations and partnerships; economic rationale of project; and provisions made for technical assistance.

[200 words maximum. Any additional narrative about implementation should be included at Annex 6: Project Narrative]

WORD COUNT

0

2. For each dimension of project design and readiness for implementation, provide a brief assessment (up to two sentences). Insert a working score, using the scoring scale provided in Appendix 1.

| PROJECT DESIGN AND READINESS FOR IMPLEMENTATION DIMENSIONS | ASSESSMENT | WORKING SCORE | |
|--|--|---------------|----------|
| REALISM | a) Project complexity is matched with country capacity and political commitment. | 0 | |
| RISK ASSESSMENT AND MITIGATION | b) Project design includes adequate risk analysis. | 0 | |
| USE OF COUNTRY SYSTEMS | c) Project procurement, financial management, monitoring and/or other systems are based on those already in use by government and/or other partners. | 0 | |
| For the following dimensions, provide separate working scores for Bank performance and Borrower performance: | | WORKING SCORE | |
| | | Bank | Borrower |
| CLARITY | d) Responsibilities for project implementation were clearly defined. | 0 | 0 |
| PROCUREMENT READINESS | e) Necessary implementation documents (e.g. specifications, design, procurement | 0 | 0 |
| MONITORING READINESS | f) Monitoring indicators and monitoring plan were agreed upon before project launch. | 0 | 0 |
| BASELINE DATA | h) Baseline data were available or are were collected during project design. | 0 | 0 |

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F. IMPLEMENTATION

1. State the major characteristics of project implementation with reference to: adherence to schedules, quality of construction or other work, performance of consultants, effectiveness of Bank supervision, and effectiveness of Borrower oversight. Assess how well the Bank and the Borrower ensured compliance with safeguards.

[200 words maximum. [Any additional narrative about implementation should be included at Annex 6: Project Narrative.]

WORD COUNT

0

2. Comment on the role of other partners (e.g. donors, NGOs, contractors, etc.). Assess the effectiveness of co-financing arrangements and of donor coordination, if applicable.

3. Harmonization. State whether the Bank made explicit efforts to harmonize instruments, systems and/or approaches with other partners.

4. For each dimension of project implementation, assess the extent to which the project achieved the following. Provide a brief assessment (up to two sentences) and insert a working score, using the scoring scale provided in Appendix 1.

| PROJECT IMPLEMENTATION DIMENSIONS | ASSESSMENT | WORKING SCORE |
|-----------------------------------|--|---------------|
| TIMELINESS | a) Extent of project adherence to the original closing date. If the number on the right is: below 12, "4" is automatically scored between 12.1 to 24, "3" is automatically scored between 24.1 to 36, "2" is automatically scored beyond 36.1, "1" is automatically scored Difference in months between original closing date and actual closing date or date of 98% 0.0 | 4 |
| BANK PERFORMANCE | b) Bank complied with: | |
| | Environmental Safeguards | 0 |
| | Fiduciary Requirements | 0 |
| | Project Covenants | 0 |
| | c) Bank provided quality supervision in the form of skills mix and practicality of solutions | 0 |
| | d) Bank provided quality management oversight | 0 |
| BORROWER PERFORMANCE | e) Borrower complied with: | |
| | Environmental Safeguards | 0 |
| | Fiduciary Requirements | 0 |
| | Project Covenants | 0 |
| | f) Borrower was responsive to Bank supervision findings and recommendations | 0 |
| | g) Borrower collected and used monitoring information for decision making | 0 |

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G. COMPLETION

| 1. IS THE PCR DELIVERED ON A TIMELY BASIS, IN COMPLIANCE WITH BANK POLICY? | | | |
|---|--|---|---|
| Date project reached 98% disb. Rate (or closing date if applicable) (auto-generated) | Date PCR was sent to pcr@afdb.org <i>MM/DD/YY</i> | Difference in months (auto-calculated) | WORKING SCORE if the difference is 6 months or less, a 4 is scored. If the difference is 6.1 or more, a 1 is scored (auto-calculated) |
| 01/00/00 | | 0.0 | 4 |

2. Briefly describe the PCR Process. Describe the Borrower's and co-financers' involvement in producing the document. Highlight any major differences of opinion concerning the assessments made in this PCR. Describe the team composition and confirm whether a site visit was undertaken. Mention any major collaboration from other development partners. State the extent of field office involvement in producing the report. Indicate whether comments from Peer Reviewers were received on time (provide names and positions of Peer Reviewers).

[100 words maximum]

| | |
|-------------------|----------|
| WORD COUNT | 0 |
|-------------------|----------|

H. LESSONS LEARNED

Summarize key lessons for the Bank and the Borrower suggested by the project's outcomes

| | |
|-------------------|----------|
| WORD COUNT | 0 |
|-------------------|----------|

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I. PROJECT RATINGS SUMMARY

All working scores and ratings are auto-generated by the computer from the relevant section in the PCR.

| CRITERIA | SUB-CRITERIA | WORKING SCORE |
|---|--|---------------|
| PROJECT OUTCOME | Achievement of outputs | 0 |
| | Achievement of outcomes | 0 |
| | Timeliness | 4 |
| | OVERALL PROJECT OUTCOME SCORE | 1 |
| BANK PERFORMANCE | Design and Readiness | |
| | Project Objectives were relevant to country development priorities. | 0 |
| | Project Objectives could in principle be achieved with the project inputs and in the expected time frame. | 0 |
| | Project Objectives were consistent with the Bank's country or regional strategy | 0 |
| | Project Objectives were consistent with the Bank's corporate priorities | 0 |
| | The log frame presents a logical causal chain for achieving the project development objectives. | 0 |
| | The log frame expresses objectives and outcomes in a way that is measurable and quantifiable. | 0 |
| | The log frame states the risks and key assumptions. | 0 |
| | Project complexity was matched with country capacity and political commitment. | 0 |
| | Project design includes adequate risk analysis. | 0 |
| | Project procurement, financial management, monitoring and/or other systems were based on those already in use by government and/or other partners. | 0 |
| | Responsibilities for project implementation were clearly defined. | 0 |
| | Necessary implementation documents (e.g. specifications, design, procurement documents) were ready at appraisal. | 0 |
| | Monitoring indicators and monitoring plan were agreed upon during design. | 0 |
| | Baseline data was available or were collected during design. | 0 |
| | PROJECT DESIGN AND READINESS SUB-SCORE | 0 |
| | Supervision: | |
| | Bank complied with: | |
| | Environmental Safeguards | 0 |
| | Fiduciary Requirements | 0 |
| | Project Covenants | 0 |
| | Bank provided quality supervision in the form of skills mix provided and practicality of solutions. | 0 |
| | Bank provided quality management oversight. | 0 |
| PCR was delivered on a timely basis | 4 | |
| SUPERVISION SUB-SCORE | 1 | |
| OVERALL BANK PERFORMANCE SCORE | 1 | |
| BORROWER PERFORMANCE | Design and Readiness | |
| | Responsibilities for project implementation are clearly defined. | 0 |
| | Necessary implementation documents (e.g. specifications, design, procurement documents) are ready at appraisal. | 0 |
| | Monitoring indicators and monitoring plan are agreed upon and baseline data are available or are being collected | 0 |
| | PROJECT DESIGN AND READINESS SCORE | 0 |
| | Implementation | |
| | Borrower complied with: | |
| | Environmental Safeguards | 0 |
| | Fiduciary Requirements | 0 |
| | Project Covenants | 0 |
| | Borrower was responsive to Bank supervision findings and recommendations. | 0 |
| | Borrower collected and used of monitoring information for decision-making. | 0 |
| | IMPLEMENTATION SUB-SCORE | 0 |
| OVERALL BORROWER PERFORMANCE SCORE | 0 | |

J. PROCESSING

| STEP | SIGNATURE AND COMMENTS | DATE |
|-----------------------------|------------------------|------|
| Sector Manager Clearance | | |
| Regional Director Clearance | | |
| Sector Director Approval | | |