

PROJECT COMPLETION REPORT FOR PUBLIC SECTOR OPERATIONS (PCR)



AFRICAN
DEVELOPMENT
BANK GROUP

I BASIC DATA

A Report data

Report date	Date of report:	31 July 2018	
	Mission date (if field mission)	From: 22 May 2018	To: 25 May 2018

B Responsible Bank staff

Positions	At approval	At completion
Regional Director	Ebrima Faal	Josephine Ngure
Country Manager		Damoni Kitabire
Sector Director	Amadou Oumarou	Amadou Oumarou
Sector Manager	Mamady Souare (OIC)	Noel Kulemeke (Regional Manager – Manager RDGS.3 Jean Kizito Kabanguka (OIC – PICU.1)
Task Manager	Lawrence Kiggundu	Richard Malinga
Alternate Task Manager		
PCR Team Leader		Richard Malinga
PCR Team Members		Bereket Belayhun Woldemeskel

C Project data

Project name: National Transport Sector Master Plan Study		
Project code: P-ZW-DB0-005	Instrument number(s): ADF Grant Loan No. 2100155026466	
Project type: Study	Sector: Transport	
Country: Zimbabwe	Environmental categorization (1-3): Not Applicable	
Processing milestones – Bank approved financing only (add/delete rows depending on the number of financing sources)	Key Events (Bank approved financing only)	Disbursement and closing dates (Bank approved financing only)
Financing source/ instrument1:	Financing source/ instrument1:	Financing source/ instrument1:
Date approved: 18 December 2013	Cancelled amounts: UA 27,440 { TBC - use of portion of unutilized Grant resources for an activity under the project was approved in July 2018 }	Original disbursement deadline: 31/12/2016
Date signed: : 22 January 2014	Supplementary financing: Not Applicable	Original closing date: 30/09/2016
Date of entry into force: 22 January 2014	Restructuring (specify date & amount involved): Not Applicable	Revised (if applicable) disbursement deadline: 31 December 2017 30 November 2018

Date effective for 1st disbursement: 20 May 2014	Extensions (<i>specify dates</i>):		Revised (<i>if applicable</i>) closing date:	
Date of actual 1st disbursement: 18 November 2015				
Financing source/instrument (add/delete rows depending on the number of financing sources):	Disbursed amount (amount, UA):	Percentage disbursed (%):	Undisbursed amount (UA):	Percentage undisbursed (%):
Financing source/ instrument1: ADF Grant UA 880,00	852,559.59	96.88	27,440.41	3.12
Government: UA 90,000	77,064.52	85.63	12,935.48	14.37
TOTAL	929,624.11		40,375.89	
Co-financiers and other external partners: Not Applicable				
Executing and implementing agency (ies): Ministry of Transport and Infrastructure Development				

D Management review and comments

Report reviewed by	Name	Date reviewed	Comments
Country Manager	Damoni Kitabire		
Sector Manager	Noel Kulemeka		
Regional Director (as chair of Country Team)	Josephine Ngure (DDG)		
Sector Director			

II Project performance assessment

A Relevance

1. Relevance of project development objective

Rating*	Narrative assessment (<i>max 250 words</i>)
4	<p>The National Transport Master Plan Study was recognised as a critical element that would provide clear and coherent guidance in the development of inter-modal transport linkages in the country in the growth of the transport sector, and its role in the overall economic growth. The objective was: to provide Government of Zimbabwe with a comprehensive National Transport Sector Master Plan with a strategic framework and investment plan for sustainable development of the transport infrastructure and services to support growth and wealth creation taking into account green and inclusive growth.</p> <p>The project purpose at design was defined as “ <i>to provide Government with a comprehensive National Transport Sector Master Plan with a strategic framework and investment plan for sustainable development of the transport infrastructure and services to support growth and wealth creation taking into account green and inclusive growth.</i>” The project purpose was well aligned with the Zimbabwe Medium Term Plan (MTP 2011-2015) and the Zimbabwe Agenda for Socio-Economic Transformation (Zim Asset 2013-2018), as well as the National Transport Policy. These Government Strategies all recognised the poor state of transport infrastructure in the country as an impediment to growth, and thus the need to accelerate its rehabilitation. Such action would require a coherent approach, which the National Transport Master Plan sought to provide.</p> <p>The proposed transport sector master plan for Zimbabwe was designed to provide a framework that ensures systematic and coordinated interventions that address the challenges in the transport sector in the short, medium to long term in line with the objectives of the MTP, Zim Asset and the new NTP. The MTP, the Zim Asset and NTP objectives were consistent with the Bank’s Country Brief for Zimbabwe (2013-2015). There is no CSP for Zimbabwe. The Country Brief identified infrastructure as one of the potential areas of intervention by the Bank.</p>

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

2. Relevance of project design

Rating*	Narrative assessment (max 250 words)
3	<p>The project design adopted the appropriate solutions to the identified problems.</p> <p>The project design was relevant and effective in that procurement to implementation of the consultancy for the development of the Zimbabwe National Transport Master plan study; both the executing agency (Ministry of Transport and Infrastructural Development) and Bank concerns. With current foreign currency shortages, the design made it easier for continuity of project as the Consultant was being paid directly from AfDB upon approval of each deliverable by PIU.</p> <p>The purpose was to prepare a strategy and investment plan to meet set goals for the transport sector. The ToR for the Study were appropriate for the intended result, and the structuring of the project coordination was appropriate, albeit similar projects would need consideration of strengthening the coordination capacity.</p> <p>There was no project restructuring, with however the inclusion of a provision for the printing and dissemination of the National Transport Master Plan, that was requested by the Recipient after the expiry of the Disbursement Deadline, when they had been notified on the cancellation of the unutilized Grant amount. The change necessitated an extension of the Disbursement Deadline (second extension of 11 months following an initial extension of 12 months to take into account delays experienced on the procurement.</p> <p>Whereas the cumulative extension was less than two years (totalling 23 months), the approval was required to be done by the Vice President, since the request was submitted in June 2018, after the expiry of the Deadline (December 2017)</p>

3. Lessons learned related to relevance

Key issues <i>(max 5, add rows as needed)</i>	Lessons learned	Target audience
1. Project Holistic Overview	Whereas under the consultancy services contract, the deliverables included the printing of a number of copies (30) of the primary output the National Transport Master Plan. It was later noted that for effective dissemination, additional copies (110) would be required. These are now to be procured through a separate procurement arrangement. It necessitated extension of the Disbursement Deadline and introduction of a new procurement arrangement. This could have been addressed, well before the expiry.	1. MoTID 2. MoF
2. Project duration	The Transport Master Plan study was undertaken in a period of about twenty-seven months, as opposed to the eighteen months. For future projects the PIU needs to ensure time allowed for the assignments is critically reviewed against the expected deliverables, and that consultants adhere to their project timeline. The review and approval also needs to be reduced by having dedicated personnel monitoring the implementation	1. Bank 2. MoTID

B Effectiveness

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

Comments												
<p><i>Provide a brief description of the Project (components) and the context in which it was designed and implemented. State the project development objective (usually the project purpose as set out in the RLF) and assess progress. Unanticipated outcomes should also be accounted for, as well as specific reference of gender equality in the project. The consistency of the assumptions that link the different levels of the results chain in the RLF should also be considered. Indicative max length: 400 words.</i></p> <p>The project components are outlined in the Table below.</p> <table border="1"> <thead> <tr> <th>Component</th> <th>Amount Allocated (million UA)</th> </tr> </thead> <tbody> <tr> <td>Consulting Services</td> <td>0.88</td> </tr> <tr> <td>Study</td> <td>0.86</td> </tr> <tr> <td>Project Audit</td> <td>0.02</td> </tr> <tr> <td>Study Support and Coordination</td> <td>0.09</td> </tr> <tr> <td>Total</td> <td>0.97</td> </tr> </tbody> </table>	Component	Amount Allocated (million UA)	Consulting Services	0.88	Study	0.86	Project Audit	0.02	Study Support and Coordination	0.09	Total	0.97
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The project was conceived in the context of the environment and Country's situation. The Consulting Service component included in the National Transport Master Plan Study and the Financial Audit service. The Study Support and Coordination Component entailed the Government input for the management and coordination of the Study activities. The project objectives were developed in respect of the following:

(i) The country recovering from economic isolation by the international community; (ii) Government adoption of a Results-Based Management (RBM) System that focuses on clear results, outcomes and outputs, particularly in the infrastructure sector; and (iii) the Bank Group's commitment to the New Deal of Engagement with Transitional States.

The intervention was to provide the basis for formulating a framework and leveraging resources from Development Partners towards the sustainable development of the transport sector. It was prepared in line with the objectives of the National Transport Policy, the Zim Asset, the Medium Term Plan and Bank's Country Brief (2012) through a consultative process with stakeholders.

The services contract was awarded to M/s CPCS Transcom International Ltd in April 2015 for contract amount of USD 1,188,372. The contract was signed in May 2015 and assignment commenced June 2015, with an 18-month duration it was expected to have been completed December 2016.

The project was successfully implemented, with the Final Report of the National Transport Master Plan submitted in July 2017. The Final Master Plan Study Report followed a Stakeholder's Validation Workshop held in March 2017 to review the Draft Final Report. The Master Plan provides a reference document to guide the country's investments in the sector in the short, medium and long term.

The project outputs were all delivered and outcomes on track to be achieved. The Master Plan was completed, and training done. These underpin the outcome of improved capacity in effective transport sector planning.

2. Outcome reporting

Outcome indicators (as per RLF; add more rows as needed)	Baseline value (Year) (A)	Most recent value (B)	End target (C) (expected value at project completion)	Progress towards target (% realized) [(B-A)/(C-A)]	Narrative assessment (indicative max length: 50 words per outcome)	Core Sector Indicator (Yes/No)
Outcome 1: Improved capacity in effective transport sector planning	Weak	Strengthened	Strengthened	100	The assessment is through a proxy, with inference from the capacity building and training of the MoTID staff through the project	No
Outcome 2: National Transport Sector Master Plan)	0	1	1	100	The Master Plan was prepared (This is more of the output)	No
Rating* (see IPR methodology)	Narrative assessment					
3	The Transport Master Plan document is not yet submitted to Cabinet for adoption as government policy document.					

3. Output reporting

Output indicators (as specified in the 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 (indicative max length: 50 words per output)	Core Sector Indicator (Yes/No)
Output 1:	1	1 Report	100%	The Final Report was delivered in July 2017	No

National Transport Master Plan					
Output 2: Trained Staff	4	4 Trained Staff	100%	The four Ministry staff were trained in data collection, planning, drafting, traffic modelling and financial modelling for roads, rail and aviation projects	No
Rating* (see IPR methodology)	Narrative assessment				
3	<p>The training was continuous from the beginning of the project to the end, with the attachment/ secondment of staff to work on a day-to-day basis with the Study Consultant. The training involved participating in collecting data through organised meetings, desk research and drafting specific sections of the Reports with guidance from Consultants subject/ sub-sector key experts.</p> <p>The project fully achieved the intended outcomes and outputs.</p>				

4. Development Objective (DO) rating

DO rating (derived from updated IPR)*	Narrative assessment (indicative max length: 250 words)
3	<p>The development objective was achieved. The Zimbabwe Transport Master Plan was produced in July 2017 with priority projects identified complete with budget estimate for all the four transport sub-sectors i.e. aviation, rail, inland waters and roads.</p> <p>The assessment of bot the Outcomes and Outputs is satisfactory.</p>

5. Beneficiaries (add rows as needed)

Actual (A)	Planned (B)	Progress towards target (% realized) (A/B)	% of women	Category (eg. farmers, students)
Urban councils, NRZ, ZINARA, Air Zimbabwe, CAAZ, Government			53% (proportion of women in the country)	The rest of population benefits

6. Gender equality

Assessment on the performance of gender equality in the operation (indicative max length: 250 words)
Not gender specific but all inclusive

7. Unanticipated or additional outcomes (add rows as needed)

Description	Type (eg. gender, climate change, social, other)	Positive or negative	Impact on project (High, Medium, Low)
Skills transferred to Ministry's Department of Roads staff on top of the 4 counterpart staff attached to the consultants on multi-criteria analysis tool, traffic modelling and financial modelling for road projects.	Skills transfer	Positive	High

8. Lessons learned related to effectiveness (add rows as needed)

Key issues (max 5, add rows as needed)	Lessons learned	Target audience
1. Skills transfer	1. The training through secondment/ attachment offers good opportunity for hands on and effective training.	MoTID

	Whilst some of the persons that benefitted from the training have left the Ministry, they are still working in the sector - and hence is still beneficial to the country. The approach of secondment should be replicated in other such assignments.	
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C Efficiency

1. Timeliness

Planned project duration – years (A) (as per PAR)	Actual implementation time – years (B) (from effectiveness for 1st disb.)	Ratio of planned and actual implementation time (A/B)	Rating*
35 months (January 2014 to December 2016)	42 months (January 2014 to July 2017)	0.833 [<1 and ≥0.75.]	3
Narrative assessment (indicative max length: 250 words)			
The consultant services for development for the Zimbabwe National Transport Master Plan study project exceeded the planned duration, as a consequence of (i) delays in procurement and (ii) delays in delivery of some of the deliverables. The implementation was hence delayed. The procurement of consultant services was delayed by 6 months The assessment has been referenced from January 2014, when the project become effective, to July 2017 when the Final Report for the Master Plan was submitted.			

2. Resource use efficiency

Median % physical implementation of RLF outputs financed by all financiers (A) (see II.B.3)	Commitment rate (%) (B) (See table 1.C – Total commitment rate of all financiers)	Ratio of the median percentage physical implementation and commitment rate (A/B)	Rating*
100	95.84	1.04 [≥ 1]	4
Narrative assessment (indicative max length: 250 words)			
The implementation is deemed to have been fully delivered – thus physical implementation based on outputs delivered determined as 100%, whilst the total resources used was UA 929,624 equivalent (Bank and Recipient resources). The level of commitment therefore is 95.84% (UA 929,624/ UA 970,000). On this basis, the ratio has been determined as > 1.			

3. Cost benefit analysis

Economic Rate of Return (at appraisal) (A)	Updated Economic Rate of Return (at completion) (B)	Ratio of the Economic Rate of Return at completion and at appraisal (B/A)	Rating*
Not applicable	Not applicable	Not applicable	Not applicable
Narrative assessment (indicative max length: 250 words)			
Not applicable	Not applicable A cost-benefit analysis does not apply for a study.		

4. Implementation Progress (IP)

IP Rating (derived from updated IPR) *	Narrative comments (commenting specifically on those IP items that were rated Unsatisfactory or Highly Unsatisfactory, as per last IPR). (indicative max length: 500 words)

3	<p>The average IP rating is 2.75 of the rated criteria.</p> <p>The criterion rated unsatisfactory is monitoring and evaluation. The preparation and submission of Quarterly Progress Reports was delayed.</p>
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5. Lessons learned related to efficiency

Key issues (max 5, add rows as needed)	Lessons learned	Target audience
1. Project duration	1. The project duration was supposed to be over 3 years but project was completed in four years from time of award. The duration required to be extended on account of (i) delays in procurement and (ii) extension for the deliverables from the Study. The final delivery was to have been done in 18 months. It was delivered in 24 months for justifiable reasons, including delays in provision of input data by the Borrower.	1. MoTID 2. MoFED 3. AfDB
2. Exchange Rate Gains	The Grant was provided in UA, whilst the disbursements were in USD. In the course on implementation, the USD strengthened and there was potential for the funds not being adequate, for which the Recipient made contingency plans. However there was no need for the Recipient to meet financing shortfalls as had been anticipated, due to the fact that when the disbursements were done, the USD/UA exchange rate had returned to the levels at appraisal. Financial contingencies approach need to be wholly applied in projects.	1. MoFED 2. AfDB

D Sustainability

1. Financial sustainability

Rating*	Narrative assessment (indicative max length: 250 words)
3	<p>Given the nature of the project (a study for development of a National Transport Master Plan), there is no direct assessment of the extent to which funding mechanisms and modalities have been put in place to ensure the continued flow of benefits after project completion.</p> <p>The Government however needs to put in place – through the budgeting process, resources to effectively maintain the relevance and dynamism of the Master Plan. The resources shall be for the management of the review and update process, as well as maintenance of any licences for proprietary software.</p>

2. Institutional sustainability and strengthening of capacities

Rating*	Narrative assessment (indicative max length: 250 words)
3	<p>Through the training of some the Ministry staff, the project has contributed to strengthening institutional capacities that will facilitate the continued flow of benefits associated with the project. The ministry has developed some capacity in aspects related to travel demand analysis/ forecasting as well as Multi-Criteria Analysis (MCA). These are critical for the MoTID to progressively interrogate the National Transport Master Plan investment priorities to respond to emerging and changing circumstances.</p> <p>The Master Plan should not be regarded as a static document, but rather a dynamic document that shall guide investment planning in the Transport Sector. It is possible that some aspects proposed may diminish in relevance and as such the need to have a team to monitor and periodically engage stakeholders. The establishment of such a Task Force to be managed by</p>

	<p>the Ministry is recommended. There shall be need to identify persons from each of the transport sub-sectors to be part of this.</p> <p>The Ministry is to establish such a team.</p>
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3. Ownership and sustainability of partnerships

Rating*	Narrative assessment (indicative max length: 250 words)
3	<p>The issue of ownership is cardinal. From the discussions with some stakeholders, it is evident that this aspect needs to be enhanced. The planned dissemination shall go a long way in this.</p> <p>Solid partnerships with all the transport sub-sector agencies and stakeholders needs to be cultivated. The discussions with ZINARA demonstrated clear ownership, whilst for some other institutions, it was evident there was a gap. This largely stems from the fact that post the Stakeholder's review of the Draft Final Report; there has been no further formal feedback. The planned dissemination shall go a long way on bridging this gap.</p>

4. Environmental and social sustainability

Rating*	Narrative assessment (indicative max length: 250 words)
	<p>Not applicable</p> <p>The project was not classified as either Environmental Category I or Category II.</p>

5. Lessons learned related to sustainability

Key issues (max 5, add rows as needed)	Lessons learned	Target audience
1. Information sharing	1. There is a need to ensure that all key stakeholders are timely engaged. The Draft Final Report was reviewed through a Stakeholder validation workshop, however following that some stakeholders indicated that they were not aware of the resulting revisions.	MoTID
2. Usefulness of the NTMP as a planning Tool	The Master Plan should not be regarded as a static document, but rather a dynamic document that shall guide investment planning in the Transport Sector. It is possible that some aspects proposed may diminish in relevance and as such the need to have a team to monitor and periodically engage stakeholders. The establishment of such a Task Force to be managed by the Ministry is recommended. There shall be need to identify persons from each of the transport sub-sectors to be part of this.	MoTID

III Performance of stakeholders

1. Bank performance

Rating*	Narrative assessment by the Borrower on the Bank's performance, as well as any other aspects of the project (both quantitative and qualitative). See guidance note on issues to cover. (indicative max length: 250 words)
4	<p>The Bank was making payments on time after submission of approvals for each milestone.</p> <p>Comments to be inserted by the Bank on its own performance (both quantitative and qualitative). See guidance note on issues to cover. (indicative max length: 250 words)</p> <p>The Bank proactively identified and resolved problems at different stages of the project cycle, for example identification the foreign exchange risks. The Bank has also responded to the request for committing unutilised Grant resources for dissemination. Whereas as noted above this is something that could have been foreseen at an early stage, the likely benefits</p>

	to the Government warranted the late consideration. Supervision Missions were conducted at least once a year, typically timed with the deliverables and the stakeholder engagement.
	The follow up on the monitoring and evaluation system could have been more rigorous to avoid the delays in the submission of the Quarterly Progress Reports.
Key issues (related to Bank performance, max 5, add rows as needed)	Lessons learned
1. Project Reporting	1. There is need to timely flag delays in submission of the Recipient obligations

2. Borrower performance

Rating*	Narrative assessment on the Borrower performance to be inserted by the Bank (both quantitative and qualitative, depending on available information). See guidance note. (indicative max length: 250 words)
3	<p>The Borrower's performance in respect of compliance with covenants and agreements was satisfactory.</p> <p>The Government's implementing agency performance in ensuring quality preparation and implementation, did however fall short on a number of occasions. It was evident that there was no diligent follow up on some aspects at the beginning that gave rise to procurement delays, and similarly the Recipient acting contrary to Bank advice on the procurement of the Auditors. The MoTID was however able to successfully mitigate the actions that arose from the mistake (opening of a financial proposal that had not qualified).</p> <p>The MoTID needs to however also be commended. The Ministry would always endeavor to provide timely feedback.</p>
	Comments to be inserted by the Borrower on its own performance (both quantitative and qualitative). See guidance note on issues to cover. (indicative max length: 250 words)
Key issues (related to Borrower performance, max 5, add rows as needed)	Lessons learned
1.	1.

3. Performance of other stakeholders

Rating*	Narrative assessment on the performance of other stakeholders, including co-financiers, contractors and service providers. See guidance note on issues to cover. (indicative max length: 250 words)		
3	<p>The consultant on a number of occasions did not meet the submission deadline for the deliverables. The Consultant would nonetheless provide reasons for this.</p> <p>The feedback to the Consultant was also delayed, with the knock-on effect on the Consultants delivery.</p>		
Key issues (related to performance of other stakeholders, max 5, add rows as needed)	Lessons learned (max 5)	Target audience (for lessons learned)	
1. Feedback and Review of Deliverables	1. The project was cross-sectoral (across the transport sub-sectors), and in such a case the review and feedback involved a number of players. It was difficult for MoTID to obtain all feedback as planned. This means that for better performance, in such assignments – focal persons need to be identified and tasked to deliver and accordingly held accountable. It should not be considered as ad-hoc.	1. MoTID	

IV Summary of key lessons learned and recommendations

1. Key lessons learned

Key issues (max 5, add rows as needed)	Key lessons learned	Target audience
1. Project Holistic Overview	Whereas under the consultancy services contract, the deliverables included the printing of a number of copies (30) of the primary output the National Transport Master Plan. It was later noted that for effective dissemination, additional copies (110)	MoTID MoF Bank

	would be required. These are now to be procured through a separate procurement arrangement. It necessitated extension of the Disbursement Deadline and introduction of a new procurement arrangement. This could have been addressed, well before the expiry.	
2. Project duration	The Transport Master Plan study was undertaken in a period of about twenty-seven months, as opposed to the eighteen months. For future projects the PIU needs to ensure time allowed for the assignments is critically reviewed against the expected deliverables, and that consultants adhere to their project timeline. The review and approval also needs to be reduced by having dedicated personnel monitoring the implementation	Bank MoTID
3. Usefulness of the NTMP as a planning Tool	The Master Plan should not be regarded as a static document, but rather a dynamic document that shall guide investment planning in the Transport Sector. It is possible that some aspects proposed may diminish in relevance and as such the need to have a team to monitor and periodically engage stakeholders. The establishment of such a Task Force to be managed by the Ministry is recommended. There shall be need to identify persons from each of the transport sub-sectors to be part of this.	MoTID

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

Key issue (max 10, add rows as needed)	Key recommendation	Responsible	Deadline
1. Adoption by government of Zimbabwe National Transport Master Plan	Ministry of Transport and Infrastructural Development to write to cabinet for its adoption as policy document	MoTID	October 2018
2. Establishment of a Transport Sector Task Force	The Government needs to establish a Task Force consisting of well-experienced Transport Experts from the various sub-sectors to periodic review and assess relevance of the implementation of the Transport Master Plan recommendations. The Terms of Reference need to be clear on the deliverables and monitoring mechanisms. The Task Force/ Team is to monitor and periodically engage stakeholders. The establishment of such a Task Force to be managed by the Ministry is recommended.	MoTID	December 2018 (post dissemination)
3. Sustainability and Relevance	The Government needs to institute structures to enable the derivation of maximum benefits from the Master Plan, which shall form a reference for investments in the transport sector.	MoTID MoFED	Continuous

V Overall PCR rating

Dimensions and criteria	Rating*
DIMENSION A: RELEVANCE	4

Relevance of project development objective (II.A.1)	4
Relevance of project design (II.A.2)	3
DIMENSION B: EFFECTIVENESS	3
Development Objective (DO) (II.B.4)	3
DIMENSION C: EFFICIENCY	3
Timeliness (II.C.1)	3
Resource use efficiency (II.C.2)	4
Cost-benefit analysis (II.C.3)	N/A
Implementation Progress (IP) (II.C.4)	3
DIMENSION D: SUSTAINABILITY	3
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)	N/A
AVERAGE OF THE DIMENSION RATINGS	3.21
OVERALL PROJECT COMPLETION RATING	3

VI Acronyms and abbreviations

Acronym (add rows as needed)	Full name
AfDB	<i>African Development Bank</i>
CAAZ	<i>Civil Aviation Authority of Zimbabwe</i>
CSP	<i>Country Strategy Paper</i>
MoFED	<i>Ministry of Finance and Economic Development</i>
MoTID	<i>Ministry of Transport and Infrastructural Development</i>
MTP	<i>Medium Term Plan</i>
NTP	<i>National Transport Policy</i>
ZINARA	<i>Zimbabwe National Road Administration</i>

Required attachment: Updated Implementation Progress and Results Report (IPR)– the date should be the same as the PCR mission.