

# PROJECT COMPLETION REPORT FOR PUBLIC SECTOR OPERATIONS (PCR)



AFRICAN  
DEVELOPMENT  
BANK GROUP

## I BASIC DATA

### A Report data

<b>Report date</b>	Date of report:	16.03.2013	
	Mission date ( <i>if field mission</i> )	From: 04.02.2013	To: 08.02.2013

### B Responsible Bank staff

Positions	At approval	At completion
<b>Regional Director</b>		G. Negatu
<b>Sector Director</b>	K. Bedoumra	M. El Azizi
<b>Sector Manager</b>	F. Kwesiga	A. Bahri
<b>Task Manager</b>	P. Akari	P. Akari
<b>Alternate Task Manager</b>		
<b>PCR Team Leader</b>		J.M. Ossete
<b>PCR Team Members</b>		P. Akari, F. Hollhuber, H.S. Msham

### C Project data

<b>Project name: Ethiopia Information and Knowledge management Project</b>		
<b>Project code:</b>	<b>Loan number: 5600155000152</b>	
<b>Project type: National</b>	<b>Sector: Water</b>	
<b>Country: Ethiopia</b>	<b>Environmental categorization (1-3): 3</b>	
<b>Processing milestones (Loan)</b>	<b>Key events (Loan)</b>	<b>Disbursement and closing dates (Loan)</b>
Date approved:	Cancelled amounts:	Original disbursement deadline:
Date signed:	Supplementary financing:	Original closing date:
Date of entry into force:	Restructuring ( <i>specify date &amp; amount involved</i> ):	Revised ( <i>if applicable</i> ) disbursement deadline:
Date effective for 1st disbursement:	Extensions ( <i>specify dates</i> ):	Revised ( <i>if applicable</i> ) closing date:
Date of actual 1st disbursement:		
<b>Processing milestones (Grant)</b>	<b>Key events (Grant)</b>	<b>Disbursement and closing dates (Grant)</b>
Date approved: 02.10.2006	Cancelled amounts:	Original disbursement deadline: 01.10.2007
Date signed: 31.10.2006	Supplementary financing:	Original closing date: 30.06.2008
Date of entry into force: Grant declared effective – 14.05.2007	Restructuring ( <i>specify date &amp; amount involved</i> ):	Revised ( <i>if applicable</i> ) disbursement deadline: 31.10.2010
Date effective for 1st disbursement:	Extensions ( <i>specify dates</i> ): Extension 1. From	Revised ( <i>if applicable</i> ) closing date:

31.12.2006	30. June 2008 to 25 May 2009 (QPR 2/2009) Extension 2. May 2009 to November 2009. Extension 3. November 2009 – July 2010 (documentation available at Markos office) Extension 4. July 2010 – October 2010 (deadline for last disbursement October 31 <sup>st</sup> 2010)			
Date approved: 02.10.2006	Cancelled amounts:			
<b>Financing source (UA):</b>	<b>Disbursed amount (amount, UA):</b>	<b>Percentage disbursed (%):</b>	<b>Disbursed amount (UA):</b>	<b>Percentage undisbursed (%):</b>
Loan:				
Grant:	<b>€500 000</b>	<b>90</b>	<b>€450 000</b>	<b>10</b>
Government:	<b>€236 000</b>	<b>100</b>	<b>€236 000</b>	<b>0</b>
Other (eg. co-financiers). <i>Add rows as needed</i>				
<b>TOTAL</b>	<b>€736 000</b>			
<b>Financing source (UA):</b>	<b>Committed amount (UA):</b>	<b>Percentage committed (%):</b>	<b>Uncommitted amount (UA):</b>	<b>Percentage uncommitted (%):</b>
Loan:				
Grant:				
Government:				
Other (eg. co-financiers). <i>Add rows as needed</i>				
<b>TOTAL</b>				
Co-financiers and other external partners: AWF - €500 000 (Cash), Government – €236 000 (Cash and Services)				
Executing and implementing agency (ies): MoWE – Ministry of Water Resources and Energy				

## D Management review and comments

Report reviewed by	Name	Date reviewed	Comments
Principal water and sanitation Eng. AWF	Franz Hollhuber	23/10/2013	Various comments
Monitoring and evaluation specialist, AWF	Hawa Msham	23/10/2013	Various comments
Chief water Policy,, AWF	Peter Aari	23/10/2013	Several comments; revision of the draft report
Coordinator, AWF	Akiça Bahri	30/10/2013	Minor comments
Director, EARC	G.Negatu	21/11//2013	No comments
Director, OWAS/AWF	M. EL AZIZI	05/03/2014	No comments

## II Project performance assessment

### A Relevance

#### 1. Relevance of project development objective

Rating*	Narrative assessment (max 250 words)
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4	<p>The Project was deemed relevant by all stakeholders interviewed. Several interviewees responded that they would have repeated the project in the same way, should they start over (– albeit adding more on overall training of staff in relation to the project objectives and its outputs and potential outcomes and added a better overall project control committee). This indicates that the project components indeed reflected the actual needs of the implementing institution. The technologies used were selected by the implementing institution and through consultation with external advisors, and most of these technologies and solutions were still in use at the current Ministry of Water and Energy (MoWE), and had even been further developed. With regards to Component 2, the plans were overly ambitious and would have required a significantly larger resource base to complete, but the sequence of activities has helped the Department to continue with these plans using other resources and funding. In respect to particularly component 2, MoWE received much value out of the investment. The consultant that provided ways forward in compiling the background documentation on where the water sector is today, and subsequently addressing needs in the water sector also offered various avenues to pursue in achieving this. The broadness of the consultancy product thus offers broad opportunities to consider as potential investors are addressed.</p>
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\* 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)
2	<p>While the project and respective components were indeed found to be appropriate, the project design and structure posed challenges. The project was split between multiple departments and units making an overview very challenging and capitalise on potential synergies between the components. Lack of a robust monitoring system delayed the project almost threefold in time. The delays were largely caused by institutional internal shortcomings where in particular the financial department was not kept in the loop (particularly related to procurement procedures and deadlines). The project design also proved very vulnerable to changes in management. As the project was approved, the project coordinator (who had been present throughout the whole design process) resigned. According to interviewees, there was in essence no handover made to the new project coordinator which in turn resulted in a slow resumption of the project. In general, it was found that there was very limited communication between implementing units and departments, which can be viewed as symptomatic of the organisational culture.</p> <p>In summary, the institutional changes had in part resulted in that some of the project implementation progress has been hampered, but such changes were outside of the project control. The negative impact on project progress could meanwhile possibly have been avoided through a stronger Project Coordination Unit, which should have remained staffed by the same persons, irrespective of their departmental affiliations. The project would have benefitted from such a PCU which could have had the responsibility of Monitoring and evaluation (M&amp;E) for all components.</p>

## 3. Lessons learned related to relevance

Key issues (max 5, add rows as needed)	Lessons learned	Target audience
1. Project was split into various departments which made coordination of outputs and potential outcomes challenging	1.1. As a project is defined by a Ministry/department, inclusiveness through briefings and regular updates to all benefitting sectors/departments/units is imperative for project goal to be reached.	MoWE
2. Level of available financing to achieve component aims inadequate/unrealistic	1.2. Project coordinator needs to have access and insight into all involved Units/departments included in the project  2.1. Make careful and realistic consideration as to required funding requirements to reach anticipated goals	ADB/AWF, MoWE  ADB/AWF, MoWE
3. Use of respective component products/outcomes	3.1. Component 2 produced a background report on the known hydrological situation in Ethiopia. It further offered an analysis around the knowledge gaps and potential threats to the water resources as development in	MoWE

	<p>general is pursued. This consultancy product is in itself a particularly valuable output which needs to be broadcasted both in terms of content as well as scope of undertaking to other departments and Ministries on how a study of such a nature should be undertaken.</p>	
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## B Effectiveness

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

#### Comments

*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.*

Goal (ADB Appraisal Document (2008)): *To contribute to economic growth, reduce poverty, and enhance the livelihood of the population through improved planning and management of water resources.*

Results (Appraisal logframe);

- Improved water resources management
- Improved water sector services
- Increased food security through enhanced agricultural water use

The project was split into five separate components:

1. Design of Water Sector Information System (WSIS): Scoping study was done satisfactorily. The WSIS is to date not set up and the scoping study has lost some value becoming outdated due to organizational changes. Impact of this component hence remains low.
2. Design Study for a Strengthened Water Quality Data Generation and Monitoring. The study was highly satisfactorily and cost efficient. The study was found effective since several options are presented, providing opportunities for progress. The product was found to be Sustainable with the report used as reference base for planning further interventions. Impacts: Understanding of water quality issues, required technologies and strategies increased. Probability to attract financing increased with a solid reference (e.g. ten Woreda stations were furnished through WFP support).
3. Reinforcing Water Research and Knowledge Management; Outputs are listed as five research projects in cooperation with three universities. The Knowledge Management Centre was established within MoWE, staff was trained and the unit appeared to be operating well. The centre's impact is profound being the first centralized database for Water Sector information in Ethiopia. The centre is operated by MoWE, and expansion is planned, indicating component sustainability.
4. Support to the Establishment of a Groundwater database. Underfunded, this component was dropped as alternative funding was indicated (comprehensive Groundwater Information System). Interviewees expressed shown interest from the Dutch government, but funding remains absent. Funding was relocated to components likely to face cost over-runs.
5. Upgrading and Expanding of Information and Communication Technology (ICT) Infrastructure Capacity: Outputs included upgrading the network system serving MoWE, including two servers, which significantly improved the MoWE ICT infrastructure. The component was both effective and efficient with significant impact, and ongoing upgrading indicates sustainability. The component meanwhile concentrated its activities to the Ministry level resulting in continued interface challenges between Ministry and Woreda levels. This remains an ambition for the Ministry to address.

The components were implemented by separate sections within MoWE, posing challenges for project coordination and monitoring. Main shortcoming for achieving respective component objectives was reportedly due to inadequate funds

Overall, the implemented components have clearly supported the attainment of expected results and impacts, and contributed to the achievement of the overall Goal. Some components generated a more direct benefit (e.g. ICT infrastructure, more efficient

monitoring tools facilitating monitoring and hence progress in respective sector), while others have carried a more indirect benefit (e.g. Knowledge Centre supporting research).

All outcomes were not achieved – mainly due to overly ambitious plans in relation to the funds available, which could have been adjusted during the design phase. Delays in procurement processes resulted in not all planned procurement was carried out and roughly 54000€, approximately 10% of the grant remains unutilized.

## 2. Outcome reporting

Outcome indicators (as per RLF; add more rows as needed)	Baseline value (Year)	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 outcome)	Core Sector Indicator (Yes/No)
Outcome component 1:	N/A as there were no implementation Log Frames established	N/A	N/A	N/A	1) Design of Water Sector Information System (WSIS): Scoping study was done satisfactorily, but it was not taken further to enable implementation of the WSIS. The WSIS is to this date not set up, while the scoping study has also lost some value becoming outdated especially with regards to organizational setup. The impact of this component thus remains low, while it is still possible to take it further by updating and the establishment of the WSIS within MoWE.	3 Yes - satisfactorily
Outcome component 2:					2) The Design Study for a Strengthened Water Quality Data Generation and Monitoring that was carried out was highly satisfactorily and cost efficient. The study was also found effective since several options are presented and provides opportunities to continue the work. Sustainable, since report found useful as reference base for planning further interventions. Impacts: Understanding of water quality issues, required technologies and strategies increased within Hydrology Department, probability to attract further financing increased due to solid reference base (for instance, five plus five stations were furnished through WFP in line with the design).	4 Yes - very satisfactorily
Outcome component 3:					3) Reinforcing Water Research and Knowledge Management, outputs are listed as five research projects carried out in cooperation with three different universities. The Knowledge Management Centre was established and set-up within the MoWE, the staff was trained and the unit seems to be	3 Yes – satisfactorily

Outcome component 4:					operating well. The impact of this centre is positive, providing the first centralized database for Water Sector information in Ethiopia. The centre is currently operated by MoWE, and some expansion is being planned, indicating that the component has been sustainable. However, the centre remains to be connected to the network, and thus the information can only be accessed through the established library portals.	
Outcome component 5:					<p>4) Removed from the project, and funds reallocated to component 2 and 5. Indicatively, alternative funding was obtained for this Outcome, but it is yet to materialise.</p> <p>5) Upgrading and Expanding of Information and Communication Technology (ICT) Infrastructure Capacity: Outputs were an upgrading of the network system which served the entire MoWE, as well as the procurement of two servers and accompanying hardware and software, which significantly improved the ICT infrastructure of the Ministry. The component was deemed both effective and efficient. The impact was significant, and current progress in further updating of the system indicates sustainability. The component meanwhile concentrated its activities to the Ministry level resulting in continued interface challenges between Ministry and Woreda levels. This remains an ambition for the Ministry to address.</p>	<p>N/A</p> <p>4 Yes, very satisfactorily</p>

### 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:	N/A	N/A		There were a number of reports missing from the project, and it was really only on site that a verdict as to the value of the impact of the AWF investment could be determined. Some Quarterly Progress Reports (QPRs) provided were very good and insightful, but the last QPR produced was from Q2 2009, and thus far from the end of the project. Also internal MoWE reporting has been limited, while records of financial transactions showing activities undertaken were on file and presented upon	3

				<p>request by the coordinator. The project was designed for 18 months, but was finally closed after 46 months from starting date. The Technical Assistant (TA) that produced all the QPRs did a very good job at documenting progress and discussions. However, as the TA moved on, he was not replaced, and reporting ceased.</p> <p>As a lesson, as extensions are provided by AWF, it is important that administrative requirements are taken on board.</p>	
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#### 4. Development Objective (DO) rating

DO rating (from IPR update)*	Narrative assessment (indicative max length: 250 words)
4	<p>This rating is a reflection of where the Ministry was at the time of the inception of the project, and what was achieved through the project. This figure has to be high as there was much achieved with limited funding, and there is much to use for furthering the value of the investment – in particular from components 2 and 3. Component 2 included a scoping study with very broad terms of reference. The product was indeed both thorough and constructive in its product offering MoWE an opportunity to use the document also as a “selling” document to potential investors – a very positive unintended impact.</p> <p>The ICT facility had twice organized sizeable workshops on the ICT system upgrading, but unfortunately information was not available on number and affiliation of participants or gender distributions in these training events.</p> <p>The hydrology department organized review workshops every time some milestones were reached in the Design Study, for relevant staff.</p> <p>Within the Research and Knowledge Management component (3), two targeted training events were organized for the Knowledge Centre staff (number of trainees 6 and 3, respectively).</p>

#### 5. Beneficiaries (add rows as needed)

Actual (A)	Planned (B)	Progress towards target (% realized) (A/B)	% of women	Category (eg. farmers, students)
N/A	N/A			

#### 6. 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)
<p>1) Since 2004, the Government of Ethiopia has endorsed Business Process Reengineering (BPR) as a foundation for strengthening Result Based Performance Management System in the Civil Service. This led in the late 2000's to the restructuring of Ministries at Federal Level, as well as Bureaus at regional level – these changes have had some effects on especially the latter parts of this project.</p> <p>The BPR led to the change of the Ministry of Water Resources into Ministry of Water and Energy in 2010. As a result of the reorganization of the implementing Ministry, the department</p>	Structural/ Organisational	Some positive, some negative	Medium

<p>under which the AWF supported Project was hosted, ceased to exist and the responsibility of e.g. final reporting and utilization of final disbursement seems to have gone lost. The Hydrology Department has become Hydrology and Water Quality Directorate, and the Component 2 study has prepared the staff for this change – which is an unexpected positive impact from the project.</p> <p>2) Under component 3, some of the research was looking at safe drinking supplies to urban and rural communities, and actually helped the country to achieve MDGs!</p>	Social	Positive	Low
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## 7. Lessons learned related to effectiveness (add rows as needed)

Key issues (max 5, add rows as needed)	Lessons learned	Target audience
1. None of the Components seem to have had their Log Frame developed, not to mention result based monitoring framework. Subsequently, also annual and end of project targets have never been set and hence difficult to evaluate.	1. A more robust monitoring programme would have enabled for monitoring according to current AWF PCR template.	MoWE
2. Terms of Reference and Scope of background documentation pursued within the project	2. From component 2, the very broad scope of the consultancy report on background on hydrology and potential ways forward has proven to be of immense value for the furtherment of establishing a better understanding of the water sector in Ethiopia. Such broad and constructive thinking should be standard procedure for future similar undertakings.	MoWE, ADB/AWF

## 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*
18 months	46 months	0.39	1
<b>Narrative assessment</b> (indicative max length: 250 words)			
Time use efficiency could have been better. Four extensions were applied for and approved, extending the time frame of 18 months to nearly four years. The delays were mainly due to weakness in administration, institutional reorganization, staff relocation and turnover, procurement processes as well as capacity relating to the task at hand. The first Project Coordinator, Mr. Wubushet Demeke, remarked that a more robust and effective monitoring system would have helped in avoiding part of these delays.			

### 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*
			3
<b>Narrative assessment</b> (indicative max length: 250 words)			
It was observed early in the project execution (indicated in the QPRs) that the project was underfunded in regards to its objectives as described in the 5 project components. That said, each of the components were nevertheless found to be both relevant as well as appropriate to be undertaken and well in line with overall project aims. However, with the resources made available, it might have been more pertinent to select yet fewer of the components, fund them adequately and thus attain all of the respective component's outputs. As it now stands, each component contributed to their respective outputs without really reaching all the way. In each of the			

components' cases, very professional and illuminating background analyses and studies were carried out. The documents produced further pointed to what needs to be done in order to move ahead and render respective component operational. Potential donors thus have to start by operationalizing the findings of the studies carried out by consultants. While the achieved outputs in respective project component are clearly leaps forward in the right direction, a database of information on which MoWE and investors could capitalise on is far from being in place. It was meanwhile made very clear to the PCR team that the contributions achieved within each component was indeed pertinent and useful and has certainly put MoWE in a better position to achieving its mandate.

### 3. Cost benefit analysis

Economic Rate of Return (at appraisal)	Updated Economic Rate of Return (at completion)	Rating*
		N/A
<b>Narrative assessment</b> (indicative max length: 250 words)		
<p>As there was no component Result Based Monitoring framework established, it is difficult to attribute a rating as requested. However, it was found that each component has delivered products that have justified expenses. What is yet to be achieved is proper capitalisation on the investment into these products.</p> <p>However, most investments for this project were made through Component 5, through which a number of ICT equipment was procured. The interviewees considered the project to have been efficient and would not have changed any procurement made at the time. The studies and research inputs were carried out within a fairly limited budget, and were highly appreciated by the MoWE staff involved.</p>		

### 4. Implementation Progress (IP)

IP Rating (derived from IPR update) *	Narrative comments (commenting specifically on those IP items that were rated Unsatisfactory or Highly Unsatisfactory, as per last IPR). (indicative max length: 500 words)
N/A	<p>Much of the result of the activities materialised very late in the project cycle, and was thus not reported on in previous IPs (QPRs). As such, it is further difficult to provide a rating as the extension of the project time frame went from initially 18 months to 46 months, with the last QPR available to the PCR team from Q2 2009 – i.e., 5 quarters prior to financial closure of the project. That said, the material to be procured under component 2 could still not be undertaken as there were some inadequate communication/involvement of the financial department in the procurement process. As such, there remains an outstanding balance of approximately 54.000 EURO with MoWE. The PCR team could confirm that an audit visit to MoWE was to take place in a very near future, and the audit would provide information as to what procedures were to be pursued in respect to the remaining balance.</p>

### 5. Lessons learned related to efficiency

Key issues (max 5, add rows as needed)	Lessons learned	Target audience
1. Scope of the underlying studies to be undertaken within projects:	1. It may beforehand be difficult to realise where analyses and opportunities may lead as background information/studies are undertaken as part of a scoping project. As part of the development of a Terms of Reference for such undertakings, it is suggested that a broad scope be maintained to reap the most of such a thorough analysis which in turn sets the direction of the overall project in this respect as to the management of a very vital resource: Water.	MoWE, (ADB/AWF)
2. Responsibilities as project extensions are granted:	2. As project extensions are granted, the Facility needs to carefully incorporate into the extension judgement its own responsibilities – and capacities – to remain as not only technical advisors, but also facilitate for thorough follow-up reporting.	ADB/AWF

## D Sustainability

### 1. Financial sustainability

Rating*	Narrative assessment (indicative max length: 250 words)
3	<p>Accounts on disbursements and expenditures were retrieved from the archives at the MoWE financial and administrative department. The expenditures were all clearly listed and related to the project activities.</p> <p>No audit had been carried out on project accounts, but there are indications that the AWF will deploy a final audit soon, after which any remaining unutilized funds will be returned.</p> <p>The Government of Ethiopia (GoE) contribution was, in initial documents, agreed to represent 30% of project costs. While there were no attempts to account for this contribution, it can be estimated that the GoE contribution has been materialized over the three years of project lifetime in form of institutional infrastructure and staff time set aside for project activities.</p> <p>However, it was mentioned that it would have been beneficial to have, apart from a financial grant, also some form of Technical Assistance to assist in specifically monitoring and reporting to the AWF.</p>

### 2. Institutional sustainability and strengthening of capacities

Rating*	Narrative assessment (indicative max length: 250 words)
3	<p>Components 2, 3 and 5 were utilizing the outputs of the AWF project for further follow-up actions. In Component 2 the study report is being used as a reference product when planning utilization of new project funds. Component 3 is upgrading the knowledge centre further. Component 5 laid the basis for an intra-institutional server operation and established a network system, which is currently being upgraded further. Information Communication Technology (ICT) infrastructure would become outdated fairly soon, but the AWF inputs had clearly increased the staff capacity to tackle further updating and improvement needs.</p>

### 3. Ownership and sustainability of partnerships

Rating*	Narrative assessment (indicative max length: 250 words)
2	<p>Each department and unit that was responsible for the respective component implementation was both proud and aware of the project's content – although it was not always clear to all where the funding came from. As such, there is much to consider around the viability of these types of projects that target multiple units and departments within the same Ministry – where cross-departmental activities are rare. A central coordination unit with representation from all departments would have been of use to disseminate project objectives – from the project inception to its delivery components/activities and closure. In such a case, additional value of such a project would be to facilitate for improved communication and functioning within a Ministry with added synergies as a bonus. So while this project does not appear to have brought about new partnerships between units and departments, there was certainly scope for it to happen.</p>

### 4. Environmental and social sustainability

Rating*	Narrative assessment (indicative max length: 250 words)
N/A	

### 5. Lessons learned related to sustainability

Key issues (max 5, add rows as needed)	Lessons learned	Target audience
1. Durability of the investment	1. The nature of the project and its components	MoWE, ADB/AWF

	<p>were such that the products were not time bound in their designed outputs. As such, even if the applications of the findings and outputs may take some time as potential financiers are yet to materialise, the investments in background material, knowledge centre and ICT infrastructure remain very useful once funding materialises.</p>	
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### 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)	
3-	<p>As stated by relevant interviewees, the Bank's performance throughout the project has been both appreciated as well as effective. Noteworthy issues raised were:</p> <ol style="list-style-type: none"> <li>1. The basic idea of the provisions of seed funding that this project represents is greatly appreciated, and serves the fundamental purpose of a department such as MoWE in its strife to deliver on its mission. The management of the Borrower was very clear on this. That said, it was suggested by some unit heads that the Bank should have used its influence more in the design of the project to render allocations of the funds to the various units/departments for the overall project's aim to be met.</li> <li>2. Regular visits were carried out by the technical Manager to oversee the project, and relevant recommendations to the borrower were provided.</li> <li>3. The Technical Assistant (TA) that undertook quarterly missions to MoWE was much appreciated and provided good observations which were well documented in Quarterly Progress Reports (QPRs). However, these visits ceased after June 2009 – a clear loss as to follow-up on achievements.</li> <li>4. As indicated above, there were 4 extension requests made by the Borrower, resulting in a final date 28 months after the original project completion date. While the extensions necessary were unfortunate as it resulted in a delayed strengthening of the capacity of the respective Departments, the flexibility by which the Bank provided extensions based on acceptable reasons were much appreciated. It was meanwhile observed by some unit heads that perhaps the Bank should have been a bit tougher on the implementation speed of the Borrower for the project not to be so delayed.</li> </ol>	
<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>Key issues (related to Bank performance, max 5, add rows as needed)</p>		
<p>1. Durability</p>		<p>Lessons learned</p> <p>1. Stand by the Borrower throughout the project as it pursues its work. Ensure that TA is continued and maintain regular communication on implementing and technical matters – helps the Bank to know and understand the context of the Borrower as well as protect the investment.</p>

#### 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)	
2	<p>As indicated, the initial project design has much to wish for, and some key aspects that had a negative bearing on the output of the project relate to: i) Fragmented project components, ii) division of tasks between departments and units without any clear over view on performance or synergies, iii) insufficient funding, iv) lack of reporting. That said, each component that remained in the project was carried out – with many delays – to good/great satisfaction by primarily recruited external resources. The Ministry is now much better equipped to pursue its mandate with access to internet, a blueprint on how to proceed with data collection and database setup, an information and knowledge management service centre that is increasingly being populated with new articles etc. and thus becoming increasingly relevant to staff and</p>	

visitors etc. While these outputs are very good, they are more a reflection of the state of the Ministry as a whole in regards to access to information and hence anything that can be done to improve this unfortunate situation is welcome.

Key issues (related to Borrower performance, max 5, add rows as needed)	Lessons learned
1. Effectiveness on use of Ministry resources	1. To further capitalise on investments from this project as well as other projects, the overall plan for the Ministry detailing departments' and units' mandates and performance expectations need to be communicated within the Ministry so that staffs are better aware of their respective contributions and expectations.

### 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)		
N/A			
Key issues (related to performance of other stakeholders, max 5, add rows as needed)	Lessons learned (max 5)	Target audience (for lessons learned)	
1.	1.	1.	

## 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. Resource efficiency and impact	1. It would probably have been more efficient to select one or two of these components, and fund them adequately to enable reaching all outputs.	ADB/AWF, MoWE
2. Project Effectiveness	2. None of the Components seem to have had their own monitoring Log Frame developed, not to mention Results Based Monitoring. Subsequently also annual and end of project targets have never been set, and hence impossible to evaluate. A more robust monitoring programme would have enabled monitoring according to current AWF template.	MoWE, (ADB/AWF)

### 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.			

## V Overall PCR rating

Dimensions and criteria	Rating*
<b>DIMENSION A: RELEVANCE</b>	<b>3</b>

Relevance of project development objective (II.A.1)	4
Relevance of project design (II.A.2)	2
<b>DIMENSION B: EFFECTIVENESS</b>	<b>4</b>
Development Objective (DO) (II.B.4)	4
<b>DIMENSION C: EFFICIENCY</b>	<b>2</b>
Timeliness (II.C.1)	1
Resource use efficiency (II.C.2)	3
Cost-benefit analysis (II.C.3)	N/A
Implementation Progress (IP) (II.C.4)	N/A
<b>DIMENSION D: SUSTAINABILITY</b>	<b>2.67</b>
Financial sustainability (II.D.1)	3
Institutional sustainability and strengthening of capacities (II.D.2)	3
Ownership and sustainability of partnerships (II.D.3)	2
Environmental and social sustainability (II.D.4)	N/A
<b>OVERALL PROJECT COMPLETION RATING</b>	<b>2.92</b> Satisfactorily

## VI Acronyms and abbreviations

Acronym (add rows as needed)	Full name
ADB	<i>African Development Bank</i>
AWF	<i>African Water Facility</i>
BPR	<i>Business Process Reengineering</i>
GoE	<i>Government of Ethiopia</i>
ICT	<i>Information and Communication Technology</i>
MDG	<i>Millennium Development Goals</i>
MoWE	<i>Ministry of Water and Energy</i>
TA	<i>Technical Assistant</i>
TM	<i>Technical Manager</i>
QPR	<i>Quarterly Progress Report</i>
WFP	<i>World Food Programme</i>
WSIS	<i>Water Sector Information System</i>

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

**People met with and interviewed**

<b>Name</b>	<b>Position / Affiliation</b>	<b>Date</b>	<b>Main topics</b>
Dr Markos Wojore Chento	Director, Sector Support Coordination Directorate, MoWE	5.2.2013	Introductory meeting
Mrs Samounesh Golla	Director, Hydrology and Water Quality Department, MoWE	5.2.2013	Interview on Component 2
Mr Abiti Getaneh	Director, Research and Development Coordination Directorate, MoWE	5.2.2013	Overview of Component 4
Mr Solomon Abate	Regional Project Coordinator, Eastern Nile Technical Regional Organisation	7.2.2013	Related projects in Ethiopia, stakeholder view on implementation and outputs
Mr Abebe Tasew	Network Administrator, Geo-Information and Information Technology Directorate, MoWE	7.2.2013	Overview Component 5
Mrs Yeworkwuha Kalem	Knowledge Management Expert, Knowledge Management Centre, MoWE	7.2.2013	Interview on Component 3
Dr Markos Wojore Chento	Director, Sector Support Coordination Directorate, MoWE	7.2.2013	Interview on all Components, specifically Component 1
Ms Meseret Asfaw	Financial Department, MoWE	7 and 8.2.2013	Disbursements, expenditures overview
Mr Wubushet Demeke Tefera	Director of Geo-Information and Information Technology Directorate, MoWE	8.2.2013	Interview on Component 5

## Annex B

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