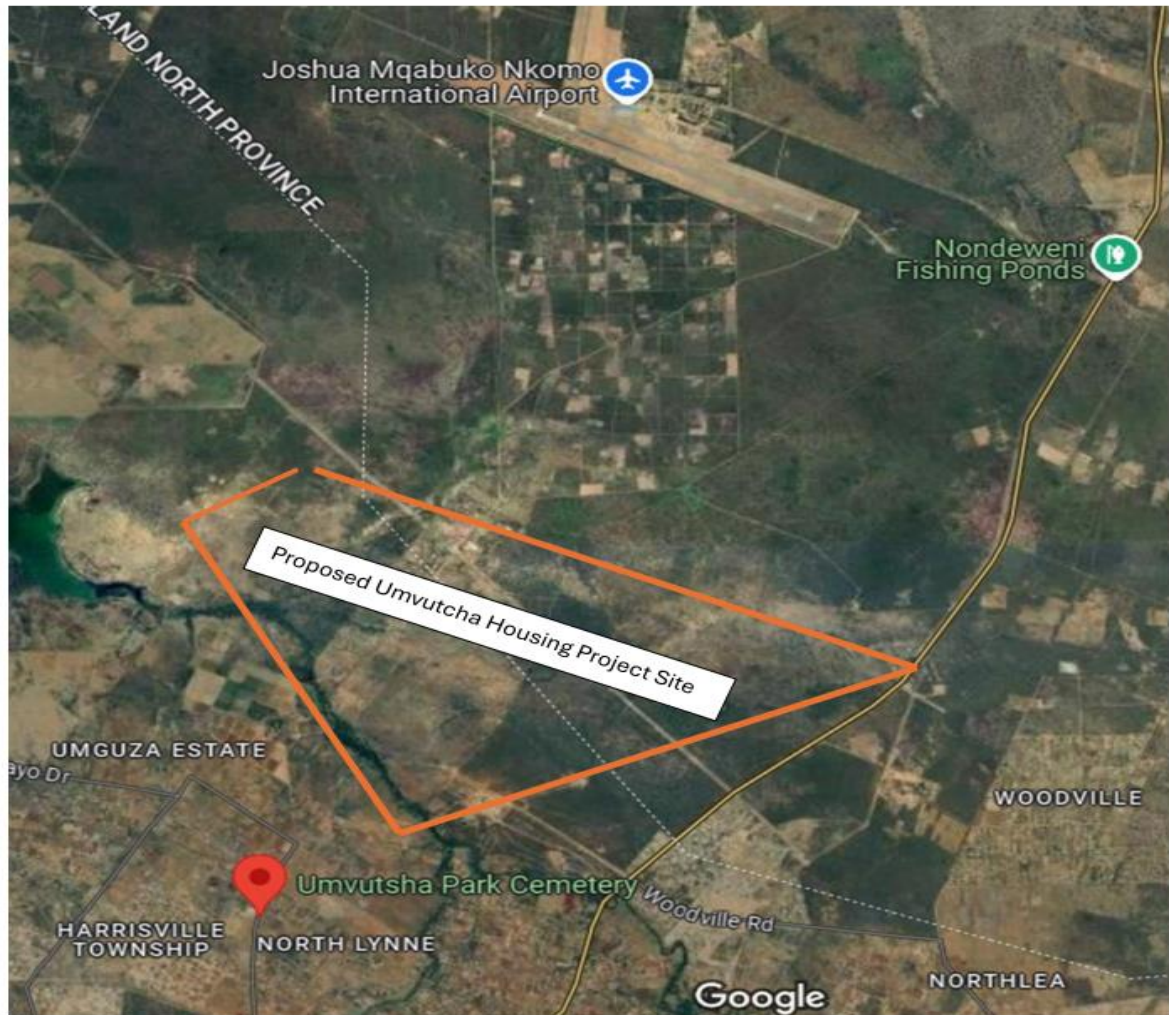


## UMVUTCHA B LOW-COST HOUSING DEVELOPMENT PROJECT



Proposed location of the Umvutcha B project and proximity to JMN Nkomo Airport (*Source-adapted from Google Maps*)

### PROJECT COMPLETION REPORT

**IDBZ/IPD/PCR06/D2.2/102024**

**[October 2024]**

## Document Control Sheet

Project Name	<b><i>UDCORP - Umvutcha B Low-Cost Housing Development Project</i></b>	
Document Type	Project Completion Report	Document No. <b>IDBZ/IPD/PCR06/D2.2/102024</b>
Document Title	Umvutcha B [Bulawayo] Low-Cost Housing Development Project Completion Report	
EXCO Approval Date	11 July 2025	
IDBZ CGCES Board Committee Approval Date	21 July 2025	
IDBZ Board Noting Date	22 August 2025	

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## ACRONYMS AND ABBREVIATIONS

BURO	Bulawayo Regional Office
CAAZ	Civil Aviation Authority of Zimbabwe
CEO	Chief Executive Officer
CGCES	Corporate Governance, Compliance, Ethics and Sustainability Board Committee
CoB	City of Bulawayo
CoH	City of Harare
CRPD	Credit and Policies Department
DO	Development Objective
EXCO	Executive Committee
FCA	Foreign Currency Account
FMTE.1	Financial Management & Reporting Division
FMTE.3	Banking and Exchange Control Division
IDBZ	Infrastructure and Development Bank of Zimbabwe
IEVD	Independent Evaluation Department
IP	Implementation Progress
IPD2.0	Infrastructure Projects Department 2 Directorate
IPD2.2	Project Implementation Monitoring Division
IPDI	Housing & USSAP, Energy, Irrigation Infrastructure Division
IRR	Internal Rate of Return
LASD	Legal Advisory Services Department
LIC	Loans and Investment Committee
MARO	Masvingo Regional Office
MDGs	Millenium Development Goals
MoFED&IP	Ministry of Finance, Economic Development and Investment Promotion
MoLGPW	Ministry of Local Government and Public Works
N/A	Not applicable
NPV	Net Present Value
PCR	Project Completion Report
POS	Point of Sale
RBZ	Reserve Bank of Zimbabwe
RLF	Results Logical framework
RTGS	Real Time Gross Settlement (electronic dollars)
SDGs	Sustainable Development Goals
SI	Statutory Instrument

SOE	State Owned Enterprise
UDCORP	Urban Development Corporation
USD	United States Dollar
USSAP	University Students and Staff Accommodation Programme
WASH	Water, Sanitation and Hygiene
WIP	Work in progress
ZiG	Zimbabwe gold backed local currency
ZWL	Zimbabwe local currency

## I. BASIC DATA

### (A) Report Data

Report Date	Date of Report	03/10/2024
	Mission Date	Desktop

### (B) Responsible Bank Staff

#### 1. At Project Execution and Completion

Position	At approval	At completion
CEO	C. Chikaura (term ended in August 2015)	Zondo T. Sakala
Director/OIC IPD	D. Matete	R. Dangarembwa, Director-IPD1.0
Manager IPD/OIC	W. Chahweta	T. Nuku (Officer-in-Charge, BURO)
FEAD.2 Manager	A. Mashonganyika	K. Charamba

#### 2. PCR Preparation Team

Name	Position and Division/Department	
V. Charambira	Chief Projects Accountant (FMTE.1), Team Leader	
A. Ngara	Chief Investment Officer (IEVD)	
W. Mushamba	Senior Exchange Control Officer (FAED.3)	
T. Mavudzi	Principal Technical Officer (IPD 2.2)	
Peer Reviewers		
W. Makhuyana	Chief Legal Officer (LBSD)	
A. Mashonganyika	Head (CRPD)	
Eng. E. Makaha	Manager -Infrastructure Projects (MARO)	
K. Charamba	Manager -Banking and Exchange Control (FAED.3)	
Final Review and Recommendation to EXCO		
Final Review	A. Radman	Manager, (IPD 2.2)
Recommendation to CEO/Exco	Eng. N. Chidhakwa	Director, (IPD 2.0)

**(C) Project Data**

Project Name:	UDCORP - Umvutcha B Low-Cost Housing Development Project
Project Number:	N/A
Project Brief:	Proposed servicing of low-cost housing Stands at Umvutcha B [Bulawayo] under the then Ministry of Local Government, Public Works and National Housing's "New Cities-Musha Mutsva" Concept
Project Owner	Ministry of Local Government, Public Works and National Housing
Implementing Agent	Urban Development Corporation (UDCORP)
IDBZ Role	Transaction Advisory services and resource mobilisation
Sector	Housing
Location:	Umvutcha B (Bulawayo)
Environmental Risk Category	N/A
MOU Signature Date	17 February 2015
Project Completion Date	N/A

Financing Source <sup>1</sup>	Budget Estimate (000)	Disbursed Amount (000)	Percentage Disbursed (%)	Undisbursed amount (000)	Percentage undisbursed (%)
N/A					
<b>Co-Financiers and Other External Partners:</b> None					
<b>Executing and Implementing Agency(ies):</b> UDCORP					
<b>IDBZ Role:</b> Transaction advisory services and resource mobilisation					

**(D) Management Review and Comments**

Report Reviewed by	Name	Date Reviewed	Comments
Manager – IPD2.2	A Radman	03/10/2024	Cleared
Director – IPD2.0	Eng. N. Chidhakwa	05/11/2024	Cleared
EXCO	EXCO	28/03/2025	Deferred
EXCO	EXCO	19/06/2025	Deferred
EXCO	EXCO	11/06/2025	Approved

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<sup>1</sup> Proposed project did not reach funding stage





## **II. PROJECT PERFORMANCE ASSESSMENT**

### **(A) RELEVANCE**

#### **1a. Relevance of Project Development Objective**

Since 1980, the Government of Zimbabwe has taken deliberate steps to improve the standard of living for the urban population through various initiatives. These included upgrading of slums and provision of safe drinking water and sanitation services under the auspices of United Nations Conference on Human Settlements, Habitat II and III, and the UN Millenium Development Goals (MDGs) 2015. The Government adopted a National Housing Delivery Programme initially running from 2004 to 2008 and 20,000 housing units were delivered due to the adverse macro-economic conditions during that period. This was followed by the National Housing Policy (October 2013 to December 2018) which targeted to increase the national housing stock by 313,368 during the period; through a combined effort by public and private players in the housing sector, including the Urban Development Corporation (“UDCORP”). UDCORP is a State-Owned Enterprise (SOE) under the Ministry of National Housing and Social Amenities that was primarily set up to encourage and assist Local Authorities to plan and coordinate urban growth and development as well as to improve the standards of living of the general populace of Zimbabwe through the development of proper housing and related infrastructure. Focus of the Government policy was also to empower women and the youth.

In 2015, the then Ministry of Local Government, Public Works and National Housing mooted the “New Towns-Musha Mutsva” Concept, for the creation of four (4) self-contained towns [ three (3) around Harare and one (1) near Bulawayo. The new towns were going to be as follows: -

Phase 1 – Harare being Norton Knochmalloch (6,000 stands); Manyame (40,000 stands) and Chishawasha B (80,000 stands)

Phase 2 – Umvutcha B

MoLGPWNH was going to provide the land whilst UDCORP would be the implementing agent whilst the IDBZ would be responsible for transaction advisory service and resource mobilisation. UDCORP and IDBZ signed a Memorandum of Understanding, as an in-principle record of understanding with UDCORP on the 17<sup>th</sup> of February 2015 for co-operation in the development of low cost and sustainable housing in Zimbabwe’s urban areas. The co-operation was centred around development of housing projects involving the servicing of residential stands, construction, and financing of units for low-income groups on land that would have been identified and provided by UDCORP.

The pilot projects were for development of low-cost housing on land identified by the MoLGPNH at Umvutcha B [Bulawayo]. To facilitate savings towards the completed stands, the potential beneficiaries, identified by UDCORP, opened savings accounts under the Bank's Homesaver account product<sup>2</sup>, called Umvutcha Homesaver Account.

This co-operation was aligned with the IDBZ's institutional goal of fostering inclusive economic growth through infrastructure investment in general and specifically in line with its Housing Sector strategic focus area. UDCORP's roles were in urban development planning including but not limited to; land provision, obtaining necessary permits, approvals, production of designs, provision of project management services, sales and administration of housing units. Nationally, the projects directly contributed to addressing Zimbabwe's urban housing deficit by providing affordable housing solutions in high-demand areas. The proposed land in Umvutcha B, Bulawayo site was abandoned after CAAZ deemed the site unsuitable for housing development as it fell under the Bulawayo Airport plane flying zone. To date MoLGPNH has not indicated an alternative site.

<p><b>Relevance of Project Development Objective (DO) rating</b></p> <p>The DO was in line with the national housing sector policy initiatives and was aligned to the SDGs Goal 11 on Sustainable Cities and Communities and Goal 9 on Industry, Innovation and Infrastructure.</p>	<p><b>4</b></p>
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#### **1b. Relevance of Project Development Objective in Relation to Other Projects and Bank's Development Priorities (Coherence/Alignment).**

The proposed development of low-cost housing would include water and sanitation, electrical reticulation, roads and storm water drainage. The Bank was at the time involved in the implementation of Lot 2 Clipsham Views Housing Project [Masvingo], Marimba Housing Development [Harare], Empumalanga West Housing Project [Hwange], Baobab Batonga and Kasese Housing Development Project [Kariba], and was also in the process of developing the Victoria Falls Municipality WASH Augmentation Project.

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<sup>2</sup> The Homesaver Account is an IDBZ product created to facilitate potential beneficiaries saving towards purchase of housing stands developed by the Bank. This is an operating account with no charges and is used for deposits and withdrawals.

<b>DO Coherence/Alignment rating.</b>	
The projects DO is in line with the Bank's Housing and WASH strategic focus areas.	4

## 2. Relevance of Project Design

At conception, 60% of the land was expected to have average residential stand sizes of 200-300sqm with 10% being earmarked for cluster houses and flats. The rest of the land would be used for commercial, and service stands in recognition of the need to cater for the growing informal business sector. UDCORP was responsible for the production of designs through independent consultants. No designs were subsequently done since the site was deemed unsuitable for housing development. On the other hand, MoLGPWNH had not yet provided alternative land at the point of production of this PCR.

<b>Relevance of Project Design rating</b>	
No rating since there were no designs.	N/A

## 3. Lessons Learnt Related to Relevance

Key issues	Lessons learnt	Target audience
Identification of suitable land	It is critical to have detailed due diligence before identification of suitable land before project preparation and development	<ul style="list-style-type: none"> <li>MoLGPWNH</li> <li>UDCORP</li> </ul>
Project readiness review by the Bank	Need for detailed review of project implementation readiness and advise counter parties accordingly	<ul style="list-style-type: none"> <li>IDBZ</li> </ul>
Stakeholder engagement	For enhanced due diligence, there is need for deep and wide stakeholder engagement	<ul style="list-style-type: none"> <li>MoLGPWNH</li> <li>UDCORP</li> <li>IDBZ Project Teams (technical advisory)</li> </ul>

## **(B) EFFECTIVENESS**

### **1. Progress Towards the Project's Development Objective - Project Purpose**

There was limited progress made towards the implementation of the proposed Umvutcha Housing Project due to pending availing of alternative project land by MoLGPWNH. The alternative land was not availed. However, in anticipation of alternative suitable land from MoLGPWNH, the Bank maintained the Homesaver accounts for depositors that had opened accounts in anticipation of the development and implementation of the proposed Umvutcha Housing Project.

### **2. Outcome Reporting**

<b>Outcome indicators</b>	<b>Baseline value (2016)</b>	<b>Most recent value (A)</b>	<b>End target (B) (expected value at project completion)</b>	<b>Progress towards target (% realized) (A/B)</b>	<b>Narrative assessment</b>	<b>Core Sector Indicator (Yes/No)</b>
<b>Outcome 1:</b> Improved access to sustainable and inclusive housing	7,000 <sup>3</sup>	Nil	Serviced stands and constructed units	N/A	No alternative project land was provided	Yes

### **3. Output Reporting**

<b>Output indicators (as per RLF)</b>	<b>Most recent value (A)</b>	<b>End target (B) (expected value at project completion)</b>	<b>Progress towards target (% realized) (A/B)</b>	<b>Narrative assessment</b>	<b>Core Sector Indicator (Yes/No)</b>
Serviced residential, institutional and commercial stands	Nil	Serviced stands	N/A	No suitable alternative land identified for the project.	Yes
Complete Housing units for low-income groups	Nil	Housing units for low-income groups	N/A	As above	Yes

<sup>3</sup> High level number of stands (200-300sqm residential stands, flats/cluster, commercial, service, institutional, industrial stands) to be provided at Umvutcha B subject to approved layout and designs

#### 4. Development Objective (DO) rating

<b>Effectiveness of Project Development Objective (DO) rating</b>  The development objectives were not delivered due to failure by MoLGPWNH to provide suitable land for the project.	N/A
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#### 5. Beneficiaries <sup>4</sup>

Actual (A)	Planned (B)	Progress towards target (% realized) (A/B)	Number and % Of [women/female]/youth	Category (e.g., Farmer, Entrepreneur)
1,771	8,500	N/A	223 (12.8%) – females 231 (13.0%) - youths	No categorisation.

#### 6. Additional Outcomes

Description	Type (e.g., Gender, climate change, other)	Positive negative	Impact on project (High, Medium, Low)
Loss of savings	Other	Negative	High
Culture of savings	Other	Positive	Low <sup>5</sup>

#### 7. Lessons Learnt Related to Effectiveness

Key Issues	Lessons Learnt	Target Audience
Identification of suitable land before commencement of project related activities	Due diligence with detailed stakeholder engagement is key before settling on appropriate project land.	UDCORP, MoPWLGNH

<sup>4</sup> Refers to Umvutcha Homesaver Accounts opened. No stands were availed to the beneficiaries due to failure of project to take off the ground.

<sup>5</sup> Value of savings were eroded due Government currency changes.

## C. EFFICIENCY

### 1. Timeliness

<b>Planned project duration – weeks/months (A)</b>	<b>Actual effective implementation time – weeks (B)</b>	<b>Ratio of planned to actual implementation time (A/B)</b>	<b>Rating</b>
N/A	N/A	N/A	N/A

The proposed Umvutcha B housing project did not take-off due to failure by MoLGPWNH to provide alternative suitable land for the project.

### 2. Resource Use Efficiency

<b>Median % physical implementation of RLF outputs financed by all financiers (A)</b>	<b>Commitment rate (%) (B)</b>	<b>Ratio of the median percentage physical implementation and commitment rate (A/B)</b>	<b>Rating</b>
N/A	N/A	N/A	N/A

The proposed Umvutcha B housing project did not take-off due to failure by MoLGPWNH to identify alternative land. The initial land at Umvutcha B was condemned as not suitable for construction.

### 3. Cost Benefit Analysis

Projects did not reach appraisal and implementation stages due to failure by MoLGPWNH to identify alternative suitable land.

<b>Cost Benefit/NPV/IRR Analysis rating</b>	
<b>Cost Benefit Ratio at Appraisal</b>	<b>Cost Benefit Ratio at Completion</b>
N/A	N/A

### 4. Implementation Progress (IP)

<b>Implementation Progress (IP) rating.</b>  The proposed project did not reach implementation stage.	<b>N/A</b>
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## 5. Lessons Learnt Related to Efficiency

Key issues	Lessons learnt	Target audience
Availability of suitable land	No project activities, from development, preparation, resource mobilisation and implementation can take place in the absence of suitable land.	• MoPWLGNH
Abandonment of project due to restrictive regulations.	Review of restrictive regulations is essential to ensure that regulations are alive to both local and international best practice. Further engagement with CAAZ important to facilitate reconsideration of the regulations on airport fly zones. In other countries, airports are within residential areas.	• MoPWLGNH • CAAZ • IDBZ

### D. SUSTAINABILITY

#### 1. Financial Sustainability

In line with Clause 4.1 of the Memorandum of Agreement, the Bank created the Umvutcha Homesaver account in 2016 to facilitate mobilising of financial resources to form part of the funding for project and programme implementation. UDCORP identified the potential beneficiaries for opening of the Homesaver accounts by the Bank. There was a positive response from the intended beneficiaries with 1,771 accounts being opened under the Umvutcha Homesaver product. However, contributions into the accounts were minimal with 57.8% of the subscribers having only deposited initial deposits of US\$50.00 by the end of 2021. Only 5% of the prospective homeowners under the Umvutcha scheme had made deposits of more than US\$1,000.00 by the same period. As early as 2017 some depositors under the scheme had already withdrawn their funds from the Bank.

The accounts were opened as USD denominated foreign currency accounts (FCA) from 2016 onwards in line with the prevailing monetary policy position. Deposits into the accounts were accepted in all forms including cash, transfers, and point of sale transactions. All the cash deposits were done through IDBZ counterparty banks FBC and CBZ. Beneficiaries would then submit a copy of the processed deposit slip to the IDBZ.

The Bank only accepted transfers through its POS machines. Below is a summary of the number of accounts opened and their status as at 31/08/2024.

<b>Total Number of Accounts Opened</b>	<b>Number of Accounts with Positive Balances</b>	<b>Number of Accounts with Zero Balance</b>	<b>Number of Accounts Refunded and Closed</b>
1,7715	1,651	61	59

The total account balances stood at US\$434,312.53 in February 2019, when the Government of Zimbabwe enacted Statutory Instrument 33 of 2019 - Presidential Powers (Temporary Measures) (Amendment of Reserve Bank of Zimbabwe Act and Issue of Real Time Gross Settlement Electronic Dollars (RTGS Dollars)) Regulations, which introduced a new electronic currency, the RTGS Dollar, trading at par with the United States Dollar. Banks were directed to create RTGS Dollar accounts, and all Real Time Gross Settlement system balances expressed in the United States dollar (other than those referred to in section 44C (2) of the Reserve Bank of Zimbabwe Act [Chapter 22:15]), were deemed to be opening balances in RTGS dollars at par with the United States dollar effective 22 February 2019. At this point all balances under the Homesaver accounts, were converted to RTGS Dollars by operation of the law. A subsequent currency change regulation then transformed the RTGS balances into Zimbabwe Dollar (ZWL) balances.

On the 5<sup>th</sup> of April 2024, Statutory Instrument 60 of 2024 - Presidential Powers (Temporary Measures) (Zimbabwe Gold Notes and Coins) Regulations, 2024 was promulgated, introducing a new local currency for Zimbabwe, the Zimbabwe Gold currency (ZiG). All ZWL balances held in bank accounts were converted to ZiG at the prescribed rate of ZiG1:ZWL2498.7242. The accounts were redesignated from ZWL to ZiG accounts. Below is an account analysis of the active account balances as at 31/08/2024.

### **Accounts Analysis**

Currently, there are 1,712 accounts under the Umvutcha Homesaver product, all of which are inactive. All accounts are local currency accounts following the Government policy changes. The accounts have been dormant since the year 2020. The consolidated balance for all the accounts is ZWG173.95 as at 30/08/2024. Below is a summary of the balances held in the accounts.



Account Balance Range (ZiG)	Consolidated Balance (ZiG)	Number Of Accounts	Number of Accounts as a %
0 – 1	100.93	1,684	98.36%
1.01 – 10	53.63	27	1.57%
Above 10	19.39	1	0.07%

The table above shows that there is a total liability of ZiG173.95 on the 1,543 Umvutcha Homesaver accounts. 98.36% of the accounts (1,684) have balances below ZiG1, with a further 1.57% of the accounts holding balances between ZWG1 and ZWG10. One account has a balance of ZiG19.39 which is the highest balance in the Umvutcha Homesaver product. The accounts suffered erosion of value, from USD434,312.53 in February 2019 to ZiG173.95 (equivalent to USD12.55 as at 30/08/2024), due to Government monetary policy changes.

### Withdrawals/Refunds

Data available shows that in 2018, a total of USD23,799.79 was refunded to customers at their request for various reasons, chief among them being lack of progress on the implementation of the project. All the refunds were processed as bank transfer to bank accounts designated by the customers.

<b>Rating on Financial Sustainability</b>  Due to the unstable macro-economic challenges, currency changes eroded the value of deposits from USD434,312.53 as of February 2019 to USD12.55 as of 30 September 2024. This acute value erosion, coupled with depositor flight and fatigue further weakened the financial sustainability of the project.	0
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## 2. Institutional Sustainability and Strengthening of Capacities

<b>Rating on Institutional Sustainability and Strengthening of Capacities.</b>  The Bank was expected to mobilise funding, financial structuring, advisory services and implementation monitoring of construction of off-site and on-site infrastructure and construction of houses. MoLHPWNH was expected to be avail the project land to UDCORP, whilst UDCORP was going to be responsible for project preparation and development, and provision of project management services during construction. As part of mobilising resources and preliminary financial structuring, the Bank facilitated savings by potential beneficiaries through its Homesaver Account product. On the other hand, MoLGPWNH failed to secure land for the proposed Umvutcha housing project.	1
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### 3. Ownership and Sustainability of Partnerships

No suitable land was availed for the project.	N/A
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### 4. Environmental and Social Sustainability

The proposed Umvutcha B housing Project was located within the Civil Aviation Authority of Zimbabwe's (CAAZ) controlled space designated a fly zone area, and not suitable for densified human settlement. Project was not undertaken.	N/A
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### 5. Lessons Learnt Relating to Sustainability

Key issues	Lessons learnt	Target audience
Stakeholder engagement	The project failed due to limited prior stakeholder consultation and engagement. There was no proper on the suitability of land for the project.	UDCORP MoLGPWNH IDBZ
Erosion of depositors' funds due to Government monetary policy	Government regulations on currency changes can erode depositors' funds thereby impacting negatively on the capacity of the beneficiaries to realise their aspirations. Government policy intervention should consider safety nets to protect disadvantaged beneficiaries (women, PWDs and youth)	Government RBZ IDBZ

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

#### 1. Bank Performance

<b>Rating of Bank performance</b>  IDBZ's expected roles were mobilisation of resources and financial structuring, advisory services and negotiating for syndication arrangements with other partners in the housing delivery initiatives, monitoring development of offsite and onsite infrastructure and construction of superstructures, offering of mortgages and or other alternatives means of housing finance. As part of the preliminary resource mobilisation and financial structuring, the Bank opened Homesaver accounts for the potential beneficiaries. Full obligations were subject to provision of land and fully developed projects by UDCORP. The Bank could not fulfil its obligations because MoLGPNH failed to provide suitable project land.	<b>N/A</b>
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#### 2. Borrower Performance

<b>Rating Borrower performance</b>  Project was not implemented and there was no Borrower.	<b>N/A</b>
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#### 3. Performance of Project Implementation Partners

MoLGPNH failed to provide alternative suitable project land for the proposed Umvutcha housing project.	<b>1</b>
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#### IV. KEY RECOMMENDATIONS (with particular emphasis on ensuring sustainability of project benefits)

Key issues	Lessons Learnt	Key recommendation	Responsible	Deadline
Provision of suitable project land based on detailed prior stakeholder engagement.	Extensive stakeholder engagement is critical in identifying appropriate project land	A detailed stakeholder matrix and management plan should be developed as part of the preliminary project preparation stage	UDCORP MoLGPWNH IDBZ	Ongoing
Erosion of value of project related funds.	Government regulatory changes on currency can erode value of project related funds.	Government to come up with value preservation safety nets for disadvantaged beneficiaries saving towards home ownership.  The Bank can also come up with currency hedging strategies to mitigate the effects of currency changes.	Government RBZ IDBZ	Ongoing
In preparation of the expected projects, the Bank opened Homesaver accounts to facilitate savings by the potential beneficiaries. Deposits into the accounts were accepted in all forms including, cash (through IDBZ counterparty banks) and transfers. Account holders continue to make request for refunds of their balances and expect	Strong records management is critical. There is need to timely communicate with clients on any policy changes that affect them.  This can be done at least through adverts in the popular local newspapers.	All Homesaver account withdrawal requests for the Umvutcha project be handled and processed on a case-by-case basis, with those who made direct USD cash deposits providing proof thereof. All accounts will be refunded accordingly in line with the prevailing Government policy directives.	IDBZ	Ongoing

refunds in USD indicating the deposits were made during the USD era.		All accounts with zero balances should be closed.		
Review of regulations on densified residential areas in deemed fly zones.	Inflexible regulations can derail projects with potential impact to improve the living standards of the citizens.	Review of restrictive regulations is essential to ensure that regulations are alive to both local and international best practice. Further engagement with CAAZ important to facilitate reconsideration of the regulations on airport fly zones. In other countries, airports are within residential areas.	Government MoLGPWNH UDCORP IDBZ	Ongoing

## V. OVERALL PERFORMANCE 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 development Coherence/Alignment	4
Relevance of project design	Not rated
Dimension B: Effectiveness	
Development Objective	1
Dimension C: Efficiency	
Timeliness	Not Rated
Resource use efficiency	Not Rated
Cost-benefit analysis	Not Rated
Implementation Progress	Not Rated
Dimension D: Sustainability	
Financial sustainability	1
Institutional sustainability and strengthening of capacities	1
Ownership and sustainability of partnerships	Not rated
Environmental and social sustainability	Not rated
Borrower performance	Not rated
<b>OVERALL COMPUTED &amp; FINAL PROJECT COMPLETION RATING</b>	<b>2.2</b>

The project's completion rating is 2.2 which denotes an unsatisfactory rating. Areas of improvement are as highlighted in the lessons learnt and recommendation section.