

Invitation for Expression of Interest (IEOI) – Individual Consultant

Invitation for Expression of Interest (IEOI)

Date: 03 July 2023

Preparation of Project Completion Report (PCR) of the IsDB-WAEMU Rural Water Supply and Sanitation Project (MLI0134), Republic of Mali

1. The Islamic Development Bank (IsDB) has approved an administrative budget for financing consulting services (*the Services*) for the above project.
2. The Terms of Reference (TOR) of the Services are in **Appendix A**. The Services will be provided by an **individual international** consultant (*the Consultant*) who may be a self-employed professional or an employee of a consulting firm.
3. IsDB will select and engage the Consultant in accordance with the IsDB Corporate Procurement Policy (Policy). The consultant for the assignment will be engaged based on a Fixed Budget Selection method.
4. IsDB now invites Expressions of Interest (EOI) from potential applicants for consideration by IsDB in selecting qualified candidates.
5. The Consultant should complete the EOI Form in **Appendix B** and submit it along with his/her CV.
6. The full set of documents should be submitted through email to the following authorized IsDB representative, not later **than 22/07/2023** (08:00 PM GMT):

Islamic Development Bank

Consultant Selection Panel

Eoi Submission - BCC2023-036 Preparation of Project Completion Report _PCR_ of the IsDB-WAEMU Rural Water Supply and Sanitation Project _MLI0134_ Republic of Mali 4ad0537e.isdb.org@emea.teams.ms

For Clarification : General - BCC2023-036 Preparation of Project Completion Report _PCR_ of the IsDB-WAEMU Rural Water Supply and Sanitation Project _MLI0134_ Republic of Mali 0257d24b.isdb.org@emea.teams.ms

Appendix A: Terms of Reference of the Assignment

Appendix B: EOI Form

Appendix C: IsDB Table of Contents of Project Completion Report (PCR)

Appendix A

TERMS OF REFERENCE

Short Term Evaluation Consultancy Services for the Preparation of a Project Completion Report (PCR) of the Islamic Development Bank (IsDB) funded project

Project Background:

1. In 2014, IsDB approved the framework for IsDB-WAEMU Rural Water Supply and Sanitation Program, which was requested by the West African Economic and Monetary Union (WAEMU). The rationale for IsDB involvement stemmed from the fact that the demand for basic utility services is still unmet in Mali and a strategic partnership with institutions like WAEMU provides the needed leverage to broaden the sources of financing required to enable IsDB member countries to meet their development financing need and create the conditions for their populations to have access to basic water and electricity and sanitation.
2. The project objective is to provide sustainable access to water supply and sanitation services to remote villages and rural communities while creating economic and social Growth Poles around off-grid village mini solar-powered systems that will additionally support access to electricity income-earning opportunities, and food security. The project was designed to be implemented in the region of Koulikoro in Mali.
3. The project scope comprises of the following components:
 - a) Construction of Rural Water Supply and including Development of Economic and social Growth Poles
 - b) Rural Community Development
 - c) Project Management and Coordination.
4. The IsDB financing of US\$12.50 million was earmarked to finance components a, b & c (Construction of Rural Water Supply and including Development of Economic and social Growth Poles; Rural Community Development and Project Management and Coordination).
5. The project executing agency (EA) was the Ministry of energy and Water of Mali (MEE), and the project was implemented by the National Directorate of Hydraulics (DNH).
6. As the project was completed in **2022**, the IsDB is required to conduct an ex-post evaluation of the project to capture overall achievements as compared to its intended outputs and outcomes. In addition, the PCR should identify the lessons learned from the project implementation.

I. Description of the Assignment

a. Objectives

7. The Agriculture, Water, and Rural Division of the Economic and Social Infrastructure Department, Global Practices (AWRD – GP), is seeking a consultant to assist in preparing the Project Completion Report (PCR) of the IsDB-WAEMU Rural Water Supply and Sanitation Project (MLI0134), Republic of Mali. The services shall be performed within a period of 1.5 months starting from the **first week of August 2023**, or any other period as may be subsequently agreed by both parties in writing.

b. Expected Outputs of the Consultant

8. The Consultant will prepare the PCR according to IsDB standards, guidelines, and procedures. The Consultant's report of the assignment should be based on the IsDB standard template of PCR, which is attached in Appendix C.
9. A knowledge product will be prepared (**maximum of 5 pages**) based on specific lessons learned, and a PowerPoint presentation.

c. Scope of the assignment

10. The scope of the assignment is as follows:
 - Evaluate the processing and design of the project, both by IsDB and the Beneficiary Country (and, as applicable, co-financiers and other project partners);
 - Assess the performance of the relevant executing agency (EA) (and Beneficiary Country) in managing and implementing the project, in complying with IsDB's guidelines, policies, practices, procedures, and loan covenants, and evaluate project costs, disbursements, and institutional improvements.
 - Assess the performance of consultants, contractors, and suppliers with respect to services, construction, supply, delivery, and installation.
 - Review problems encountered during implementation and the effectiveness of measures to resolve them, by the EA, the Beneficiary Country (as applicable) and IsDB.
 - Assess whether the EA, the Beneficiary Country and IsDB monitored progress effectively in comparison with quantifiable and monitoring targets.
 - Re-evaluate the financial and economic performance of the project at its initial stage of operation and compare with the qualified indicators in the project log-frame and in project progress reports and, as applicable, the PIASR.

- Assess the project's transition to operations, and identify any remedial measures needed.
- Assess future operation and maintenance schedules to ensure sustainability of the project.
- Recommend any other steps that the Beneficiary Country and EA need to take to ensure the project's sustainable operation.
- Assess the performance of the monitoring and evaluation system established for the project and reexamine the indicators selected for monitoring operations and assessing development impact.
- Assess whether the procurement and disbursement plans have been carried out as originally framed and the reasons for any difference between planned and actual project achievements.
 - i. Assess, if applicable, the extent and effectiveness of implementation of project safeguard measures (e.g., environmental, social); and
 - ii. Assess whether the immediate development objective has been met and the likelihood of attaining long-term development impacts in terms of the planned and final project log-frame targets.

11. The project assessment should take into account the following four dimensions of Relevance, Efficiency, Effectiveness and Sustainability, by answering the following questions:

- i). **Relevance** – Assess the relevance of each project to the GOE and IsDB
 - Was the project relevant to the identified needs and country's strategy?
 - Was the project relevant to the IsDB strategic priorities?
 - Were the inputs and strategies identified, and were they realistic, appropriate and adequate to achieve the results?
- ii). **Effectiveness**- Describe the management processes and their appropriateness in supporting delivery
 - Was the project effective in delivering expected results (time and budget)?
 - Was the project implemented according to the schedule?
 - How does the actual project implementation schedule compare with the initial schedule?
 - What are the reasons for any deviations from the original schedule?
 - What are the financial results of the project: the total cost, financing plan, and disbursements against the estimates made during the appraisal?
 - How effective were the strategies and tools used in the implementation of the project?
 - How effectively did the project respond to the need of the beneficiaries?

iii). Efficiency – of Project Implementation

- Do the deliveries of the project justify the costs incurred?
- Were the resources made available efficiently utilized?
- Did project activities overlap with and duplicate other similar interventions?
- Are there more efficient ways and means of delivering more and better results (outputs and outcomes) with the available resources?
- Could a different approach have produced better results?

iv). Sustainability- assess economic, environmental and social sustainability

- Does the project cause natural resources depletion in the long run?
- Were the local communities and stakeholders consulted during the project implementation?
- To what extent will the project revenues cover its O&M costs?
- Does the EA possess the technical capacity for the project operation?
- Did the project address the training needs for operation and maintenance?
- What is the likelihood of continuation and sustainability of the project outcomes and benefits after their completion?
- What are the key factors that will require attention in order to improve prospects of sustainability of project outcomes and the potential for replication of the approach?

v). Lessons learned- what are the lessons learned: The recommendations should provide comprehensive proposals for future interventions by answering inter alia the following questions:

- What are the main lessons that have emerged?
- What are the recommendations for similar future interventions?
- What are the problems and obstacles encountered during the implementation of the project?
- How did the project financial management processes and procedures affect implementation?
- What are the strengths, weaknesses, opportunities and threats of the project implementation process?
- What are the future intervention strategies and issues?

d. Detailed tasks of the assignment

12. The tasks of the Consultant are as follows:

- a. Coordinate the communication to and interface with EA, relevant ministries, and other key stakeholders.
- b. Prepare a questionnaire for the stakeholders' interviews of the project.
- c. Initiate the required meetings, interviews, and visits to the project area for close communication with key stakeholders.

- d. Undertake a field visit: following the clearance of EA and IsDB, the Consultant proceeds with the field visit: (i) visit the site as per the scope of the project and expected outputs; (ii) hold thorough on-the-ground discussions with the stakeholders including the EA, Project Management Consultant, and end-beneficiaries; (iii) collect all necessary information concerning project implementation, outputs and outcomes; and (iv) collect photographs & videos of the project outputs and beneficiaries upon consent of the concerned parties.
- e. If necessary, the IsDB team may join the field visits and the consultant should provide/contribute all the required support to facilitate the discussions with all the stakeholders.
- f. The draft PCR is prepared after the field visit of the Consultant and should point out and explain the eventual variations in terms of cost, implementation schedule, financing plan and stakeholders' performance. It should include among other things: (i) evaluation of the performance of the executing agency, the Bank, the contractors, and the consultants based on available information; and (ii) lessons learnt along with the Consultant's recommendation to the Bank and the Country concerning project implementation and sector interventions.
- g. The draft PCR should draw attention to the variations from the position envisaged at the time of the appraisal and assess the results delivered by the project against the project outputs and outcomes detailed in the *Results-Based Logical Framework* (Annex 1).
- h. The final draft PCR should be submitted to IsDB, and revised based on the field visits, feedback from IsDB.
- i. Prepare a knowledge product of 5 pages on specific lessons learned and relevant annexes, such as graphs, photos, videos and maps.
- j. Prepare a short presentation highlighting key issues and lessons learned from the site visit (i.e. slide highlighting key issues and lessons learnt from the project summarizing the main findings of the exercise).

e. Deliverables:

13. The Consultant will produce the following major outputs:

- 1) An Inception Report detailing methodology and work plan.
- 2) Supporting documents including:
 - Semi-structured interviews questionnaires
 - List of interviewees
 - Brief note summarizing the interviews
- 3) The first draft PCR as per the IsDB PCR standard format.
- 4) The Final PCR based on the feedback of the IsDB.
- 5) A knowledge product of 5 pages on specific lessons learned.
- 6) PowerPoint Presentation on the report.
- 7) High-resolution photos for the project.

f. Time Frame of the Assignments:

- a) The assignment shall be over 1.5 months (August to September 2023), with a total duration of 22 working days, including 7 days for field visits
- b) The IsDB Agriculture, Water and Rural Development Division (AWRD - GP) Team will supervise the Consultant. The AWRD-GP Team will provide overarching supervision to the process and will provide feedback and guidance to achieve the goal and specific objectives of the consultancy
- c) All deliverables are expected to be finalized through rigorous consultative meetings and in-depth discussions with the EA, the PIU and other key stakeholders, at the national and provincial levels.

g. Qualification and Requirements:

14. The Consultant should have the following minimum qualifications and skills:

- a. MSc degree in Civil Engineering, or relevant field in the Water Sanitation sector or another related field in Economics, Environmental Engineering, Water Resources Development etc.;
- b. Work experience in handling similar consultancy assignments in preparing at least 2 PCRs, in the context of developmental projects financed by Multilateral Development Banks;
- c. Language skills: fluency in written and spoken English;
- d. Knowledge of analytical and statistical tools.

h. Evaluation Criteria:

15. The consultant will be selected according to the Fixed Budget Method of selection. As such, the contract will be awarded to the highest-ranked technical proposal within the available budget. Financial proposals exceeding the budgetary limit shall not be considered. The following criteria will be used for evaluation of technical proposals (detailed criteria in Annex-2):

- General Qualifications	20 points
- Adequacy for the Assignment	60 points
- Experience in the Sector	20 points
- Total	100 points

i. Budget and Payment Schedule

16. The total estimated budget for this assignment is US\$ 12,490, and the financial proposal shall not exceed this amount. Payments are linked to deliverables as defined below:

- a. First payment in the amount of 20% of the Contract Price upon receipt by the Bank, of the Inception Report detailing methodology and work plan;
- b. Second progress payment in the amount of 30% of the Contract Price upon receipt and written acceptance of the first draft PCR by the Bank;
- c. Third progress payment in the amount of 30% of the Contract Price upon receipt and written acceptance of the final PCR by the Bank, and

- d. Final payment in the amount of 20% of the Contract Price upon receipt and written acceptance by the Bank of the knowledge product, PowerPoint Presentation on the report, and high-resolution photos for the project.

17. 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 Consultants.

j. Contract Administration:

- **Client's Input:** the ESID team will provide access to all required documents (i.e. Bank's standard template for Project Completion Report (PCR), Project Appraisal Document, PAD-RRP/RRM, Detailed Technical Documents, Project Progress Reports, Relevant Official Communications on the project, etc.). IsDB will also facilitate the assignment remotely by introducing the consultant to the EA, and providing any official support, which may be required.
- **Logistics:** The Consultant will coordinate with the EA to make necessary arrangements for the logistics of the field visit. The visit's related expenses shall be borne by the Consultant.
- **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;
- **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.

Annex 1. Results-Based Logical Framework

NARRATIVE SUMMARY	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS / RISKS
<p>Impact - Sectoral Goal :</p> <ul style="list-style-type: none"> ❖ Improve livelihood in Mali by addressing some of the major constraints hindering the socio economic and inclusive development of the rural communities and introducing innovative financing mechanisms that support the provision of basic services, namely water supply and sanitation. 	<p>Impact Indicators</p> <ul style="list-style-type: none"> • Number of water sanitation and hygiene attributable deaths per 100,000 capita (target = Average Annual Rate of Decline (AARD) = 2.0 % – baseline = 196 in 2004) • percentage reduction in the water, sanitation and hygiene attributable deaths per 100'000 children under 5 years (target = AARD = 2.0% – baseline = 880 in 2004) 	<ul style="list-style-type: none"> ❖ National Statistics QUIBB surveys ❖ MDG review report for Mali (UNDP) ❖ WHO ❖ Participatory impact assessment report. 	<p>Sustainability</p> <ul style="list-style-type: none"> ❖ Adequate budgetary allocation for the sector ❖ Adequate management of the water Demand and Supply imbalances ❖ Appropriate maintenance of infrastructure. ❖ Appropriate water and sanitation policy under implementation in Mali ❖ Adequate budgetary allocation for the sector ❖ Tariff of water supply set at least at its economic cost.
<p>Outcomes - Project Development Objectives:</p> <ul style="list-style-type: none"> ❖ To increase the proportion of the rural population with access to improved drinking water source and sanitation facility in Mali at program completion. 	<p>At project completion (expected in mid-2018)</p> <ul style="list-style-type: none"> • The gain in the average time in fetching water in the intervention area (target 30 mn at least). • The increase in the number of rural population in the project area with access to improved drinking water source, of which more than 50% women (target 112,500), • The increase in the number of rural population in the project area with access to improved sanitation facility (target 15,000), • The increase in the proportion of rural population with access to improved water source (baseline 76% in 2012 - target 82% at project completion nationwide), • The improvement in the water quality with compliant percentage of physicochemical and microbiological water samples (target = within the limit of WHO). 	<ul style="list-style-type: none"> ❖ Planning documents prepared by DGH /Health ❖ Annual reports of DNH ❖ Post evaluation Report ❖ Post evaluation Report - surveys ❖ Baseline study report ❖ Water quality Survey report ❖ Grass roots community participatory report ❖ Survey on the use of water points. ❖ Monthly and quarterly progress reports of the consultant. 	<p>Country Effectiveness – Affecting Purpose to Goal Link</p> <ul style="list-style-type: none"> ❖ Stable macroeconomic environment -Sustained flow of investments in Social sectors ❖ Appropriate investment in sanitation in Mali ❖ Water Supply and Sanitation is high on political agenda. ❖ Water Supply and Sanitation is high on the political agenda. ❖ Appropriate rules and regulations are used to operate the new WSS infrastructures. ❖ Complementary social programs are implemented ❖ The groundwater resources are appropriately managed in and the infrastructures are well maintained.

NARRATIVE SUMMARY	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS / RISKS
OUTPUTS	At project completion (mid-2018)		Project Effectiveness -
1. Rural Water Supply and Sanitation system extended in the country through the construction and equipment of boreholes, mini water systems and sanitation facilities	1.1. The number of new positive boreholes constructed, equipped and operational (target = 120). 1.2. The number of new mini water supply system constructed, equipped and operational in the project area (target 20) 1.3. The number of multi village systems constructed, equipped and operational in the project area (target 3). 1.4. The number of communal institutions newly equipped with public latrines in the project area (target 60). 1.5. Increase volume of daily water production in Mali (Target 3,600 m3 at program completion) 1.6. Number of new equivalent water points constructed in Mali at program completion (target 650 at program completion) 1.7. Increase in the number of households using improved sanitation facilities in the Mali (target 2,250 at program completion).	<ul style="list-style-type: none"> ❖ Project Completion Report ❖ Annual Project financial audit ❖ Monitoring and Evaluation reports. ❖ Grass roots community participatory report ❖ Participatory output monitoring report ❖ Monitoring and Evaluation Report ❖ Supervision report IDB ❖ Midterm and End-term report 	<u>Purpose link:</u> <ul style="list-style-type: none"> ❖ Institutional Capacity among all project stakeholders at central, provincial and district level ❖ Contractor complete works with adequate quality, within budget and on time. ❖ Consultant carry out its assignment on time and with high standard quality ❖ Coordination among project stakeholder is effective. ❖ Project Financing is available on time ❖ Country counterpart fund is available on time ❖ Project beneficiaries are willing to pay the adequate fees for the improvement in the delivery of water supply. ❖ The design criteria are verified : <ul style="list-style-type: none"> - 250 inhabitants per Water points - 6 to 7 persons per household for a familial latrine - Average use of new water point = 6 h.
2. Consultancy services procured for audit, studies supervision of work, and social intermediation activities	2.1 Completion report of consultants prepared and approved 2.2 Audit reports prepared and approved. 2.3 NGO reports prepared and approved		
3. Program corporate governance put in place	3.1 Monitoring and Evaluation completion report approved 3.2 Completion Report PMC approved 3.3 Completion Report PIU approved.		

NARRATIVE SUMMARY	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS / RISKS
<p>ACTIVITIES Construction of Rural Water Supply and Sanitation Infrastructures in the program area.</p> <p>1.1 Construction of RWS infrastructures 1.2 Supervision of RWS infrastructures 1.3 Construction of public latrines 1.4 Construction of family latrines</p> <p>2. Rural Community Development Activities</p> <p>3. Program Management and Coordination</p> <p>3.1 Audit 3.2 Familiarization visit and start-up workshop 3.3 Capacity Building Government institutions 3.4 Recruitment of Project Management Consultant 3.5 Coordination - Monitoring and Evaluation System</p>	<p>Total Program Cost in Mali : US\$ 13.77 million Participation: IDB US\$ 12.50 million (90.8%) / WAEMU: US\$ 0.07 million (0.5%) / Governments US\$ 1.20 million (8.7%) Budget (including contingencies)</p> <p>1. Cost Component 1 : US\$ 12.05 million 2. Cost Component 2 : US\$ 0.51 million 3. Cost Component 3 : US\$ 1.21 million Total : US\$ 13.77 million</p>	<ul style="list-style-type: none"> ❖ Project Completion Report ❖ Project Progress Reports ❖ Project Implementation Support Assessment Reports (PIASR) ❖ Financiers Supervision missions reports ❖ Contracts ❖ Monitoring and Evaluation report ❖ Project audit report 	<p><u>Operational - Affecting Activities to Outputs link :</u></p> <ul style="list-style-type: none"> ❖ Timely approval, signature and effectiveness of projects for all financial partners including government ❖ Good Corporate governance and management of the project at all levels ❖ Adequate coordination of project activities ❖ On time payment of disbursements ❖ On time mobilization of resources required to implement the project

Monitoring requirements / Arrangements

WAEMU will finance through a Grant the design and implementation of a Monitoring and Evaluation system at the regional level.

Annex 2. Detailed Evaluation Criteria

#	Criteria	Maximum score
1.0	General Qualifications	20
1.1	<i>Academic Background</i>	10
1.2	<i>Language skills</i>	10
2.0	Adequacy for the Assignment	60
2.1	<i>General Experience</i>	20
2.2	<i>Experience with similar assignments</i>	40
3.0	Experience in the Sector	20
3.1	<i>Sector and relevant sub-sectors</i>	10
3.2	<i>Multilateral /International Organizations</i>	10
	Total Score:	100

Appendix B

Expression of Interest (EOI) by Applicant

Preparation of Project Completion Report (PCR) for Support to the IsDB-WAEMU Rural Water Supply and Sanitation Project (MLI0134), Republic of Mali

Date: _____

Dear Mr.

I have read your Invitation carefully for Expression of Interest (IEOI) 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 in being considered for the assignment. I understand that IsDB does not have an obligation that I must be selected.

I have attached to this EOI my Curriculum Vitae (CV) for your consideration. Some of the key information is highlighted below:

I. Personal Profile

Nationality:

Date of Birth:

Permanent Address:

Phone No.:

Email:

II. 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 ever 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.

{day/month/year}

Name of the Applicant

Signature

Date

Financial Proposal Format

No.	Item	Unit	Qty	Unit Cost (USD)	Total (USD)
1	Professional Fees (unit rate) per day ¹	Man. days	15		
2	Expenses during the field visits	Man. days	07		
3	Expenses for international/domestic travel	Lump-sum	Lumpsum		
	Total:				

{day/month/year}

Name of the Applicant

Signature

Date

¹ Includes any overhead costs while working at place of residence.

Curriculum Vitae (CV)

Position Title and No.: *{Individual Consultant for Preparation PCR}*

Name of Expert: *{Insert full name}*

Date of Birth: *{day/month/year}*

Country of Citizenship/Residence:

Contact information:

-

Education:

{List college/university or other specialized education, giving names of educational institutions, dates attended, degree(s)/diploma(s) obtained}

Employment record:

{Starting with present position, list in reverse order. Please provide dates, name of employing organization, titles of positions held, types of activities performed and location of the assignment, and contact information of previous clients and employing organization(s) who can be contacted for references. Please mark if the assignment is considered relevant to the assignment.}

Period	Employing organization and title/position. Contact information for references	Country	Summary of activities (Comment if relevant to the Assignment)

Membership in Professional Associations and Publications: ___

Skills (language, technical, computer, others): ___

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification and/or sanctions by the Bank.

{day/month/year}

Name of Expert

Signature

Date

Yes / No

(i) I am employed by the concerned Agency / (ies) related to this consultancy assignment

(ii) I was involved with the preparation of the terms of reference for this consultancy assignment

(iii) I am not currently debarred by a multilateral development bank or other similar institutions (If yes, identify who)

Appendix C

IsDB Table of Contents of Project Completion Report (PCR)

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(Note: Full version of IsDB Standard Template of Project Completion Report (PCR) will be provided to the Consultant upon the signing of the Contract)