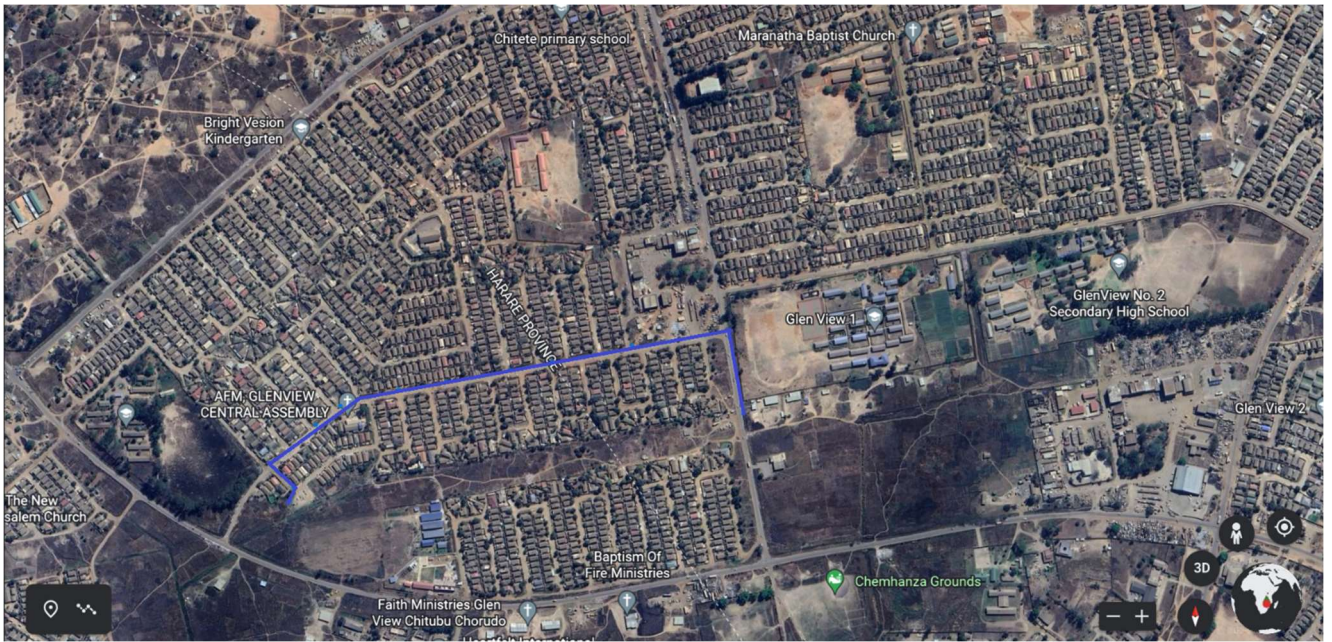




INFRASTRUCTURE DEVELOPMENT BANK OF ZIMBABWE

GLEN VIEW SANITATION PROJECT



PROJECT COMPLETION REPORT

IDBZ/IPD/PCR01/D2.2/042023

APRIL 2023

Document Control Sheet

Project Name	Glen View Sanitation Project	
Document Type	Project Completion Report	Document No. IDBZ/IPD/PCR01/D2.2/042023
Document Title	Project Completion Report for Glen View Sanitation Project	
Loans and Investment Committee Approval Date	23 May 2023	
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ACRONYMS AND ABBREVIATIONS

CEO	Chief Executive Officer
CoH	City of Harare Town Council
CSI	Corporate Social Investment
CSR	Corporate Social Responsibility
DO	Development Objectives
IDBZ	Infrastructure Development Bank of Zimbabwe
IP	Implementation Progress
IPD	Infrastructure Projects Department
IPD 1.1	Infrastructure Projects Division 1.1
IPD 2.0	Infrastructure Projects Department 2.0
IPD 2.1	Infrastructure Projects Division 2.1
IPD 2.2	Infrastructure Projects Division 2.2
LIC	Loans and Investments Committee.
PCR	Project Completion Report
USD	United States Dollar
WASH	Water, Sanitation and Hygiene
ZESA	Zimbabwe Electricity Supply Authority
ZWL	Zimbabwe Dollar

I. BASIC DATA

(A) Report Data

Report Date	Date of Report	05 April 2023	
	Mission Date	From: 01/02/2023	To:30/03/2023

(B) Responsible Bank Staff

1. At Project Completion

Chief Executive Officer	Zondo. T. Sakala
Director-Infrastructure Projects	D. Matete
OIC – Special Projects	W. Chawheta
Principal Technical Officer – Infrastructure Projects	V. Masara
Graduate Trainee – Infrastructure Projects	T. Chitena

2. PCR Preparation Team

Name	Position and Division	
A. R. Mudzingwa	Principal Technical Officer (IPD2.2), Team Leader	
A. Radman	Chief Investment Officer (IPD2.2)	
T. Mavudzi	Graduate Trainee (IPD2.2)	
Peer Reviewers		
F. Madondo	Manager (IPD2.1)	
E. Makaha	Manager (MARO)	
Final Review and Recommendation to LIC		
A Mashonganyika	Manager-IPD2.2	Final Review
N Chidhakwa	Director-IPD2.0	Recommendation to LIC

(C) Project Data

Project name:	Glen View Sanitation Project (“the Project”)
Project Number:	No number at appraisal
Project type:	Replacing approximately 1,200m of sewer trunk-line servicing Glen View 3 (<i>including utility access holes and other attendant components</i>)
Sector	WASH
Location:	Glen View 3, Harare.
Environmental Risk Category	Not rated.

Financing Source	Budget Estimate (US\$)	Disbursed Amount (US\$)	Percentage Disbursed (%)	Undisbursed amount (US\$)	Percentage undisbursed (%)
IDBZ Grant	146,443.99	146,298.59	99.99	145.40	0.01
TOTAL	146,443.99	146,298.59	99.99	145.40	0.01
Co-financiers and other external partners: City of Harare					
Executing and implementing agency(ies): City of Harare					

(D) Management Review and Comments

Report reviewed by	Name	Date reviewed	Comments
Division Manager	Alexio Mashonganyika	29 March 2023	<i>Reviewed</i>
Director-IPD2.0	Nicodimus Chidhakwa	05 April 2023	<i>Cleared</i>
LIC	LIC	23 May 2023	<i>Approved</i>

II. PROJECT PERFORMANCE ASSESSMENT

(A) RELEVANCE

1a. Relevance of Project Development Objective

As part of the IDBZ's mandate and mid-term (2016-2020) strategic focus on development of infrastructure in various sectors of the economy, the Bank intervened directly in response to the cholera outbreak in Zimbabwe in September 2018. The Bank partnered the City of Harare (CoH) in providing necessary emergency interventions on the core infrastructure in the most vulnerable areas and nodes.

To kick-start these measures, the Bank, in partnership with CoH, embarked on an intervention in Glen View 3 which was the epicentre of the cholera outbreak during the period of September 2018 to March 2019. The intervention included:

- ❖ Replacement of the old dilapidated and over-loaded sewer line servicing Glen View 3 by laying a new one running parallel to the existing line;
- ❖ Rehabilitating the affected sections of the existing infrastructure through placement of larger diameter pipes;
- ❖ Complete replacement of dysfunctional manholes and other attendant connections.

The Project Development Objective (DO) was relevant at the time of planning and implementation. The project was aligned to IDBZ's Corporate Social Investment (CSI) Policy (2007) which aims at providing social support to local communities. The DO speaks to the Bank's mandate of improving the living standards, and quality of life of citizens. It is aligned to the following Sustainable Development Goals (SDG);

- SDG 3 – Ensure healthy lives and promotion of wellbeing for all at all ages.
- SDG 6 -Ensure availability and sustainable management of water and sanitation for all.

The project's objectives speak to one of IDBZ's current WASH sector key performance indicators, being the provision of onsite and offsite infrastructure for housing. It also supported the CoH's efforts in the rehabilitation of wastewater infrastructure.

<p>Relevance of Project Development Objective (DO) rating</p> <p>The development objectives were aligned to the Bank’s CSI policy, the WASH sector strategy, the national development objectives, SDGs, and the beneficiary needs.</p>	<p>4</p>
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1b. Relevance of Project Development Objective in Relation to Other Projects and Bank's Development Priorities (Coherence/Alignment).

The 2018 Cholera outbreak in Zimbabwe and particularly in Glen View area was a health emergency that gravely threatened the livelihoods of citizens. The Bank swiftly intervened to alleviate the situation by undertaking critical upgrades to key sanitation infrastructure at the epicentre of the outbreak. The emergency nature of the project elevated it to a key priority of the Bank. The project was in line with the Bank’s development priorities in the WASH sector, SDGs and CSI policy.

<p>DO Coherence/Alignment rating.</p> <p>The development objectives were aligned to the Bank’s WASH sector strategy, SDGs, and the CSI Policy.</p>	<p>4</p>
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2. Relevance of Project Design

Glen View Sanitation Project involved the laying of approximately 1,200m of 250mm diameter trunk sewer pipeline and associated appurtenances running parallel to the existing over-loaded sewer pipeline servicing Glen View 3. The project was done in partnership with the CoH who provided the labour and requisite specifications for the civil works and the laying of pipes. They also provided the supervision services for the project. The expected average excavation depth was initially 2.5m and the project was expected to take 3 weeks to complete. The project was a necessary intervention on the core infrastructure in one of the most vulnerable areas and nodes during the 2018-2019 cholera outbreak. Thus, the project was conducted as emergency works in response to a cholera outbreak. The Bank and CoH engineers promptly redesigned a new line with a sufficient load carrying capacity parallel to the existing road for the project. The Bank mobilised plant to carry-out the works and provided all the material requested to ensure the project was a success. The Bank contracted DK Construction (Pvt) Ltd on a time-based equipment hire contract.

Relevance of Project Design rating	4
The project design was consistently conducive to the achievement of the project milestones from approval to closure. The original design remained appropriate throughout the implementation with minor project scope adjustments.	

3. Lessons Learnt Related to Relevance

Key issues	Lessons learnt	Target audience
1. Inadequate Feasibility Studies for emergency interventions	Emergency works by their nature allow little time for conducting exhaustive feasibility and usually rely more on desktop feasibility study. In some instances, additional resources are deployed and only accounted for after the emergency situation has been contained. In line with the PPDPA, the Bank has aligned its procurement policy and processes to allow for flexibility when implementing projects in emergency situations. In addition, the Bank has also put in place the Emergency Situation Response Policy to aid and guide Bank's interventions in emergency situations. Currently, the Bank is upgrading the existing Emergency Situation Response Policy into a more inclusive, robust and comprehensive Emergency and Disaster Response Policy and Guidelines.	Bank Management and Staff

(B) EFFECTIVENESS

1. Progress Towards the Project's Development Objective (Project Purpose)

The Project output was the construction of approximately 1,200m of 250mm diameter trunk sewer line in Glen View 3. The project site was identified as a cholera flash point and the primary source of the outbreak. The project budget was US\$146,298.59. The project was delivered to the right quality as the trunk sewer line was constructed according to design specifications.

2. Outcome Reporting

Outcome indicators	Baseline value (2018)	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 sanitation and hygiene for +/- 700 housing units	+/- 700 housing units.	100% of the +/- 700 housing units	100% of the +/- 700 housing units	100%	All the +/- 700 housing units previously connected to the old line have now been migrated to the new line.	Yes

3. Output Reporting

Output indicators (as per RLF)	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 : 1200m of 250mm trunk sewer line	1200m of 150mm diameter trunk sewer line	1200m of 250mm diameter trunk sewer line	100%	The 1200m of 250mm diameter trunk sewer line was successfully laid.	Yes

4. Development Objective (DO) rating

<p>Effectiveness of Project Development Objective (DO) rating</p> <p>The development objectives were delivered as per detailed scope. However, time delays resulted in the project being delivered out of budgeted time. The project achieved the planned output. The project was delivered to the right quality as the trunk sewer line was constructed according to design specifications and cleared for use by the supervising teams.</p>	3
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5. Beneficiaries

Actual (A)	Planned (B)	Progress towards target (% realized) (A/B)	% Of women	Category (e.g., Farmer, student)
+/- 700 housing units	+/- 700 housing units	100%	No disaggregated data	No disaggregated data

6. Unanticipated or Additional Outcomes

Description	Type (e.g., Gender, climate change, social, other)	Positive or negative	Impact on project (High, Medium, Low)
Reduction in the prevalence of other hygiene related diseases like typhoid and dysentery	Health	Positive	High
Reduction in the prevalence of ailments transmitted by organisms that thrive in stagnant water bodies and overgrown vegetation e.g., mosquitos	Health	Positive	Medium
Reduced overflow of raw sewerage resulting in improvement in the aesthetic appeal of the environment and reduction of air pollution.	Social	Positive	Medium

7. Lessons Learnt Related to Effectiveness

Key issues	Lessons learnt	Target audience
Inadequate Project Management	Project partners may become overwhelmed with the project and fail to effectively discharge their responsibilities. This scenario was observed during project implementation where CoH seemed overwhelmed with the day-to-day management of project activities on the project site.	Bank Management and Staff

C. EFFICIENCY

1. Timeliness

Planned project duration – weeks (A)	Actual effective implementation time – weeks (B)	Ratio of planned and actual implementation time (A/B)	Rating
3	24	0.13	1

The Glen View Sanitation Project was expected to be completed in three (3) weeks from the 16th of October 2018 to the 6th of November 2018. However, the project was delayed by 21 weeks due to several challenges which affected the planned activities timelines and schedule of the project. These included:

- ❖ Erratic availability of labour from CoH on site resulting in non-allocation and/or late allocation of work to the Contractor on several days during project implementation. For instance, forty (40) working hours were lost in the month of October 2018.
- ❖ Increased depth of excavation. It was initially expected that the average depth of excavation would approximate 2.5m. However, during project implementation, it was discovered that some sections of the line required trenching to a depth ranging between 4.5m and 5m.
- ❖ Unstable soils and high groundwater table made the working conditions unsafe and difficult in the deep trenches. The trenches were more often collapsing due to the bad soil mechanics of the area. Safety precautions had to be undertaken.
- ❖ The project site is close to private properties which made it difficult for excavators to manoeuvre freely.
- ❖ Undocumented underground utility cables were encountered on the project site. These presented safety challenges to the project team in addition to slowing down the project progress.
- ❖ The project site is situated in proximity to low overhead electricity power lines. The team had to work five (5) hours a day during scheduled power cuts by ZETDC instead of the expected eight (8) hours.
- ❖ The project site ran parallel to an existing sealed road which required caution to ensure minimum damage to the existing road infrastructure.
- ❖ Fuel shortages experienced in late 2018 and early 2019 constantly delayed progress. In the month of October 2018 alone, three (3) working days were lost due to fuel shortages.

- ❖ Rains also delayed progress as trenches were often affected by surface runoff.
- ❖ The Construction Industry Annual Shutdown in December 2018 to January 2019 affected progress.
- ❖ The wave of civil disturbances and protests in January 2019 around the country, and more intensely in Harare considerably impeded on project progress.

To mitigate against delays due to increased excavation depths, the Contractor was requested to provide heavier machinery which was availed. Additional plant was mobilised as requested to address delays due to ground water which was accumulating in the trenches. Despite the challenges faced in execution, the quality of the work was not compromised.

2. Resource Use Efficiency

Median % physical implementation of RLF outputs financed by all financiers (A)	Commitment rate (%) (B)	Ratio of the median percentage physical implementation and commitment rate (A/B)	Rating
100%	100%	1	4

The Bank provided the full amount of US\$146,298.59 towards equipment, plant and material.

3. Cost Benefit Analysis

The cost benefit analysis modelling for the social project intervention was not done at project inception. In this regard, the assignment of dollar values to intended project benefits as well as the contextualisation of the public value was not done. However, the listing below enumerates the project benefits;

- ❖ Improved health results in enhanced societal productivity.
- ❖ The intervention by the Bank resulted in improved quality of the potable water from alternative sources. The erratic water supply situation in Harare has led most citizens to resort to obtaining potable water from shallow wells dug mostly within the residential space and boreholes. These water bodies are highly susceptible to contamination by run-off raw sewage as well as through ground seepage.

4. Implementation Progress (IP)

The project took twenty-four (24) weeks to complete instead of the planned three (3) weeks. Unforeseen circumstances including excavation depth challenges, working under overhead powerlines and civil disturbances led to delays in project implementation.

Implementation Progress (IP) rating Although there were delays in the implementation of the project, the project was fully implemented and achieved the output as set out at inception.	2
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5. Lessons Learnt Related to Efficiency

Key issues	Lessons learnt	Target audience
Inadequate Stakeholder Engagement and Participation	Within the confines of limited time, all stakeholder requirements should be adequately assessed prior to commencing emergency intervention works. Counterparties should be fully appraised of the emergency nature of a particular intervention so that they may also adjust their normal arrangements to expedite the emergency response.	Bank Management and Staff

D. SUSTAINABILITY

1. Financial Sustainability

Rating on Financial Sustainability The Bank provided the required financial envelope of US\$146,298.59 which sustained the project to successful completion. However, no financial sustainability matrices were computed for this social intervention project.	N/A
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2. Institutional Sustainability and Strengthening of Capacities

<p>Rating on Institutional Sustainability and Strengthening of Capacities</p> <p>The emergency intervention works were executed in partnership with CoH who provided the labour and specifications for the civil works as well as project supervision. The Bank provided funding for the project. All institutions discharged their responsibilities in the project resulting in its successful completion. At project closure, both institutions had developed enhanced capabilities in managing emergency projects in a timely and cost-effective way having learnt from the lessons of the project.</p>	<p>3</p>
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3. Ownership and Sustainability of Partnerships

<p>Rating on Ownership and Sustainability of partnerships</p> <p>The sanitation works in Harare are a responsibility of the CoH. The Bank intervened to help address a rapidly deteriorating public health situation. The project remained largely owned, executed and managed by the CoH with the Bank providing funding. All institutions amicably sustained the partnership resulting in the successful completion of the project.</p>	<p>4</p>
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4. Environmental and Social Sustainability

<p>Rating on Environmental and Social Sustainability</p> <p>The project was undertaken in a densely populated area at a time when the power situation was erratic. Excavation works under power lines resulted in targeted load curtailment in the area. This disrupted the power situation. Part of the surfaced road was dug up during excavation and residents especially those with vehicles, encountered difficulties in accessing the road network. Given the emergency nature of the intervention, an ESMP was not done. In this regard, the project's Environmental and Social Sustainability status cannot be verified and rated under the ESMP framework.</p>	<p>Not Rated</p>
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5. Lessons Learnt Relating to Sustainability

Key issues	Lessons learnt	Target audience
Unavailability of Financial Sustainability framework for Social Projects.	Emergency situations may not allow time for drafting a financial sustainability model suitable for a social intervention. It is difficult to then assess social interventions in terms of financial sustainability.	Bank Management
Unavailability of an Environmental and Social Sustainability framework	Emergency situations may not allow time for drafting an ESMP. It is difficult to then assess the environmental and social sustainability of emergency social interventions within the ESMP framework.	Bank Management

III. PERFORMANCE OF THE BANK, THE PARTNERS, AND CO-FINANCIERS

1. Bank Performance

<p>Rating of Bank performance</p> <p>The Bank provided the required financial envelope of US\$146,298.59 which sustained the project to successful completion.</p>	<p>4</p>
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2. Borrower Performance

Rating Borrower performance The project had no borrower. The funding for the project was availed by the Bank as a donation under its Corporate Social Responsibility mandate.	Not Applicable
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3. Performance of Other Stakeholders

Performance of other stakeholders rating The project had various stakeholders who included CoH, Glen View 3 residents, Contractor, ZETDC and suppliers. Despite delays and numerous constraints, all stakeholders supported the project to completion.	3
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IV. KEY RECOMMENDATIONS (with particular emphasis on ensuring sustainability of project benefits)

Key issues	Lessons Learnt	Key recommendation	Responsible	Deadline
Inadequate Feasibility Studies for emergency interventions	Emergency works by their nature allow little time for conducting exhaustive feasibility and usually relies more on desktop feasibility study. In some instances, additional resources are deployed and only accounted for after the emergency situation has been contained. In line with the PPDPA Act, the Bank has aligned its procurement policy and processes to allow for flexibility when implementing projects in emergency situations. In addition, the Bank has also put in place the Emergency Situation Response Policy to aid and guide Bank's interventions in emergency situations.	Maintain the current framework and policy guidelines on flexible procurement processes. The Bank should constantly review and adjust the framework in line with changes in the regulatory and operating environment.	Bank Management	Ongoing
Inadequate Project Management	Project partners may become overwhelmed with the project and fail to effectively discharge their responsibilities. This scenario was observed during project implementation where CoH seemed overwhelmed with the day-to-day	Where the IDBZ is not the lead project implementing agent and is participating as a financier, the Bank can institute arrangements that assist the lead stakeholder(s) to effectively lead the initiative in order to ensure the project objectives are met in a timely and cost-effective manner.	Bank Management	Ongoing

	management of project activities on the project site.			
Inadequate Stakeholder Engagement and Participation	Within the confines of limited time, all stakeholder requirements should be adequately assessed prior to commencing emergency intervention works. Counterparties should be fully appraised of the emergency nature of a particular intervention so that they may also adjust their normal arrangements to expedite the emergency response.	Effective stakeholder engagement should be expedited even in situations where time is major constraint.	Bank Management	Ongoing
Unavailability of Financial Sustainability framework for Social Projects.	Emergency situations may not allow time for drafting a financial sustainability model suitable for a social intervention. It is difficult to then assess social interventions in terms of financial sustainability.	There is a need to prepare a generic model which captures social consideration in the derivation of public value. Such a model can be quickly adapted to suit a particular intervention.	Bank Management	In 2023
Unavailability of an Environmental and Social Sustainability framework	Emergency situations may not allow time for drafting an ESMP. It is difficult to then assess the environmental and social sustainability of emergency social interventions within the ESMP framework.	There is need to prepare a generic ESMP for the Bank which can be quickly adapted to suit a particular intervention.	Bank Management	In 2023

V. OVERALL PERFORMANCE AND RATING

All the ratings in this report applied the following scale:

- 1 – Highly Unsatisfactory
- 2 – Unsatisfactory
- 3 – Satisfactory
- 4 – Highly Satisfactory

Dimensions and Criteria	
DIMENSION A: RELEVANCE	
Relevance of project development objective	4
Relevance of project design	4
DIMENSION B: EFFECTIVENESS	
Development Objective	3
DIMENSION C: EFFICIENCY	
Timeliness	1
Resource use efficiency	4
Cost-benefit analysis	Not Rated
Implementation Progress	2
DIMENSION D: SUSTAINABILITY	
Financial sustainability	Not Rated
Institutional sustainability and strengthening of capacities	3
Ownership and sustainability of partnerships	4
Environmental and social sustainability	Not Rated
OVERALL COMPUTED & FINAL PROJECT COMPLETION RATING	3.13

The project's overall completion rating is **3.13**. Areas of improvement are as highlighted in the lessons learnt and recommendations section.