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Invitation for Expression of Interest (EOI)

***“For the Preparation of Project Completion Report (PCR) of the IsDB financed “National Slum Upgrading Project in Indonesia (IDN 1011)”***

**January 2024**

Invitation for Expression of Interest (IEOI)

Date: 18/02/2024

**Preparation of Project Completion Report (PCR) of the IsDB-funded “National Slum Upgrading Project (NSUP) in Indonesia.”**

1. The Islamic Development Bank (IsDB) is a Multilateral Development Institution established in 1973 by its Articles of Agreement with a membership comprising 57 Member Countries. At the IsDB, a Green, Resilient, Inclusive and Sustainable (GRIS) Development approach is being employed to safeguard the interests of vulnerable populations to build and sustain inclusive development in MCs. The GRIS approach is a systematic method focused on the synergistic interdependencies of economic growth, sustainability, resilience, and inclusiveness. The Bank continues to promote green, resilient, inclusive economic growth that is compatible with the environmental and climate goals of MCs and inclusive human development, that is environmentally sustainable and made resilient by fortifying the use of natural and human resources and minimizing the risks to people, the planet, and strengthening the key drivers of an expanding economy.
2. The Islamic Development Bank (IsDB) has approved an administrative budget for financing consulting services (the Services) for the above assignment. The Terms of Reference (TOR) for the Services are presented below in **Appendix A.** The Services will be provided by an individual consultant (the Consultant) who may be a self-employed professional or an employee of a consulting firm. IsDB will select and engage the Consultant under the IsDB Corporate Procurement Policy (Policy). The consultant for the assignment will be engaged based on a **Fixed Budget Selection method**.
3. IsDB now invites Expressions of Interest (EOI) from potential applicants for consideration by IsDB in selecting qualified candidates.
4. The Consultant should complete the EOI Form in **Appendix B** and submit it along with his/her CV.
5. The full set of documents should be submitted through email to the following authorized IsDB representative, not later than 28/02/2024 (06:00 PM Jeddah Time):

|  |  |
| --- | --- |
| **Mr. Ebad Lodhi**  Cooperate Procurement Dept  Technical Support Officer  Islamic Development Bank  **Email:** [**elodhi@isdb.org**](mailto:elodhi@isdb.org) |  |

**Appendix A:** Terms of Reference of the Assignment

**Appendix B:** EOI Form

Appendix A:

TERMS OF REFERENCE

|  |
| --- |
| **Summary:**  **Assignment:** **Preparation of Project Completion Report (PCR) of the IsDB-funded “National Slum Upgrading Project (NSUP) in Indonesia (IDN1011).”**  **Project Objective:** The project aims to improve access to urban infrastructure and services in targeted slums in Indonesia and to improve the people's well-being in urban areas through slum upgrading and prevention by way of community-driven development and local government participation. The project has the following specific objectives:   * Improve community access to appropriate infrastructure to alleviate slums based on the 8 slum indicators. * Promote collaboration with stakeholders through the empowerment of local governments. * Improve community welfare by promoting sustainable livelihoods.   **Project Location:**  The project was implemented in 15 Provinces, 116 Cities, and 4,923 Urban Villages/ Wards.  **Executing Agency:** The Ministry of Public Works and Housing, Government of Indonesia (GOI) is the executing agency for this project.  **Duration of assignment:** Three (3) Months  **Expected Starting Date: …**/…/2024  **Field Visits: ……** 2024 |

1. **Project Background:**
2. The IsDB has received an official request from the Ministry of Finance (MOF) of the Government of Indonesia (Gol) to participate in the National Slum Upgrading Program (NSUP) in December 2015. Slums are a major challenge because rapid urbanization without proper basic infrastructure development can lead to environmental problems (poor air quality, clean water supply, waste management, and sanitation). In 2014, the Government of Indonesia identified approximately **38,000 hectares of slums** spread across more than 3,500 urban villages.
3. The **National Development Policy (RPJMN) 2020-2024** was set in 2020, so that NSUP in addition to referring to the RPJMN 2015-2019 (Presidential Regulation (Perpres) No.2/2015) for the acceleration of the **'100-0-100' movement**, also refers to the RPJMN 2020-2024 (Perpres No.18/2020). Accelerating the '100-0-100' movement (100% access to water, 0% Slums and 100% access to Sanitation facilities) and as a national slum management platform, NSUP was financed by multi-party sources of funds, namely the Central and Regional Governments, the private sector, the community and various donors including Islamic Development Bank (IsDB), World Bank (WB), and Asian Infrastructure Investment Bank (AIIB).
4. The project directly responds to the GOI mid-term strategy paper RPJMN (2015-2019) and is aligned with the IsDB's 10-year strategy including the Urban Sector Policy 2021. It has been designed in keeping with the principles highlighted to empower the community and to strengthen local government roles for the acceleration of the '100-0-100' movement to alleviate and prevent slums in urban and peri-urban areas through infrastructure improvement and sustainable livelihood. The NSUP directly addresses SDG 11 "to ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums” and SDG 6 to "ensure availability and sustainable management of water and sanitation for all".
5. The project is built on the successful Community-Driven Development (CDD) program that the government launched nationwide in 2007 under the umbrella of PNPM Mandiri. The IsDB has been involved from the beginning of the PNPM program, through the Integrated Community Driven Development (ICDD) projects Phases I to III. The IsDB ICDD projects were part of the overall PNPM program supporting 99 out of 728 districts in the country. Besides IDB, other international donors of the program included the World Bank, ADB, JICA and IFAD. Following on to the previous three phases of ICDD under the PNPM program, the NSUP was the fourth phase of ICDD with two main enhancements over the previous PNPM program. Firstly, the impact of the infrastructure constructed has been prioritized and measured based on eight slum indicators. Secondly, local governments have been given the responsibility to implement and monitor the progress of slum alleviation.
6. **Project objectives and components:**
7. The project aimed to improve the people's well-being in urban areas through slum upgrading and prevention by way of community-driven development and local government participation. To achieve this, the project had the following specific objectives:
   1. Improve community access to appropriate infrastructure to alleviate slums based on the 8 slum indicators which are: building standards, access roads, availability of clean water supply, drainage connectivity, sewerage management, waste management, fire safety, public space;
   2. Promote collaboration with stakeholders through the empowerment of local governments;
   3. Improve community welfare by promoting sustainable livelihoods.
8. The project had four main components focusing on a) Block investments for Slum Alleviation and Prevention; b) Building community institutions and Local Government; c) Knowledge Generation and Review; and d) Support the Project Management Unit.
9. **Project Locations:**
10. The project was implemented in slum areas of **4,923 urban villages in 116 cities over 15 provinces** namely Aceh, North Sumatera, West Sumatera, South Sumatera, DKI Jakarta, West Java, West Kalimantan, Jambi, Bengkulu, Lampung, Bangka Belitung, Banten, Riau, Riau Islands, and North Kalimantan.
11. **Executing Agency:**
12. The Executing Agency (EA) for the project was **the Ministry of Public Works and Housing (MoPWH)** of the Government of the Republic of Indonesia, which had implemented the project through its Directorate General of Human Settlements (DGHS). The PMU was established at the Directorate of Settlement Area Development (PKP) the PIUs were established at the Directorate of Settlement Area Development (PKP) at the National Level and 14 Provinces Level.
13. **Project budget:**
14. The total financing for the implementation of NSUP activities from IsDB Loan IDN1011 was estimated at USD 329.76 million during the PAD. However, an amendment was made by reallocating components that amounted to a total project cost of USD 310.74 million consisting of Service Ijarah USD 7.41 million, Istisna'a USD 293.51 million, and ISFD USD 9.82 million.
15. **Description of the Assignment and Deliverables**

**Objective of the assignment**

1. The Urban Development Global Practices at the Economic & Social Infrastructure Department, IsDB is seeking Consultancy Services to assist IsDB in conducting a PCR of the “National Slum Upgrading Project (NSUP) in Indonesia.” The service shall be performed within 3 months starting from the first week of xxx 2024, or any other period as may be subsequently agreed by both parties in writing. The total working day for this assignment is 15 days.
2. The Project Completion Report (PCR) serves as a basis for the comparison between the expected state of the project at the time of appraisal and its actual state at the time of completion. It is a vital document that records how the project was implemented to allow the post-evaluation team to draw lessons to be learned by IsDB and its beneficiary(s) to improve the design and performance of future projects. Thus, it constitutes the first step of the post-evaluation exercise, a self-evaluation instrument that provides basic data against which the IsDB may assess its progress over time and benchmark its performance against other financing institutions.
3. 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) the PCR enhancing quality-at-exit through an increased focus on results, risks, and lessons learned.

**Expected Outputs of the Consultant**

1. The Consultant will prepare one Project Completion Report (PCR) for the project according to IsDB standards, guidelines, and procedures. The Consultant's report on the assignment should be based on the IsDB standard template of PCR, which is attached in Appendix – C.

**Scope of the assignment**

1. The scope of the assignment is as follows:
   1. Site Visits. The list of sites to be is tentatively as follows:
      1. Langsa City, Aceh Province
      2. Bengkulu City, Bengkulu Province
      3. Bangka Regency, Bangka Belitung Islands Province
      4. Tangerang Regency, Banten Province
      5. Cirebon City, West Java Province
   2. Review of the reports, documents such as Project Appraisal Document (PAD), Project Implementation Assessment and Support Reports (PIASR), audit reports etc.
   3. Following these two (2) initial exercises, the Consultant will provide a detailed description of all aspects of completing the project, including any significant corrective measures to be implemented or continued by the various stakeholders.
   4. Analyze the performance and achievements of the project in terms of implementation plans and objectives fixed during the initial evaluation (Project Appraisal Document - Report and Recommendations of the President (PAD and RRP) to the Board of Executive Directors (BED). The analysis should address the following questions:
      * + 1. To what extent did the Project achieve its overall objectives?
          2. What and how much progress has been made towards achieving the overall outputs and outcomes of the project (including contributing factors and constraints);
          3. To what extent were the results (impacts, outcomes and outputs) achieved?
   5. Assess the project in terms of relevance, efficiency, effectiveness and sustainability. The assessment shall answer the following questions:

i) Relevance – Assess the relevance of the project to the Government and IsDB

* Was the project relevant to the identified needs?
* 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 the 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?
* Analyze financial results, the total project 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 made available resources efficiently utilized?
* Did project activities overlap 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 depilation in the long run?
* Were the local communities and stakeholders consulted during the project implementation?
* To what extent are the project revenue to cover its O&M costs?
* Does the Executing Agency 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 project outcomes and benefits after completion of the project?
* Describe 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- 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 project implementation?
* What are the strengths, weaknesses, opportunities and threats of the project’s implementation process?
* What are the future intervention strategies and issues?

vi) Evaluate the performance of the IsDB, consultants, the borrower Government, and relevant partners.

**Detail task of the assignment**

1. The tasks of the Consultant are as follows:

* Coordinate the communication to and interface with Executing Agency and other key stakeholders;
* Prepare a questionnaire for the stakeholders’ interviews of each project.
* Initiate the required meetings, interviews, and visits to the project area for close communication with key stakeholders.
* The draft-1 PCR has to be submitted to IsDB for review and clearance before proceeding to the field. It should include, among other things: (i) the key information of the project; (ii) major changes in the country's economy and events that may have affected the sector and the project; (iii) known changes in the scope of the project; (iv) project output and outcome indicators to be quantified during the mission; and (vi) brief explanation in each section of the key elements/questions to be assessed during the field mission, stakeholders to be met, and challenges that the Consultant may face. This report will be reviewed by the Bank together with the Consultant through a conference call via Microsoft Teams.
* Field visit: Following the clearance of Executing Agency and IsDB, the consultant proceeds with the field visit: (i) visit the site(s) of the project as per the scope of the project and expected outputs; (ii) hold thorough on-the-ground discussions with the stakeholders including the Executing Agency, Project Management Units, concerned Development Partners, and end-beneficiaries; (iii) collect all necessary information concerning project implementation, output, and outcomes; and (iv) collect photographs & videos of the project outputs and beneficiaries upon the consent of the concerned parties.
* If necessary, the IsDB team will join the field visit and the consultant should provide/contribute all the required support to facilitate the discussions with all the stakeholders;
* The draft-2 PCR is a further elaboration and completion after the field visit of the Consultant and should point out and explain the eventual variations in terms of project cost, implementation schedule, financing plan and stakeholders’ performance. On top of updating the information that is in the draft-1 PCR, it should include among other things: (i) evaluation of the performance of the executing agency, the Bank, the contractors, based on available information; and (ii) lessons learnt and the Consultant’s recommendation to the Bank and the Country concerning project implementation and sector intervention.
* The draft-2 PCR should draw attention to the variation from the position envisaged at the time of the appraisal. Assess and verify the results delivered by the project against the project outputs and outcomes detailed in the Results-Based Logical Framework of the project (Annex-1);
* The draft-2 PCR should be shared with the Executing Agency for review and comments and capture the EA’s view of the challenges met during implementation and recommendation for future intervention.
* The final draft PCR should be submitted to IsDB revise based on the field visit, feedback from IsDB and Executing Agency;
* Prepare a knowledge product of 15 pages on specific lessons learned and relevant annexes, such as graphs, photos, videos and maps (i.e. Consultant could consider using GIS-RS analysis for comparing before and after salinity and land use of the project area).
* Prepare a short presentation slide highlighting key issues and lessons learned from the sites' visit (i.e. slide highlighting key issues and lessons learnt from the project summarizing the main findings of the exercise). The Consultant may participate and defend the report in a conference call to the IsDB Committee (Experts Team at Global Practices of the IsDB). Otherwise, IsDB will select a representative to present the report and take all comments to be conveyed to the Consultant.
* Finalize the PCR based on the final feedback of the IsDB and the Executing Agency;

**Key Deliverables:**

1. The Consultant will produce the following deliverables:

* The **first draft PCR** as per the attached PCR standard format (Appendix – C), including,
* Site visits with high-resolution photos and videos
* Supporting documents
* Semi-structured interview questionnaires
* List of interviewees
* Brief note summarizes the interviewees
* The **second draft PCR** is as per the attached PCR standard format (Appendix – C).
* The **Final PCR** based on the feedback of the IsDB and the Executing Agency
* The **Knowledge Brief and presentation slides**

**Time Frame and supervision of the assignment:**

1. The assignment shall be over 3 months (xxx 2024), with a total duration of 15 working days.
2. The IsDB Urban Development GP team will supervise the Consultant. The Team will provide overarching supervision to the process and will provide feedback and guidance to achieve the goal and specific objectives of the consultancy.
3. All deliverables are expected to be finalized through rigorous consultative meetings and in-depth discussions with the Executing Agency, and key stakeholders at District, Region and National levels and relevant parties.

**Qualification and Requirements:**

1. The Consultant must have the following minimum qualifications and requirements:

* MSc degree in Civil Engineering, or relevant fields in the urban development, water & sanitation sector or another related field Economics, Environmental Engineering;
* Work experience in handling similar consultancy tasks in preparation of the PCRs, project evaluation, and project management of the Multilateral Development Banks’ (MDBs’) will be a strong asset;
* Language skills fluency in written and spoken English and Bahasa;
* Knowledge of analytical and statistical tools;
* Knowledge of the region and the subject is needed.

**Evaluation Criteria:**

1. The contract will be awarded to the highest-ranked technical proposal within the available fixed budget. Financial proposals exceeding the budgetary limit shall not be considered. The following criteria will be used for the evaluation of technical proposals:

* General Qualification 20 points
* Adequacy for the Assignment 50 points
* Experience in the Sector and Region 30 points
* Total 100 points

**Budget and Payment Schedule:**

1. The total estimated overall fixed budget for this assignment is USD 15,000 (USD Fifteen Thousand only), and the financial proposal shall not exceed this budget. The expenses incurred for local transportation and accommodation during the site visits will be reimbursed by the Bank upon the submission of the invoices. Payments are linked to deliverables as defined below:

* First payment in the amount of 30% of the Contract Price upon receipt by the Bank, the First Draft PCR.
* Second progress payment in the amount of 30% of the Contract Price upon receipt and written acceptance of the second draft PCR Report by the Bank; and
* Final payment in the amount of 40% of the Contract Price upon receipt and written acceptance of the Final Report, Knowledge Product, Presentation Slides

1. 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.

**Contract Administration:**

1. Client's Input: The Urban Development GP team will provide access to all required documents (i.e. Bank's standard template for Project Completion Report (PCR), Project Appraisal Document, PAD-RRP, Detailed Technical Documents, Project Progress Reports, PIASR, Relevant Official Communications on the project, etc.).
2. Logistics: The Executing Agency will make necessary arrangements related to field visits.
3. 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.
4. 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.

**Instructions to consultants**

1. Consultants are invited to submit technical (and financial) proposals no later than 6:00 p.m., Jeddah time, 28/02/2024, including their detailed curriculum vitae. All proposals should be sent to [elodhi@isdb.org](mailto:elodhi@isdb.org) . The proposal shall remain valid for one (1) month after the above deadline. IsDB reserves the right to the following:
   1. Reject any, and all proposals, and waive minor irregularities in any proposal.
   2. Request the clarification of the information submitted.
   3. Request additional information from any proposer.
   4. Grant the contract to the next most qualified consultant if the selected consultant does not start the job within fifteen (15) days after the granting of the proposal.
2. The references will also be considered during the technical evaluation.
3. You may address any technical clarifications needed or general information inquiries to the Bank at (General - Consultancy services to prepare the Project Completion Report \_PCR\_ of the National Slum Upgrading Project \_NSUP\_ in Indonesia. 15144 [a4ab0b31.isdb.org@emea.teams.ms](mailto:a4ab0b31.isdb.org@emea.teams.ms) )

**Annex 1: Results-based logical framework**

A close-up of a document

Description automatically generated

A close-up of a document

Description automatically generated

A document with text and numbers

Description automatically generated

A map of countries/regions with numbers and names

Description automatically generated

**Annex 2: Project Locations**

Appendix B

Expression of Interest (EOI) Form

Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Mr. XXXXX**

**Email:**

**Subject: Expression of Interest to the preparation of Project Completion Report (PCR) on the National Slum Upgrading Project (NSUP) in Indonesia**

Dear Mr. XXXXX

I have read your Invitation carefully for Expression of Interest (EOI) for the captioned assignment/project and find the Terms of Reference (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 the most relevant consultancy assignments you have recently completed to demonstrate your technical qualifications and experience.]*

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Period** | **Client** | **Project** | **Country** | **Your role (As a lead consultant or as a member of a team?)** | **Value of the**  **Contract** |
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**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 the 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 my experience.

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**  **(US$)** | **Total**  **(US$)** |
| 1 | Professional Fees (unit rate) per day[[1]](#footnote-1) | Man. days |  |  |  |
| 2 | Expenses during the field visits | Man. days |  |  |  |
| 3 | Expenses for domestic travel | Lump-sum |  |  |  |
| 4 | Others (if any) | Lump-sum |  |  |  |
|  | **Total (US$):** |  |  |  |  |

{day/month/year}

Name of the Applicant Signature Date

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)** |
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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 |
| 1. *I am employed by the concerned Agency / (ies) related to this consultancy assignment* |  |
| 1. *I was involved with the preparation of the terms of reference for this consultancy assignment* |  |
| 1. *I am not currently debarred by a multilateral development bank or other similar institutions (If yes, identify who)* |  |

Appendix C:

IsDB Standard Template of Project Completion Report (PCR)

Table of Contents

|  |  |  |
| --- | --- | --- |
| **S. No.** | **Item** | **Page** |
|  | *Abbreviation* |  |
|  | *Currency equivalents* |  |
|  | *Executive summary* |  |
| 1 | Project information |  |
| 2 | Project performance assessment |  |
| 3 | Bank’s performance |  |
| 4 | Beneficiary performance |  |
| 5 | Performance of other stakeholders |  |
| 6 | Lessons learnt |  |
| 7 | Recommendations and follow-up actions |  |
| 8 | Knowledge Product (Summary) |  |
| 9 | Compliance with financing covenants |  |
| 10 | Overall score and rating |  |

*(****Note:*** *full version of IsDB Standard Template of Project Completion Report (PCR) will be provided by IsDB to the selected consultant during the assignment)*

1. *Includes any overhead costs while working at place of residence.* [↑](#footnote-ref-1)