

## PCR EVALUATION NOTE

### EL NINO INFRASTRUCTURE REHABILITATION PROJECT

#### KENYA

#### **1. The Project**

Appraisal	May 1998	Appraisal Cost Estimate	UA 14.30 Million
Loan Approval	November 1998	Loan Amount - ADF	UA 11.52 Million
Loan Agreement Signature	January 1999	- IDA	UA 1.35 Million
Date of Entry into Force	September 1999	Govt. of Kenya	UA 1.43 Million
Date of Project Completion	December 2001	Actual Cost at PCR	UA 10.01 Million
		Date of PCR	July 2004

1.1 The El Nino Infrastructure Rehabilitation Project in Kenya was appraised in May 1998, and an ADF loan in amount of UA 11.52 million was granted to the Government of Kenya. The loan agreement was signed in January 1999 and became effective in September 1999. The project was co-financed with ID (AUA 1.35 million) and the Government of Kenya (UA 1.43 million).

1.2 The long-term project goal in the water sector was to provide all Kenyans with water supply of good quality in sufficient quantity and in close proximity to the population. In the road sector, the goal was to improve the efficiency of road transport systems. The overall objective of the project was to restore vital socio-economic infrastructure in order to counteract the effects of the "El-Nino" on the adversely affected population groups in Kenya.

1.3 The project sought to achieve the following outputs:

- i) Provision of 390 tons of alum and 124 tons of Tropical chloride of lime;
- ii) Replacement of 205 staff gauges, 200 poles and struts and 12 current meters in the national water resources monitoring network;
- iii) Rehabilitation, reconstruction and protection of 21 river intakes; relaying of 41 km of transmission and distribution pipelines; construction of 3 elevated storage tanks, 3 modular water treatment plants; rehabilitation of 3 pump houses; and replacement of pumping equipment, generators and electric panels in 13 districts;
- iv) Rehabilitation of 2 Class A roads (405 km), 9 Class C roads, 21 Class D roads, 31 Class E roads, 11 Rural access roads, 1 Class L road, and 1 CD road in 8 districts.

1.4 Component (i) was implemented as per appraisal report, although component (ii) replaced 239 staff gauges instead of 205, and components (iii) and (iv) changed as follows:

- iii) 3 river intakes, and 1 lake intake were rehabilitated, 17 river intakes reconstructed and protected, 6 new spring sources, 6 boreholes, and 4 wells were constructed and fitted with pumps. Also in accordance with the appraisal report 41 km of transmission and distribution pipelines were relayed, 3 elevated storage tanks, 3 modular water treatment plants constructed, 3 pump houses rehabilitated, and pumping equipment, generators and electric panels replaced in 36 water facilities in 13 districts.
- iv) 464.7 km of 3 no. Class C roads, 17 No. Class D roads, and 8 no. Class E roads were rehabilitated.

1.5 The Appraisal and Actual costs were UA 14.30 million, and UA 10.01 million respectively. The deadline for final disbursements was extended thrice; the final date for disbursements being 31 December 2002. The project was completed in December 2001 - some 22 months beyond the date envisaged at appraisal. The PCR was prepared in July 2004 – some 30 months after project completion.

## **2. PCR Conclusions and Success Ratings**

### **2.1 Principal Conclusions**

2.1.1 The project design responded well to the specific needs of the emergency situation but not fast enough and calls for the development of an emergency lending facility. The loan conditions reflected good understanding of the past implementation experience in the country and helped to avoid the problems of the past. The sub-projects have succeeded in restoring and improving water supplies to 33 towns and villages with a population of 1.3 million by meeting the current demand and short term future demand, improving quality and reliability.

2.1.2 In the roads sector, the sub-projects succeeded in opening up large parts of the Western and Nyanza provinces, which had been rendered impassable by the El Nino rains; accessibility to farms, markets, schools, and clinics in towns and villages was restored. There has been a 45% reduction in the transportation cost of farm inputs and a 30% reduction in transportation cost of farm produce, significant reductions in transportation delays with reductions in deterioration of produce.

2.1.3 With regard to sustainability, the issue of road maintenance requires require urgent attention if the benefits of the project are to be guaranteed. The road sector reforms currently under way offer encouraging prospects for the maintenance of roads rehabilitated under the project. Similarly sustainability of the water schemes will be enhanced when the necessary institutional reforms are put in place.

2.1.4 The project experienced some start-up delays, related to delays in recruiting the consultants, and delays in preparing the designs due to limited capacity of some of the consultants for the amount of work they were given. Delays in filling critical positions in the PMU also contributed to the start-up delays. There were also procurement and disbursement delays experienced during project implementation. On average procurements lasted 9.5 months, which is long for the NCB procedure applied to all works contracts.

2.1.5 With regard to the water components the project restored and increased the capacity of the water supply schemes in the 33 towns and villages - improving access, quality and reliability for a population of about 1.3 million, replaced stocks of water treatment chemicals washed away by the floods, and replaced the hydrological monitoring network, which had also been washed away. For the roads, the project rehabilitated 464.7 km of roads compared to the 405 km at appraisal. The project opened up large areas of the country which had been rendered inaccessible by the El Nino rains thereby restoring access to towns, villages, schools, clinics, farms and markets.

Performances of the Bank, Borrower, PMU, contractors and consultants are rated satisfactory. Overall project performance was rated satisfactory although the institutional development components were not fully rated.

### **2.2 Performance Rating**

2.2.1 The project met its objectives of restoring vital socio-economic infrastructure and services. In the water sector, the project restored the water supplies to 33 towns in 13 districts, provided chemicals to replace stocks and restored the river gauging stations that had been washed away by the floods. In the roads sector, the project restored the roads that were previously impassable and opened up large parts of the country. The project as a whole has had a positive socio-economic impact in the project areas through improved accessibility to important agricultural areas, markets and social services.

2.2.2 In consideration of the performance ratings based on time, cost, adherence to loan conditions, adequacy of supervision and reporting, the overall project execution performance was satisfactory.

2.2.3 Operating Results: The water components were implemented to specifications and have restored the water schemes to pre-El Nino levels with extensions to meet future demands. The water services in the towns and villages have improved markedly in terms of quantity, quality and reliability. Revenue collection in the District Water Offices has also improved markedly, and has more than doubled in some cases.

2.2.4 The road works were carried out to specifications and the defects noted by previous Bank supervision missions were rectified. The issue of abrupt changes of road profile at locations of crosses culverts still remains. The invert levels of the culverts were raised to facilitate the flow of water, but budgetary constraints did not allow for enough fill to provide a smooth transition. While the overall quality of the completed roads is acceptable, there are a few sections of road, which are in a poor condition. These are also sections that were in a good condition at the time of the initial assessments but which could easily decline to poor if timely maintenance is not carried out.

2.2.5 Overall the sector objectives for the water sector have been achieved, while the project was able to partially achieve the road sector objectives – due to the reduction of the number of roads rehabilitated. The project was nonetheless able to achieve part of the sector objective of opening up large parts of the districts, which were rendered inaccessible by the floods.

2.2.6 Institutional Performance: Institutional changes are taking place; GOK is in the process of implementing reforms of the water sector to restructure and improve performance, and address the problems associated with water resources management and delivery of water supply and sanitation services.

2.2.7 A Water Bill was enacted into law in 2002, provides that a Water Services Regulatory Board (WSRB) will regulate the water supply and sanitation services and licence Water Services Boards (WSB) to provide water and sanitation services through agents designated as Water Services Providers (WSP), which could comprise private sector operators, communities, NGOs, or companies established by local authorities.

2.2.8 An autonomous Water Sector Reforms Secretariat (WSRS) was established to steer the reform process, prepare and implement all the transitional arrangements relating to the Water Bill, including the preparation of a transition plan and the provision of guidance in the operationalisation of the proposed new institutions.

2.2.9 The road sector has also undergone significant reforms since the appraisal of the project. The authority in charge of overall road funding is the Kenya Roads Board (KRB). Responsibility for the maintenance of roads is shared between the Roads Department and the District Roads Boards. Under the new institutional arrangements, a fuel levy tax is paid directly to the Road Maintenance Levy Fund (RMLF) managed by Kenya roads board. This has improved the reliability and magnitude of road maintenance funding.

2.2.10 Overall Performance and Rating: Implementation performance and Bank performance are both rated as satisfactory. The component indicators under project outcome were not fully rated. The intangible economic benefits of the project are evaluated to be considerable. Project outcome was rated as satisfactory.

### 2.3 Overall Conclusion on PCR Conclusions and Success Ratings

According to the PCR, the El Nino Infrastructure Rehabilitation Project achieved its objectives. The project was successfully implemented and is operating satisfactorily. Useful and pertinent lessons and recommendations have been drawn from the implementation of the project. The component indicators were correctly scored as satisfactory, except that the rating exercise was not completed in respect of institutional development component indicators.

## 3. Borrower's PCR

The PCR reports that the Executing Agency prepared its PCR in the Bank's Format and submitted it to the Bank in September 2002; no comment on its quality is offered. It is not also said whether or not the Bank's PCR was submitted for Borrower comments.

## 4. PCR Quality Rating

### 4.1 Consistency with Directive OM 900 of the Operations Manual

The PCR has been prepared in accordance with the format as provided in the Operations Manual. It was prepared in July 2004, some 30 months after project completion. The PCR has covered well all topics, including a retrospective project matrix and a matrix on recommendations and follow-up actions.

## **4.2 Evaluation of the Quality of the PCR Content**

### **a) Objectives, Formulation and Quality of Entry**

#### **4.2.1 Objectives and Performance Indicators**

4.2.1.1 The long-term project goal in the water sector was to provide all Kenyans with water supply of good quality in sufficient quantity and in close proximity to the population. In the road sector, the goal was to improve the efficiency of road transport systems. The overall objective of the project was to restore vital socio-economic infrastructure in order to counteract the effects of the “El-Nino” on the adversely affected population groups in Kenya.

4.2.1.2 The overall objective of the El Nino Emergency Infrastructure Rehabilitation Project was to restore vital socio-economic infrastructure in order to counteract the effects of the “El-Nino” on the adversely affected population groups in Kenya. The project was consistent with the long-term goal of ensuring that resources are put into rehabilitation of existing infrastructure before investing in new ones.

4.2.1.3 The main text of the report discusses well the link between sector goal and project objectives and a detailed project matrix is provided.

<p><b>Sector Goal:</b> The long-term project goal in the water sector was to provide all Kenyans with water supply of good quality in sufficient quantity and in close proximity to the population. In the road sector, the goal was to improve the efficiency of road transport systems.</p>
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<p><b>Project Objective:</b> The overall objective of the El Nino Emergency Infrastructure Rehabilitation Project was to restore vital socio-economic infrastructure in order to counteract the effects of the “El-Nino” on the adversely affected population groups in Kenya. The project was consistent with the long-term goal of ensuring that resources are put into rehabilitation of existing infrastructure before investing in new ones.</p>
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#### **4.2.2 Project Formulation**

4.2.2.1 A multi-sectoral group of experts from the Ministries of Roads and Public Works, Environment and Natural Resources, Health, Local Government, Finance and Planning and the Office of the President assessed the damage caused by the el Nino rains and planned for emergency rehabilitation operations in those areas most critically impacted by the flooding. A report of this El Nino Disaster Coordinating Committee, which was housed within the Office of the President, formed the basis for the funding proposal to donors.

4.2.2.2 There were no detailed designs at the time of appraisal, however, in recognition of the emergency nature of the works, it was agreed at the outset that cost estimates could be prepared on the basis of the field assessments. The risk of estimates differing from the actual quantities and costs was minimized by the conduct of detailed designs before contracts were approved. The section is satisfactory.

### **b) Project Implementation:**

4.2.2.3 There were initial delays related to filling the critical positions of Project Manager and Sector Engineers and the long time taken to complete contract formalities between the PMU and the consultants. The works started in April 2000 and were completed in December 2001 instead of February 2000. The total construction period was 19 months, which compares fairly well with the appraisal estimate of 12 months considering that there were 30 contracts in 13 districts and 3 provinces. When compared with other projects in the roads and water sector in Kenya, apart from the slight delays experienced in the preparation of the designs and tender documents and procurement delays, overall implementation performance was satisfactory. The section is satisfactory.

**c) Project Performance and Results**

4.2.2.4 The project met its objectives of restoring vital socio-economic infrastructure and services. In the water sector, the project restored the water supplies to 33 towns in 13 districts, provided chemicals to replace stocks and restored the river gauging stations that had been washed away by the floods. In the roads sector, the project restored the roads that were previously impassable and opened up large parts of the country. The project as a whole has had a positive socio-economic impact in the project areas through improved accessibility to important agricultural areas, markets and social services.

4.2.2.5 In consideration of the performance ratings based on time, cost, adherence to loan conditions, adequacy of supervision and reporting, the overall project execution performance was satisfactory.

4.2.2.6 Operating Results: The water components were implemented to specifications and have restored the water schemes to pre-El Nino levels with extensions to meet future demands. The water services in the towns and villages have improved markedly in terms of quantity, quality and reliability. Revenue collection in the District Water Offices has also improved markedly, and has more than doubled in some cases.

4.2.2.7 The road works were carried out to specifications and the defects noted by previous Bank supervision missions were rectified. The issue of abrupt changes of road profile at locations of crosses culverts still remains. The invert levels of the culverts were raised to facilitate the flow of water, but budgetary constraints did not allow for enough fill to provide a smooth transition. While the overall quality of the completed roads is acceptable, there are a few sections of road, which are in a poor condition. These are also sections that were in a good condition at the time of the initial assessments but which could easily decline to poor if timely maintenance is not carried out.

4.2.2.8 Overall the sector objectives for the water sector have been achieved, while the project was able to partially achieve the road sector objectives – due to the reduction of the number of roads rehabilitated. The project was nonetheless able to achieve part of the sector objective of opening up large parts of the districts, which were rendered inaccessible by the floods.

4.2.2.9 Institutional Performance: Institutional changes are taking place; GOK is in the process of implementing reforms of the water sector to restructure and improve performance, and address the problems associated with water resources management and delivery of water supply and sanitation services.

4.2.2.10 A Water Bill was enacted into law in 2002, provides that a Water Services Regulatory Board (WSRB) will regulate the water supply and sanitation services and licence Water Services Boards (WSB) to provide water and sanitation services through agents designated as Water Services Providers (WSP), which could comprise private sector operators, communities, NGOs, or companies established by local authorities. An autonomous Water Sector Reforms Secretariat (WSRS) was established to steer the reform process, prepare and implement all the transitional arrangements relating to the Water Bill, including the preparation of a transition plan and the provision of guidance in the operationalisation of the proposed new institutions.

4.2.2.11 The road sector has also undergone significant reforms since the appraisal of the project. The authority in charge of overall road funding is the Kenya Roads Board (KRB). Responsibility for the maintenance of roads is shared between the Roads Department and the District Roads Boards. Under the new institutional arrangements, a fuel levy tax is paid directly to the Road Maintenance Levy Fund (RMLF) managed by Kenya roads board. This has improved the reliability and magnitude of road maintenance funding.

The section is satisfactory.

**d) Social and Environmental Impacts**

4.2.2.12 Social Impact: The increased volume of water through the restoration of the damaged water systems has significantly reduced the travel distance and workload for collecting water by women and the girl child. Women now have more time for productive and income-generating activities. The increase in water related diseases associated with the floods have reduced with the restoration of the water schemes

4.2.2.13 The restoration of motorized transport of goods and services and commuter services has been positive. The improvements of the roads have increased accessibility to markets, schools, clinics and health centres, as well as various cultural and social centers. Consequently travel times, vehicle maintenance costs and transport costs are now lower. The project also generated substantial employment opportunities during the construction period. A fewer number of jobs will remain during the post-construction and maintenance period.

4.2.2.14 Environmental Impact The project had a positive impact on the living environment. By restoring the water supply infrastructure to their original levels before “El Nino” with minor extensions, the project has improved access to safe water supply and reduced the prevalence of water borne diseases. +3. The environmental concerns with respect to road works were addressed. The rehabilitation works did not disturb any virgin land. Borrow pits and pipe trenches were adequately restored. The section is satisfactory.

**e) Project Sustainability**

4.2.2.15 The maintenance of the roads rehabilitated under the project will be financed from the Road Maintenance Levy Fund. The flow of funds to the districts improved considerably after the introduction of the Road Maintenance Levy Fund (RMLF). RMLF is providing adequate funds to cover for the maintenance of the roads rehabilitated under the project. Under the new arrangements contractors for rehabilitation of roads will be procured through competition.

4.2.2.16 The use of national contractors was beneficial in building up capacity to eventually maintain the rehabilitated infrastructure. There was a strong community involvement in the prioritisation of the rehabilitation works through the DDCs, which created an awareness of ownership. The communities will continue to be involved in the operation and maintenance of the rehabilitated facilities, which is important for sustainability.

4.2.2.17 For the water schemes, sustainable operation and maintenance will be assured in the short term by the Department of Water Development for schemes operated by them and by community groups for the community managed schemes under the project. In the medium to long term, sustainability of the water schemes will be assured under the institutional reforms being implemented which will transfer the responsibility for the management of all piped water schemes in rural, small and medium towns to Water Services Boards (WSB) which will be required to contract out the service provision to competent Water Service Providers (WSP). In the interim, GOK will ensure the sustainability of the schemes by ensuring the availability of funds to cover operation and maintenance costs. The section is satisfactory.

**f) Performance of the Bank and Borrower**

4.2.2.18 Performance of the Bank: The project as a whole was well conceived and designed. The Bank performed well during the preparation / appraisal period in identifying issues which would delay project implementation and addressed them in the implementation arrangements and the loan conditionality. The review of the procurement process by the Bank was satisfactory and no complaints were reported, though procurement processing lasted longer than programmed.

4.2.2.19 Since the inception of the project, the executing agency received fairly regular monitoring and supervision visits from the Bank at six-monthly intervals. These missions were of assistance to both the Borrower and the executing agency - provided the necessary guidance and advice to ensure the smooth implementation of the project, especially with regard to procurement issues. The overall performance of the Bank during the implementation of the project was satisfactory. Overall, the section is satisfactory.

g) **Overall Performance Rating**

4.2.2.20 Implementation performance and Bank performance are both rated as satisfactory. Overall project outcome is also rated as satisfactory. However, not all component indicators relating to institutional development were rated.

h) **Conclusions, Lessons and Recommendations**

4.2.2.21 The project design responded well to the specific needs of the emergency situation but not fast enough and calls for the development of an emergency lending facility. The loan conditions reflected good understanding of the past implementation experience in the country and helped to avoid the problems of the past. The sub-projects have succeeded in restoring and improving water supplies to 33 towns and villages with a population of 1.3 million by meeting the current demand and short term future demand, improving quality and reliability.

4.2.2.22 In the roads sector, the sub-projects succeeded in opening up large parts of the Western and Nyanza provinces, which had been rendered impassable by the El Nino rains; accessibility to farms, markets, schools, and clinics in towns and villages was restored. There has been a 45% reduction in the transportation cost of farm inputs and a 30% reduction in transportation cost of farm produce, significant reductions in transportation delays with reductions in deterioration of produce.

4.2.2.23 With regard to sustainability, the issue of road maintenance requires require urgent attention if the benefits of the project are to be guaranteed. The road sector reforms currently under way offer encouraging prospects for the maintenance of roads rehabilitated under the project. Similarly sustainability of the water schemes will be enhanced when the necessary institutional reforms are put in place.

4.2.2.24 The project experienced some start-up delays, related to delays in recruiting the consultants, and delays in preparing the designs due to limited capacity of some of the consultants for the amount of work they were given. Delays in filling critical positions in the PMU also contributed to the start-up delays. There were also procurement and disbursement delays experienced during project implementation.. On average procurements lasted 9.5 months, which is long for the NCB procedure applied to all works contracts.

4.2.2.25 With regard to the water components the project restored and increased the capacity of the water supply schemes in the 33 towns and villages - improving access, quality and reliability for a population of about 1.3 million, replaced stocks of water treatment chemicals washed away by the floods, and replaced the hydrological monitoring network, which had also been washed away. For the roads, the project rehabilitated 464.7 km of roads compared to the 405 km at appraisal. The project opened up large areas of the country which had been rendered inaccessible by the El Nino rains thereby restoring access to towns, villages, schools, clinics, farms and markets.

4.2.2.26 Performances of the Bank, Borrower, PMU, contractors and consultants are rated satisfactory. Overall project performance was rated satisfactory.  
The section is satisfactory

i) **Priority of Project for Performance Evaluation Report, Impact Evaluation, Country/Sector reviews or Thematic Evaluation Studies**

4.2.2.27 The PCR is written to a satisfactory standard; almost all chapters are well documented. A comprehensive project matrix has been included. Pertinent lessons and recommendations have been formulated and a matrix on recommendations and follow up actions was constructed. The project was successfully implemented with minor delays, within cost - and it achieved its objectives. It certainly constitutes a success story in Kenya. The PCR notes that the success of this infrastructure rehabilitation project is in sharp contrast to earlier projects in the roads and water sectors in Kenya.

4.2.2.28 No further action is recommended at this time.

**PCR EVALUATION NOTE**

**EL NINO INFRASTRUCTURE REHABILITATION PROJECT**

KENYA

**PCR Rating Format**

**Project Loan No.:** F/KEN/INF-REH/99/26      **Title:** El Nino Infrastructure Rehabilitation Project  
**Country:** Kenya      **Sector:** Infrastructure

PCR EVALUATION CRITERIA	RATING (4-point scale)	REMARKS
1. Adequacy of analysis of Project goals, objective and Formulation (including the verifiable indicators, consistency with appraisal and subsequent revisions)	3	The section is satisfactory.
2. Adequacy of analysis of Project execution (including procurement issues, disbursements, Borrower's reporting, and assessment of monitoring and evaluation achievements)	3	This section is comprehensive and satisfactory.
3. Soundness of judgments on Project Performance and Results (including operating results, economic and financial and related conditions/covenants and their fulfillment, institutional, performance of consultants, contractors, suppliers and other parties)	3	This section is comprehensive and satisfactory.
4. Adequacy of analysis of social and environmental impacts	3	The section is satisfactory.
5. Soundness of judgments on project sustainability, plan for future project operation's phase and maintenance	3	The section is satisfactory.
6. Soundness of judgment on Performance of the Bank, Borrower and Co-financiers	3	The section is satisfactory
7. Consistency of Overall rating with individual rating components	2	The component indicators relating to institutional development were no all rated.
8. Adequacy of analysis and clarity of conclusions, lessons learned and recommendations	3	The lessons, recommendations are pertinent.
9. Other (Specify)	-	
<b>Overall Rating</b>	<b>2.87</b>	<b>PCR quality is Satisfactory.</b>

<b>OPEV and Country Department agree/disagree on Project Performance Rating Y/N</b> OPEV is in general agreement with the performance ratings of the PCR. Implementation performance and Bank performance are both rated as satisfactory. The overall project outcome was however not fully rated.		
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**Borrower's PCR and inputs to Bank Staff PCR** (quality of Borrower's PCR, reviews of project implementation issues, future operation plan, Borrower's comments on PCR):

The PCR reports that the Executing Agency prepared its PCR in the Bank's Format and submitted it to the Bank in September 2002; no comment on its quality is offered. It is not also said whether or not the Bank's PCR was submitted for Borrower comments.

**Conclusion:**

The quality of the PCR is satisfactory; all chapters are well documented. According to the PCR, the El Nino Infrastructure Rehabilitation Project achieved its objectives. The project was successfully implemented and is operating satisfactorily. Useful and pertinent lessons and recommendations have been drawn from the implementation of the project. The component indicators were correctly scored as satisfactory, except that the rating exercise was not completed in respect of institutional development component indicators.

**Priority of Project for Performance Evaluation Report, Impact Evaluation, Country/Sector reviews or Thematic Evaluation Studies:** (x)

The PCR is written to a satisfactory standard; almost all chapters are well documented. Pertinent lessons and recommendations have been formulated and a matrix on recommendations and follow up actions was constructed. The project was successfully implemented with minor delays, within cost - and it achieved its objectives. It constitutes a success story and is sharp contrast to earlier projects in the roads and water sectors in Kenya.  
No further action is recommended.

Major Issues of focus in the performance evaluation report:  
None

**Follow Up Action/Decision:**

**PCR EVALUATION NOTE**

**EL NINO INFRASTRUCTURE REHABILITATION PROJECT**

KENYA

**Correction of PCR Ratings**

**Implementation Performance**

	Indicators	Rating (1-4)	Remarks
1	Adherence to time schedule	1	N/A
2	Adherence to cost schedule	4	N/A
3	Compliance with Covenants	3	N/A
4	Adequacy of Monitoring and Reporting	4	N/A
5	Satisfactory Operations	3	N/A
	<b>Total</b>	15	
	<b>Overall Assessment of Implementation Performance</b>	<b>3</b>	<b>Implementation Performance is Satisfactory</b>

**Bank Performance**

	Indicators	Rating (1-4)	Remarks
1	At Identification	N/A	This aspect is not adequately covered; Bank did not specifically participate in identification activity.
2	At Preparation of project	N/A	This aspect is not adequately covered; Bank did not specifically participate in preparation activity.
3	At Appraisal	3	N/A
4	At supervision	3	N/A
	Total	6	
	<b>Overall Assessment of Bank Performance</b>	<b>3</b>	<b>Bank performance is Satisfactory</b>

**Project Outcome Ratings**

No	Component indicators	Rating (1 – 4)	Remarks
1	<b>Relevance and Achievement of Objectives</b>	<b>3.17</b>	<b>The relevance and achievement of objectives is Satisfactory</b>
i)	Macro-economic policy	3	N/A
ii)	Sector policy	3	N/A
iii)	Physical (incl. Production)	3	N/A
iv)	Financial	N/A	N/A
v)	Poverty alleviation & Social & Gender	3	N/A
vi)	Environmental	3	N/A
vii)	Private sector Development	4	N/A
viii)	Other (Specify)	-	N/A
	<b>Institutional Development</b>	<b>N/A</b>	<b>Not fully rated</b>
2			
i)	Institutional Framework including restructuring	3	N/A

ii)	Financial and Management Information Systems including Audit Systems	N/A	N/A
iii)	Transfer of Technology	N/A	N/A
iv)	Staffing by qualified persons (including Turnover), training & counterpart staff	N/A	N/A
3	<b>Sustainability</b>	<b>3</b>	<b>Sustainability of project impacts is Satisfactory</b>
i)	Continued Borrower Commitment	3	N/A
ii)	Environmental Policy	3	N/A
iii)	Institutional Framework	3	N/A
iv)	Technical Viability and Staffing	3	N/A
v)	Financial viability including cost recovery systems	3	N/A
vi)	Economic Viability	N/A	N/A
vii)	Environmental Viability	3	N/A
viii)	O & M facilitation (availability of recurrent funding, foreign exchange, spare parts, workshop facilities etc.)	3	N/A
4	Economic Internal Rate of Return (EIRR)	N/A	N/A
	<b>Overall Assessment of Outcome</b>	<b>3.08</b>	<b>Overall Project Outcome is Satisfactory</b>