

TERMS OF REFERENCE
BCC2023-004
THE DEVELOPMENT OF HIGHER EDUCATION INSTITUTIONS PROJECT, INDONESIA

Project title	: The Development of Higher Education Institutions Project, (IND1008)
Location	: Indonesia
Duration	: 20 days
Starting Date	: February 2023

Purpose

1. Project completion review is an essential form of assessment that constitutes a link between project management and evaluation. The Project Completion Report (PCR) is a vital document that provides basic information on project implementation and draws lessons to be learnt by the Bank and the Beneficiary Government in order to improve the design and performance of future projects. It constitutes the first step of the post evaluation exercise, a self evaluation instrument that provides basic data against which the Bank may assess its progress over time and benchmark its performance against other financing institutions. By and large, the PCR mainly aims at both showing concrete results to the IsDB Management, Board and shareholders and at the same time accumulating knowledge within the Bank Group.
2. The PCR shall capture and analyze information on the various cycles of the project including: (i) the quality-at-entry standards applied through the Readiness Review (ii) the results-based logical framework to guide results-based monitoring, (iii) the implementation progress and results report and (iv) enhancing quality-at-exit through an increased focus on results, risks and lessons learned.

Background

3. The project was approved in 25/03/2016. The financing agreement was signed in May 2016 and declared effective on February, 2016. The original last date of disbursement (LDD) was December 2022. The total approved funding was through an Istisna'a amounting to US\$ 203.86 million for the construction of the assets under the Support to Development of Islamic Higher Education (the Project) and sale of the same to the Government of Indonesia (the Recipient).
4. The project objective is to support the Higher Education (HE) strategy of the GOI (2015 – 2019) which aims at improving national competitiveness through innovation in HE. It will specifically improve quality, relevance, and competitiveness through upgrading, equipping of existing and new facilities, curricula and staff development, strengthening research capacity, and incentivizing commercialization of innovation of existing HE Institutions. The project will support four (4) universities namely: University of Sultan Ageng Tirtayasa in Batang, University of Jember,

University of Mulawarman in Samarinda in Kalimantan Island, and the University of Malang in Malang, Indonesia

5. The scope of the Project included construction of around 30 new buildings with covered area of around 149,015 m², supporting infrastructure, equipment, furniture and furnishing, curricula development and accreditation of programs, staff development, acquisition of books/journals, research and teaching grants, establishment of research consortia, and support to project management including consultancy services, project management unit, start up workshop and review visit, and financial audit.
6. The Human Development Division of the Islamic Development Bank (IsDB) is seeking the services of an individual Consultant to assist IsDB to conduct a PCR for the project. The service shall be performed within a period of 30 calendar days spread over two months period starting from February 2023 or any other period as may be subsequently agreed by both parties in writing.

Duties of the Consultant

7. The selected Consultant will prepare a Project Completion Report (PCR) for the the Support to Development of the Islamic Higher Education Project in Indoinsia, (IND1008). Specifically, the Consultant will:
 - 7.1. Examine the historical background and development objectives of the project, implementation performance (Contractors, Consultants, supervision by both EA and IsDB), cost and related Financing Plan (as per original estimates and actual disbursements).
 - 7.2. Assess the performance of the key stakeholders and assign Performance Rating to each of the following based on specific and measurable criteria: Overall, Project Objectives and Framework dimensions, cost variation, adherence to time schedule, Institutional Performance, Output and Outcome Performance, Sustainability and Preliminary Impacts, Final Project outlook, Reporting and Deliverables during implementation, Follow-up of mid-term project reviews,
 - 7.3. Identify outstanding or emerging issues from the project, if any, and suggest on how to finalize or mitigate them.
 - 7.4. Compile lessons of experience and make recommendations thereof for future operations.
 - 7.5. Provide photos of the completed project (civil work structures and goods delivered on site and of the current use of the facilities).

Processing

8. In order to accomplish the above, the Consultant will:
 - 8.1. Review the relevant project documents (to be provided by the IsDB upon signing the contract) including identification, preparation and appraisal reports, Financing Agreement, supervision reports and summaries, quarter progress reports, mid-term reviews, audit reports and Borrower's completion reports, disbursement records, etc.;
 - 8.2. Collect from the Executing Agency (EA) all project-related quantitative data including those on results achieved with a view to shaping the completion review in close consultation with the EA and framing the conclusions within the broader strategic context.
 - 8.3. Undertake thorough discussions with its Executing Agency, Project Management Units and Beneficiaries to gather their views on the project execution & relevance and to make an informed judgement on their performance as well as stakeholders;
 - 8.4. Visit project site and take photographs to capture the actual situation on the ground of all outputs and of its current usage;

- 8.5. Update the project log frame at completion indicating the overall project development objective, the major output of the components of the project and the main activities of each component and their outputs, outcomes, and the level of achievement of these outcomes.
- 8.6. The Consultant will prepare a short presentation highlighting the findings from the implementation, key issues and lessons learned from the sites' visit for the purpose of the debriefing meeting with the Executing Agency after the site visit as part of the consultations and to validate the findings.

Deliverables:

9. The consultant will submit an inception report, a comprehensive draft PCR and a final report (soft copies) as per the PCR template of the IsDB. The PCR should be short and to the point with supplementary material provided as Annexes.

Reporting Requirements, deliverables and Timelines:

10. The Consultant will submit to IsDB for review, a soft copy in English of the following:
 - 10.1. An inception report 10 -15 calendar days before the field visit to project sites outlining the methodology to be deployed including the stakeholder analysis, the proposed work plan and any reactions on the TORs with specific indications of any deviations thereof;
 - 10.2. A detailed draft report within 10 – 15 calendar days after the field visit; and.
 - 10.3. A final report within 1 week after receiving and incorporating the Client's comments and inputs from IsDB on the draft PCR report.
11. The Consultant will submit a Final PCR report in soft copies..

Qualification Requirements:

12. The consultant must meet the following minimum requirements:
 - 12.1. A master's degree in Education or relevant fields in the social sector or related field.
 - 12.2. Experiences in the Monitoring and Evaluation of donor funded social sector projects or preparation of PCR and or project/program evaluations, or in general project appraisal and implementation in the social sectors;
 - 12.3. Experience in handling similar consultancy tasks for IsDB or other multilateral development agencies
 - 12.4. Advanced knowledge of written and spoken English is necessary.

Evaluation Criteria:

13. The contract will be awarded to the highest-ranked evaluated candidate within the available budgetary limit. The following criteria will be used for evaluation of the applicant's CV:

-	General Qualification	: 15 points
-	Adequacy for the Assignment	: 60 points
-	Work Experience	: 20 points
-	Language skills	: 5 points
	Total	: 100 points

Estimated Budget and Payment Schedule

14. The total estimated overall fixed budget for this assignment is USD\$13,700. Payments are linked to deliverables as defined below:

- 14.1. 20% of contract amount upon submission of the inception report;
- 14.2. 40% of contract amount upon submission of draft report; and
- 14.3. 40% of contract amount upon submission and acceptance/clearanc of the final incorporating IsDB comments/inputs on the draft by IsDB Management.

15. The remuneration perceived by the Consultant includes all his/her costs and profits as well as any tax obligations that may be imposed on the Consultant.

No.	Description	Unit	Quantity	Rate (currency) US\$	Amount US\$
1.	Remuneration Fees	Lump Sum	20	400	8,000
	Subtotal (1)				8,000
2.	Reimbursable Expenses				
	a) Domestic travel to project sites	Trip			3,000
	b) Accommodation	Day	10	105	1,050
	c) DSA	Day	10	105	1,050
	d) Local transportation costs	Actual			400
	e) Communication	Actual			200
	Subtotal (2)				5,700
	Total				13,700

Contract Administrative requirements

16. Client's Inputs: The IsDB will provide the Consultant access to all required documents comprising IsDB standard template for Project Completion Report (PCR), Project Appraisal Document, Financing Agreement, Project Progress Reports, Disbursement records, relevant official communications on the project, etc.

17. Logistics: The IsDB Regional Office in Jakarta will make necessary arrangements to facilitate the Consultant's field visits to project sites including an introduction to the University and local authorities through the Executing Agency. The Consultants shall be granted access to tour the facilities and interact with stakeholders and beneficiaries.

18. Confidentiality: The Consultant shall not, during the term of this Contract and within 3 years after its expiration, disclose any proprietary or confidential information relating to the Services, this Contract or the IsDB's business or operations without the prior written consent of the IsDB.
19. Ownership of Material: Any studies reports or other material, graphic, software or otherwise, prepared by the Consultant for the IsDB under this Contract shall belong to and remain the property of the IsDB.

Instruction to consultant for Submission of Expression of Interest:

ESI Department invites eligible consultants to indicate their interest in providing the above-mentioned services. Interested consultants must provide the following:

- I. Information on availability for the expected services;
- II. Curriculum Vitae, including relevant publications and assignments;
- III. Sample of similar works Interested candidates are requested to submit their Expression of Interest through IsDB Procurement system and designated email addresses for submission as given under:
 - a. Interested candidates are requested to submit their Expression of Interest through email to the following addresses : EOI Submission - BCC2023-004 THE DEVELOPMENT OF HIGHER EDUCATION INSTITUTIONS PROJECT_ INDONESIA 9d26f8aa.isdb.org@emea.teams.ms
 - b. Queries and Clarificaiton: General - BCC2023-004 THE DEVELOPMENT OF HIGHER EDUCATION INSTITUTIONS PROJECT_ INDONESIA 0069870f.isdb.org@emea.teams.ms
 - c.
- IV. Deadline for the submission of the EOI is before/prior than **12th February 2023**.

Appendix: PCR Template



Project Completion Report

Project Title	
Project Code	
Country	
Department	
Division	
PCR Team Leader	
PCR Team Members	
Date of PCR Preparation	
Date of PCR Approval	

	Name	Designation / Department	Signature & Date
Originate (O)		Assigned ESID staff	
Review and Contribute (RC)		RH Manager	
Clearance (C1)		Director ESID	
Clearance (C2)		Director BPRD	
Approval (A)		DG Global Practices & Partnerships	

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Currency Equivalents		
Currency Unit: MAD/\$: Exchange Rate of 1 USD at Key Project Dates		
Currency	Currency Equivalents at Appraisal	Currency Equivalents at Completion

Project Map

Executive Summary

PROJECT CONTEXT AND BACKGROUND
Provide a short description of the project background and context as envisaged in the project approval document.
PROJECT SCOPE AND OBJECTIVES
Provide a short description of the project scope, objectives and outputs as stated in the Result Based Framework / Theory of Change. (extract from the approved project document)
PROJECT COMPONENTS, COST AND FINANCING
Describe the major project components, cost and financing plan (both planned and actual) as well as actual disbursements. Include the financiers if other development partners are involved.

PROJECT PERFORMANCE ASSESSMENT

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Project Score and Rating	Insert Score	Insert Rating*
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PROJECT RESULTS, CONTRIBUTION TO SDGS AND ISDB/CSIs

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PROJECT STAKEHOLDERS PERFORMANCE

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RISKS TO DEVELOPMENT OUTCOME(S)
Describe key risks that may affect achievement of the development outcomes <ol style="list-style-type: none">1.2.3.
FOLLOW-UP ACTIONS AND RECOMMENDATIONS
Provide specific recommendations on project follow-up and sustain sustainability of the benefits. <ol style="list-style-type: none">1.2.3.
LESSONS LEARNT
Outline the main lessons learnt from the project/program. <ol style="list-style-type: none">1.2.3.

A. Project Information

This section is to be completed by the Regional Hub staff prior to the declaration of project physical completion, drawing upon project record in OMS, PIASRs, EA reports and other reports /documents. The information must be verified independently by PCR Team Leader using data from OMS and other sources.

1. RESPONSIBLE BANK STAFF

Positions	At Appraisal	At Completion
Operation Team Leader		
Country Operation Manager		
Regional Hub Manager		
Sector Division Manager		
PCR Team Leader		
PCR Team Members		

1.

1.2.1. PROJECT DATA

Project Title	
Project OMS Code	
Project Country	
Project City / Province	
Sector /Sub-Sector	
Thematic Area	
Financing Recipient	
Executing Agency	
Total Project Cost	
IsDB Contribution	
Project Implementation Duration	
OMS Status (Date)	

1.2.2. KEY DATES

Milestone	Operation 1		Operation 2	
	Planned Date	Actual Date	Planned Date	Actual Date
Date of Official Request				
Date of Preparation				
Date of Appraisal				
Date of Approval				

Date of Signature				
Date of Effectiveness				
Date of First Disbursement				
Date of Last Disbursement				
Date of Physical Completion				
Extended Gestation End Date				
Extensions of Last Date of Disbursement (with Dates)				
Implementation Delays in months				

1.2.3. PROJECT FINANCING BY MODE (ALL FINANCIERS)

Source of Financing	Currency	Amount at Approval	Adjustment (Increase or Decrease)	Amount at Completion*	Disbursed Amount (Actual)	Project Savings
		(a)	(b)	(c) = (a) + (b)	(d)	(e) = (c) – (d)
IsDB (Total for All Modes)						
Insert Mode 1						
Insert Mode 2						
Insert Mode N						
Insert Beneficiary Government						
Insert Co-Financiers						
Total						

* Original plus /minus Adjusted, either additional or cancelled

1.2.4. PROJECT COST BY COMPONENT (ONLY FOR ISDB FINANCING)

Source of Financing	Currency	Amount at Approval	Adjustment (Increase or Decrease)	Amount at Completion*	Disbursed Amount (Actual)	Project Savings
		(a)	(b)	(c) = (a) + (b)	(d)	(e) = (c) – (d)
Insert Project Components						
Base Cost						
Total						

1.2.5. PROCUREMENT PLAN (ONLY FOR ISDB FINANCING)

Component / Contract Title	Contract Number	Mode of Procurement	Date of Tender	Contract Award Date	Contract Completion Date	No. of Contract Extensions	Contract Currency	Contract Amount (Initial)	Contract Amount (Final)
Works									
Goods									
Services									
Goods									

* Insert planned dates from the most recent Procurement Plan (e.g. PAD, RRM, Implementation Manual)

1.2.6. DISBURSEMENT PLAN (ONLY FOR ISDB FINANCING)

Mode	Disbursement Number	Currency	Planned		Actual	
			Date	Amount	Date	Amount
Insert Mode 1 (e.g. Istisna, Instalment Sale, Loan, Leasing)	1					
	2					
	3					
	Total (mode 1)					
Insert Mode 2 (e.g. Istisna, Instalment Sale, Loan, Leasing)	1					
	2					
	3					
	Total (mode 2)					
Insert Mode 3 (e.g. Istisna, Instalment Sale, Loan, Leasing)	1					
	2					
	3					
	Total (mode 2)					
Total (All Modes)						

All planned amounts should be as per the approved RRM.

1.2.7. PIASR RATINGS

PIASR	Date	PIASR Rating
PIASR 1		
PIASR 2		
PIASR 3		
PIASR N		

1.2.8. PROJECT AUDITS

	Audit Type	Planned Date	Actual Date	Audit Rating	Remarks
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1.					
2.					
3.					
4.					
5.					

B. Project Performance Assessment

1. RELEVANCE

Criteria	Score
1.1. Relevance of Project Development Objective(s)	0-1
<ul style="list-style-type: none"> Assess the relevance of the project/program in terms of strategic consistency and alignment with the MCPS (if any) and other relevant Bank strategies and sector policies, the country's development priorities and objective(s) and sector/thematic objectives at the time of completion, such as: To what extent are the objectives in line with the country's development priorities and strategies? To what extent are the objectives consistent with the end-beneficiaries' needs? To what extent are the objectives in harmony with the IsDB's strategies and policies (10Ys, MCPS, sector policies). Also add reference to relevant to other funds if the if the project is funded by other source different from IsDB Ordinary capitals, etc. To what extent is the project complementary to other IsDB investments in the country and investments of other MDBs and donors in the country/sector/region Has the project contributed to IsDB corporate cross-cutting goals: (reverse linkages; promotion of the Islamic Finance Industry; intra-OIC trade and economic integration)? To what extent is the project relevant to SDGs in addition to the country development agenda/plan? 	
1.1.1.1 1.1.1.2 1.2. COHERENCE OF THE RESULTS CHAIN	1.1.1.3 0-1
<ul style="list-style-type: none"> Assess the coherence between outputs and outcomes and the extent to which the project's objectives were clearly stated and focused on outcomes. Assess the validity of the results chain and the underlying assumptions in current circumstances and country context? To what extent were the activities and outputs of the project consistent with the intended outcomes? Were the causal relationships between outputs and outcomes clear and consistent? How realistic were the objectives and intended outcomes given the country's circumstances and context? 	
1.1.1.4 1.1.1.5 1.3. RELEVANCE OF PROJECT OBJECTIVES AND DESIGN	1.1.1.6 0-1
<ul style="list-style-type: none"> Assess the soundness of the project design and implementation strategy, and the underlying assumptions, for achieving the intended outcomes and meeting the beneficiaries' needs 	

<ul style="list-style-type: none"> To what extent did the project design and implementation adopt the most appropriate solution(s) to the identified development challenge? To what extent did the project design and implementation factor in the institutional (policy), technical, financial and socio-cultural considerations? To what extent was the financing modality suitable for the project requirements? Were the modifications to the project design (if any) during implementation appropriate and timely for the beneficiaries needs? 		
1.1.1.7 AVERAGE SCORE AND RATING (RELEVANCE)	1.1.1.8 INSERT SCORE	1.1.1.9 INSERT RATING*

* Highly Relevant (≥ 0.85)/ Relevant (0.60-0.85)/ Partly Relevant (0.30-0.60)/ Not Relevant (< 0.30)

1.2.1. EFFECTIVENESS

Criteria	Score
1.1.1.10 1.1.1.11 2.1. PROGRESS TOWARDS OUTPUT(S)	1.1.1.12 1.1.1.13 0-1
1.1.1.14 OUTPUT 1: INSERT RRM OUTPUT STATEMENT AND INDICATORS HERE	1.1.1.15 0-1
<ul style="list-style-type: none"> Assess the extent to which the anticipated outputs were achieved Provide output indicator targets vs achievements Explain the reasons for under /over achievement 	
1.1.1.16 OUTPUT 2: INSERT RRM OUTPUT STATEMENT AND INDICATORS HERE	1.1.1.17 0-1
<ul style="list-style-type: none"> Assess the extent to which the anticipated outputs were achieved Provide output /indicator targets vs achievements Explain the reasons for under /over achievement 	
1.1.1.18 OUTPUT 3: INSERT RRM OUTPUT STATEMENT AND INDICATORS HERE	1.1.1.19 0-1
<ul style="list-style-type: none"> Assess the extent to which the anticipated outputs were achieved Provide output indicator targets vs achievements Explain the reasons for under /over achievement 	
1.1.1.20 OUTPUT 4: INSERT RRM OUTPUT STATEMENT AND INDICATORS HERE	1.1.1.21 0-1
<ul style="list-style-type: none"> Assess the extent to which the anticipated outputs were achieved Provide output indicator targets vs achievements 	

<ul style="list-style-type: none"> Explain the reasons for under /over achievement 		
1.1.1.22 1.1.1.232.2. PROGRESS TOWARDS OUTCOME(S)		1.1.1.24 0-1
1.1.1.25 OUTCOME 1: INSERT RRM OUTCOME STATEMENT AND INDICATORS HERE		1.1.1.26 0-1
<ul style="list-style-type: none"> Assess the extent to which the anticipated outcomes were achieved Provide outcome indicator targets vs achievements Explain the reasons for under /over achievement If actual achievement data is not available, assess intermediate outcomes and the likelihood of achievement of outcome targets Provide data sources / means of verification 		
1.1.1.27 OUTCOME 2: INSERT RRM OUTCOME STATEMENT AND INDICATORS		1.1.1.28 0-1
<ul style="list-style-type: none"> Assess the extent to which the anticipated outcomes were achieved Provide outcome indicator targets vs achievements Explain the reasons for under /over achievement If actual achievement data is not available, assess intermediate outcomes and the likelihood of achievement of outcome targets Provide data sources / means of verification 		
1.1.1.29 1.1.1.302.3. NET EFFECT OF THE PROJECT		1.1.1.31 0-1
<ul style="list-style-type: none"> Assess the extent to which the project achieved its goal / impact / overall objective Assess the project's contribution to human development, SDGs and poverty reduction in the target communities/ regions Explain any external factors that contributed to or undermined the project's effectiveness. 		
1.1.1.32 AVERAGE SCORE AND RATING (EFFECTIVENESS)	1.1.1.33 INSERT SCORE	1.1.1.34 INSERT RATING*

* Highly Effective (≥ 0.85)/ Effective (0.60-0.85)/ Partly Effective (0.30-0.60)/ Not Effective (< 0.30)

1.2.2. EFFICIENCY

Criteria	Score
1.1.1.35 1.1.1.363.1. TIMELINESS	1.1.1.37 0-1

Planned Project Duration (as per the RRP/PAD)	Actual Implementation Time (Effectiveness to Physical Completion)	Difference
XX Months	XX Months	XX Months
<ul style="list-style-type: none"> Assess the extent to which the project was implemented within the approved timeframe Assess the timeliness of the procurement plan, disbursement plan and contractor deliverables Explain the reasons for delays, if any. 		
1.1.1.38 1.1.1.393.2. RESOURCE USE EFFICIENCY	1.1.1.40 0-1	
Total Approved Cost (as per RRP)	Actual cost	Difference
<ul style="list-style-type: none"> Assess the project's utilization rate of approved budget (overall and IsDB financing) Assess budget vs. actual utilization for each project component Explain the reasons for major (>20%) under /over utilization, if any. 		
1.1.1.41 1.1.1.423.3. COMPLIANCE WITH FINANCING COVENANTS/PIASR AND AUDIT RECOMMENDATIONS	1.1.1.43 0-1	
<ul style="list-style-type: none"> Assess the project/EA's compliance with conditions/covenants of financing Assess the project/EA's compliance with PIASRs recommendations Assess the project/EA's compliance with audit recommendations Explain the reasons for non-compliance or delayed implementation, if any. 		
1.1.1.44 1.1.1.453.4. COST BENEFIT ANALYSIS	1.1.1.46 0-1	
Parameter	At Appraisal	At Completion
Financial Internal Rate of Return (FIRR)		
Economic Internal Rate of Return (EIRR)		
<ul style="list-style-type: none"> Re-estimate the Financial Internal Rate of Return (FIRR) and compare it with the FIRR at approval Re-estimate the Economic Internal Rate of Return (EIRR) and compare it with the EIRR at approval If the project experienced any delays or early delivery, what is their likely impact on FIRR/EIRR? Explain the reasons for changes in the FIRR/EIRR values (compared to those estimated at the time of project appraisal), if any. Provide details in the Appendix. 		
1.1.1.47 AVERAGE SCORE AND RATING (EFFICIENCY)	1.1.1.48 INSERT SCORE	1.1.1.49 INSERT RATING*

* Highly Efficient (≥0.85)/ Efficient (0.60-0.85)/ Partly Efficient (0.30-0.60)/ Not Efficient (<0.30)

1.2.3. SUSTAINABILITY

Criteria	Score
1.1.1.50 1.1.1.514.1. TECHNICAL AND FINANCIAL SOUNDNESS OF THE PROJECT RESULTS	1.1.1.52 0-1
<ul style="list-style-type: none"> Assess the sustainability of project structures and outputs in terms of their technical design and soundness (e.g. choice of technology, availability of spare parts, service and maintenance) Assess the sustainability of project's financial model in terms of recovering service fees for economic infrastructure, or through availability of public finances for social infrastructure To what extent is the operating entity of the project able to leverage the financial resources (budgetary, donations, etc.) to sustain the project operation after its completion? To what extent is there an adequate O&M system to run the project facilities? Was there an exit strategy and plan since the design that would support the project after its completion? 	
1.1.1.53 1.1.1.544.2. BENEFICIARY COMMITMENT	1.1.1.55 0-1
<ul style="list-style-type: none"> Assess the extent to which the project EA is committed to sustaining the project structures, outputs and benefits after the end of the Bank's financing To what extent are the project end-beneficiaries committed to sustaining project benefits, e.g. by paying service fees, setting-up local organizations to manage the facilities, or through other means? 	
1.1.1.56 1.1.1.574.3. INSTITUTIONAL SUSTAINABILITY	1.1.1.58 0-1
<ul style="list-style-type: none"> Has the EA/project put in place appropriate institutional and coordination mechanisms to ensure the long-term sustainability of the project structures and outputs? To what extent are the domestic laws / policies / regulations, and the institutional and national/international context conducive to maintaining the results of the project? Does the EA have sufficient technical expertise and capacity to operate, maintain and to regularly service all the facilities of the project? 	
1.1.1.59 1.1.1.604.4. ENVIRONMENTAL AND SOCIAL SAFEGUARDS	1.1.1.61 0-1
<ul style="list-style-type: none"> To what extent were the social concerns and safeguards integrated in project design, implementation and sustainability plans? To what extent were the environmental concerns/risks and safeguards integrated in project design, implementation and sustainability plans? 	

<ul style="list-style-type: none"> Identify any outstanding environmental and social actions that need to be addressed by the Bank, the EA, or any other stakeholders. 		
1.1.1.62 1.1.1.634.5. INTEGRATION OF CROSS-CUTTING ISSUES (RESILIENCE, CLIMATE CHANGE, CIVIL SOCIETY, WOMEN, YOUTH AND VULNERABLE GROUPS)	1.1.1.64 0-1	
<ul style="list-style-type: none"> To what extent has the project addressed resilience and disaster risk reduction in project design, implementation and sustainability plans? To what extent has the project addressed the needs of women, youth and vulnerable groups in project design, implementation and sustainability plans? Assess the expected impact of the project on climate change. If the project has introduced any climate change adaptation or mitigation actions, assess their sustainability and likelihood of success. 		
1.1.1.65 AVERAGE SCORE AND RATING (SUSTAINABILITY)	1.1.1.66 INSERT SCORE	1.1.1.67 INSERT RATING*

* Highly Likely Sustainable (≥ 0.85)/ Likely Sustainable (0.60-0.85)/ Likely Partly Sustainable (0.30-0.60)/ Likely Not Sustainable (< 0.30)

C. Project Stakeholders Performance

1. BANK'S PERFORMANCE

Criteria	Assessment*	Score
1.1.1.68 QUALITY OF BANK'S INPUT DURING THE PREPARATION	<p>Assess the quality and adequacy of inputs provided by the Bank at Qualification and Prioritization (QnP), project preparation and design to ensure readiness for implementation.</p> <p>Assess the quality of risk analysis and adequacy of mitigation measures, quality of financial and economic analysis, effectiveness of exit strategy in place and the extent of use of past lessons while designing the project and the inclusion of cross cutting aspects like woman integration, the monitoring system and synergy. Also, assess the extent to which the project was innovative since the design.</p>	1.1.1.69
1.1.1.70 QUALITY OF SUPERVISION AND MONITORING	Assess the quality of support to EA during project start-up, skills-mix and frequency of supervision missions, problem-solving, responsiveness to changing conditions, adequacy of follow-up of recommendations and decisions made during supervisions and in PIASRs.	1.1.1.71

1.1.1.72 TIMELINESS OF PROJECT PROCUREMENTS	Assess the timeliness and compliance with Bank's procurement policies and procedures and note any significant issues that affected project implementation	<u>1.1.1.73</u>
1.1.1.74 TIMELINESS OF PROJECT DISBURSEMENTS	Assess the timeliness of Bank response to procurement requests and compliance with Bank's disbursement policies and procedures and note any significant issues that affected project implementation	<u>1.1.1.75</u>
1.1.1.76 COMPLIANCE WITH ISDB OPERATIONS POLICIES	Assess the project's compliance with the IsDB Operations Policies and note any significant issues that affected project implementation	<u>1.1.1.77</u>
1.1.1.78 COMPLIANCE WITH ISDB VISIBILITY AND BRANDING GUIDELINES	Assess the project's compliance with the Bank's visibility/branding and communication policy and guidelines	<u>1.1.1.79</u>
1.1.1.80 TIMELINESS OF EXCEPTIONS AND	Assess whether the exceptions and waivers requested by the EA were approved by the Bank in an effective and timely manner, and in accordance with the Bank's operations policies and procedures.	<u>1.1.1.81</u>

WAIVERS		
1.1.1.82 ADEQUACY OF THE RESULTS-BASED M&E DESIGN	Assess the quality of the Results Based Logical Framework, use of the relevant CSIs, use of baseline data and targets, project monitoring plan, quarterly progress reports, follow-up on findings of PIASRs, etc.	1.1.1.83
1.1.1.84 AVERAGE SCORE AND RATING (BANK PERFORMANCE)	1.1.1.85 INSERT T SCOR E	1.1.1.86 INSERT RATING**

* While making an independent assessment of the Bank's performance, the PCR team should take into account the PCR submitted by Executing Agency, specifically their assessment of Bank's performance.

** Highly Satisfactory (≥0.85)/ Satisfactory (0.60-0.85)/ Partly Satisfactory (0.30-0.60)/ Not Satisfactory (<0.30)

1.2.1. BENEFICIARY'S PERFORMANCE

Criteria	Assessment	Score
1.1.1.87 QUALITY OF PREPARATION	Assess the extent of government ownership and commitment of beneficiary's participation, macro-economic policies, sector policies, institutional arrangements, provision of counterpart funding and time taken for project effectiveness.	1.1.1.88 0-1
1.1.1.89 QUALITY OF IMPLEMENTATION ARRANGEMENTS	Assess the capacity of EA and PMU/PIU and key staff assigned to project, adherence to costs, time and to procurement process and procedures	1.1.1.90 0-1
1.1.1.91 TIMELINESS OF PROJECT PROCUREMENTS	Assess the timeliness and compliance with Bank's procurement policies and procedures and note any significant issues that affected project implementation	1.1.1.92 0-1
1.1.1.93 COMPLIANCE WITH PROJECT COVENANTS AND SAFEGUARDS	Assess the compliance with covenants of financing agreement(s), reporting requirements and environmental and social safeguard policies.	1.1.1.94 0-1

1.1.1.95 RESPONSIVENESS TO BANK'S PIASR RECOMMENDATIONS	Assess the responsiveness to findings and recommendations of the Bank's supervision and capacity to effect necessary mid-course adjustments.	1.1.1.96 0-1
1.1.1.97 TIMELINESS AND FOLLOW UP OF PROJECT AUDITS	Assess whether the EA commissioned timely audits of the special account and other project components as required under the financing agreement. Assess whether the audit recommendations were implemented in a satisfactory and timely manner.	1.1.1.98 0-1
1.1.1.99 EFFECTIVENESS OF MEASURES TAKEN TO ENSURE SATISFACTORY OPERATIONS AT COMPLETION AND SUSTAINABILITY	Assess the effectiveness of measures taken for proper handing-over and to ensure skills transfer to the operating entities for satisfactory operations after project completion and sustainability. Assess the extent to which project risks were identified and mitigation measures were implemented	1.1.1.100 0-1
1.1.1.101 AVERAGE SCORE AND RATING (BENEFICIARY PERFORMANCE)	1.1.1.102 INSERT SCORE	1.1.1.103 INSERT RATING**

** Highly Satisfactory (≥ 0.85)/ Satisfactory (0.60-0.85)/ Partly Satisfactory (0.30-0.60)/ Not Satisfactory (< 0.30)

1.2.2. OTHER STAKEHOLDERS' PERFORMANCE

Criteria	Assessment	Score
1.1.1.104 PERFORMANCE OF CONSULTANTS	Assess the performance of consultants in terms of their technical capacity, timeliness, quantity and quality of the deliverables, replacement of experts, etc.	1.1.1.105 0-1
1.1.1.106 PERFORMANCE OF CONTRACTORS/SUPPLIERS	Assess the performance of the contractors/suppliers in terms of compliance with time, cost and quality in the delivery of goods and services.	1.1.1.107 0-1
1.1.1.108 AVERAGE SCORE AND RATING (BENEFICIARY PERFORMANCE)	1.1.1.109 INSERT SCORE	1.1.1.110 INSERT RATING**
1.1.1.111 PERFORMANCE OF OTHER CO-FINANCIERS (IF APPLICABLE)	Review the contribution made by other co-financiers in terms of the additionality they brought to the project – e.g. their financial, technical and other commitments.	1.1.1.112 UNRATED CRITERIA

** Highly Satisfactory (≥ 0.85)/ Satisfactory (0.60-0.85)/ Partly Satisfactory (0.30-0.60)/ Not Satisfactory (< 0.30)

D. Overall Score and Rating¹

	Criteria	Score	Rating
1	Relevance (Average score in percentage)	Insert Score	Insert Rating
2	Effectiveness (Average score in percentage)	Insert Score	Insert Rating
3	Efficiency (Average score in percentage)	Insert Score	Insert Rating
4	Sustainability (Average score in percentage)	Insert Score	Insert Rating
1.1.1.113	OVERALL SCORE /RATING	1.1.1.114 INSERT SCORE	1.1.1.115 INSERT RATING
	Bank's Performance	Insert Score	Insert Rating
	Beneficiary and Executing Agency's Performance	Insert Score	Insert Rating
	Other Stakeholders' Performance	Insert Score	Insert Rating

E. Risks, Lessons and Recommendations

1. RISKS TO DEVELOPMENT OUTCOME(S)

Describe key risks that may affect achievement of the development outcomes. The actions are for entities that have in ensuring the successful operation and sustainability of the project. Where relevant, the PCR team leader should consult with the Bank's Risk Management Department to ensure focus and consistency with the Bank's Risk Management framework. The risk mitigation actions should be included in the following section: Follow up Actions and Recommendations.

	Risk	Probability /Likelihood	Impact / Consequence
1.		Likely	Major
2.		Probable	Moderate

1.

¹ Overall Score and Rating - The overall score would be the simple un-weighted average of scores for 4 indicators/criteria. The numerical average will then be converted into descriptive ratings as Highly Successful (HS), Successful (S), Partly Successful (PS) and Unsuccessful (U) as described in Appendix 1 and Appendix 2.

3.		Unlikely	Minor
4.			
5.			

1.2.1. RECOMMENDATIONS

Recommendations are specific actions that are necessary for the project's successful physical and financial completion. These are proposals aimed at enhancing the relevance, coherence, effectiveness, efficiency, impact or sustainability of the intervention; at redesigning the objectives; or reallocating resources. Recommendations should be based on findings and conclusions. The PCR team leader /consultant should discuss the recommended actions and timelines with the responsible EA official /entity as well the project OTL, COM and RH Manager.

	Recommendations	Responsible Official / Entity	Due Date
1.			
2.			
3.			
4.			
5.			

1.2.2. LESSONS LEARNED

Lessons learnt generalise findings and translate analysis into relevant knowledge that should support decision making, improve performance and promote the achievement of better results in other settings. Frequently, lessons highlight strengths or weaknesses in the preparation, design, and implementation of interventions that affect their performance, outcomes, and impact. A lesson may be positive or negative.

	Lesson	Category*	Type**
1.			
2.			
3.			
4.			

* Relevance, Effectiveness, Efficiency, Sustainability, Bank Performance, Beneficiary Performance

*** Project design, supervision, procurement, PMU, EA, financial management, results framework, etc.*

Appendix 1: Results Framework Targets Vs. Achievements

Results Statement	Indicator and Target (as per the approved RRM)	Project Achievement (at Completion)	Date Source
IMPACT			
Impact statement			
OUTCOMES			
Contribution to SDGs	Insert relevant SDG indicator and its code	Provide overall achievement and disaggregated data by target group (male/female/age group, etc), where relevant	
Outcome 1			
Outcome 2			
OUTPUTS			
Contribution to IsDB Core Sector Indicators	Insert relevant IsDB Core Sector Indicator	Provide overall achievement and disaggregated data by target group (male/female/age group, etc), where relevant	
Output 1			
Output 2			
Output 3			
ACTIVITIES			
Activities			

Appendix 2: Project Implementation Structure

Appendix 3: EIRR/FIRR Scores and Assumptions

This table provides a basic model for estimating EIRR and FIRR and may be expanded, modified based on each project's situation.

Year	Project Costs (US\$)			Project Benefits (US\$)			Net Benefits (US\$)		Net Present Value (US\$)	
	Direct Cost /Investment	Private and Opportunity Cost	Total Cost	Financial Benefits	Social Benefits	Total Benefits	Financial	Economic	Financial	Economic
	(a)	(b)	(c) = (a) + (b)	(d)	(e)	(f) = (d) + (e)	(g) = (d) – (a)	(h) = (f) – (c)		
0										
1										
2										
3										
4										
5										
6										
7										
8										
9										
10										
11										
12										
13										
14										
15										
16										
17										
18										
19										
20										

Parameter	At Appraisal (as per RRM)	At Completion		
		Base Case	Scenario 1	Scenario 2
Financial Internal Rate of Return (FIRR)				
Economic Internal Rate of Return (EIRR)				
Assumptions				
1.				
2.				
3.				
4.				
Notes				
1. Direct Costs /Investment include				
2. Private and Opportunity Costs include				
3. Financial benefits include				
4. Social benefits include				
5. Net present value is calculated as Value of Net Benefit in Year n / (1 + discount rate) ⁿ				

Appendix 4: Reference Documents

#	Document /Report Title	Prepared By	Published Date
1			
2			
3			
4			
5			

Appendix 5: PCR Mission Dates and Persons Met

List of missions carried out at various stages including at identification, preparation, appraisal, supervision, and PCR (with dates, number of persons, composition of mission, staff days)

Date	Event /Meeting Title	Names and designations of Persons Met

Appendix 6: Project Events, Missions and Milestones

List all the project events and IsDB mission dates e.g. Preparation Mission, Appraisal Mission, Monitoring Missions, PIASR, PCR, etc.

Date (from)	Date (to)	Event /Mission	IsDB Staff (names and designations)

Appendix 7: Project Photographs and Beneficiary Testimonials

Appendix 8: Performance Rating Scale and Methodology

Average Score	≥0.85 & =1	< 0.85 & ≥0.60	<0.60 & ≥0.30	<0 & >0.30
Relevance	Highly Relevant	Relevant	Partly Relevant	Irrelevant
Relevance of Development Objective	The project Purpose remained fully aligned with the Bank's and Country's development strategies	The project purpose was largely aligned with the Bank's and Country's development strategies	The project purpose was not aligned with one of the following: (i) Bank's strategy (ii) Country's development strategies	The project purpose was not aligned with any one of the following: (i) Bank's strategy (ii) Country's development strategies
Coherence between outputs and outcomes	The outputs contributed directly to the achievement of outcomes	The outputs largely contributed to the achievement of outcomes	The outputs contributed partly to the achievement of outcomes	The outputs did not contribute directly to the achievement of outcomes
Relevance of Project Design	From approval to closure, the design was highly conducive to achieving the project results	From approval to closure, the design was consistently conducive to achieving the project results	From approval to closure, the design was largely conducive to achieving the project results	From approval to closure, the design was not conducive to achieving the project results
Effectiveness	Highly Effective	Effective	Less Effective	Ineffective
Outputs	≥ 0.90 or more of the target is being met	0.60 ≤ outputs < 0.90 of the target is being met	0.35 ≤ outputs < 0.60 or more of the target is being met	Less than 0.35 of the target outputs is being met
Outcomes	≥ 0.90 or more of the target is being met	0.60 ≤ outcomes < 0.90 or more of the target is being met	0.35 ≤ outcomes < 0.60 or more of the target is being met	Less than 0.35 of the target outcomes is being met
Net effect of the project (as compared with counterfactual) and project externalities	The project outputs contributed more than expected to the project objectives (including positive externalities)	The project outputs directly contributed to the project objectives as planned	The project outputs partly contributed to the project objectives as planned	The project outputs did not contribute to the project objectives as planned (including negative externalities)
Efficiency	Highly Efficient	Efficient	Less Efficient	Inefficient
Time	<6 months delay	6-12 months delay	12-18 months delay	>18 months delay
Cost	Less than 10% variation	Less than 40% variation	Less than 65% variation	More than 65% variation
Compliance with Conditions/ Covenants of Financing	Less than 10% variation	Less than 40% variation	Less than 65% variation	More than 65% variation
Cost-Benefit Analysis	Less than 10% variation	Less than 40% variation	Less than 65% variation	More than 65% variation
Sustainability	Most Likely	Likely	Less Likely	Unlikely

Average Score	≥0.85 & =1	< 0.85 & ≥0.60	<0.60 & ≥0.30	<0 & >0.30
Technical and Financial Soundness of Project Results	The project has put in place robust mechanisms for technical and financial sustainability to ensure continued flow of benefits	The project has put in place sufficient mechanisms for technical and financial sustainability to ensure continued flow of benefits	The project has put in place some mechanisms for technical and financial sustainability to ensure continued flow of benefits	The project has not put in place any mechanisms for technical and financial sustainability to ensure continued flow of benefits
Beneficiary commitment, including supportive legal/regulatory framework and socio-political/stakeholder support	The project has been very effective at involving all the relevant stakeholders and there is a strong sense of ownership amongst the beneficiaries	The project has been effective at involving all the relevant stakeholders and promoting a sense of ownership amongst the beneficiaries	The project has involved only a small number of stakeholders and there is limited ownership amongst the beneficiaries	The project has not been effective in involving relevant stakeholders and there is no sense of ownership amongst the beneficiaries
Institutional Sustainability	The project was critical in building institutional capacity in the concerned sector/area of intervention	The project significantly contributed to building institutional capacity in the concerned sector/area of intervention	The project marginally contributed to building institutional capacity in the concerned sector/area of intervention	The project did not contribute to building institutional capacity in the concerned sector/area of intervention
Integration of Cross-Cutting Issues (Resilience, Climate Change, Gender, Youth and Vulnerable Groups)	The project has fully integrated cross-cutting issues and put in place appropriate mitigation measures.	The project has partially integrated cross-cutting issues and put in place appropriate mitigation measures.	The project has integrated cross-cutting issues and put in place minima/limited mitigation measures.	The project has not integrated cross-cutting issues nor put in place the required mitigation measures.
Overall Rating	Highly Successful	Successful	Partly Successful	Unsuccessful

Appendix -II Expression of Interest Template

Invitation for Expression of Interest (IEOI) – Individual Consultant

Invitation for Expression of Interest

Date _____

[Copy the Name of the Assignment/Project from the IEOI]

1. The Islamic Development Bank (IsDB) has approved an administrative budget for financing consulting services (the Services) for the above project. The Terms of Reference (TOR) of the Services is in Appendix A. The Services will be provided by consulting firm. IsDB will select and engage the Consultant in accordance with the IsDB Corporate Procurement Policy (Policy).

2. IsDB now invites Expression of Interest (EOI) from potential individual applicants for consideration by IsDB in determining a shortlist of candidates to be invited to submit proposals. Depending on the number of the EOIs received and the qualifications of the applicants, IsDB may or may not short list all potentials who have submitted EOIs.

3. Applicants who wish to submit an EOI should complete the EOI Form in Appendix B and submit it through IsDB's online IEOI facility or by email, fax or courier to the following authorized representative of IsDB:

Tarik G.Wassal
Manager
Corporate Procurement Division,
Administrative Services Department
Islamic Development Bank
Email: TWassal@isdb.org

Appendix A: Terms of Reference

Appendix B: EOI Form

Expression of Interest (EOI) by Applicant

[Copy the Name of the Assignment/Project from the IEOI]

Date: _____

Tarek G.Wassal
 Manager,
 Corporate Procurement Division,
 Administrative Services Department
 Islamic Development Bank

I have read carefully your Invitation for Expression of Interest for the captioned assignment/project and find the Terms of References (TOR) and Scope of Work match my skill mix and experiences for providing the services required in the TOR. I would like to express my interest for our firm being considered for the Shortlist. I understand that IsDB does not have an obligation that I must be shortlisted.

I have attached to this EOI supporting documents highlighting the relevant expertise and Experience for your consideration. Some of the key information is highlighted below:

Personal Profile

Nationality:
Date of Birth:
Permanent Address:
Phone No.:
Email:

Past Consultancy Assignment References

[Notes to consultant: Please select most relevant consultancy assignments you have recently completed to demonstrate your technical qualifications and experience.]

Period	Client	Project	Country	Your role (As lead consultant or as member of a team?)	Value of the Contract

III. Availability

I shall be available for the services from _____ to _____.

IV. Eligibility Declaration

I, the undersigned, certify to the best of my knowledge and belief:

- I have read terms of reference (TOR) and Scope of Work (Appendix A), for this assignment.
- I confirm that the project references submitted as part of this EOI accurately reflect the experience of myself.
- I confirm that I have never been convicted of an integrity-related offense or crime related to theft, corruption and fraud.
- I understand that any misrepresentations that knowingly or recklessly mislead, or attempt to mislead may lead to the automatic rejection of the proposal or cancellation of the contract, if awarded, and may result in further remedial action, in accordance with IsDB's Integrity and Anti-corruption Policy.

*Signature:
Applicant*

Name of the