

**AFRICAN DEVELOPMENT BANK  
AFRICAN DEVELOPMENT FUND**

COMPLETION REPORT

OF

PROJECT

0

0

0

0

00-Jan-00

## PROJECT COMPLETION REPORT of POLICY BASED LENDING OPERATION 0

### A. PROGRAMME 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 (MM/DD/YY)	Actual Date (MM/DD/YY)	Difference in months (auto-calculated)
EFFECTIVENESS			0.0
MID-TERM REVIEW			0.0
CLOSING		<small>Please enter currently expected closing date</small>	0.0
	Expected Disbursement Date (MM/DD/YY)	Actual Disbursement Date (MM/DD/YY)	Waivers
TRANCHE 1:			
TRANCHE 2			
TRANCHE 3			

#### III. RATINGS SUMMARY

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

CRITERIA	SUB-CRITERIA	RATING
PROGRAMME OUTCOME	Achievement of Outputs	0
	Achievement of Outcomes	0
	Timeliness	4
	<b>OVERALL PROGRAMME OUTCOME</b>	<b>0</b>
BANK PERFORMANCE	Design and Readiness	0
	Supervision	1
	<b>OVERALL BANK PERFORMANCE</b>	<b>1</b>
BORROWER PERFORMANCE	Design and Readiness	0
	Implementation	0
	<b>OVERALL BORROWER PERFORMANCE</b>	<b>0</b>

#### IV. RESPONSIBLE BANK STAFF

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

**B. PROGRAMME CONTEXT**

Summarize the Bank-supported programme of which this project forms a part. State:

- the macroeconomic rationale for fast -disbursing assistance to the country,
- the policy or reform focus of the programme and its relationship to the PRSP or other relevant government strategies,
- the outcomes of earlier PBLs, in particular earlier operations within the same programme, if any,
- any technical assistance or institutional support project intended to complement this operation.

Please cite relevant sources. Comment on the strength and coherence of the rationale for Bank assistance . Highlight any changes in the programme context that have favourably or unfavorably affected results.

[300 words maximum. Any additional narrative about the programme's origin, if needed, must be placed in Annex 5: Programme Narrative]

**PROJECT COMPLETION REPORT of POLICY BASED LENDING OPERATION 0**

**C. PROGRAMME OBJECTIVES AND LOGICAL FRAMEWORK**

<b>1. State the specific Development Objective(s) of this operation (as set out in the appraisal report)</b>			
<b>2. State how each policy action and/or tranche release condition contributes to achieving the Programme Development Objectives.</b>			
<b>3. Provide a brief assessment (up to two sentences) of the programme objectives along the following 3 dimensions. Insert a working score, using the scoring scale provided in Appendix 1.</b>			
<b>PROGRAMME OBJECTIVES DIMENSIONS</b>		<b>ASSESSMENT</b>	<b>WORKING SCORE</b>
<b>RELEVANT</b>	a) Relevant to the country's development priorities		0
<b>ACHIEVABLE</b>	b) Objectives could in principle be achieved with the programme inputs and in the expected timeframe		0
<b>CONSISTENT</b>	c) Consistent with the Bank's country strategy paper		0
<b>4. Lay out the programme logical framework. State the expected outputs and outcomes for each action, and the indicators for measuring progress. Add additional rows if needed.</b>			
<b>COMPONENTS</b>	<b>OUTPUTS</b>	<b>OUTCOMES</b>	<b>INDICATORS TO BE MEASURED</b>
Policy Area 1	Output 1	Outcome 1	
	Output 2	Outcome 2	
Policy Area 2	Output 1	Outcome 1	
	Output 2	Outcome 2	
Policy Area 3	Output 1	Outcome 1	
	Output 2	Outcome 2	
<b>5. For each of the programme matrix's dimensions, provide a brief assessment (up to two sentences) of the extent to which programme matrix's design met the following criteria. Insert a working score, using the scoring scale provided in Appendix 1. If no log. frame exists, score this section as a 1 (one)</b>			
<b>PROGRAMME LOG. FRAME DIMENSIONS</b>		<b>ASSESSMENT</b>	<b>WORKING SCORE</b>
<b>LOGICAL</b>	a) Presents a logical causal chain for achieving the development objectives		0
<b>MEASURABLE</b>	b) Expresses objectives and outcomes in a way that is measurable and quantifiable		0
<b>THOROUGH</b>	c) States the risks and key assumptions		0

## PROJECT COMPLETION REPORT of POLICY BASED LENDING OPERATION 0

### D. OUTPUTS AND OUTCOMES

#### I. ACHIEVEMENT OF OUTPUTS

In the table below, assess the achievement of actual VS. expected outputs for each major action. Import the expected outputs from the log. frame in Section C. Score the extent to which the expected outputs were achieved. The overall score will be auto-calculated as the average of working scores. Override the auto-calculated score, if desired, and provide justification.

MAJOR POLICY REFORMS		Working Score
Expected Outputs	Actual Outputs	
1		0
2		0
3		0
4		0
<b>OVERALL OUTPUT SCORE</b> <small>[Score is calculated as the average of working scores]</small>		0

Check here to override the 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 or are likely to be 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
<b>OVERALL OUTCOME SCORE</b> <small>[Score is calculated as the average of working scores]</small>		0

Check here to override the calculated score

**Provide justification for over-riding the auto-calculated score**

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

2. Poverty and social impact. Comment on the programme's actual or expected effect on poverty, gender, access to public service, inclusion of vulnerable groups and other key social dimensions.

3. Risks to sustained achievement of outcomes. State the factors that affect, or could affect, the long-run or sustained achievement of programme outcomes. Summarize the current macroeconomic framework, which should be described in more detail in Annex 3. Indicate if any new action or follow-up operation is recommended to help sustain outcomes.

## PROJECT COMPLETION REPORT of POLICY BASED LENDING OPERATION 0

### E. PROGRAMME DESIGN AND READINESS FOR IMPLEMENTATION

1. State the extent to which the Bank and the Borrower ensured the programme was commensurate with the Borrower's capacity to implement by designing it appropriately and by putting in place the necessary implementation arrangements. Consider all major design aspects, such as:

- extent to which lessons learned from previous policy-based lending operations in the country were taken into account (please cite key PCRs),
- the extent to which the project was informed by robust analytical work (please cite key documents),
- rationale for the selection of conditionalities (number, theme, prior or post approval conditions),
- how well Bank and Borrower assessed the capacity of the implementing agencies,
- scope of consultations and partnerships, and
- provisions made for technical assistance.

[300 words maximum. Any additional narrative about implementation should be included at Annex 5: Programme Narrative]

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

2. For each dimension of programme 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.

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

## PROJECT COMPLETION REPORT of POLICY BASED LENDING OPERATION 0

### F. IMPLEMENTATION

1. State the major characteristics of programme implementation with reference to:

- timing of tranche releases,
- waivers of conditions or triggers, if any,
- effectiveness of Bank supervision,
- participation of field office in continuous supervision/ in donor coordination arrangements/ and in ensuring effective policy dialogue, and
- effectiveness of Borrower oversight.

Comment on the rationale for any waivers of tranche release conditions. **[200 words maximum]**. [Any additional narrative about implementation should be included at Annex 5: Project Narrative.]

WORD COUNT

0

2. Comment on the role of other partners (e.g. other International Financial Institutions, donors, UN agencies, etc.). Assess the effectiveness of co-financing arrangements and of donor coordination, if applicable.

3. Harmonization and Alignment. State whether the Bank made explicit efforts to adhere to the following Paris Declaration Principles:

Aid flows were aligned to national priorities

Capacity was strengthened by coordinated support

Parallel PIU was avoided

Aid was more predictable

Common aid arrangements were used

Missions were conducted jointly with other partners

Analytic work was undertaken jointly with other partners.

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

PROGRAMME IMPLEMENTATION DIMENSIONS	ASSESSMENT	WORKING SCORE
<b>TIMELINESS</b>	a) Extent of project adherence to the original closing date. If the number on the right is: below 12, 4 is scored; between 12.1 to 24, 3 is scored; between 24.1 to 36, 2 is scored; beyond 36.1, 1 is scored. This working score will be autocalculated.	4
	0	
<b>BANK PERFORMANCE</b>	b) Bank enforced:	
	Environmental Safeguards (if applicable)	0
	Fiduciary Requirements	0
	Conditions and Triggers	0
<b>BANK PERFORMANCE</b>	c) Bank provided quality supervision in the form of skills mix and practicality of solutions	0
	d) Bank provided quality management oversight	0
<b>BORROWER PERFORMANCE</b>	d) Borrower complied with:	
	Environmental Safeguards (if applicable)	0
	Fiduciary Requirements	0
	Conditions and Triggers	0
	e) Borrower was responsive to Bank supervision findings and recommendations	0
	f) Borrower collected and used monitoring information for decision making	0

**PROJECT COMPLETION REPORT of POLICY BASED LENDING OPERATION 0**

**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  MM/DD/YY	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).

**WORD COUNT**      **0**

**H. LESSONS LEARNED**

Summarize key lessons for the Bank and the Borrower suggested by the programme's outcomes.  
 [250 words maximum. Any additional narrative about lessons learned, if needed, must be placed in Annex 5: Project Narrative]

**WORD COUNT**      **0**

## PROJECT COMPLETION REPORT of POLICY BASED LENDING OPERATION 0

### I. 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
<b>PROGRAMME OUTCOME</b>	Achievement of outputs	0
	Achievement of outcomes	0
	Timeliness	0
	<b>OVERALL OUTCOME SCORE</b>	<b>0</b>
<b>BANK PERFORMANCE</b>	<b>Design and Readiness</b>	
	Programme Objectives are relevant to country development priorities.	0
	Programme Objectives could in principle be achieved with the project inputs and in the expected time frame.	0
	Programme Objectives are consistent with the Bank's country strategy paper	0
	The log. frame presents a logical causal chain for achieving the programme development	0
	The log. frame expresses objectives and outcomes in a way that is measurable and	0
	The log. frame states the risks and key assumptions.	0
	Conditionality is matched with country capacity and political commitment.	0
	Programme design includes adequate risk analysis and mitigation measures.	0
	Financial management, monitoring and/or other systems are based on those already in use by government and/or other partners.	0
	Responsibilities for programme implementation were clearly defined.	0
	Monitoring indicators and monitoring plan were agreed upon.	0
	Baseline data were available or collected during programme design.	0
	<b>DESIGN AND READINESS SUB-SCORE</b>	<b>0</b>
	<b>Supervision</b>	
	Bank enforced:	
	Environmental Safeguards (if applicable)	0
	Fiduciary Requirements	0
	Covenants and Triggers	0
	Bank provided quality supervision in the form of skills mix and practicality of solutions.	0
	Bank provided quality management oversight.	0
	PCR was delivered on a timely basis	4
	<b>SUPERVISION SUB-SCORE</b>	<b>1</b>
<b>OVERALL BANK PERFORMANCE SCORE</b>	<b>1</b>	
<b>BORROWER PERFORMANCE</b>	<b>Design and Readiness</b>	
	Responsibilities for programme implementation were clearly defined.	0
	Monitoring indicators and monitoring plan were agreed upon before project launch.	0
	Baseline data were available or collected during programme design.	0
	<b>DESIGN AND READINESS SUB-SCORE</b>	<b>0</b>
	<b>Implementation</b>	
	Borrower complied with:	
	Environmental Safeguards (if applicable)	0
	Fiduciary Requirements	0
	Conditions and Triggers	0
	Borrower was responsive to Bank supervision findings and recommendations.	0
Borrower collected and used monitoring information for decision-making.	0	
<b>IMPLEMENTATION SUB-SCORE</b>	<b>0</b>	
<b>OVERALL BORROWER PERFORMANCE SCORE</b>	<b>0</b>	

### J. PROCESSING

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