



Infrastructure Development Bank of Zimbabwe

ELIZABETH PARK HOUSING DEVELOPMENT PROJECT

PROJECT COMPLETION REPORT (PCR)

IDBZ/IPD/PCR01/D1.1/022022

FEBRUARY 2022

Document Control Sheet

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Abbreviations

Acronyms	Full name
ESIA	Environmental and Social Impact Assessment
ESMP	Environmental and Social Management Plan
FMTE	IDBZ Finance Department
GBV	Gender Based Violence
IDBZ	Infrastructure Development Bank of Zimbabwe
IP	Implementation Progress
IPRR	Implementation Progress and Results Report
IRR	Internal Rate of Return
NHS	National Housing Strategy
NPV	Net Present Value
NSSA	National Social Security Authority
OHS	Occupational Health and Safety
PAR	Project Appraisal Report
PCR	Project Completion Report
POGM	Policies, Operations, Guidelines and Manuals
PPDPA	Public Procurement and Disposal of Public Assets
PRMD	IDBZ Procurement Unit
SMEs	Small to Medium Enterprises
USD	United States Dollar
ZWL	Zimbabwean Dollar

I BASIC DATA**A Report data**

Report date	Date of report:	February 2022	
	Mission date	From: N/A	To: N/A

B Responsible Bank Staff

Positions	At approval	At completion
CEO	T. Z. Sakala	T. Z. Sakala
Director/OIC - IPD	D. Matete	W. Zvirevo
Manager	F. Madondo	R. Malunga
PCR Team Leader	J. Jabangwe	J. Jabangwe
PCR Team Members	T. Nuku	T. Nuku
	A. Ngara	A. Ngara
	C. Tagwireyi	C. Tagwireyi
	M. Nherera	M. Nherera
	T. Chitena	T. Chitena
	T. Nezandonyi	T. Nezandonyi
	F. Masuka	F. Masuka
	V. Charambira	V. Charambira
Peer Reviewers	D. Makono	D. Makono
	L. Machanzi	L. Machanzi
	T. Magwaza	T. Magwaza
	M. Nyabadza	M. Nyabadza
	S. Mudzingwa	S. Mudzingwa
	E. Winya	E. Winya
	A. Radman	A. Radman
	C. Maseva	C. Maseva
	-	A. Mashonganyika

C Project data

Project name:	Elizabeth Park Housing Development Project
Project code:	Elizabeth Park Housing Development Project
Project type:	Land Servicing (<i>provision of onsite sewer, water reticulation and roads</i>)
Sector	Housing
Location:	Elizabeth Park, Ruwa.
Environmental Risk Category	B (ESMP Only)

Processing milestones (Loan)	Key events (Loan)	Disbursement and closing dates (Loan)
Not Applicable for Equity Investments	Not Applicable for Equity Investments	Not Applicable for Equity Investments

Financing source (ZWL\$):	Disbursed amount (ZWL\$):	Percentage disbursed (%):	Undisbursed amount (ZWL\$):	Percentage undisbursed (%):
Loan:	Nil			
Government:	Nil			
Other (Bank's Equity)	ZWL 22,057,339.53	100%	NIL	NIL
TOTAL	ZWL 22,057,339.53	100%	NIL	NIL

Financing source (ZWLS)	Committed amount (ZWLS)	Percentage committed	Uncommitted amount (ZWLS)	Percentage uncommitted
Loan:	Nil			
Government:	Nil			
Other (Bank's own capital)	ZWL22,057,339.53	100%	Nil	nil
TOTAL	ZWL22,057,339.53	100%		
Co-financiers and other external partners: None				
Executing and implementing agency(ies): IDBZ In-house Project Team				

D Management review and comments

Report reviewed by	Name	Date reviewed	Comments
Division Manager	Farai Madondo	01 August 2022	
Director-IPD1.0	Irene Kamutero	05 August 2022	
CEO/LIC	Thomas. Z Sakala	12 August 2022	

II. PROJECT PERFORMANCE ASSESSMENT

A Relevance

1.Relevance of project development objective

ZDB Ventures Private Limited (a subsidiary of IDBZ) advanced a loan to Teslat Investment (Private) Limited through a loan agreement dated 23 June 2003. Teslat later defaulted on the loan resulting in ZDB Ventures and Teslat agreeing on a debt for property swap involving thirty-seven (37) stands at Elizabeth Park in Ruwa. The stands were valued at ZWL277,060,000.00 and the agreement of sale was consummated on 7 April 2004. Teslat was represented by its Managing Director and sole shareholder, Dr Never Vambe Mutemeri. In August 2006, the Bank entered into an agreement for the servicing of these stands with Teslat where the latter was supposed to service the thirty-seven stands on behalf of the Bank. The cost of servicing was pegged at ZWL10,600,000.00.

The Bank later sold some of the stands to its employees. However, title did not pass on to the new stand owners because certain conditions in the development permit were yet to be complied with. Dr Never Vambe Mutemeri passed on in 2011 and his Deceased Estate was registered.

The Estate had no financial resources to execute the project since the beneficiaries' contributions were wiped out during the hyperinflation period. The Executor indicated willingness to implement the project but due to financial constraints, servicing of the land could not take place.

The Executor indicated that he was amenable to any arrangement that would ensure that the project would be fully implemented to allow beneficiaries to take possession and obtain title deeds for their stands. No servicing had taken place on the stands since 2006. Due to the delay in the implementation of the project, a decision was made to develop the section that covered the 37 stands owned by the IDBZ. These would unlock value from the disposal of 30 stands which remained after seven (7) were allocated to staff. To implement the project, the Bank assembled an in-house project team which was tasked with overseeing the purchasing of materials, hiring of equipment, labour, and the necessary subcontractors. This approach aimed at reducing the cost of project delivery as well as project completion time.

To kick start implementation of the project, the implementing department (IPD) undertook an appraisal in the form of a business case document titled **“BUSINESS CASE FOR THE SERVICING OF BANK OWNED STANDS AT ELIZABETH PARK RUWA”** which indicated that the project would cost US\$338,997 and generate a net profit of US\$391,217 in the base case scenario.

Considering the Bank's need to address short term liquidity challenges, it was agreed that the high-level business case document would suffice in place of a detailed appraisal which include key baseline indicators.

The PCR team concluded that the project was in line with IDBZ's Housing sector focus which seeks to promote the Bank's increased participation in the development of Housing in Zimbabwe. The project is expected to improve living standards, and quality of life for people in the greater Harare especially those in Ruwa. The project's objectives are in line with the main goals of IDBZ's Housing Sector interventions that focus on provision of onsite and offsite infrastructure. It also supports the Government's priority of promoting affordable housing as stated in the National Housing Strategy of 2012 (NHS). The NHS seeks to promote private sector involvement in housing delivery and encourages authorities to create an enabling environment through improved governance and availing basic services such as water, sewer, and electricity.

Project Outputs

Procurement Objectives

The project was implemented in line with the IDBZ procurement policy and procedures which are aligned to the Public Procurement and Disposal of Public Assets (PPDPA) Act [*Chapter 22:23*] and PPDPA Regulations (S.I. 5 of 2018).

The procurement objectives in the procurement policy are inter alia:

- i. Ensure the procurement of goods, works and services of required quality and best value for money for the Bank to retain its competitive advantage in development finance and investment.
- ii. Ensure that the best corporate governance practices are achieved through compliance with the PPDPA Act and Regulations.
- iii. Promote transparency, business efficiency and cost effectiveness in support of the Bank's day-to-day operations and the delivery of the Bank's development mandate.
- iv. Promote fairness and public confidence in the procurement process.
- v. Contribute to the promotion of indigenous entrepreneurs, as well as other social objectives.

The outcomes for each of the procurement objectives are as follows:

- i. High quality services were received at a cost that established value for money for the Bank.
- ii. No red flags were raised by the PRAZ Monitoring and Evaluation Department.
- iii. No challenges were received from bidders regarding questionable or illegal conduct in any procurement proceedings.
- iv. Bidders were treated equally in all procurement proceedings.
- v. There was local empowerment as materials were sourced from local suppliers.

The above procurement objectives and outcomes were satisfactorily met. The procurement for Elizabeth Park Housing Project was conducted through Request for Quotations method in line with the PPDPA Act and Regulations.

2. Relevance of project design

Based on a high-level Business Case document which provided an overview of the works to be undertaken, funding requirements, and expected financial returns, it can be concluded that the project was relevant at both inception and completion. Development of housing stands has been the flagship of the Bank's housing delivery strategy since 2016. The Bank's housing strategy sought to improve housing for all citizens through the provision of offsite and onsite infrastructure. The project was consistent with IDBZ's Housing Sector Strategy and the country's National Housing Policy (2012), both of which included housing development as a major focal area.

3. Lessons learnt related to relevance

Key issues	Lessons learnt	Target audience
Leveraging on internal human resource capacities to reduce project costs.	The appointment of an in-house project team to undertake the implementation of the project was an excellent decision as it utilised internal capacities to contain project costs.	Senior Management Bank Staff

B Effectiveness

1. Progress towards the project's development objective (project purpose)

The Elizabeth Park Development consists of 341 stands of which 37 belong to the Bank. The development site remained partially serviced following abandonment of servicing works due to the macro-economic crisis of 2004 – 2009 characterised by hyper-inflation. In October 2011, the project promoter passed on resulting in the High Court of Zimbabwe appointing Fortune Mutemeri as the Executor to take over management of the project.

However, due to inaction by the executor in completing servicing of the stands, the Bank decided to complete the servicing of the portion of stands that it owns. The project was implemented by an in-house team resulting in greater leverage on internal capacities. The scope of the work involved the following components;

1. Construction of 1,040m of sewer line, and
2. Construction of 965m length of surfaced roads and lined stormwater drainage.

The project scope of work was successfully executed and inspected by the Ruwa Local Board's technical team during implementation. However, administrative work by the Council relating to obtaining certificate of completion is ongoing. Title deeds to the serviced stands will only be issued after completion of the outfall sewer line which services the greater Elizabeth Park Development area. It is therefore crucial that the Bank engages Council and other developers to map a way forward towards construction of this outfall sewer line.

Disbursement effectiveness

It was anticipated that the project implementation would take three (3) months, hence disbursements were to be aligned with the implementation period. Actual disbursements amounted to ZWL22,057,339.53 and were spread over 12 months resulting in up to nine (9) months disbursement delays from anticipated timelines. COVID-19 induced National lockdown were one of the main causes of delays in project disbursements. Project budget and completion timelines were negatively affected by the general increase in prices of key materials as well as the general scarcity of these materials during the project implementation period.

Gender Mainstreaming

The project execution team consisted of four (4) male and three (3) female officers. A gender lead was however not appointed among the team members to champion gender considerations during project implementation. There is need to ensure that appointed teams include gender experts to ensure project alignment to the Bank's Gender policy and ESSMS.

During project implementation, opportunities were presented to females in roles which are ordinarily taken by men in the construction industry for insistence trenching, backfilling, and concrete mixing. One female general hand worked for just one day and was stopped from working by her husband who even threatened the other employees. Due to lack of awareness of gender issues, the commendable practice of hiring female employees in such roles ended up invoking gender-based violence (GBV). This was the only GBV incident recorded onsite. Since there was no Gender Action Plan in place before project implementation, the GBV case was not addressed in line with the Bank's Gender Policy. Apart from the foreman reporting the matter to Management, no other action was taken to help the survivor of the GBV case.

The selling of stands is currently ongoing and is open to both sexes. To date, of the total of thirty-seven (37) stands, thirty (30) stands have been sold and the distribution is as follows:

Women	Men	Couples	Institutions	Unsold	Donated
8%	27%	11%	35%	16%	3%
Total					100%

Currently, there are no special considerations for women, youths, or the disabled for the purchase of the stands. It is recommended, that in future projects, the Bank should explore ways to empower women and marginalised groups in housing projects as per the Bank’s Gender Policy. There is need to demonstrate inclusivity in the Bank’s development projects. The Bank is an Equal Opportunity Organisation and thus should consider giving preference to women in the allocation of stands and houses where applicable and encourage co-ownership of properties by couples in its housing projects.

Procurement Effectiveness

Requests for quotations were issued to pools of contractors and suppliers published by PRAZ in the Government Gazette and in line with the PPDPA Act and Regulations to ensure effective competition. The procedure for administration of the Purchase Orders and Contracts was in line with the IDBZ Procurement Policy and guidelines which are aligned to the PPDPA Act and Regulations. To enable effective implementation of the contracts, provisions were included for extending Advance Payments and/or Pre-purchasing facilities for fuel and other materials.

As part of contract administration, the Bank deployed competent and multi-skilled resources to ensure that

- a) the contractor, and any of its subcontractors use the pre-purchased materials, and equipment only for the work or services for which the advance payment was made.
- b) in the case of a contract for the construction of works, the contractor and any subcontractors commit the materials, equipment and personnel that are the subject of the advance payment exclusively to sites related to the works covered by the contract and for which the advance payment was made.

2. Outcome reporting

Outcome indicators	Baseline value (Year)	Most recent value (A)	End target (B) (expected value at project completion)	Progress towards target (% realized) (A/B)	Narrative assessment	Core Sector Indicator (Yes/No)
Outcome 1: Improved access to sanitation	Data not available.	Data not available.	Data not available.	Data not available.	Outcomes are medium terms results which could not be ascertained at the time of project completion. Although roads, sewer and stormwater drains were completed, the outfall sewer line remains outstanding, and all players should work together to construct it.	Yes
Outcome 2: Improved access to surfaced roads	Data not available.	Data not available.	Data not available.	Data not available.	Outcomes are medium terms results which could not be ascertained at project completion.	Yes
Outcome 3: Improved access to clean water	Data not available.	Data not available.	Data not available.	Data not available.	Outcomes are medium terms results which could not be ascertained at project completion	Yes

3. Output reporting

Outcome indicators (as per RLF; add more rows as needed)	Most recent value (A)	End target (B) (expected value at project completion)	Progress towards target (% realized) (A/B)	Narrative assessment	Core Sector Indicator (Yes/No)
Output 1: Construction of 1040m sewer line	0	1040m	100%	The section was constructed and tested for functionality	Yes
Output 2: Construction of 965m road	0	965m	100%	The roads were constructed up to surfacing. All the roads passed the Local Board inspections.	Yes
Output 3: Construction of 965m storm water	0	965m	100%	The drains were trenched and lined	Yes

4. Development Objective (DO) rating

Development objectives are long-term results hence fell out of the scope of this assignment. Development objectives will be captured at evaluation stage at least three years (according to POGM) after project closure.

5. Beneficiaries

Actual (A)	Planned (B)	Progress towards target (% realized) (A/B)	% Of women	Category (e.g., Farmer, student)
7 Bank staff	7 Bank staff	100%	28.5% (2)	Bank employees
23 Open Market Buyers	30 Open Market Buyers	77%	Currently 8% and the total percentage to be ascertained once all the stands have been sold.	Mixed

6. Unanticipated or additional outcomes

Description	Type (e.g., Gender, climate change, social, other)	Positive or negative	Impact on project (High, Medium, Low)
Outcome 1:	Since outcomes are medium-term results, they could not be evaluated at the time of producing the Project Completion Report.	Will be captured at project evaluation staged.	Will be captured at project evaluation staged.
<p>It is anticipated that the outcomes and impacts will be analysed at the project evaluation stage. The evaluation report is expected to be produced in 2024 (three years after project closure) in line with the POGM guidelines.</p>			

7. Lessons learnt related to effectiveness

Key issues	Lessons learnt	Target audience
Financial sustainability	The Bank can control project execution, improve financial return, and build capacity of its employees, through deployment of in-house project teams on small to medium scale projects.	Management, Bank staff

C Efficiency

1. Timeliness

Planned project duration – years (A) (as per PAR)	Actual effective implementation time – years (B) (<i>excluding Covid-19 delays</i>)	Ratio of planned and actual implementation time (A/B)	Rating
3 months	6 months	0.5	2

The project faced several challenges which affected the planned timelines of activities and schedule of the project. These included:

- Covid 19 lockdown restrictions induced supply chain and logistical challenges on key building materials like cement.
- outbreak of COVID-19 which resulted in project suspension and/or constrained working hours.
- shortage of skilled builders for the project and
- inspection delays from Ruwa Local Board.

All these challenges affected the anticipated delivery timelines of the project. Notwithstanding these challenges, the procurement processes were effectively carried out. Evaluation of quotations were done immediately after closing deadlines of tenders and purchase orders issued promptly afterwards. Although issuing purchase orders and payments were done on time, some suppliers failed to meet delivery timelines as promised citing COVID-19 lockdowns related logistical challenges in stocking required materials. Actual disbursements towards the project were spread over 12 months in a bid to manage cashflows.

2. Resource use efficiency

Median % physical implementation of RLF outputs financed by all financiers (A)	Commitment rate (%) (B)	Ration of the median percentage physical implementation and commitment rate (A/B)	Rating
	100%	100%	3

a) Financial resources

The Bank fully committed financial resources and paid all requirements of the project in line with the disbursement manual. However, the dynamic economic environment occasioned pricing variations due to time lag between payment and availability of product. The prices of material in ZWL on the market were pegged at prevailing market exchange rates whilst the Bank's accounting system applied the official exchange rate. This exchange rate mismatch resulted in the project overshooting the equivalent USD budget by US\$340,352.77 (US\$693,333.86 against US\$342,392.40) in the Bank's accounting system.

b) Human Resources

The Bank committed a project team of seven (7) Bank staff members with two (2) based on site and the rest in the office. This ensured maximum use of the Bank human resources as office-based staff could also carry out other Bank related work while providing support to site staff. The Bank also hired an initial twelve (12) casual workers to carry out works and the hiring of equipment was done for short durations during the project. This project implementation strategy was efficient in reducing overall implementation cost. The deployment of Bank staff already on Bank payroll was efficient as it reduced the project management costs. However, in future where projects are implemented using internal resources, there is need to apportion the cost of Bank staff to the project so that the true project cost is accounted for.

3. Cost benefit analysis

The project appraisal as reflected in the business case document, omitted critical baseline indicators. In this regard, the usual detailed interrogation of the economic and financial viability of the project was not done before the project was implemented. Accordingly, measures of economic and financial viability such as NPV and IRR were not determined. Since there were no baseline indicators for project viability, the calculation of the Economic Rate of Return at completion was considered not relevant.

4. Implementation Progress (IP)

The IPRR that was conducted for the project did not assign a rating on the implementation progress. It is however important to note that the IPRR did not give an adverse opinion on any implementation progress items.

5. Lessons learnt related to efficiency

Key issues	Lessons learnt	Target audience
1. Market volatility caused by the USD-ZWL exchange rates movements and product unavailability affected the project completion timelines. These movements affected the accounting side of the project and resulted in mismatches on the budgeted USD equivalent figures.	When implementing projects and budgeting, stress testing and sensitivity analysis that recognises volatility of economic factors such as exchange rates and product availability should be done to assist with finer cost considerations.	Management, Bank staff
2. Improved relationships with suppliers of materials.	Forging of partnerships with value chain supplies will help future projects by ensuring that materials are readily available at the project site as and when they are required, hence avoiding idle time.	Management, Bank staff
3. Adaptive Procurement Systems	When projects are implemented in an economy characterized by volatility in inflation and exchange rates, the procurement processes should be flexible.	Management, Bank staff

D Sustainability

1. Financial sustainability

By managing risk and effectively deploying financial resources, such projects can contribute to financial sustainability by ensuring that the Bank remains financially stable and maximize development impact. The income generated from the project can be used as seed capital to

finance other Bank projects. The Bank realised exchange rate gains by using the depreciating ZWL to fund the project while collecting revenue from stands in USD.

2. Institutional sustainability and strengthening of capacities

The project improved the Bank's capacity to implement similar projects in the future through strengthening inhouse technical and management skills of project team members. By using an inhouse project team, the Bank improved its capacities in project implementation, project monitoring, procurement, disbursement, risk management, industrial relations, and stakeholder management. Since the project was implemented in a volatile economic environment, Bank staff gained experience and appreciation of the procurement methods best suited for such unstable conditions. The project also enhanced staff members' knowledge on the Bank's processes and procedures especially when disbursing project funds and procuring materials for projects.

3. Ownership and sustainability of partnerships

The Bank forged relationships with several stakeholders during implementation. The Bank also created new relationships with clients who are beneficiaries of the stands. The Bank created avenues and connections for future utilisation with various offices, suppliers, service providers, regulators, inspectors, and the local community. For instance, the Ruwa Local Board has expressed interest in partnering the Bank in implementing its sewer pond construction projects. The opportunity to collaborate emanated from engagements that the Bank had with the Ruwa Local Board during project implementation.

4. Environmental and Social Sustainability

Since the initial Elizabeth Park Development project commenced prior to 2002, the Environmental Management Act (Chapter 20:27), 2002 was not applicable. It was therefore not a requirement for Teslat (developer) to obtain an Environmental and Social Impact Assessment (ESIA) certificate before commencing project implementation. However, at the time that the Bank decided to service its 37 stands, an Environmental and Social Management Plan (ESMP) was supposed to have been prepared in line with the Bank's Environmental and Social Sustainability Management System (ESSMS). This was however not done.

Due to the unavailability of an ESMP, there were no environmental and social monitoring reports prepared for the project. Thus, information relevant to both aspects were collected

through interviews with the Project Technical Officer and Site Agent. The environmental and social impacts that were being managed during project implementation relate to waste management and occupational, health and safety (OHS). Employees were provided with adequate personal protective equipment (PPE). There were no deaths or major accidents recorded. The National Social Security Authority (NSSA) did not conduct any OHS inspections throughout the project implementation. There were no training sessions on GBV, HIV and AIDS and other sexually transmitted infections which are normally an issue at construction sites. It is a requirement under health and safety (H & S) for such training sessions to be offered to employees.

In terms of environmental aspects, waste was being managed in three ways. Empty packaging material was collected and stored first for record keeping as evidence of the quantity of raw material used and secondly for use as base cover material during culvert construction. This is a commendable practice of waste management often referred to as repurposing i.e., a practice where products serve more than one purpose. Food waste was also a major source of waste. The four site cooks managed the food waste by disposing it at their homes. However, it is not clear whether the waste was later collected by the Local Authority for disposal at designated sites or it was composted.

Water and sanitation included provision of one toilet which catered for both males and females. This was a less ideal sanitation arrangement which the project team admitted was an oversight. Ideally two toilets catering for males and females are required. A 5000-litre header tank which was refilled fortnightly fulfilled the project water requirements for both construction and domestic use.

One of the positive impacts of the project relates to employment creation. The project employed five females (4 cooks and 1 general hand). Out of the fourteen (14) employees at the site, a total of six (6) were locals thus demonstrating support to the community.

5. Lessons learnt related to sustainability

Key issues	Lessons learnt	Target audience
1. Financial sustainability	Effective risk management and effective deployment of resources are key in ensuring financial sustainability when implementing projects in-house.	Board, Management, and staff
2. Environmental and Social Sustainability	In terms of the Bank's ESSMS, an ESMP was a minimum requirement. Infrastructure projects invariably have environmental and social impacts which need to be monitored and managed hence Bank projects should always comply with the ESIA requirements	Senior Management Bank Staff
3. Leveraging on internal capacities.	The in-house implementation model is an effective way of capacitating Bank staff and ensuring that project costs are managed within planned budgets.	Senior Management Bank Staff
4. Stakeholder Engagement	Stakeholder engagement is paramount in getting social license before implementing infrastructure projects.	Senior Management Bank Staff

A. III. PERFORMANCE OF STAKEHOLDERS RELEVANCE

1. Bank performance

The Elizabeth Park project was the first to be implemented using the inhouse model. The project was implemented during a period of great uncertainty due to the COVID-19 pandemic. This period was characterised by unprecedented movement restrictions and great economic instability resulting in high inflation and exchange rate volatility. For instance, when the project entered implementation stage in July 2020, the year-on-year inflation was 837.57 % while it receded to 348.60% at project completion in December 2020. On the other hand, the foreign

currency exchange rate was at 71 (parallel), 25 (official) to the dollar and closed at 110 (parallel), 83 (official) in December 2020. Despite these challenges, the Bank managed to identify and satisfactorily deal with issues along the way. Consistent and strong support from management enabled the Bank to satisfactorily complete the implementation of the project in such difficult socio-economic circumstances. The Ruwa Local Board was involved in the project through inspections thus signaling satisfactory buy-in from the Local Board and the local community who are also beneficiaries of the project. The project was successfully implemented as indicated by the realisation of the intended project outputs. The project delivered 1,040m of sewer line and 965m length of roads and stormwater drainage which infrastructure is expected to serve thirty-seven stand beneficiaries.

2. Performance of other stakeholders

The project had various stakeholders who included Bank staff, stand beneficiaries, Ruwa Local Board, contractors, subcontractors, and suppliers. The project received adequate support from the Bank's stakeholders. Contractors provided equipment and performed work to acceptable quality and attended to breakdowns within reasonable time. Suppliers of materials faced challenges in stocking materials for the project resulting in some delays while some had challenges in supplying materials on time due to Covid 19 induced travel restrictions.

IV. SUMMARY OF KEY LESSONS LEARNT AND RECOMMENDATIONS

Key lessons learned

Key issues	Lessons learnt	Target audience
1. Project Appraisals should be done in line with POGM.	A PAR done in accordance with POGM guidelines is supposed to capture baseline indicators which are key at project completion and evaluation.	Management Bank Staff
2. Leveraging on Internal Capacities	The Bank can use the in-house model to successfully implement projects at a reduced budget while simultaneously capacitating employees.	Management Bank Staff
3. Criticality of the ESMP	Implementation of infrastructure projects should adhere to best practices and therefore ESIA Certification should be a pre-requisite to project implementation.	Management Bank Staff
4. Management Support	For in-house projects to be successfully implemented, senior management support is key.	Management Bank Staff
5. Adaptive and Flexible Procurement Systems.	Fluid economic environments require that procurement systems be flexible and adaptive to the same for projects to be successfully implemented.	Management Bank Staff
6. Engagement of Key Stakeholders.	For any infrastructure project to be successfully implemented, social license is key.	Management Bank Staff

Key recommendations (*with particular emphasis on ensuring sustainability of project benefits*)

Overall Assessment

The Elizabeth Park Housing Development Project is rated as **successful**. It was implemented in line with the Business Case document.

Key issues	Key recommendation	Responsible	Deadline
Project Appraisals should be done in line with POGM.	Detailed Project Appraisal Reports are a basic requirement for all future projects. A detailed PAR fashioned in line with POGM becomes the anchor document for PCR and subsequent project evaluation reporting.	Senior Management	Immediate
Leveraging on Internal Capacities	The in-house model adopted by the Bank for Elizabeth Park Housing project proved that for small projects, the model can achieve desired results. Bank should come up with a threshold for which projects can be implemented using this model.	Senior Management	Immediate
Criticality of the ESMP	It is recommended that all infrastructure projects should be implemented once a detailed ESIA or ESMP has been conducted.	Senior Management	Immediate
Management Support	For in-house projects to be successfully implemented, it is recommended that senior	Senior Management	Immediate

	management should stand ready to render support.		
Adaptive and Flexible Procurement Systems.	The Bank should continue to use legal flexible and adaptive procurement processes.	PRMD	Immediate
Engagement of Key Stakeholders.	The Bank should conduct stakeholder mapping and establish a stakeholder engagement plan prior to project execution	Project Team	Immediate

V. Overall PCR rating

Dimensions and criteria	Rating
DIMENSION A: RELEVANCE	
Relevance of project development objective (II.A.1)	3
Relevance of project design (II.A.2)	3
DIMENSION B: EFFECTIVENESS	
Development Objective (DO) (II.B.4)	Not rated
DIMENSION C: EFFICIENCY	
Timeliness (II.C.1)	2
Resource use efficiency (II.C.2)	2
Cost-benefit analysis (II.C.3)	Not rated
Implementation Progress (IP) (II.C.4)	3
DIMENSION D: SUSTAINABILITY	
Financial sustainability (II.D.1)	3
Institutional sustainability and strengthening of capacities (II.D.2)	3
Ownership and sustainability of partnerships (II.D.3)	3
Environmental and social sustainability (II.D.4)	1
OVERALL COMPUTED & FINAL PROJECT COMPLETION RATING	2.6 (3)

**For all ratings in the PCR we used the following scale: 4 (highly satisfactory), 3 (Satisfactory), 2 (Unsatisfactory), 1 (Highly unsatisfactory)*