



**ISLAMIC DEVELOPMENT BANK (IsDB) GROUP
Economic and Social Infrastructure Department (ESID)**

**REQUEST FOR EXPRESSION OF INTEREST (EOI) FOR A
SHORT- TERM CONSULTANT “STC” ASSIGNMENT**

FOR PREPARATION OF PROJECT COMPLETION REPORT (PCR)

FOR

THE AVIAN INFLUENZA CONTROL PROJECT”-EGYPT (2EGT-0086)

September 2020

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Project Title : PREPARATION OF PROJECT COMPLETION REPORT FOR “THE AVIAN INFLUENZA CONTROL PROJECT”-EGYPT (EGT-0086)

Location : Cairo- Egypt

Duration : 20 working days

Starting date : September 2020

I. Background and Context:

1. The target Projects is the “The Avian Influenza Control Project-Egypt (2 EGT-0086)”.
2. The Islamic Development Bank (IsDB) is a South-South multilateral development finance institution, focused on fostering socio-economic development in its 57 Member Countries (MCs) across four continents (Africa, Asia, Europe, and South America). The IsDB mission statement is to promote comprehensive human development, with a focus on the priority areas of alleviating poverty, improving health, promoting education, improving governance, and prospering people.
3. The Bank has supported the national health plans of the Government of Egypt (GOE) to achieve its national development goals including diseases prevention and control through i.e. reducing the burden of Birds Flu epidemic, which struck the country in 2008 with serious consequences on the poultry stock, and impending threat to humans in Egypt and beyond; and as such the success of the project is envisaged to have an enduring effect on the economy of Egypt and the neighboring countries.

II. Projects Profile

Initial Amount approved	ID 6. 670 Million (US\$ 10.00)	Date of approval	01/06/2008
Supplementary Financing	ID 6. 670 Million (US\$ 10.00)	Date of Signature	25/11/2008
Mode of Financing	Loan	Date of approval	
Co-financiers	GOE: US\$ 4.87 M	Date Effectiveness	24/06/2009
		LDD	31/05/2019

4. The project was approved on 01/06/2008. The initial financing agreements was signed on 25/11/2008 for a Loan Agreement amounting to ID 6. 670 million

(approximately equivalent to US\$ 10.00 million). The date of Effectiveness was 24/06/2009. A supplementary financing of US\$ 10.00 million was approved in 2017. The agreement was effective as of 21st August 2011 and the implementation period was estimated at four years. The expected last date of disbursement (LDD) was projected for 31/05/2016, and the actual last disbursement was affected on August 2019.

5. The project objective is to support actions that are currently undertaken in Egypt to strengthen capacity of the country to minimize the risk of propagation of the Avian Influenza Virus in the country to either animals or humans, and finally control the disease.
6. The project comprises the following components: a) Vaccine production facilities, b) Vaccine quality control facilities, c) Cold-chain equipment & furniture, Installation & commissioning, d) Training of Personnel, e) Project Management Unit, and f) Project Financial Auditing.
7. The project Executing Agency (EA) is the Ministry of Agriculture and Land Reclamation (1 Nadi el Seid, Doki, Cairo). It has 4 implementing agencies: (i) The General Organization for Veterinary Services (GOVS) -the Focal Point-, (ii) the Egyptian Company for Veterinary Vaccines (EgyVet), (iii) the Central Laboratory for Evaluation of Veterinary Biologics (CLEVB), and (iv) the Veterinary Serum & Vaccines Research Institute (VSVRI).

III. Objective of the Consultancy

8. The overall objective of the consultancy assignment is preparing the PCR, which is mandatory for all projects, and the Bank discharges its fiduciary obligation in meeting this accountability aspect by constantly achieving 100% PCR compliance rate for all projects eligible for a PCR and achieving it within the stipulated period of completion.¹
9. A thorough review of the situation of implementation process of the project are underpinned by data availability and quality. In this regard, the four dimensions of data quality will be assessed in preparing the Bank's PCRs, namely: data accuracy, timeliness, completeness and integrity (i.e. free from bias or

¹ [NB: The Bank's-prepared PCR demonstrates evidence of accountability to the B.E.D.'s shareholders by accounting for the use of development funds entrusted to the Bank].

manipulation). IsDB's PCR depends heavily on the quality of data being collected and reported through the life of the projects as they evolve (for example through PIASRs, among other things).

10. The consultant will support IsDB project Team to evaluate performance in the PCR, primarily through an assessment of results against the targets for an agreed set of indicators fully utilizing a robust project performance monitoring information system of the IsDB SAP-OMS, using a mix of qualitative and quantitative assessment methodologies.

11. Scope of the Consultancy Services

The scope of the services shall include:

- i. Conduct a study to examine how far the project planned interventions have been implemented, and document the actual attainment of expected outputs;
- ii. Hold consultations with key project stakeholder including government i.e. Project Implementation Unit (PMU), the four implementing agencies, namely (i) The General Organization for Veterinary Services (GOVS) -the Focal Point-, (ii) the Egyptian Company for Veterinary Vaccines (EgyVet), (iii) the Central Laboratory for Evaluation of Veterinary Biologics (CLEVB), and (iv) the Veterinary Serum & Vaccines Research Institute (VSVRI), and other key partners i.e. contractors, main suppliers etc. to assess the situation and validate the status of achievement of the projects results;
- iii. Propose evidence-based rating of the assessment of the achievement of the project in line with the Bank's standards;
- iv. Conduct information collection process through consultative meetings with stakeholders and partners including the IsDB Regional Hub in Cairo, the IsDB Governor's office, the PMU etc., and organize a consensus-building meeting with the stakeholders to validate the findings and recommendations from stakeholders;
- v. Conduct a related Health sector review to provide and inform the context for the project achievement;
- vi. Describe and document the findings of the assignment in the standard Project Completion Report (PCR) template provided by the Bank;

12. Detailed Terms of Reference is in Annex A

- i. Details of the PCR report format are shown in Annex 3.

- ii. The maximum duration of the assignment is expected to last for two months (60 days during Sept.-October 2020). The Consultant will be remunerated for a total of fifteen (15) working days, as shown in Table no. 3.

IV. Deliverables and Work plan:

13. The deliverables include the following:

The consultants will produce the following major outputs:

- i. Inception Report detailing methodology and work plan;
- ii. Contextual Report on health in Egypt, including data related to the project;
- iii. Review of the project's achievement within the sector with high quality photos and videos during implementation and after project completion;
- iv. Draft Project Completion Report;
- v. The consultant will submit a comprehensive PCR (soft copies in both MS-Word and PDF formats) as per the attached PCR standard format;
- vi. Final PCR within 1 week of receiving the IsDB comments on the Draft PCR. The Consultant shall incorporate IsDB's comments in the final version of the document;
- vii. A knowledge brief of 2-3 pages on specific lessons learned, including outcome of the project and role in reducing the risk and burden of Avian Flu epidemic and the positive effect on the economy of Egypt.

14. Cost of the assignment and Payment Schedule

- i. Total available budget for this assignment is USD 9,000.00, exclusive of taxes and the financial proposal shall not exceed this budget. Lump-sum contract will be used for this assignment and payments are linked to deliverables as defined in para ii, iii, and iv and Table 1 below;
- ii. Advance payment in the amount of 20% of the Contract price upon receipt of acceptance letter and signed contract by the Bank;
- iii. Second progress payment in the amount of 30% of the Contract price upon receipt and written acceptance of Interim Report and 1st draft of PCR by the Bank; and
- iv. Final payment in the amount of 50% of the Contract Price upon receipt and written acceptance of the Final Report and Knowledge Brief by the Bank.

Invitation for Expression of Interest (EOI)

Date: September 2020

[The preparation of the Project Completion Reports (PCR) for the IsDB supported project: “The Avian Influenza Control Project”-Egypt (2EGT-0086)]

1. The Islamic Development Bank (IsDB) has approved an administrative budget for financing consulting services for the above project. The Terms of Reference (TOR) of the Services is in **Appendix A**. The Service 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 in accordance with the IsDB Corporate Procurement Policy (Policy).

2. IsDB now invites Expression of Interest (EOI) from potential individual national consultants from Mauritania 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 applicants who have submitted EOIs.

3. Applicants who wish to submit an EOI should complete the EOI Form in Annex B (in English) and submit it through IsDB’s online IEOI facility or by email, fax or courier two weeks from the to the following authorized representative of IsDB:

Abdulrasheed Hassan Gul

Consultancy Service Unit
Procurement and General Services
Administrative Service Department

Islamic Development Bank

E-mail: Agul@isdb.org

The deadline for submitting your CV is on 15 September 2020, 16.00, local time . The proposals shall remain valid for three (3) months after the above deadline, and it may be required by the Bank to be extended if need be.

Annex A: Terms of Reference

Annex B: EOI Form

Annex C: Evaluation criteria

Annex D: PCR Template

TERMS OF REFERENCE (TOR)
For Individual Consulting Services for the preparation of Project Completion Reports (PCRs) for IsDB Health project

I. Background and Context:

1. The target Projects is “The Avian Influenza Control Project”-Egypt (2EGT-0086).
2. The Islamic Development Bank (IsDB) is a South-South multilateral development finance institution, focused on fostering socio-economic development in its 57 Member Countries (MCs) across four continents (Africa, Asia, Europe, and South America). The IsDB mission statement is to promote comprehensive human development, with a focus on the priority areas of alleviating poverty, improving health, promoting education, improving governance, and prospering people.
3. The Bank has supported the national health plans of the Government of Egypt (GOE) to achieve its national development goals including diseases prevention and control by reducing the burden of the Birds Flu epidemic, which struck the country in 2008 with serious consequences on the poultry stock and impending threat to humans in Egypt and beyond; and as such the success of the project is envisaged to have an enduring effect on the economy of Egypt and the neighboring countries.

II. Projects Profile

4. The project was approved on 01/06/2008. The initial financing agreements was signed on 25/11/2008 for a Loan Agreement amounting to ID 6. 670 million (approximately equivalent to US\$ 10.00 million). The date of Effectiveness was 24/06/2009 and the implementation period was estimated at four years. A supplementary financing worth ID 6. 670 million (approximately equivalent to US\$ 10.00 million) was approved in 2017. The expected last date of disbursement (LDD) was projected for 31/05/2016, LDD was extended for several times, the last being 31 May 2019. The actual last disbursement was made on 12/09/2019.
5. The project objective is to support actions that are currently undertaken in Egypt to strengthen capacity of the country to minimize the risk of propagation of the Avian Influenza Virus in the country to either animals or humans, and finally control the disease.

6. The project comprises the following components: a) Vaccine production facilities, b) Vaccine quality control facilities, c) Cold-chain equipment & furniture, Installation & commissioning, d) Training of Personnel, e) Project Management Unit, and f) Project Financial Auditing.
7. The project Executing Agency (EA) is the Ministry of Agriculture and Land Reclamation (1 Nadi el Seid, Doki, Cairo). It has 4 implementing agencies: (i) The General Organization for Veterinary Services (GOVS) -the Focal Point-, (ii) the Egyptian Company for Veterinary Vaccines (EgyVet), (iii) the Central Laboratory for Evaluation of Veterinary Biologics (CLEVB), and (iv) the Veterinary Serum & Vaccines Research Institute (VSVRI).
8. The final project disbursement marking 100% percent disbursement was made in Aug. 2019.

III. The Assignment

9. The overall objective of the consultancy assignments is for the development of a Project Completion Report (PCR) for the above-mentioned completed project, by a national consultant with expertise in research and project evaluation. The PCR is mandatory for all projects, and the Bank discharges its fiduciary obligation in meeting this accountability aspect by constantly achieving 100% PCR compliance rate for all projects eligible for a PCR and achieving it within the stipulated period of completion.²
10. A thorough review of the status of implementation process of the project is underpinned by data availability and quality. In this regard, the four dimensions of data quality will be assessed in preparing the Bank's PCRs, namely data accuracy, timeliness, completeness and integrity (i.e. free from bias or manipulation). IsDB's PCRs depend heavily on the quality of data being collected and reported through the life of the projects as they evolve (for example through PIASRs among other things).
11. The consultant will support the IsDB project Team (PMU) to evaluate performance in the PCR, primarily through an assessment of results against targets for an agreed set of indicators fully utilizing a robust project performance

² [NB: The Bank's-prepared PCR demonstrates evidence of accountability to the B.E.D.'s shareholders by accounting for the use of development funds entrusted to the Bank].

monitoring information system of the IsDB SAP-OMS using a mix of qualitative and quantitative assessment methodologies.

12. Scope of the Services

The scope of the services shall include:

- i. Conduct a study to examine how far the projects planned interventions have been implemented and to document the actual attainment of expected outputs by analyzing the performance and achievements of the project in terms of implementation plans and objectives fixed during the initial evaluation
- ii. Hold consultations with key project stakeholder including the PMU, the four implementing agencies, other government authorities i.e. IsDB Governor's Office (Ministry of Finance/Planning, MOH), and other stakeholders i.e. main suppliers and contractors, WHO etc. to assess the situation and validate the status of achievement of the project results;
- iii. Analyze the problems and obstacles encountered during the implementation of the project; propose evidence driven rating of assessment of the achievement of the projects in line with the Bank's standard PCR, and provide a detailed description of all aspects for completing the project, including any significant corrective measures to be implemented or continued by the various stakeholders;
- iv. Facilitate consultative meetings, a workshop to validate the findings and firm up recommendations from the stakeholders;
- v. Analyze financial results, the total project cost, financing plan and disbursements against the estimates made during the appraisal;
- vi. Evaluate the performance of the Bank, consultants, the borrower and implementers;
- vii. Visit the project sites, production units, etc. to witness and document the ongoing activities as well as coordination and communication among the different stakeholders (Photos etc.);
- viii. Identify lessons learned and provide recommendations;
- ix. Organize induction and consensus building meetings with the IsDB Regional Hub in Cairo, the IsDB Governor's Office, and the PMU to endorse the consultant's working program, and discuss findings and recommendation upon completion of the assignment including relevant government authorities, project PMU and key partners. Prepare and annex minutes of meetings to the inception and final reports; and
- x. Complete the PCR as per the standard Reporting template of the Bank incorporating visual (pictures, posters, plans, etc.) on the project.

IV. Deliverables:

13. The consultants will produce the following major outputs:
- i. Inception Report detailing methodology and work plan.
 - ii. Contextual Report on health in the Country, including data related to project, and the project's achievement within the sector.
 - iii. Interim Project Completion Report
 - iv. The consultant will submit a comprehensive PCR (soft copies in both MS-Word and PDF formats) as per the attached PCR standard format.
 - v. Final PCR within 1 week of receiving the ISDB comments on the Draft Report. The Consultant shall incorporate ISDB's comments in the final version of the document.
 - vi. A knowledge brief of 2/3 pages on specific lessons learned including outcome of the project and role in reducing the risk and burden of Avian Flu epidemic and the positive effect on the economy of Egypt.

V. Reporting, Location and Time Frame of the Assignments:

14. The Consultants shall be a national of the respective country, with indigenous knowledge of the country and the sector.
- i. The assignment shall be conducted over the period September-October 2020 (8 weeks), with a total duration of payable working twenty (20) working days (Professional fees for fifteen days (15), and per diem for five days).
 - ii. The consultant will be supervised by the ISDB Social Infrastructure Global Practice (SID GP) Health Specialist and will coordinate closely with other Team members. The SID 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.
 - iii. All deliverables are expected to be finalized through rigorous consultative meetings and in-depth discussions with the Health authorities and key partners at District and National levels and relevant stakeholders.

VI. Selection Criteria & Qualifications:

15. The selection criteria to assess the technical capacity of the consultants includes the following (Annex C):

16. Qualifications include an advanced university degree (Master's or higher) in Public Health, Social Sciences with emphasis on Health Research, Monitoring and Evaluation, Project Management or any other subject relevant to health and development.

17. Experience:

- i. At least 8 years of relevant field experience in Public Health, Project Management, Monitoring and Evaluation of Development projects fields with preference to related public health research and analytical work;
- ii. Work experience in health care delivery in developing countries, with emphasis on implementation of programs to related to diseases prevention and control, assessment and health systems, research, policy, etc. Evidence of country-level experience in assessment systems is essential;
- iii. Strong interpersonal skills and ability to dialogue with diverse stakeholders to create consensus around issues and capable of working in multi-cultural environments;
- iv. Effective time management and organizational skills to ensure qualitative outputs under strict deadlines;
- v. Strong (written and oral) command of English. The working command of Arabic is a desirable asset.

VII. Contract arrangements:

18. The contract will be on lump sum basis, and the consultant will be entitled to remunerations upon submission of the deliverables as stated under **para 13**, above.

19. Payments will be based on the schedule to be stipulated in the contract and on reimbursable expenses using actual expenses and agreed unit rates. The contractual details of the assignment will be reflected in the contract to be signed between the consultants and the Islamic Development Bank (IsDB).

20. How to Apply: Submit expression of interest indicating the Project Title and code along with your proposal including an updated CV to Agul@isdb.org, with Cc to asallam@isdb.org.

21. Contract Administration:

- i. Client's (IsDB) Input: The Social Infrastructure Global Practice (SI GP) will provide the Bank's standard template for Project Completion Report (PCR), and the IsDB Regional Hub (RH) in Cairo will provide access to all required documents (Project Appraisal Document (RRP), Financing Agreements detailed technical documents, Project Progress Reports, relevant official communications on the project etc.).
- ii. Logistics: The Executing Agency (EA) and PMU will make necessary arrangements related to access to the project site.
- iii. 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.
- iv. 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.

22. Cost of the assignment and Payment Schedule

- i. Total available budget for this assignment is USD 9,000.00, exclusive of taxes;
- ii. A Lump sum contract will be used for this assignment and payments are linked to deliverables as defined in para ii, iii, and iv and Table 1 below;
- iii. Advance payment in the amount of 20% of the Contract Price upon receipt of acceptance letter and signed contract by the Bank;
- iv. Second progress payment in the amount of 30% of the Contract Price upon submission of Interim Report and 1st draft of PCR and acceptance by the Bank; and
- v. Final payment in the amount of 50% of the Contract Price upon receipt and written acceptance of the Final Report by the Bank.

Table 1: Detailed cost breakdown of the Assignment available budget

Item	Unit	Unit Cost US\$	Subtotal US\$
Professional fees	Days 15	500	7,500
Per Diem/remuneration	Days 5	100	500
Ground transportation	Actual		
Knowledge product	Lump sum	1000	1,000
Sub-total			9,000
Contingency			900
Total			9,900

Expression of Interest (EOI) by Applicant

[The preparation of the Project Completion Reports (PCR) for “The Avian Influenza Control Project”-Egypt (2EGT-0086)]

Date: _____

Dear, Mr. **Abdulrasheed Hassan Gul**, Islamic Development Bank.

I have read carefully your Invitation for Expression of Interest (EOI) 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 to be considered for the Shortlist of STCs. I understand that IsDB does not have an obligation that I must be shortlisted.

I have attached to this EOI my Curriculum Vitae (CV) 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 a lead consultant or as a 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 Integrity and Anti-Corruption Policy.

Signature:

Name of the Applicant

Evaluation Criteria

Criteria	Scores
General Qualification	30
▪ Academic Qualification	20
▪ Arabic Language Proficiency	5
▪ English Language Proficiency	5
Adequacy for the Assignment	50
▪ Similar Assignment report prepared before	15
▪ Area of Expertise related to the assignment mentioned in the TOR	35
Experience in the Sector	20
▪ Specific Experience related to the assignment mentioned in the TOR	10
▪ Multi-lateral/International Organization	5
▪ Regional Exposure	5
Technical Scores	100
<i>(Cut-off point for consideration is 80 points)</i>	

Sample of Curriculum Vitae (CV)

Position Title and No.: ----

Name of Expert: ---

Date of Birth: ---

Country of Citizenship/Residence: ---

Contact information: e.g. *House # 25, Street # 1, Lane # 9, Sector G, DHA-II
Islamabad Pakistan*

—

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

Sample

EDUCATION

Master of Public Health (MPH with distinction), University of Leeds UK, 1996 etc.
Bachelor of Medicine & Surgery (MBBS) Khyber Medical College Peshawar Pakistan, 1982

ADDITIONAL COURSE WORK

Basic Safety in The Field (BSITF)- UNDSS February 2017
Advanced Safety in The Field (ASITF)- UNDSS February 2017
Senior Management Development Program- Save the Children, Bangkok 2010
Planning and Budgeting Course- Oxford Policy Management United Kingdom 2003
Monitoring & Evaluation of Reproductive Health Programs, Mahidol University, Bangkok 2001
Strategic Planning, Management & Policy: Pakistan Academy of Rural Development 2000
Hospital Administration Course- National Institute of Public Administration Pakistan

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.}*

EXPERIENCE

Dalberg Global Development Advisors October 2017 -till date- Dalberg Consultant

On behalf of Gavi, I have been supporting Ministry of National Health Services Regulation & Coordination (MoNHRSR&C) Pakistan in reviewing, developing and applying the revised terms of reference the National Interagency Coordination Committee (NICC) for Immunization Program in Pakistan. The process includes a desk review, conducting in depth interviews, focus group discussion and organizing national consultation. I have also built capacity of the EPI and NICC Pakistan teams in the areas of improved project management, data management, analysis and report writing.

The Islamic Development Bank (IDB) June 2017- Oct 2017- Consultant IDB

As lead evaluation consultant for IDB, I have assessed the relevance, effectiveness, efficiency, coordination and sustainability of 32 million US\$ assistance for Seasonal Chemoprevention of Malaria Project Cameroon while working with Ministry of Health and Ministry of Economic Affairs and Finance Government of Cameroon. I compiled the Project Completion Report (PCR) for IDB.

The Islamic Development Bank (IDB) June 2017- July 2017- Consultant IDB

As member of the IDB Project Identification Mission, I have designed a three years Maternal Newborn and Child Health Project for Government of Tajikistan in consultation with Ministry of Health, Economic Development and other stakeholders in Tajikistan.

The World Bank (WB) March 2017- June 2017- Lead Consultant

I have carried out Process Evaluation of the World Bank assisted Social Safety Net (SSN) Project Sudan as the Lead Consultant. I have evaluated various components of the project including Cash Transfer Program, Targeting, Training, Community Mobilization and Productive Safety Net Pilot. This included desk research, in depth interviews and focus group discussions with Government counterparts, other development partners, project staff and beneficiaries.

World Health Organization (WHO) March 2017- Nov 2018- Lead Consultant

I have conducted Process Evaluation of the interventions of the Islamic Advisory Group (IAG) for Polio Eradication at global level, in Pakistan and Afghanistan as the Lead Consultant. The assignment was accomplished through desk review of the secondary data, in-depth discussions with IAG, NIAG Pakistan and NIUG Afghanistan members, Government Counterparts and FGDs with local communities.

The Islamic Development Bank (IDB) August 2016- September 2016- Consultant IDB

As lead evaluation consultant for IDB, I have assessed the relevance, effectiveness, efficiency, coordination and sustainability of 227 million US\$ assistance to Polio Eradication Program of Pakistan. I compiled the Project Completion Report (PCR) for IDB.

Relief International, May 2015- Present- Interim Country Director

I have been placed on the surge roster of Relief International as interim Country Director, to be deployed as and when needed.

White Ribbon Alliance Pakistan (WRAP), October 2013- Present- Chairman

As Chairman WRAP I am providing strategic and operational leadership to the Alliance for promoting Safe Motherhood in the country. I have recently been elected as the member of National Alliance Council of WRA Global for three years representing Pakistan.

Save the Children International, April 2011–October 2013 -Deputy Country Director Program Implementation

As head of program implementation and member of Save the Children's Senior Management Team, I have been providing strategic, technical and operational leadership to over 60 million USD annual health, nutrition, education, livelihoods, food security, shelter, child protection and child rights governance development portfolio with more than 1200 staff spread over 60 districts funded by USAID, DFID, AusAID, EKN, UNICEF, World Bank, GIZ, WHO, Susan Thompson Buffet Foundation, Gates Foundation, IKEA, Unilever, CIDA, SIDA, UNHCR, BPRM, ECHO, EU and Government of Pakistan. I have also been managing logistics (procurement, inventory, warehousing & fleet), functions of the development and humanitarian programs of the country office. I have supervised construction of UNCHR funded 5000 shelters in Baluchistan and provision of WASH facilities in 1200 schools of Baluchistan supported by Unilever Pakistan. I have also supervised the development and initial implementation of EU WINS project in Sindh.

Save the Children International, July 2012–April 30, 2013 – Interim Country Director

As Interim Country Director, I have provided strategic, technical and operational leadership to Save the Children Pakistan's entire development and humanitarian programs spread over 72 districts with more than 2000 staff and over 100 million US\$ annual portfolio.

Save the Children USA, November 2004–March 2011- Deputy Director/ Director/ Senior Director/ Deputy Country Director Health & Nutrition

As leader of the health & nutrition team, I have very strategically designed and managed the maternal, newborn & child health, nutrition, HIV/AIDS, family planning, malaria, health system strengthening, advocacy and research projects. On these positions, I was mainly responsible for new program/business development, program implementation, quality assurance, advocacy, representation, staff and budget management, donors reporting, government liaison, monitoring and supervision of all development and humanitarian health and nutrition related initiatives. I also led the design and implementation of the capacity building; behavior change communication program

quality and health system strengthening components of various projects.

Save the Children USA, Sep 2010–Dec 2012-, Project Director EVERYONE Campaign

As Project Director, I designed and implemented the Newborn and Child Survival, EVERYONE Campaign aimed at accelerating progress towards MDG 4 in Pakistan.

Save the Children USA, Sep 2006–Dec 2009-, Chief of Party-USAID funded FATA Child Health Project

As Chief of Party and budget holder, I designed and successfully implemented Phase 1 & 2 of 21.5 million US\$ USAID funded **FATA Child Health Project (FCHP) in conflict hit Federally Administered Tribal Areas (FATA)** to improve newborn, child health, immunization, nutrition and strengthen health systems in FATA. I was successful in improving access and availability of health services through construction and operationalization of health centers and hospitals, introducing mobile health units, improving quality of health services in highly security constrained areas.

Save the Children USA, November 2004–Dec 2012-, Program Manager Saving Newborn Lives Program

As Program Manager SNL and budget holder, I have designed, and managed Bill Gates funded **Saving Newborn Lives-1 & 2** Initiatives with its focus on evidence generation, capacity building, behavior change communication, research and advocacy around newborn health in Pakistan. The SNL Program was designed and implemented in partnership with Ministry of Health and other development partners working on newborn health in Pakistan. The evidence generated under SNL got published in 'The Lancet' and the program achievements in the 'Health Policy & Planning Journal'. As member of National MNCH Steering Committee I led the review of Neonatal Health Strategy and Programs of **Nepal** and **Bangladesh** and assessment the Community Midwifery Programs of **Indonesia** and **Afghanistan** in these countries.

Save the Children USA (2002–2004), Provincial Manager SNL Program

My responsibilities included the design and implementation of Saving Newborn Lives Program in 4 districts of Khyber Pakhtunkhwa province which included, research, capacity building, behavior change communication, and advocacy relating to newborn health.

Ministry of Health (2000–2002), Provincial Coordinator LHWs Program & Deputy Director Expanded Program on Immunization (EPI)

I was responsible for leading and managing the flagship program of Pakistan, the National Program for FP and PHC commonly known as LHWs Program. I was overseeing technical, HR, logistics, financial and administrative functions of the program meant for 12000 LHWs spread over 24 districts. I also led the review and assessment of Community Health Volunteers Program of **Thailand** during this period. Concurrently I looked after the duties of Deputy Director EPI with a view to improve routine EPI services, eliminate Tetanus Toxoid and eradicate Polio in Pakistan.

World Health Organisation (2000–2004), District Consultant Polio Eradication Initiative

I worked with World Health Organization as District Consultant for Polio Eradication Initiative Peshawar and was successful in reducing number of Polio cases from 19 to 2 during this period. As member of the Polio Review Mission I reviewed the program in Punjab and Baluchistan provinces.

Foundation Eye Care Worldwide (2000–2004), Country Coordinator (Part Time)

I designed and implemented Comprehensive Eye Care Project for Chitral and Lower Dire districts of Pakistan as Country Coordinator Foundation Eye Care Worldwide. The projects were implemented in partnership with Pakistan Institute of Community Ophthalmology (PICO).

Ministry of Health (1996–1999) Deputy Director Human Resource Development & Senior Planning & Policy Officer Health Sector Reforms & Research Unit

As Deputy Director HRD, I supervised and managed 10 paramedic and nursing schools in the province. I designed and implemented various diploma and degree level courses for Paramedics, Nurses, LHVs and Midwives. I also supported the design and implementation of master's in public health course at the Health Services Academy and facilitated the health planning, management and policy and monitoring and evaluation modules as course facilitator. As Senior Planning Officer Health Sector Reforms and Research Unit I was extensively involved in health sector reforms process in Pakistan including devolution of powers to districts, hospital autonomy, restructuring of health

secretariat and directorate, institution based private practice and public private partnership and, in the development, and monitoring of government and foreign aided projects & programs.

Family Health Project (1994-96) Deputy Director Monitoring, Evaluation & Research

I established Monitoring, Evaluation & Research Unit for the World Bank Assisted Family Health Project. As head of the unit I was responsible for developing work plans, M&E plans, and to carry out baseline and end line surveys and small research studies.

Khyber Teaching Hospital (1988-1994) Additional Hospital Administrator

As Additional Administrator, I earned the experience of management and administration in one of the 1200 bedded teaching hospital of Khyber Pakhtunkhwa Province. This included management of nursing, paramedics' staff and other support functions of the hospital like housing, transport, cleanliness, security, patients record keeping, data management & analysis, pharmacy and food.

Ministry of Health (1985-1988) Emergency Medical Officer Accidents & Emergency

Assisted in establishing the Accidents and Emergency Unit and worked as Emergency Medical Officer in the Accidents and Emergency Unit of the 200 bedded DHQ Hospital.

UNHCR (1984-1985) Medical Officer Afghan Refugees Camps

Provided health facility & community based PHC & FP services to Afghan Refugees in their camps.

OTHER SHORT-TERM CONSULTING

National Consultant (1997) Asian Development Bank

I worked as National Consultant with the team for carrying out -Strengthening Health Sector Referral System in Pakistan

Lead Consultant (1999) Family Health Project- World Bank

I led the team of consultants to carry out the study 'Assessment of TT Immunization Coverage in Punjab'

Consultant (2001) Oxford Policy Management UK

As member of OPM team I developed and rolled out Training module for District Health Management Teams in Planning & Budgeting

Consultant (2002) Oxford Policy Management UK

As member of OPM evaluation team, I participated in the Evaluation of Agha Khan Health Services in Afghanistan and Pakistan.

Consultant (2005) Oxford Policy Management UK

As member of OPM evaluation team, I participated in the 3rd Evaluation of National Program for FP & PHC.

Team Leader (2010) Saving Newborn Lives Program

As team leader of review mission of Community Midwifery Program of Indonesia, I organized a study visit of policy makers of Pakistan to Indonesia and developed a policy report.

Team Leader (2011) Saving Newborn Lives Program

As team leader of review mission of Neonatal Health Strategy, I organized a study visit of policy makers, researchers and public health professionals and developed a Neonatal Health Strategic Plan.

Lead Consultant (2012) White Ribbon Alliance Pakistan

I led the development of advocacy proposals "Saving Mothers Life: Addressing barriers to the use of Magnesium Sulphate in Eclampsia" for WRAP.

Technical Member (2013-14) GSK-Save the Children Triage Team

As member of GSK-Save the Children Triage Team I was responsible for reviewing proposals for 'GSK-Save the Children Health Sector Innovation Awards 2013-14' and filed visit of BRAC Bangladesh.

Technical Member (2015) WRA-BMGF Reinvestment Proposal Development Team

As member of WRA-BMGF Reinvestment Proposal Development Team I participated in the deliberations at Uganda

Technical Member (2016) WRA-Fund Raising Strategy Development Team

I am technical member of the Global Working Group tasked to develop fund raising strategy for WRA.

Lead Consultant (2016) North West Associate Dubai

I am leading the development of hospital master plan and hands on training program for mid-level managers in Projects Development, Implementation and Quality

PAPERS/PUBLICATIONS

Wall S et al, Care seeking practices in South Asia: using formative research to design program interventions to save newborn lives: Journal of Perinatology.28 (S9-S13): December 2008.

Lawn J et al, Newborn Survival and Health- Delivering the Future: Current Issues European Pediatrics 2008 (16-19)

Bhutta et al, Improvement of Perinatal and Newborn Care in rural Pakistan through community-based strategies: A Cluster Randomized Effectiveness Trial- The Lancet January 15, 2011.

Bari et al, Community case management of severe Pneumonia with oral amoxicillin in children aged 2-59 months in Haripur district Pakistan: a cluster randomized trial –The Lancet November 11, 2011.

Witter et al, Paying Health Workers for Performance in Batgram District -Human Resource for Health 2011, 9:23

Khan et al, Newborn Survival in Pakistan: a decade of change and future implications: Health Policy and Planning Journal 2012;27

Khan et al, Making Birthing Safer in Pakistan: a cluster randomized trial: BMC Pregnancy and Childbirth 2012, 12:67

Bhutta et al, The enigma of maternal, newborn and child health in Pakistan-challenges and opportunities The Lancet 2012

Salim et al, Household Costs for Treatment of Severe Pneumonia in Pakistan: AM.J. Trop. Med. Hyg. , 87(Suppl 5), 2012.pp. 137/143

Bhutta et al, Reproductive, maternal, newborn, and child health in Pakistan: challenges and opportunities The Lancet May 2013

Salim et al, ‘Comparison of 3 days amoxicillin with 5 days cotrimoxazole for community treatment of fast breathing pneumonia in children aged 2-59 months: a cluster randomized trial’. The Lancet

Membership in Professional Associations and Publications:

Chairman, White Ribbon Alliance Pakistan

Secretary General, Advocacy advisory Network for Newborns (AANN)

General Secretary, Public Health Society of Pakistan

Member, Pakistan Association Dubai Medical wing

Member, National Advisory Council White Ribbon Alliance Washington DC

Skills (language, technical, computer, others):

Languages: Urdu-Fluent; English- Fluent; Pashto-Fluent; Persian & Arabic – advanced professional proficiency;

Computer Skills: MS office (Word, Excel, Power Point), SPSS, Epi-info

Technical Skills: Leadership, Monitoring & Evaluation, Human Resource Planning, Development and Management, Program Development, Program Implementation, Advocacy & Networking, Financial & Compliance Management Program development, management and evaluation related to MNCH, family planning, nutrition, HIV/AIDS, malaria, immunization, research, advocacy, capacity building, behavior change communication and health system strengthening.

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.

Name of Expert

Signature

Date:

(i) *I am employed by the concerned Agency / (ies) related to this consultancy assignment----- NO*

(ii) *I was involved with preparation of the terms of reference for this consultancy assignment--NO*

(iii) *I am not currently debarred by a multilateral development bank or similar institution----NO*
(If yes, identify who)

Annex D



Project Completion Report (PCR)

Report No: PCR xxxx

Project Title	SelectSelectSelect
Project Code	SelectSelectSelect
Country	SelectSelectSelect
Department	SelectSelectSelect
Division	SelectSelectSelect
Date of PCR Preparation	Click here to enter a date.
Date of PCR Submitted to OQR	Click here to enter a date.

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Abbreviations

Currency Equivalents

Currency Unit: MAD/S : Exchange Rate of 1 USD at Key Project Dates

Currency Equivalents at Appraisal	Currency Equivalents at Completion

Executive Summary (Maximum length - 3 pages)

(Provide a brief description in each of the sub-sections below based on assessment and findings in the main sections of the PCR)

A. <u>Project Information</u>	
1. Project Background and Objectives Provide a short description of the project background and objectives. Also include the design scope, implementation period, financiers if other development partners are involved.	
2. Project Components, Cost and Financing Describe the project components, cost and financing plan (both planned and actual) as well as actual disbursements.	
4. PIASR Record Describe the evolution of the PIASR scores throughout the different implementation periods of the project.	
5. Quality Assurance Considerations Describe the evolution of the IQAF scores throughout the different project cycle stages.	
A. <u>Project Performance Assessment and Results</u>	Sub-rating
1. Relevance Describe the project performance in terms of relevance. It should cover the following areas: consistency with country development strategy and IsDB Group strategy. Assess the relevance of objectives and relevance of design. Provide the sub-rating on Relevance.	
2. Effectiveness Describe the project performance in terms of effectiveness (achievement of stated of objectives).. Briefly provide the achievements on outputs, outcomes and preliminary impact. Provide the sub-rating on Effectiveness. Highlight major SDGs (2 or 3 maximum) that the project has contributed to.	
3. Efficiency Describe the project performance in terms of time and cost efficiency. Re-estimate the economic and financial rate of return (EIRR and FIRR). Undertake the Cost-Benefit analysis. Provide the sub-rating on Efficiency.	
4. Sustainability Describe the project performance in terms of financial, technical, economic and Environment sustainability. Provide an assessment of beneficiary ownership, commitment, institutional sustainability and resilience of the project results to exogenous factors. Provide the sub-rating on Sustainability.	

B. Project Stakeholders Performance

9. Bank's Performance

Describe IsDB performance during project/program preparation, implementation and completion.

10. Performance of the Beneficiary (Government, EA, PMU and PIU)

Describe performance of the executing agency and the PMU/PIU in undertaking project activities and facilitating delivery of development results.

11. Performance of Consultants, Contractors and Suppliers

Describe the performance of consultants, contractors and suppliers.

C. Key Findings

Describe the key findings and factors that affected (both positively and negatively) the project implementation and delivery of intended results.

D. Main Lessons Learnt

Outline the main lessons learnt from the project/program.

E. Risks to Development Outcome(s)

Describe key risks that may affect achievement of the development outcomes

F. Overall Rating

Provide the overall assessment and rating with brief justification.

G. Follow-up Actions and Recommendations

Provide specific recommendations on project follow-up and sustain sustainability of the benefits.

Project Completion Report

Insert Name of the Project, Country

A. Project Information

1. Responsible Bank Staff

Positions	At Appraisal	At Completion
Regional Hub Manager	Insert Name, insert position, in case changed in current structure	Insert name
Country Manager	Insert Name, insert position, in case changed in current structure	Insert name
Sector Division Manager	Insert Name, insert position, in case changed in current structure	Insert name
Project Team Leader	Insert Name, insert position, in case changed in current structure	Insert name
PCR Team Leader		Insert name
PCR Team Members		Insert name

2. Project Data

1. Project Name	Insert Name of the Project		
2. Project Code	Insert the Project Code		
3. Project Location	Country	Insert Name of the Country	
	City / Province	Insert Name of the Location	
4. Recipient of Financing	Insert Name		
5. Executing Agency	Insert Name		
6. Total Project Cost	Insert Tentative Cost		
7. Proposed IsDB Financing	Mode (s)	Insert Proposed Mode(s)	Amount
	Insert Name(s)		Insert IsDB Financing
8. Co-Financiers	Insert Name(s)		Insert Financing Amount
9. Currency of Financing	Insert Currency of IsDB Financing		
10. Terms and Conditions of Financing	Insert the terms and conditions of financing		

3. Key Dates

	Planned	Actual/Current Status
Date of Signature	Click here to enter a date.	Click here to enter a date.
Date of Effectiveness	Click here to enter a date.	Click here to enter a date.
Date of First Disbursement	Click here to enter a date.	Click here to enter a date.
Date of Last Disbursement	Click here to enter a date.	Click here to enter a date.

Number of Extensions of Last Date of Disbursement (with Dates) or the Gestation Period	Insert the no. of extension of the last date (in case of loan financing) Insert the no. of extension of gestation period (in case of ordinary financing)
Financial Closing Date (Actual)	Insert the date of financial completion
Project Physical Completion Date (Actual)	Insert the date of physical completion
Implementation Delays in months	Insert implementation delays in no. of months

4. PIASR Record

Any Previous PIASRs with Date and Ratings PIASR 1 PIASR 2 PIASR 3	Inset the Number of PIASR, year, date, and rating
--	---

5. Quality Assurance Considerations

This is free text and briefly describe the compliance of the project at each Stage of the Project Cycle with the relevant issues addressed in the Integrated Quality Assurance Framework (IQAF). This assessment should have been performed in the IQAF Review Template and following the IQAF Guidelines. The resulting scores for each Stage must be recorded in this section, while briefly stressing the critical shortcomings that the IQAF may have identified for this project.

Project Cycle Stage		IQAF Scores
Programming	Qualification	Insert IQAF score at the corresponding stage, and date
	Prioritization	Insert IQAF score at the corresponding stage, and date
Preparation		Insert IQAF score at the corresponding stage, and date
Appraisal		Insert IQAF score at the corresponding stage, and date
Negotiation / Approval		Insert IQAF score at the corresponding stage, and date
Effectiveness		Insert IQAF score at the corresponding stage, and date
Implementation t1		Insert IQAF score at the corresponding stage, and date
Implementation t2		Insert IQAF score at the corresponding stage, and date
Implementation t3		Insert IQAF score at the corresponding stage, and date
Implementation tN		Insert IQAF score at the corresponding stage, and date
Completion		Insert IQAF score at the corresponding stage, and date

6. Project Financing (Total Cost)

IsDB / Government / Co-Financier (s)	Contribution – (Insert Amount in Millions of Project Currency)		
	Amount at Approval	Amount at Completion (Original plus Adjusted, either additional or cancelled)	Disbursed Amount (Actual)
IsDB (Total for All Modes)			
Insert Mode			

Insert Beneficiary Government				
Insert Co-Financiers				
Total				

Insert the exchange rate of local currency to the project currency, both upon approval and at completion.

7. Project by Component (Cost breakdown) (insert project currency million)

Component	At Appraisal	At Completion	Disbursed Amount	Project Savings or Over-Runs
Insert Project Components	Insert amount	Insert Amount	Insert Amount	Insert Amount
Base Cost				
Contingency				
Total				

8. Project Disbursement by Mode of Financing (insert project currency million)

Item	Mode-1	Mode-2	Mode-3	Total
Total Approved Amount				
Additional Financing (if any)				
Total Cancelled Amount				
Total Disbursed Amount				
Total Unutilized Amount				
Yearly Disbursements				
Year 1				
Year 2				

B. Project Performance Assessment

1. Relevance

Criteria	Assessment	Score (0-1)
Relevance of Project Development Objective(s)	Assess the relevance of the project/program in terms of strategic consistency and alignment with the MCPS (if any), the country's development priorities and objective(s) and sector/thematic objectives. Also, assess the relevance both at appraisal and completion.	
Coherence between	Assess the coherence between outputs and outcomes and the extent to which the project's objectives are clearly stated and focused on outcomes rather	

outputs and outcomes	than outputs. Also, assess whether outputs are leading to the achievement of intended outcomes in current circumstances.	
Relevance of Project Design	Assess the relevance of the project/program in terms of soundness of design and adequacy related to technical, financial and socio-cultural considerations of the formulation process. Discuss how changes (if any) made during implementation enhance the relevance. Assess the relevance both at appraisal and completion.	
Average Score		

2. Effectiveness

Criteria	Assessment	Score (0-1)
Progress Towards Outcome(s)		
Outcome-1	Assess the extent to which the anticipated outcomes were achieved. Give reasons for any deviation (positive or negative). Cross reference with the (RBLF) included in the project document and revised RBLF (if any in the PIASR) . Please include and discuss unanticipated outcomes, if any	
Outcome-2		
Progress Towards Outputs		
Output-1	Assess the extent to which the anticipated outputs were achieved. Assess the performance in quantifiable terms for all the outputs and components delivered by the project. Give reasons for any deviation (positive or negative). Cross reference with the RBLF included in the project document and revised RBLF (if any in the PIASR).	
Output-2		
Net Effect of the Project		
	Compare the net effect with existing or constructed counterfactual and other project externalities (unintended consequences both positive and negative).	
Average Score		

3. Efficiency

Timeliness			
Assess the project implementation schedule and explain the reasons for any significant delays including the issues related to procurement and contractor's performance.			
Planned Project Duration (Years as per the RRP/PAD) – (Years)	Actual Implementation Time (Years)	Difference (Months)	Score (0-1)
Insert reasons for deviation in implementation time			
Resource Use Efficiency			
Assess the project cost at completion against the cost at appraisal. Explain all significant cost overruns or underruns. State the reasons for changes in the project costs and their likely effect on the project's economic and financial internal rate of returns. If necessary, provide an additional appendix with details on the changes in the project costs by components and categories and give reasons for deviation.			

Planned cost as per the RRP/PAD– (years)	Actual cost (Insert Currency million)	Difference (Insert Currency million)	Score (0-1)
Insert reasons for deviation in cost			
Compliance with Conditions of Financing			
Conditions/ Covenants		Compliance	Score (0-1)
This column is filled in by the IsDB OTL and the PMU together at the time of either Project Start-up Workshop (if conducted) or First supervision mission and include all conditions that are agreed for ensuring compliance.		Insert either “Complied With” or “Pending Compliance”.	
Cost Benefit Analysis (if applicable)			
To the extent possible, assess the efficiency of the project investment by re-evaluation of financial and economic rate of returns of the project/program.			
Financial and/or Economic Internal Rate of Return (At Appraisal)	Financial and/or Economic Internal Rate of Return (At Completion)		Score (0-1)
Insert reasons for deviation in rate of return			
Average Score			

4. Sustainability

Criteria	Assessment	Score (0--1)
Technical and Financial, soundness of the project results (including O&M facilitation, availability of O& M funding, spare parts, workshop facilities etc.)	Assess the requirements for and the likelihood of sustainability of the outputs and outcomes of the project. Assess the sustainability against this criterion.	
Beneficiary commitment, including supportive legal/regulatory framework and socio-political/stakeholder support	Assess the requirements for and the likelihood of sustainability of the outputs and outcomes of the project. Assess the sustainability against these criteria	
Institutional Sustainability (organizational and management effectiveness)	Assess the requirements for and the likelihood of sustainability of the outputs and outcomes of the project. Assess the sustainability against this criterion	

Resilience of the project results to exogenous factor	Assess the requirements for and the likelihood of sustainability of the outputs and outcomes of the project. Assess the sustainability against this criterion		
Climate Change	Assess the requirements for and the likelihood of sustainability of the outputs and outcomes of the project. Assess the sustainability against this criterion		
Social aspects of the project (integration of women and youth)	Assess the requirements for and the likelihood of sustainability of the outputs and outcomes of the project. Assess the sustainability against this criterion		
Average Score			

C. Project Stakeholders Performance

1. Bank's Performance

Criteria	Assessment	Score (0-1)
Quality of Bank's input during the preparation	Assess the quality and adequacy of inputs provided by the Bank at project preparation and design to ensure readiness for implementation. Assess the extent of use of past lessons while designing the project.	
Quality of supervision	Assess the 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.	
Use and quality of RBLF and compliance to operations policies	Assess the quality of the RBLF, use of the relevant CSIs, baseline and targets, compliance to operations policies and procedures.	
Adequacy of the Results-based M&E design	Adequacy of the Results-based M&E design, use of monitoring plan, use of baseline data, quarterly progress reports, quality of follow-up system of the Bank, etc.	
Average Score		

2. Beneficiary's Performance

Criteria	Assessment	Score (0-1)
Quality of Preparation	Assess the extent of government ownership and commitment of beneficiary's participation, macro-economic policies, sector policies, institutional arrangements and provision of counterpart funding.	
Quality of Implementation Arrangements	Assess the assignment of key staff, performance of EA and PMU/PIU, adherence to costs and time	
Compliance with Project Safeguards	Assess the compliance with covenants of financing and reporting agreement(s) and environmental and social safeguard policies.	
Responsiveness to Bank supervision findings and recommendations	Assess the responsiveness to findings of the Bank's supervision and recommendations for adjustments.	
Effectiveness of measures taken to ensure satisfactory operations at completion and sustainability	Assess the effectiveness of measures taken 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.]	
Average Score		

3. Performance of Other Stakeholders

Criteria	Assessment	Score (0-1)
Performance of Consultants	Assess the performance of consultants in terms of their technical capacity, quantity and quality of the deliverables, placement of experts, etc.]	
Performance of Contractors/Suppliers	Assess the performance of the contractors in terms of compliance with time, cost and quality in delivery of goods and services.]	
Performance of Other Co-financiers (if applicable)	Assess the performance of other co-financiers in terms of fulfilling their financial, technical and other commitments.]	
Average Score		

D. Key Findings

This is free text, and list all the key findings. Support the identified findings using the results of the project/program and provide the basis for drawing such findings. In table below, write down the average of the scores of each type of finding from each PIASR]

<u>Type of Finding</u>	<u>Description</u>	<u>Score</u>
A. Project Implementation Arrangements	This is free text and list this type of key findings. Support the identified findings using the results of the project/program and provide the basis for drawing such findings]	((Insert average from each PIASR of the scores for this Type of Finding)
B. Project Procurement		
C. Project Disbursement		
D. Development Results (to be filled in by the IsDB)		
E. Compliance with Conditions of Financing		

E. Lessons Learnt

This is free text and describe all the major lessons learnt. Support the identified lessons learnt using the results of the project/program and provide the basis for drawing such lessons. (Lesson learnt should be developed based on the most important findings affecting performance of the projects -both positive or negative- including identification and management of project risks at the procurement, financial management, and technical dimensions. However, the lesson learned should explore the core causes behind the identified issue.).]

F. Risks to Development Outcome(s)

Describe key risks that may affect achievement of the development outcomes

G. Overall Score and Rating

Sl. No.	Indicators/Criteria	Score
1	Relevance (Average score in percentage)	
2	Effectiveness (Average score in percentage)	
3	Efficiency (Average score in percentage)	
4	Sustainability (Average score in percentage)	
Overall Score in Percentage		
Overall Rating		

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.

H. Follow up-Actions and Recommendations

Recommendations	Responsible Person/Entity	Time frame
Provide project/program specific recommendations. Recommendations should be specific and within the authority of the nominated entity and person responsible for carrying them out,]	Include the name of the entity responsible for acting and for monitoring and reporting.]	Include the time frame]

Appendix 1

Performance Rating Scale and Methodology

Overall Score (same thresholds for all sub-ratings)	≥ 0.90 & =1	< 0.90 & ≥ 0.60	< 0.60 & ≥ 0.35	< 0 & > 0.35
Overall Rating	Highly Successful	Successful	Partly Successful	Unsuccessful
Relevance				
Sub-rating	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				
Sub-rating	Highly Effective	Effective	Less Effective	Ineffective
Outputs	≥ 0.90 or more of the targets is being met	$0.60 \leq$ outputs < 0.90 of the targets is being met	$0.35 \leq$ 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	$0.60 \leq$ outcomes < 0.90 or more of the target is being met	$0.35 \leq$ 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 existing or constructed counterfactual) and other Project externalities (unintended consequences positive, negative, or	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)

specific problem solved/created)				
Efficiency				
Sub-rating	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
Sustainability				
Sub-rating	Most Likely	Likely	Less Likely	Unlikely
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 enough 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
Resilience of the project results to exogenous factor	The environmental and social management (ESMP) plan has been implemented in a timely and satisfactory manner.	The environmental and social management (ESMP) plan has largely been implemented in a timely and satisfactory manner.	The environmental and social management (ESMP) plan has been implemented with major delays and not in a fully satisfactory manner.	The environmental and social management (ESMP) plan has not been implemented

Appendix-2 Rating Matrix

Core Criteria	Sub-Criteria	Methodological Approach (Sub-Questions)	Score 0-1	
1. Relevance The assessment of relevance covers both the relevance of project objectives and design to achieve those objectives.	Consistency of project objectives with country overall development strategy, with the beneficiaries' needs and with the IsDB's Strategy	1. To what extent are the objectives in line with the country's development priorities and strategies?		
		2. To what extent are the objectives consistent with the end-beneficiaries' needs?		
		3. To what extent are the objectives in harmony with the IsDB's strategy (vision, strategic thrusts, cross-cutting goals, main pillars)? Has the project contributed to IsDB corporate cross-cutting goals: (reverse linkages; promotion of the Islamic Finance Industry; intra-OIC trade and economic integration)?		
	Relevance of Project Objectives and Coherence between outputs and outcomes (including the modified ones): <i>It assesses the extent to which the project's objectives are clearly stated and focused on outcomes rather than outputs. Also, the realism of intended outcomes in the country's current circumstances.</i>	1. Are the project's objectives clearly stated and focused on outcomes as opposed to outputs?		
		2. Was the target end-beneficiary group properly selected?		
		3. How realistic are the objectives and intended outcomes given the country's current circumstances?		
	Relevance of the design at entry, this includes technical, financial and development related design. <i>It assesses the relevance of the technical options and solutions adopted, to the beneficiaries needs. If applicable; relevance of the design at closing (including the modifications) is also assessed.</i>	1. To what extent did the project design adopt the appropriate solutions to the identified problems? (It is an assessment of the internal logic of the operation -the results chain- and the validity of underlying assumptions)		
		2. Were the project's financing arrangements appropriate to meet project objectives and country needs?		
		3. Is the design still relevant to the circumstances prevailing at the time of the evaluation?		
		4. Were the modifications to the project design (if any) during implementation appropriate and timely for the beneficiaries needs?		
			Average Score in Percentage:	
	2. Effectiveness The assessment of effectiveness assesses the extent to which the project has attained its objectives.	Achieved project outputs and outcomes compared to planned targets.	1. Were the project inputs fully utilized to generate the outputs?	
2. Did the project realize its planned activities (including the modified ones)?				
3. Did project activities lead to the desired outputs (as intended in the results chain – and whether the assumptions materialized)?				
4. To what extent did the project outputs lead to the achievement of the intended outcomes (as planned in the results chain)?				
Net effect of the project (as compared with existing or constructed counterfactual) and other		1. To what extent did the Project achieve its Goal / Overall Objective compared to expectations?		

	<i>Project externalities (unintended consequences positive, negative, or specific problem solved/created)</i>	2. Are the achievement of Project Goals/ Overall Objective a direct result of the project's outcomes (counterfactual analysis)? (<i>Analyze factors other than the project which have contributed and/or hindered the effectiveness of the project</i>)	
		Average Score in Percentage:	
3. Efficiency The assessment of efficiency assesses the extent to which the project has converted its resources economically into results.	Cost- benefit Analysis of the project (<i>Did the benefits of the project (achieved or expected to be achieved) exceed project cost?</i>)	1. Re-estimated Financial and/or Economic rates of return (FIRR; EIRR), (did they exceed the planned or sector threshold?)	
		2. Did the project experience delays or early delivery and what was their effect on costs and benefits?*	
		3. Are the outputs achieved fully utilized by the intended beneficiaries?*	
	Cost Effectiveness (<i>Were the benefits of the project achieved at least cost?</i>)	1. Were the project activities and outputs delivered in a timely manner - (timeliness)? And were they achieved according to original time frame?	
2. Were the Outputs realized with a least cost (in comparison with similar projects and/or programs funded by the Government/other donors in the recipient country)?			
		Average Score in Percentage:	
4. SUSTAINABILITY The assessment of sustainability evaluates the extent to which the project can cope with risks.	<i>Technical and Financial, soundness of the project results (including O&M facilitation, availability of recurrent funding, spare parts, workshop facilities etc.)</i>	1. Has there been an adequate O&M system to run the project facilities?	
		2. To what extent is the operating body of the project able to leverage the financial resources (budgetary, donations, etc.) to sustain the project operation after its completion?	
		3. Is there sufficient technical expertise and training to operate, maintain and to regularly service all the facilities of the project?	
	<i>Beneficiary commitment, including supportive legal/regulatory framework and socio-political/stakeholder support</i>	1. Is there enough local ownership of the end-beneficiaries of the project's outputs?	
		2. To what extent are the beneficiaries committed to contribute to the sustainability of the project outcomes on the long-term (including by paying regular fees and by setting-up local organizations to manage the facilities if applicable)?	
		3. To what extent are the domestic laws / policies / regulations, and the institutional and national/international context conducive to maintaining the results of the project?	
	<i>Institutional sustainability (organizational and management effectiveness)</i>	1. Are there appropriate institutional arrangements to ensure the long-term sustainability of the project?	
2. Does the authority in charge of the operation of the project have the necessary capacity to adapt to any changes and challenges?			

	<i>Resilience of the project results to exogenous factor</i>	1. Are there any other social/cultural/political challenges that are hindering/are likely to hinder the developmental outcomes of the project?	
		2. Is there any concern for a lack of consideration for the socially disadvantaged groups, such as women, youth and the poor, that is hindering/or is likely to hinder the developmental outcomes of the project?	
		3. Are there any environmental concerns (or lack of safeguards) that would jeopardize the overall sustainability of the project, and if so, are there necessary steps in place to tackle it?	
		Average Score in Percentage:	

Annexes

1. Results-Based Logical Framework with actual achievement of outcomes and outputs against targets
2. Map of the project location(s)
3. List of PIASRs with their rating prepared during implementation
4. Integrated Quality Assurance Framework (IQAF) Overall Score Summary
5. Organizational structure for project implementation
6. Detailed Project cost and financing plan (if applicable)
7. Detailed Planned versus actual implementation schedule (if applicable)
8. Detailed Planned versus actual procurement plan (if applicable)
9. Details of disbursements from different sources of financing (if applicable)
10. Summary of financial and economic analyses at completion and re-assessment of EIRR and FIRR (if applicable)
11. Main assumptions of re-assessment of FIRR and EIRR (if applicable)
12. 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)
13. List of supporting documents reviewed
14. List of persons met
15. Photographs of the Project
16. Any other information