REVERSE LINKAGE

OPERATIONAL MANUAL

IsDB
البنك الإسلامي للتنمية
Islamic Development Bank

CONTENTS

LIST OF ACRONYMS

CoPs	Communities of Practice
ICT	Information and Communication Technology
IsDB	Islamic Development Bank
JCC	Joint Coordination Committee
KPI(s)	Key Performance Indicator(s)
Mc(s)	Member Country(ies)
MCPS	Member Country Partnership Strategy
MoU	Memorandum of Understanding
NGO	Non-Governmental Institutions
RC	Resource Center
SSC	South-South Cooperation
TCP	Technical Cooperation Program
TOR	Terms of Reference

PREFACE

1. In year 2017, the Islamic Development Bank (IsDB) made significant changes in its strategic orientations, organizational structure and operational frameworks. This is most evident in the new direction of the IsDB to become a "Bank of Developers" and to establish an organizational structure that is decentralized geographically and functionally. New regional hubs have been created and empowered to handle projects on the ground.

2. On the other hand, the IsDB Board of Executive Directors approved in December 2017 the Reverse Linkage Policy, following a learning period that started in 2013. The policy calls for full mainstreaming of the Reverse Linkage mechanism into the Bank's project programming and implementation. Thus, the policy aims at utilizing this mechanism – wherever relevant and effective – to fulfill the development needs of the IsDB Member Countries.

3. Reverse Linkage is defined as a *"technical cooperation mechanism enabled by the IsDB whereby Member Countries and Muslim communities in Non-Member Countries exchange their knowledge, expertise, technology and resources to develop their capacities and devise solutions for their autonomous development."*

4. This mechanism builds on IsDB's three and half decades of experience in promoting technical cooperation, while applying the principles of South-South Cooperation and development effectiveness.

5. To put the policy into action, the Reverse Linkage Section has prepared this operational procedures document, which aims to provide the regional hubs and relevant business units in IsDB Headquarters with an in-depth understanding of how to process Reverse Linkage projects.

6. A Reverse Linkage project has compulsory characteristics, and its formulation has three phases including:

1. DIAGNOSTIC PHASE
2. VALIDATION PHASE
3. IMPLEMENTATION PHASE

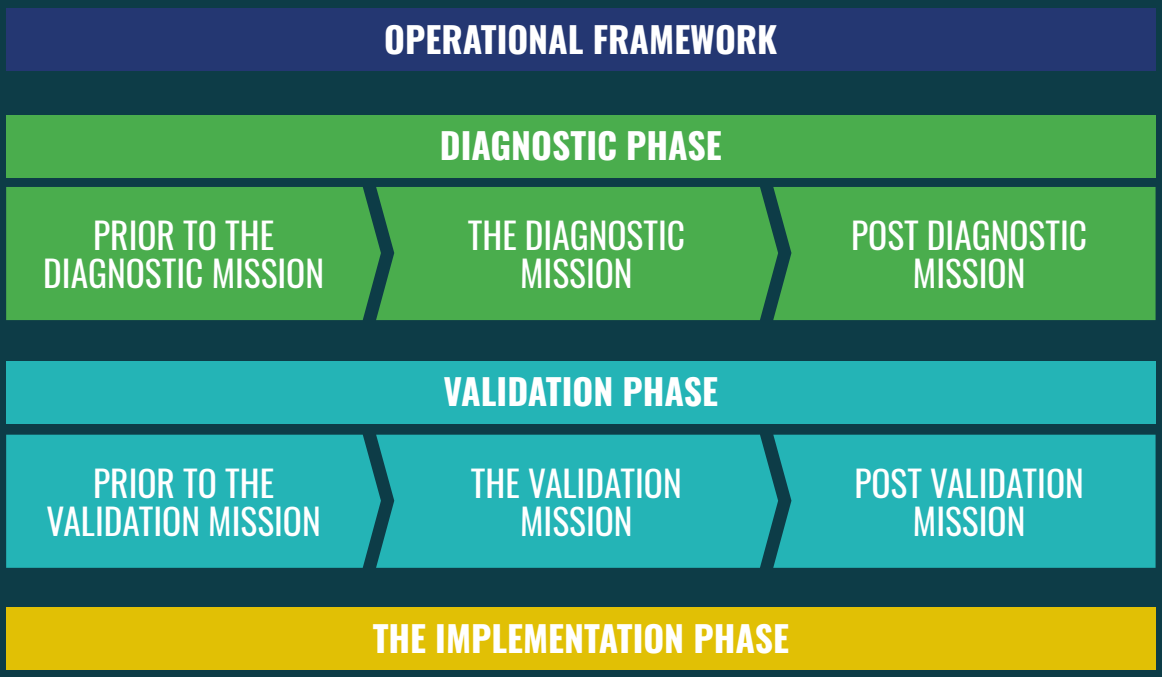
7. Accordingly, this document includes the following sections, as illustrated in the diagram below:

   i. the Operational Framework of Reverse Linkage: background on the Reverse Linkage mechanism and its salient features;

   ii. the Diagnostic Phase: description of activities to be undertaken prior to, during and after the Diagnostic Mission;

   iii. the Validation Phase: description of activities to be undertaken prior to, during and after the validation mission; and

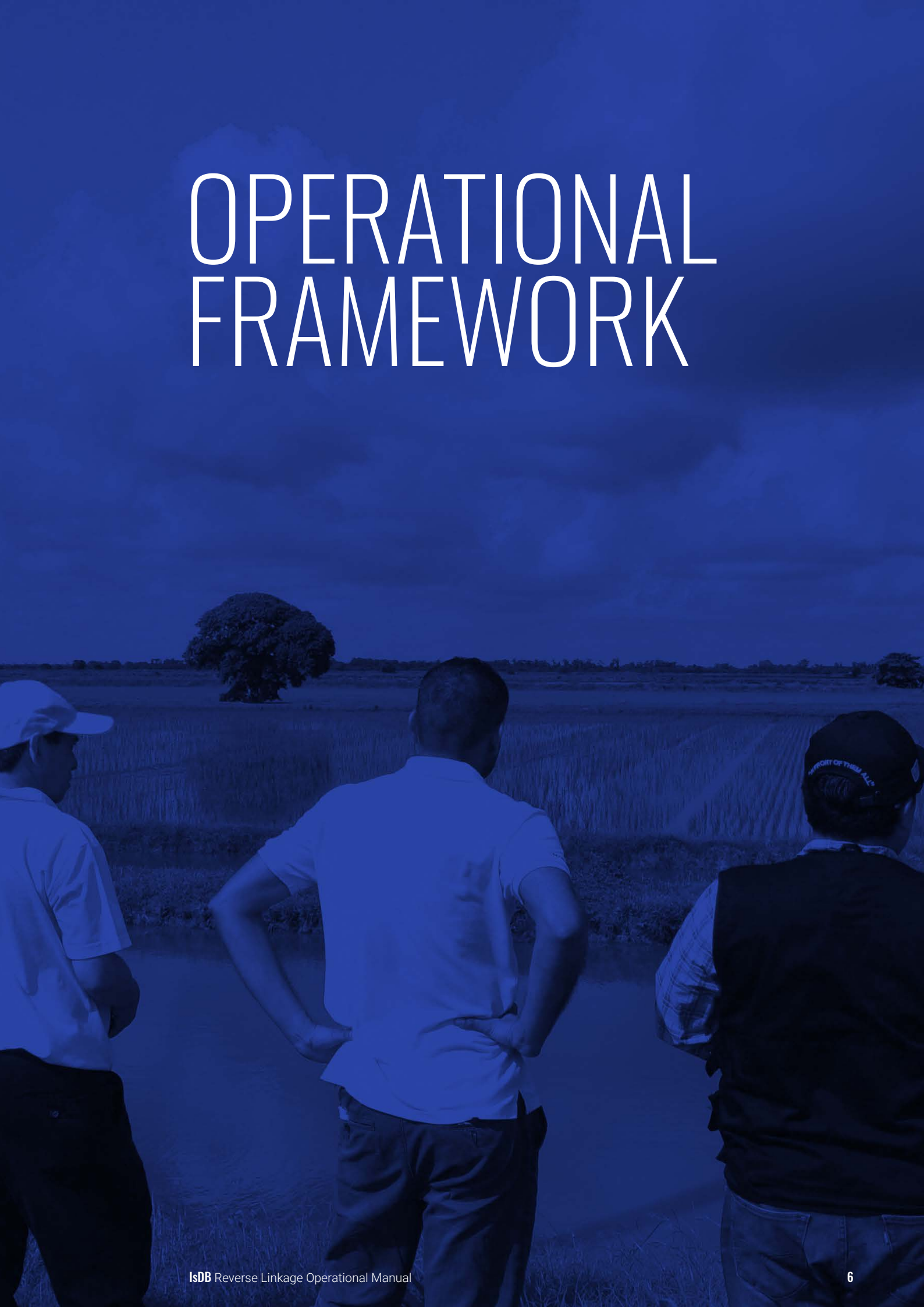
   iv. the Implementation Phase: guidelines for documenting the project's commitments, monitoring its performance, managing its issues and sharing its results.



8. The document also provides a set of tools that supports the Reverse Linkage project's diagnostic, validation and implementation phases.

9. Updating of this document will be an ongoing process. It will undergo subsequent reviews with the accumulation of lessons learned from the field.

OPERATIONAL FRAMEWORK



SECTION 1 – REVERSE LINKAGE OPERATIONAL FRAMEWORK

1.1. BACKGROUND

10. The IsDB is a multilateral development institution that consists only of Member Countries from the South. Equally importantly, the Bank believes in principles of South-South Cooperation (SSC) such as mutual benefits, none-conditionality and respecting national sovereignty. IsDB supports economic and technical cooperation plus trade, which constitute the scope of SSC. The Bank is also working with all SSC partners in the public sector, private sector and third sector (civil society and Non-Governmental Institutions).

11. The IsDB has a long-standing history in promoting SSC. Since 1983, the IsDB has been implementing its Technical Cooperation Program (TCP), connecting Member Countries through short-term technical cooperation activities with the overall aim to transfer capacity from one country to another.

12. Following the implementation of thousands of technical cooperation operations, the most notable lessons learnt can be outlined thus:

    i. Member Countries (MCs) possess a wealth of knowledge and expertise that can be tapped to strengthen economic development;

    ii. short-term technical cooperation modalities do not always result in sustainable development outcomes; and

    iii long-term engagements among Member Countries can produce more sustainable results and enduring partnerships.

13. The search for a more enhanced SSC mechanism based on the above lessons learnt coincided with the development of the Member Country Partnership Strategy (MCPS) of Turkey in 2010, during which the government signaled its enthusiasm to share the country's knowledge, expertise, technology and resources with other developing countries. In addition, the IsDB has been well aware of the successes many of the other Member Countries have experienced with regard to their economic development. These successes culminated in the accumulation of significant capacity and expertise in many areas that, if tapped into properly, could be transferred to help other Member Countries.

14. These circumstances eventually led to the design of Reverse Linkage. As an enhanced mechanism for Technical Cooperation, Reverse Linkage has been piloted since 2013. Based on the lessons learned during the pilot phase, the Bank formulated its Reverse Linkage policy, which was approved by the IsDB Board of Executive Directors in 2017, as a document that defines the boundaries of this mechanism. The Bank is mainstreaming Reverse Linkage into its business – including Member Country Partnership Strategies (MCPS), sector policies and strategies, projects and post evaluation – so that this mechanism is effectively utilized to address the development needs of the IsDB Member Countries.

1.2 OVERVIEW OF THE REVERSE LINKAGE MECHANISM

1.2.1 Definition

15. Per the approved policy, Reverse Linkage is defined as a *"technical cooperation mechanism enabled by the IsDB whereby Member Countries and Muslim communities in Non-Member Countries exchange their knowledge, expertise, technology and resources to develop their capacities and devise solutions for their autonomous development. "*

1.2.2 Partners

16. Reverse Linkage mechanism involves at least two MCs and the IsDB. Other development partners can also be involved in a Reverse Linkage intervention.

    i. The recipient: This is the beneficiary of a Reverse Linkage intervention. It can be a public, private or third sector institution(s) that is sanctioned by the recipient MC.

    ii. The provider: This is a Resource Center (RC), which is an institution in a MC possessing proven knowledge, expertise, technology and resources. The provider RC can be from the public, private or third sectors. There can be more than one provider RC in a Reverse Linkage intervention.

    iii. IsDB: As a facilitator, IsDB works to support the exchange and to ensure the adequate and timely implementation of the Reverse Linkage intervention, but the main stakeholders—namely, the provider and recipient—must show full commitment in achieving the mutually agreed-upon outcomes from the start.

    iv. Development partners: These institutions have goals and objectives similar to that of the IsDB in terms of strengthening cooperation between countries and undertaking interventions to promote socio-economic development. These can be bilateral technical cooperation agencies, multilateral development institutions, public and private foundations, Non-Governmental Institutions (NGO), private companies and any other partner that fits this category.

17 It is important to note that the Reverse Linkage mechanism is "institution-focused," meaning a project should have at least one specific Recipient Institution as well as at least one specific provider Institution.

1.2.3 Safeguards of Reverse Linkage

18. Upon initiating a Reverse Linkage project, certain safeguards related to the good governance should be considered.

19. Firstly, when the private sector is involved in Reverse Linkage projects as provider, the following safeguards must be met: (i) public sector acts as an enabler of such engagements; (ii) the private sector provider is selected based on considering various options; (iii) Reverse Linkage generates return on investments to the Provider Institution and brings tangible benefits to the recipient country; and (iv) the intervention does not impose any sort of conditionality on the recipient.

20. Secondly, Reverse Linkage interventions with a non-MC or international organization as one of the providers are also possible provided the following safeguards are met: i) non-MC must come from the South; ii) recipient country accepts the involvement of the non-MC; and iii) nonconditionality is preserved. In circumstances when the provider MC needs to complement its expertise, they may partner with a country from the South or the North that has the desired expertise, technology and resources.

21. Other types of safeguards shall be considered in Reverse Linkage projects, similar to ordinary projects. For example, activities which have negative social or environmental impacts shall not be considered.

1.2.4 Scope and Sector of Reverse Linkage

22. Reverse Linkage interventions may involve both soft and hard components, including – but not limited to – training, provision of expertise and provision of equipment and construction. The selection of a specific package of components depends on the nature of the developmental solution to be built and the sort of capacity to be developed for implementing and sustaining such a solution.

23. In other words, a Reverse Linkage project may undertake any activity as long as there is a need for that as well as willingness from the partners to engage in such a cooperation.

24. Reverse Linkage can be used in any sectoral intervention as defined by the IsDB's sector classification.

25. All services that can be provided directly by the selected provider RC(s) will be directly procured to it. Any service that cannot be directly provided by the selected provider RC(s) will be procured according to the guidelines of the partners financing these services. Reverse Linkage projects may also contain components that include the procurement of goods and works. Under these circumstances, (i) when IsDB's funds are used for procurement of goods and works, the procurement guidelines of the IsDB will be applicable; and (ii) when the funds of the provider or recipient MC or other development partners are being utilized, they will use their own procurement guidelines as long as funds are not pooled.

1.2.5 Typology of Reverse Linkage

26. Reverse Linkage interventions can take the form of (i) a standalone project (a project in which all the components are fully designed by the provider and recipient MCs), or (ii) an embedded component of a project (in which only a specific component is fully designed by the provider and the recipient MCs).

27. When two or more recipients from different countries are involved, the Reverse Linkage intervention is considered a regional project.

1.2.6 Peer-to-Peer Approach as the Foundation of Reverse Linkage

28. One of the core features of Reverse Linkage is bringing together at least two countries to help one another solve their development challenges through a Peer-to-Peer exchange, whereby partners exchange their know-how, expertise, technology and resources to solve common development challenges without any top-down imposition on the design and delivery of the solution. Within this exchange, the contribution of each partner is encouraged and given equal weight. This is consistent with the SSC's principle of "partnership among equals."

29. Practitioners from the selected recipient and provider institutions are the main actors in this exchange, while the IsDB plays the role of enabler.

30. The time horizon of the Peer-to-Peer approach spans the whole Reverse Linkage project (i.e., the diagnostic, validation and implementation phases) and centers on achieving specific results. In this regard, it is important to note that the leadership role in a Reverse Linkage project may change from one phase/activity to another. The Provider Institution tends to lead the formulation phase, the IsDB tends to lead the activity of articulating the partners' commitment, and the Recipient Institution tends to lead the implementation activities in its country.

31. The Peer-to-Peer process is the way of building a project's mutual ownership. The ownership element is further strengthened when all partners, including the recipient and the provider, financially contribute to the project.

1.2.7 The Win-Win Arrangements

32. The features of a Reverse Linkage mechanism create an environment in which all partners win. The recipient acquires relevant knowledge and expertise that contributes to its socio-economic development process. The provider enhances it position through international exposure, expands its network of partners and opens up new markets of opportunity.

33. As the facilitator of the exchange, the IsDB also achieves several wins that work as a virtuous circle. First, the IsDB facilitates the strengthening of partnerships among the MCs and helps address their developmental challenges while also enhancing its own positioning and partnerships. This, in turn, will enable the IsDB to mobilize additional technical and financial resources to help more countries address their challenges. Eventually, this circle will make significant contributions to achieving the IsDB strategic goals.

34. Since commitment to the project does not only come from one stakeholder, but from at least three stakeholders, an additional noteworthy benefit is the lower technical risks. This results from the design by a competent Resource Center and the rigorous review by the recipient country and the IsDB. Through this approach, financial risks are also reduced.

1.3 REVERSE LINKAGE PROJECT CYCLE

1.3.1 The Formulation of a Reverse Linkage Project

35. The formulation of a Reverse Linkage project consists of two phases, the diagnostic and the validation phases. Splitting the formulation into two phases aims to conduct a thorough situation analysis (including context, capacity needs and stakeholders analyses) and adapt a solution from the Provider Institution that fits the context of the Recipient Institution.

36. The two-phase project formulation is valid in both standalone Reverse Linkage projects and in embedded Reverse Linkage components. Both phases involve the recipient and provider institutions in a Peer-to-Peer consultation while designing the best-fit solution.

1.3.1.A The Diagnostic Phase

37. As the name suggests, the main purpose of the diagnostic step is to undertake a needs assessment to identify capacity gaps related to the request of the recipient country.

38. The diagnostic step involves finding a suitable Provider Institution through a match-making exercise and conducting a Diagnostic Mission to the recipient country to undertake the capacity gaps and needs analysis.

39. The IsDB identifies potential provider Institutions capable of fulfilling the needs of the Recipient Institution. Initial communications are carried out to assess the readiness of the potential provider countries by sharing with them details of the request.

40. The sequence in which a match-making exercise is conducted is flexible. To this end, all the following scenarios may be considered: (i) a Recipient Institution is expressing its needs without knowing a suitable provider Institution, (ii) a Recipient Institution is expressing its needs while suggesting a specific provider Institution, (iii) a Recipient Institution is expressing its needs and asking for help in choosing among several provider Institutions, (iv) a Provider Institution suggests a project proposal with a specific Recipient Institution, or (v) a Provider Institution suggests a project proposal that can be done with several Recipient Institutions.

41. It is the role of the IsDB to deal with every scenario and move it to a state whereby all the essential building blocks of a Reverse Linkage project co-exist, which include: (i) the definition of a development problem in the recipient country; (ii) the name of a Recipient Institution that is mandated to solve that problem; and, (iii) the name of a Provider Institution that managed to solve the same problem before; and finally, (iv) the willingness of the two institutions to work together and contribute to the project costs. While doing the match-making exercise, the IsDB may use all the due diligence instruments, such as organizing a short study visit, holding a video conference, third-party consultation and web research.

42. Once the match-making exercise is complete, the diagnostic phase proceeds with the collection and analysis of data and information on the current capacity of the Recipient Institution to develop a basic understanding of the existing gaps in the specific area in which support was requested.

43. Then a Diagnostic Mission is conducted to the recipient country to undertake a thorough capacity needs assessment of the gaps at the human, organizational and enabling environment levels. This mission is concluded by signing the Mission Summary Report.

44. Subsequently, a diagnostic report is prepared by the technical experts from the provider country that describes both the challenge and solution underlying the Reverse Linkage intervention. The sections of the diagnostic report include: (i) country context, (ii) capacity gaps, (iii) project pillars, (iv) project activities, (v) matrix of change, (vi) procurement plan, (vii) financing plan, and, (viii) initial implementation schedule. The matrix of change together with the pillars of the project are crucial elements for a sound project design. The matrix of change outlines how the Reverse Linkage project will change the current situation of the Recipient Institution through the proposed pillars of intervention. This tool also outlines the desired future state that the project aims to achieve.

1.3.1.B The Validation Phase

45. The aims of the validation mission are to: (i) validate the contents of the diagnostic report; (ii) firm up the project design based on the solution/activities proposed by the provider institution; and (iii) initiate negotiations on the financial commitment of each partner and set up a time frame within which the these commitments will be confirmed.

46. This phase begins once a general agreement is reached between the provider and the Recipient Institutions on the findings and the proposed solution presented in the diagnostic report. The main part of the validation phase is the Validation Mission, of which the period is jointly determined by the IsDB, the provider and the Recipient Institutions. The adequate preparation for the validation mission is essential, particularly ensuring that the participants are authorized to confirm the project design and the financial contributions on behalf of their institutions.

47. During the validation mission, the experts from the Provider Institution present the sections of the diagnostic report one by one, receive feedback from the Recipient Institution and the IsDB, incorporate the relevant comments and finally ensure that there is consensus among all parties.

48. After all the elements of the project design are completed, the Mission team will prepare the Mission Summary Report, which should be endorsed by all participants of the validation mission.

49. The diagnostic report and the Mission Summary Report will feed into the formulation of the project document to be prepared by the IsDB for the approval of the project.

50. Upon the conclusion of the validation mission, the IsDB, in coordination with all stakeholders, prepares the project document. The project document must be finalized with the commitment letters from the provider country, the recipient country and funding partners that made commitments during the validation phase. This document will go through the approval process per the latest IsDB delegation of authority matrix.

1.3.2 The Implementation of a Reverse Linkage Project

51. Upon approval of a Reverse Linkage project, a financing agreement is signed by the IsDB and the recipient country.

52. An official arrangement is also needed either between: (i) the IsDB and the provider institution, (ii) the recipient and the provider institutions; or (iii) among the IsDB, the recipient and the provider institutions. This is to ensure that there is a concrete understanding on how the provider institution will be engaged during the project and transfer the development solution to the recipient institution while abiding by their own rules and regulations. This step may be formalized through (i) exchange of letters among the stakeholders; (ii) signing a Service Contract; (iii) singing a Memorandum of Understanding (MoU) among the IsDB, donors, the provider institution and the recipient institution; or (iv) any other means that are in line with the rules and regulations of all stakeholders and international best practices. Broadly speaking, all these options essentially achieve the same outcome; which is the confirmation of the commitments of the provider institution and the donors.

53. At the outset of project implementation, it is also essential to prepare a Project Information Package that includes the approved project pillars and activities, implementation agreements and schedule, technical specifications of equipment and any other details that may be required during the implementation by current or future project officers. The Project Information Package will be its key reference document and will be continuously updated with new progress reports as the project advances.

54. The project implementation commences by conducting a start-up workshop. The event must be attended by all project stakeholders, especially project officers and coordinators representing the recipient and provider institutions, as well as representatives of other donors and the involved member countries. The workshop is designed to build common understanding of all aspects of implementation such as monitoring process, Joint Coordination Committee (JCC) composition, procurement procedures and fiduciary matters.

55. At least once a year, the JCC – consisting of representatives of all project stakeholders – will meet in the recipient country to assess the progress of the project. Any decisions related to problems with project implementation, any scope changes, or adjustments will be discussed and agreed upon during these meetings.

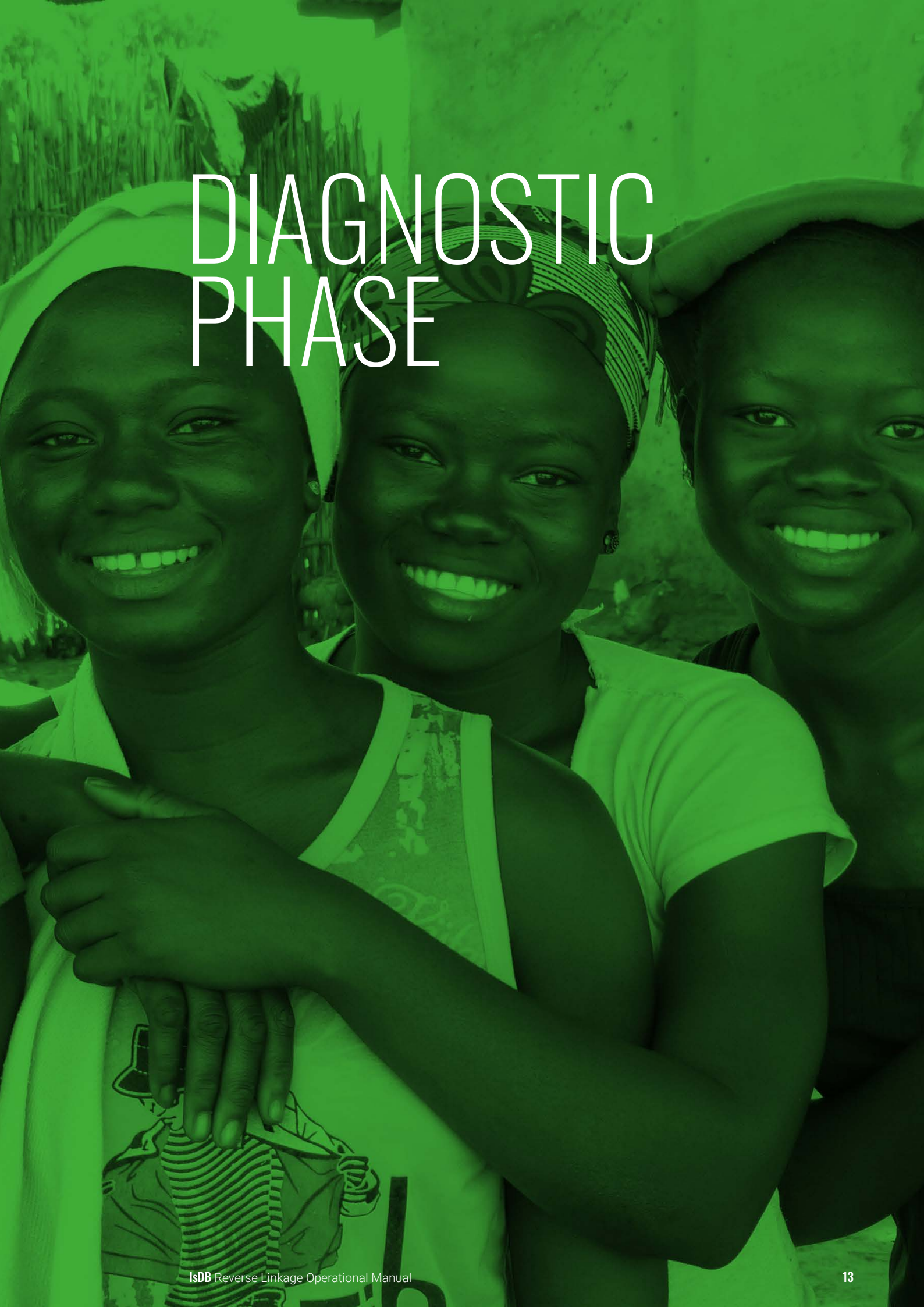
56. To formally close a project, a Project Completion Report will be prepared by the IsDB in coordination with all stakeholders.

1.3.3 Knowledge Management and Communications

57. It is important to capture and communicate the knowledge and lessons learnt during formulation and implementation of a Reverse Linkage project. Internally, the knowledge gained and lessons learned can be communicated through newsletters, websites, Communities of Practice (CoPs) and any other suitable mechanisms. This will help in using the Reverse Linkage mechanism in the most effective and efficient manner.

58. Externally, Reverse Linkage is a highly collaborative mechanism that heavily relies on commitment in financial and technical terms from partners. Therefore, communicating project successes with member countries and both existing and potential partners is vital. The IsDB may prepare a leaflet on a project, as well as plan for short-film production, whenever possible, that can effectively communicate the success story of a Reverse Linkage project.

DIAGNOSTIC PHASE



SECTION 2 - THE DIAGNOSTIC PHASE

OVERVIEW OF THE ACTIVITIES OF THE DIAGNOSTIC PHASE

59. In general, the notion of "diagnosis" is about gathering evidence of something from its place of occurrence and determining the causes of its occurrence.

60. A Reverse Linkage project by definition involves multiple partners including Recipient Institution, Provider Institution and donors. The Reverse Linkage, once formulated, will be implemented within a context that is mainly influenced by these stakeholders, among others.

61. The diagnostic phase starts upon receiving an expression of need from a Member Country (MC) and continues until the initial design of a Reverse Linkage project.

62. The diagnostic phase of Reverse Linkage aims to achieve multiple objectives:

    i. identifying and sizing through evidence the capacity gaps of the Recipient Institution plus determining their causes;

    ii. ascertaining the capacity strengths and the relevance of the solution of the provider institution;

    iii. designing a relevant capacity development plan and building mutual trust in the ability to implement it; and

    iv. conducting a context and stakeholders analysis to understand the various influencers and critical success factors of the intervention.

63. The IsDB facilitates the diagnostic phase while keeping the following principles in mind:

    i. Ascertaining quality: throughout the diagnostic phase, the Bank is mainly in charge of guiding all the partners concerned on how to undertake the diagnostic activities at the highest possible quality level;

    ii. Maintaining flexibility: the Bank may adjust the activities of the diagnostic process in light of the circumstances of the recipient country, without reducing the quality of the final output; and

    iii. Being ready to stop: the Bank is ready to stop the diagnostic process at any stage before designing a Reverse Linkage project if it is found that the intervention is not implementable.

64. The diagnostic phase is of utmost importance for the development of a high-quality and relevant solution. It is the foundation of the Reverse Linkage intervention on which all other activities depend.

65. The diagnostic phase is implemented through activities involving specific actors, tools and subsequent outputs. This section describes the activities of the diagnostic phase of Reverse Linkage projects in the order of their most common sequence.

THE ACTIVITIES PRIOR TO THE DIAGNOSTIC MISSION

66. The prerequisite of the whole diagnostic process is receiving an official request and Expression of Needs (**Tool 1: Expression of Needs Document**) from an MC. In general, the activities of the diagnostic process are undertaken in the order presented in this document, and the output of each activity feeds the subsequent one(s).

67. The duration indicated in each of the following activities is the average number of weeks that it may take.

TOOL 1 - TEMPLATE FOR EXPRESSION OF NEEDS DOCUMENT

ACTIVITY 01

REVIEWING THE EXPRESSION OF NEEDS FROM THE RECIPIENT INSTITUTION

- Assessing the Expression of Needs Document received from the Recipient Institution based on the Reverse Linkage eligibility checklist (**Tool 2: Eligibility Checklist**).
- Reviewing and clearing the outcome of the review.

Actors			
Project Officer	Y	Recipient	
Division Manager	Y	Provider	
Division Team	Y	Global Practice	Y
Hub Provider		Hub Recipient	Y

Duration	Output
1 week	Eligibility Checklist filled out, including the final score.

TOOL 2 - ELIGIBILITY CHECKLIST

ACTIVITY 02

SELECTING THE SUITABLE PROVIDER INSTITUTIONS AND MATCHING THE NEED WITH SUPPLY

- Identifying up to three potential provider institutions (**Tool 3: Provider Institution Identification Form**) from the IsDB Member Countries and/or country from the South (per the Reverse Linkage Policy) that could be capable of helping a known Recipient Institution in addressing the problem described in the Expression of Needs Document.
- Confirming the capacity (in principle) of the provider to embark in the proposed Reverse Linkage project through a due diligence exercise (**Tool 4: Matchmaking Checklist**).
- Confirming the willingness (in principle) of the provider to work on the proposed Reverse Linkage project with the recipient for mutual interest.
- Submitting the identified potential providers for final selection by the Recipient Institution.

Actors			
Project Officer	Y	Recipient	Y
Division Manager	Y	Provider	
Division Team		Global Practice	Y
Hub Provider	Y	Hub Recipient	Y

Duration	Output
2 weeks	One Resource Center selected.

TOOL 3 - PROVIDER INSTITUTION IDENTIFICATION FORM

TOOL 4 - MATCHMAKING CHECKLIST

ACTIVITY 03

INFORMING THE PROVIDER INSTITUTION AND SELECTING THE SUITABLE EXPERTS

- Informing the Provider Institution on its selection and sharing the Expression of Needs.
- Requesting the CVs of the experts for undertaking the Diagnostic Mission.

Actors			
Project Officer	Y	Recipient	
Division Manager	Y	Provider	Y
Division Team		Global Practice	
Hub Provider	Y	Hub Recipient	Y

Duration	Output
3 weeks	CVs of the experts for conducting the Diagnostic Mission reviewed.

ACTIVITY 04

APPROVING THE MOUNTING OF DIAGNOSTIC MISSION

- Seeking the management approval for the Diagnostic Mission (**Tool 5: Template for Requesting Diagnostic Mission Approval**). The attachments to the memo are a letter from the recipient country, Expression of Needs Document and CVs of experts.
- Preparation of the Diagnostic Mission TOR (**Tool 6: Guiding Note for the Diagnostic Mission Terms of Reference**) that describes:
  - background and objective;
  - tasks to be undertaken: Context Analysis and stakeholders mapping, policy analysis, capacity assessment;
  - deliverables;
  - roles of each of recipient country, provider country and IsDB;
  - list of the stakeholders to meet;
  - list of the documents to be reviewed before the Mission;
  - list of the locations to be visited; and
  - preliminary draft program of the Mission.
- Sending approval intimation letter to the entities concerned in the recipient and provider countries.

Actors			
Project Officer	Y	Recipient	
Division Manager	Y	Provider	
Division Team		Global Practice	Y
Hub Provider		Hub Recipient	

Duration	Output
1 week	Mission approval obtained.

TOOL 5 - TEMPLATE FOR REQUESTING DIAGNOSTIC MISSION APPROVAL

TOOL 6 - GUIDING NOTE FOR THE DIAGNOSTIC MISSION TERMS OF REFERENCE

ACTIVITY 05

COORDINATING THE DATE AND TIMELINE OF THE DIAGNOSTIC MISSION

- Seeking the acceptance of the provider country on the date of conducting the Diagnostic Mission.
- Seeking the acceptance of the recipient country on the date of conducting the Diagnostic Mission while sharing the ToR, CVs of experts and draft mission program.
- Finalizing the draft mission program.
- Nominating the technical focal point of the recipient and provider.

Actors			
Project Officer	Y	Recipient	Y
Division Manager	Y	Provider	
Division Team		Global Practice	Y
Hub Provider	Y	Hub Recipient	Y

Duration
2 weeks

Output
Date and timeline of the Diagnostic Mission accepted.

ACTIVITY 06

HANDLING THE MISSION LOGISTICS

- Processing an advance payment to the provider Institutions covering travel expenses, per-diem and accommodation expenses.
- Ensuring that logistics are covered by the Recipient Institution (i.e., local transportation, access to sites to be visited, etc.).
- Ensuring that the experts of the Provider Institution have necessary travel documents (i.e., visas on passports, official letters, immigration clearances, etc.)

Actors			
Project Officer	Y	Recipient	Y
Division Manager		Provider	Y
Division Team		Global Practice	
Hub Provider	Y	Hub Recipient	Y

Duration
2 weeks

Output
Cash transfer to the Provider Institution processed. Mission program finalized. Visas for the Resource Center experts processed.

THE ACTIVITIES OF DIAGNOSTIC MISSION

The Diagnostic Mission is mounted to the recipient country and lasts five to ten working days.

ACTIVITY 07

MEETING WITH THE IsDB GOVERNOR'S OFFICE

- Meeting as early as possible during the Mission of the representatives of the recipient and provider institutions as well as the IsDB Governor's Office to brief them about the Mission's purpose, timeline and expected outputs.

Actors			
Project Officer	Y	Recipient	Y
Division Manager		Provider	Y
Division Team		Global Practice	Y
Hub Provider		Hub Recipient	Y

Duration
1 to 2 weeks (the whole mission, from activity 7 to 13)

Output
Awareness of the IsDB Governor's Office raised.

ACTIVITY 08

CONDUCTING CONTEXT AND STAKEHOLDERS ANALYSIS

- Presenting the Reverse Linkage phases in detail.
- Explaining the purpose of the Mission, reviewing the program of meetings and any field visits and describing roles and responsibilities for the recipient and provider institutions.
- Starting the technical discussions with the representatives of the stakeholders.
- Collecting information on the project context, covering its sector and related national policies and strategies.
- Collecting and analyzing information on the various stakeholders that may directly or indirectly be involved or influence the project design and outcomes. The information on the stakeholders would cover their priorities and their influence level with respect to the project.

Actors			
Project Officer	Y	Recipient	Y
Division Manager		Provider	Y
Division Team		Global Practice	Y
Hub Provider		Hub Recipient	Y

Duration
1 to 2 weeks (the whole mission, from activity 7 to 13)

Output
Information on the project's context and stakeholders collected.

ACTIVITY 09

CONDUCTING CAPACITY GAPS ANALYSIS

- Collecting information on the mandates and activities of the Recipient Institution.
- Collecting information on the human resource, physical, technological and institutional capacities, using different sources and instrument (e.g., reports, websites, interviews, questionnaires).
- Presenting and discussing the specific needs of the Recipient Institution.
- Comparing the existing capacities with the mandates of Recipient Institution and discussing the main gaps.

Actors			
Project Officer	Y	Recipient	Y
Division Manager		Provider	Y
Division Team	Y	Global Practice	Y
Hub Provider		Hub Recipient	Y

Duration
1 to 2 weeks (the whole mission, from activity 7 to 13)

Output
Information on the recipient. institution's capacities collected and discussed.

ACTIVITY 10

PRESENTING A POTENTIAL DEVELOPMENTAL SOLUTION

- Presenting a potential developmental solution by the Provider Institution in light of the initial contextual analysis and the assessment of the capacity gaps of the Recipient Institution.

Actors			
Project Officer	Y	Recipient	Y
Division Manager		Provider	Y
Division Team		Global Practice	Y
Hub Provider		Hub Recipient	Y

Duration
1 to 2 weeks (the whole mission, from activity 7 to 13)

Output
Potential developmental solution presented.

ACTIVITY 11

PREPARING DIAGNOSTIC MISSION SUMMARY REPORT

- Checking that all diagnostics data that have been collected.
- Preparing a Mission Summary Report to summarize the work that was conducted and data collected and to give preliminary assessment of the situation.
- Capturing in the Mission Summary Report the next steps as well as any follow-up actions expected from the provider and Recipient Institutions.

Actors			
Project Officer	Y	Recipient	Y
Division Manager		Provider	Y
Division Team		Global Practice	Y
Hub Provider		Hub Recipient	Y

Duration
1 to 2 weeks (the whole mission, from activity 7 to 13)

Output
Mission Summary Report drafted.

ACTIVITY 12

HOLDING WRAP-UP MEETING OF THE DIAGNOSTIC MISSION

- Reviewing and revising the Mission Summary Report.
- Agreeing on a tentative date for any follow-up action and the validation mission.
- Signing the Mission Summary Report by the representatives from the Recipient Institution, provider institution, IsDB and any funding partners (if present).

Actors			
Project Officer	Y	Recipient	Y
Division Manager		Provider	Y
Division Team	Y	Global Practice	Y
Hub Provider		Hub Recipient	Y

Duration	Output
1 to 2 weeks (the whole mission, from activity 7 to 13)	Mission Summary Report signed.

ACTIVITY 13

ENSURING COLLECTION OF PICTURES

- Coordinating with the Recipient Institution to take high quality photos throughout the Mission to be used later in the communication materials (flyer for the project, IsDB communication, etc.).

Actors			
Project Officer	Y	Recipient	Y
Division Manager		Provider	
Division Team		Global Practice	
Hub Provider		Hub Recipient	Y

Duration	Output
1 to 2 weeks (the whole mission, from activity 7 to 13)	Package of high quality photos from the Mission collected.

THE ACTIVITIES OF POST-DIAGNOSTIC MISSION

ACTIVITY 14

CAPTURING THE FINDINGS OF THE STAKEHOLDERS ANALYSIS

- Identifying the project stakeholders in both the recipient and provider countries (**Tool 7: Guiding Note for Stakeholders Analysis**).
- Capturing the main requirements of each stakeholder in the Stakeholders Matrix.
- Preparing the Stakeholders Mapping Diagram showing the stakeholders classification in terms of interest and influence levels.
- Interpreting the Stakeholders Mapping Diagram to determine how it should affect the project design.

Actors			
Project Officer	Y	Recipient	
Division Manager	Y	Provider	
Division Team	Y	Global Practice	
Hub Provider		Hub Recipient	

Duration	Output
1 Week	Stakeholders Analysis undertaken.

TOOL 7 - GUIDING NOTE FOR STAKEHOLDERS ANALYSIS

ACTIVITY 15

PREPARING DIAGNOSTIC REPORT

- Completing the Context Analysis initiated during the Diagnostic Mission, with particular attention paid to (i) the country socio-economic background, (ii) sector challenges, and (iii) sector indicators during the last five years or so.
- Producing the draft Diagnostic Report (**Tool 8: Template for Diagnostic Report**), including (i) sector overview and Context Analysis, (ii) capacity assessment, (iii) capabilities of provider institution, (iv) pillars and activities, (v) output indicators, (vi) cost estimates, (vii) financing plan and (viii) schedule of implementation.

Actors			
Project Officer	Y	Recipient	
Division Manager		Provider	Y
Division Team		Global Practice	
Hub Provider		Hub Recipient	

Duration	Output
6 Weeks	Diagnostic Report.

TOOL 8 - TEMPLATE FOR DIAGNOSTIC REPORT

ACTIVITY 16

UNDERTAKING IsDB REVIEW OF THE DIAGNOSTIC REPORT

- Reviewing the Diagnostic Report internally by the IsDB, using the internal quality assurance mechanisms.
- Discussing the Bank's observations and suggestions with the provider institution.
- Iterative enhancement of the Diagnostic Report.

Actors			
Project Officer	Y	Recipient	
Division Manager	Y	Provider	Y
Division Team	Y	Global Practice	Y
Hub Provider	Y	Hub Recipient	Y

Duration
1 Week

Output
Diagnostic Report reviewed internally.

ACTIVITY 17

REVIEWING THE DIAGNOSTIC REPORT BY THE RECIPIENT INSTITUTION

- Undertaking the review of the enhanced Diagnostic Report by the Recipient Institution while focusing on the relevance and sustainability of the proposed solution.
- Using various means of communication (e.g., mails, video conference, conference calls) to understand the comments and suggestions of the Recipient Institution.

Actors			
Project Officer	Y	Recipient	Y
Division Manager		Provider	Y
Division Team		Global Practice	Y
Hub Provider		Hub Recipient	Y

Duration
2 Weeks

Output
Comments on the Diagnostic Report received.

ACTIVITY 18

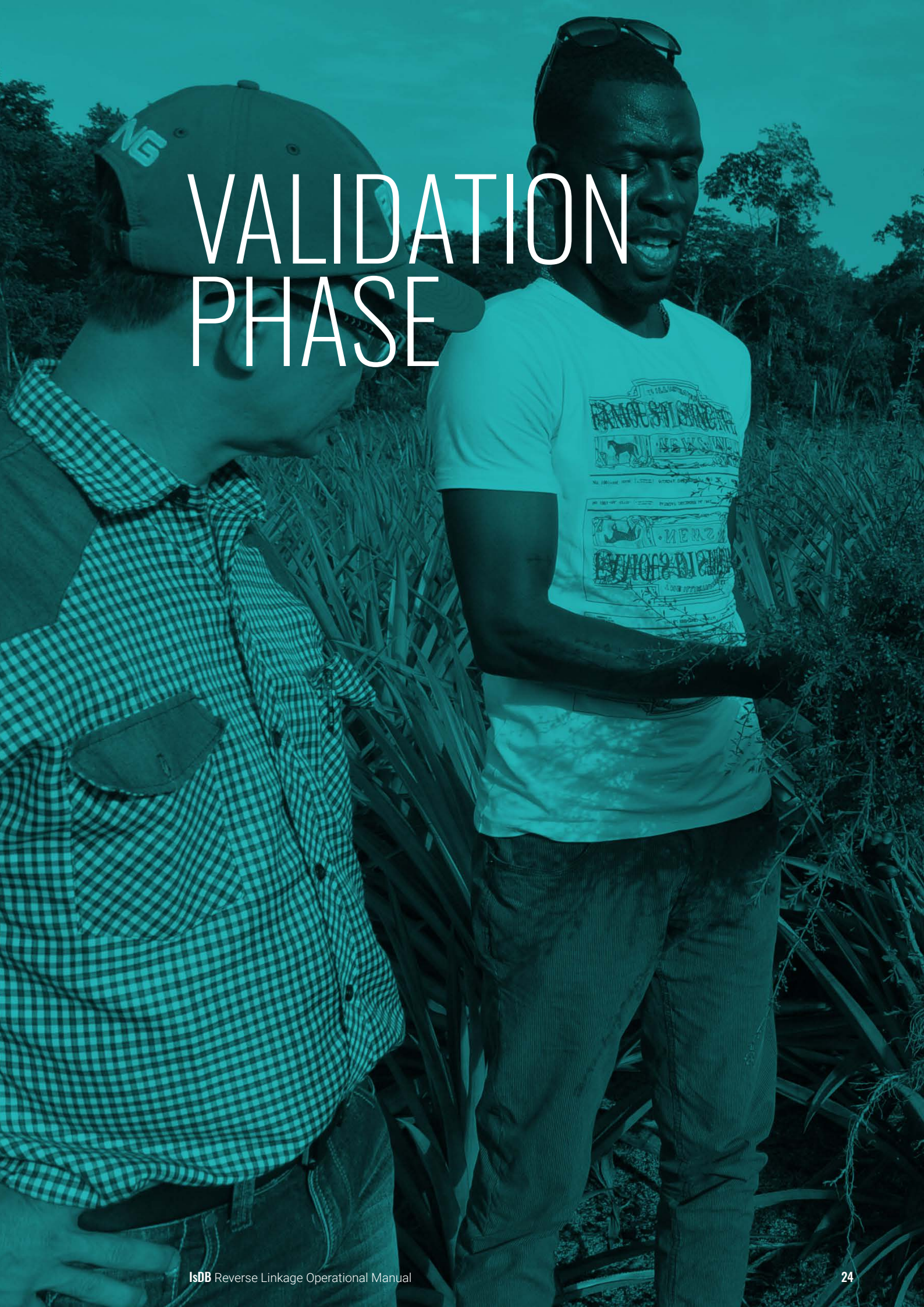
PREPARING FEASIBILITY STUDY/DETAILED DESIGN

- Undertaking a feasibility study by the provider institutions if needed.
- Collecting up-to-date data either from the field or online resources.
- Mounting a mission to the recipient country, if needed.
- Undertaking desk review to analyze the collected data and draw findings from them.

Actors			
Project Officer	Y	Recipient	Y
Division Manager		Provider	Y
Division Team		Global Practice	Y
Hub Provider	Y	Hub Recipient	Y

Duration
12 Weeks

Output
Feasibility study validated by the technical sector department.



VALIDATION PHASE

SECTION 3 - THE VALIDATION PHASE

OVERVIEW OF THE VALIDATION PHASE

68. The prerequisite of the whole validation phase is that the diagnostic phase has been completed.

69. The duration indicated in each of the following activities is the average number of weeks that it may take.

70. In general, the notion of "validation" is about firming up the findings of the diagnostic process and finalizing the project formulation/discussion through relevant fora.

71. The validation phase is implemented through activities involving specific actors, tools and subsequent outputs. This section describes the activities of the validation phase of Reverse Linkage projects in the order of their most common sequence.

THE ACTIVITIES PRIOR TO THE VALIDATION MISSION

- The prerequisite of the validation process is a reviewed Diagnostic Report and/or feasibility study by both IsDB and the Recipient Institution.
- The duration indicated in each of the following activities is the average number of week(s) that it may take.

ACTIVITY 01

APPROVING THE MOUNTING OF VALIDATION MISSION

- Seeking the Management's approval for the validation mission.
- Preparation of the validation mission TOR (**Tool 9: Guiding Note for the Validation Mission Terms of Reference**), which describes the following:
  - firming up, in consultation with the different stakeholders, the findings of the diagnostic report and feasibility study (whenever applicable):
  - setting the implementation arrangement including procurement process, disbursement and monitoring mechanism; and
  - review of the financial and economic return and underlying assumptions (if need be).
- Preparing the list of the stakeholders to meet and preliminary program of the Mission.

Actors			
Project Officer	Y	Recipient	
Division Manager	Y	Provider	
Division Team		Global Practice	
Hub Provider		Hub Recipient	Y

Duration	Output
1 Week	Management Approval obtained. Validation Mission ToR prepared.

TOOL 9 - GUIDING NOTE FOR THE VALIDATION MISSION TERMS OF REFERENCE

ACTIVITY 02

COORDINATING THE DATE AND TIMELINE OF THE VALIDATION MISSION

- Seeking the acceptance of the provider country on the data of conducting the validation mission.
- Seeking the acceptance of the recipient country on the data of conducting the validation mission, while sharing the ToR, CVs of experts and draft mission program.
- Finalizing the draft mission program.
- Nominating the technical focal point of the recipient and provider.

Actors			
Project Officer	Y	Recipient	Y
Division Manager		Provider	Y
Division Team		Global Practice	Y
Hub Provider		Hub Recipient	Y

Duration
1 Week

Output
Date and timeline of the Diagnostic Mission accepted.

ACTIVITY 03

HANDLING THE MISSION LOGISTICS

- Processing an advance payment to the provider institutions covering travel expenses, per-diem and accommodation expenses.
- Ensuring that logistics are covered by the Recipient Institution (i.e., local transportation, access to sites to be visited).
- Ensuring that the experts of the Provider Institution have necessary travel documents (i.e., visas on passports, official letters, and immigration clearances).
- Undertaking a conference call with the Provider Institution and the recipient (or two separate conference calls) for finalization of the Mission program, objectives, expected outcome and role of each stakeholders as well as the logistical aspects.

Actors			
Project Officer	Y	Recipient	Y
Division Manager		Provider	Y
Division Team		Global Practice	Y
Hub Provider	Y	Hub Recipient	Y

Duration
2 Weeks

Output
Cash transfer to the Provider Institution processed. Mission program finalized. Visas for the Resource Center experts processed.

ACTIVITY 04

HOLDING INTERNAL PREPARATORY MEETING

- Reviewing the finding of the Stakeholders Analysis prior to mounting the validation mission.
- Establishing unified understanding of the challenge justifying the Reverse Linkage intervention.
- Setting the criteria for deciding whether to include or exclude certain aspects in the intervention's scope.
- Checking the completeness of the logistical preparations.

Actors			
Project Officer	Y	Recipient	
Division Manager		Provider	
Division Team		Global Practice	Y
Hub Provider	Y	Hub Recipient	Y

Duration	Output
1 Week	Unified understanding about the project boundaries established.

THE ACTIVITIES OF THE VALIDATION MISSION

- The validation mission lasts between five to ten working days.

ACTIVITY 05

MEETING WITH THE IsDB GOVERNOR'S OFFICE

- Meeting as early as possible during the Mission of the representatives of the recipient and provider institutions as well as the IsDB Governor's Office, for briefing them about the Mission's purpose, timeline and expected outputs.

Actors			
Project Officer	Y	Recipient	Y
Division Manager		Provider	Y
Division Team		Global Practice	Y
Hub Provider		Hub Recipient	Y

Duration	Output
1 to 2 weeks (the whole mission, from activity 5 to 11)	Awareness of the IsDB Governor Office raised.

ACTIVITY 06

HOLDING MEETINGS WITH THE RECIPIENT INSTITUTION AND RELEVANT STAKEHOLDERS

- Presenting and reviewing the diagnostic report section by section.
- Firming up the project's technical details including scope, capacity development aspects, output KPIs and implementation schedule.

Actors			
Project Officer	Y	Recipient	Y
Division Manager		Provider	Y
Division Team		Global Practice	Y
Hub Provider		Hub Recipient	Y

Duration	Output
1 to 2 weeks (the whole mission, from activity 5 to 11)	Project technical details firmed up.

ACTIVITY 07

FINALIZING AND CLEARING THE CHANGE MATRIX

- Finalizing the project change matrix, which is one of the core specificities of the Reverse Linkage project (**Tool 10: Guiding Note of the Formulation of Project Change Matrix**).

Actors			
Project Officer	Y	Recipient	Y
Division Manager		Provider	Y
Division Team	Y	Global Practice	Y
Hub Provider		Hub Recipient	Y

Duration	Output
1 to 2 weeks (the whole mission, from activity 5 to 11)	Change Matrix finalized.

TOOL 10 - GUIDING NOTE FOR FORMULATING THE PROJECT CHANGE MATRIX

ACTIVITY 08

CONFIRMING THE PROJECT FINANCING PLAN, MONITORING MECHANISM AND PROCUREMENT PLANS

- Finalizing the project management structure and institutional framework.
- Designating the Joint Coordination Committee (JCC) members.
- Finalizing the procurement and legal aspects.
- Assessing the contribution in kind if need (**Tool 11: Guiding Note for Assessing In-kind Contribution**).
- Working out the project cost and a financing plan.

Actors			
Project Officer	Y	Recipient	Y
Division Manager		Provider	Y
Division Team		Global Practice	Y
Hub Provider		Hub Recipient	Y

Duration
1 to 2 weeks (the whole mission, from activity 5 to 11)

Output
Project financing plan cleared. Monitoring mechanism, procurement/legal aspects and JCC setting finalized.

TOOL 11 - GUIDING NOTE FOR ASSESSING IN-KIND CONTRIBUTION

ACTIVITY 09

PREPARING VALIDATION MISSION SUMMARY REPORT

- Preparing a Mission Summary Report to summarize the work that was conducted and agreements made among the project stakeholders.

Actors			
Project Officer	Y	Recipient	Y
Division Manager		Provider	Y
Division Team	Y	Global Practice	Y
Hub Provider		Hub Recipient	Y

Duration
1 to 2 weeks (the whole mission, from activity 5 to 11)

Output
Mission Summary Report finalized.

ACTIVITY 10

HOLDING WRAP-UP MEETING OF THE VALIDATION MISSION

- Reviewing and revising the Mission Summary Report.
- Agreeing on timeline to get the commitment letters from the project partners.
- Signing the Mission Summary Report by the representatives from the Recipient Institution, Provider Institution, IsDB and any funding partners (if present).

Actors			
Project Officer	(Y)	Recipient	(Y)
Division Manager		Provider	(Y)
Division Team		Global Practice	(Y)
Hub Provider		Hub Recipient	(Y)

Duration
1 to 2 weeks (the whole mission, from activity 5 to 11)

Output
Mission Summary Report, including financing plan signed. Financial Commitment letters timeline agreed upon.

ACTIVITY 11

ENSURING COLLECTION OF PICTURES

- Coordinating with the recipient of expertise to take high quality photos throughout the Mission to be used later on for the communication materials (flyer for the project, newsletters, etc).

Actors			
Project Officer	(Y)	Recipient	(Y)
Division Manager		Provider	
Division Team		Global Practice	
Hub Provider		Hub Recipient	(Y)

Duration
1 to 2 weeks (the whole mission, from activity 5 to 11)

Output
Package of high quality photos collected.

THE ACTIVITIES OF POST-VALIDATION MISSION

ACTIVITY 12

OBTAINING THE FINANCIAL COMMITMENT LETTERS

- Ensuring after the Validation Mission that the commitment letters from the partners are given, as per the agreed timeline.

Actors			
Project Officer		Recipient	Y
Division Manager		Provider	Y
Division Team		Global Practice	
Hub Provider		Hub Recipient	

Duration
2 Weeks

Output
Financial Commitment letter obtained.

ACTIVITY 13

PREPARING IsDB PROJECT DOCUMENT

- Preparing the project document with support from the provider and recipient of expertise, if need be **(Tool 12: Template for the Reverse Linkage Project Document)**.
- Undertaking iterative enhancement of the project document until finalization.

Actors			
Project Officer	Y	Recipient	
Division Manager	Y	Provider	
Division Team	Y	Global Practice	Y
Hub Provider		Hub Recipient	Y

Duration
2-3 Weeks

Output
Project document prepared.

TOOL 12 - TEMPLATE FOR THE REVERSE LINKAGE PROJECT DOCUMENT

ACTIVITY 14

OBTAINING THE CLEARANCE OF THE PROJECT BY THE VARIOUS IsDB FORA

- Ensuring as a first step the clearance of the project document by the Organization Unit in Charge of Reverse Linkage function.
- Going through the review and clearance process of the project document according to the Bank's latest business process flow, which may involve its iterative enhancement.
- Undertaking the coordination with the partners for amendment in the project, if needed.
- Recording the project in the relevant IT system once approved.

Actors			
Project Officer	Y	Recipient	Y
Division Manager	Y	Provider	Y
Division Team	Y	Global Practice	Y
Hub Provider		Hub Recipient	Y

Duration	Output
1 Week	Clearance of the project document obtained.

ACTIVITY 15

SENDING PROJECT APPROVAL INTIMATION LETTER

- Preparing the project approval intimation letter – addressed to the IsDB Governor in the Recipient Country - indicating its scope, total amount, financial contributions of IsDB as well as each partner.
- Reviewing contract information.
- Getting the letter signed as per the IsDB's guidelines for delegation of authorities.

Actors			
Project Officer	Y	Recipient	
Division Manager	Y	Provider	
Division Team	Y	Global Practice	
Hub Provider	Y	Hub Recipient	Y

Duration	Output
1 Week	Approval intimation letter sent.

IMPLEMENTATION PHASE

SECTION 4 - THE IMPLEMENTATION PHASE

OVERVIEW OF THE IMPLEMENTATION PHASE

72. The implementation of a Reverse Linkage project is about executing its activities and producing planned outputs to achieve its objectives.

73. The implementation is done in line with the project's pre-established scope and within its timeline and budget. The implementation is done by the recipient and provider Institutions, while being monitoring by IsDB and other project stakeholders and donors.

74. The success of project implementation is a joint responsibility, and it is measured by the extent to which the project realized its objectives within the planned time and budget.

75. In line with the good practices of project management, the implementation of a Reverse Linkage project entails managing the human, physical and financial resources devoted to the project; monitoring and assessing the project's progress; taking actions on unacceptable variances between planned and actual progress; building and ensuring cohesiveness of the project team; managing the contractual relationships within the projects; doing formal and informal communication within and beyond the project team; and documenting and sharing the project results.

76. The Reverse Linkage project involves the participation of at least three key stakeholders: the provider of expertise, the recipient of expertise and the IsDB. For this reason, it is required to have a formalization of this tripartite cooperation. The format of this formalization is flexible, varying from signing a tripartite agreement to an exchange of letters.

77. Among the specificities of the Reverse Linkage project is the establishment of the Joint Coordination Committee (JCC). This is the key body for monitoring the implementation of the project and recommending the necessary and corrective actions when needed to ensure timely implementation of the project while achieving its pre-established objectives. The JCC undertakes continuous follow-up and a coordination among the various stakeholders.

78. The following are the key activities related the Reverse Linkage, bearing in mind that the remaining activities will be per the ordinary IsDB project implementation process.

ACTIVITY 01

PREPARING THE PROJECT FINANCING AGREEMENT

- Coordinating the preparation of the project financing agreement in line with the rules of the provider and recipient while keeping in mind the following options: (i) bilateral agreement between IsDB and recipient country, (ii) trilateral agreement between IsDB, recipient country and provider country, or (iii) multilateral agreement between IsDB, recipient country, provider country and all donors.
- Including the essential information in the agreement such as legal address and contact persons of parties, project scope, IsDB financial contribution, project duration, costing and financing plan and implementation schedule.
- Reviewing the agreement by the institutions concerned and finalizing it.
- Signing the agreement through mail exchange or signing ceremony.
- In the case of signing a bilateral agreement with the recipient country, formalizing the involvement of the provider Institutions, which (i) creates commitment for the Provider Institution to undertake the project activities and (ii) describes how the cost of these activities will be covered (**Tool 13: Checklist for Formalizing the Involvement of the Partners**).

Actors			
Project Officer	Y	Recipient	Y
Division Manager	Y	Provider	Y
Division Team		Global Practice	Y
Hub Provider		Hub Recipient	Y

Duration
4 Weeks

Output
Project Financing Agreement signed. Commitment of Provider Institution and donors documented.

TOOL 13 - CHECKLIST FOR FORMALIZING THE INVOLVEMENT OF PARTNERS

ACTIVITY 02

PREPARING THE PROJECT INFORMATION PACKAGE

- Creating one consolidated project information package (i.e., Project Charter) that will be used as the reference for everyone participating in the project, because:
  - at this stage, the project information would be described in three different documents: diagnostic report, IsDB project document and project agreement, with each one having different contents; and
  - new team members may join the project during its implementations.
- Including in the Information Package the latest update of capacity needs assessment, project objective, pillars and output indicators, components description, change matrix, risks table, implementation arrangements, equipment specifications, activities schedule and financing plan.
- During the implementation, adding other documents to the Information Package such as progress reports, important correspondences and disbursements.

Actors			
Project Officer	Y	Recipient	Y
Division Manager		Provider	Y
Division Team		Global Practice	Y
Hub Provider	Y	Hub Recipient	Y

Duration	Output
1 Week	Project Information Package prepared and shared.

ACTIVITY 03

OBTAINING PROJECT PROGRESS REPORT (REPEATED ACTIVITY)

- Obtaining from the Recipient Institution quarterly a project progress report including: (i) reporting period, (ii) summary of achievements prior to the reporting period, (iii) achievements during the reporting period, (iv) key future milestones, (v) planned and actual contribution of each partner, (vi) overall project indicators, and (vii) major issues and proposed actions **(Tool 14: Template for Project Progress Report)**.
- Reviewing the project progress report.
- Sharing the progress report with the project partners.
- Reviewing the financial report(s) submitted by the recipient and/or Provider Institution **(Tool 15: Template for Summarizing and Reviewing Project Expenses)**.
- Depending on the project's financing plan, processing a payment in favor of the provider or Recipient Institution.

Actors			
Project Officer	Y	Recipient	Y
Division Manager	Y	Provider	Y
Division Team		Global Practice	Y
Hub Provider		Hub Recipient	Y

Duration	Output
2 Weeks	Project Financing Agreement signed. Commitment of Provider Institution and donors documented.

TOOL 14 - TEMPLATE FOR PROJECT PROGRESS REPORT

TOOL 15 - TEMPLATE FOR SUMMARIZING AND REVIEWING PROJECT EXPENSES

ACTIVITY 04

ORGANIZING JOINT COORDINATION COMMITTEE (REPEATED ACTIVITY)

- Ensuring the organization of a meeting for the Joint Coordination Committee (JCC) every six months (on average) in the recipient country with the objective of interacting with the project beneficiaries, checking the project outputs/progress on the ground, reviewing the overall project status and agreeing on actions to be taken on project issues (**Tool 16: Joint Coordination Committee Standard Terms of Reference**).
- Ensuring that the Recipient Institution circulates the meeting invitation along with its agenda and program at least one month prior to its date.
- Attending the JCC meeting by all the members of JCC and including a session whereby the JCC interacts with the ultimate project beneficiaries and trainees.
- Depending on the project's financing plan, processing a payment in favor of the provider or Recipient Institution prior to the meeting.
- Ensuring that at the end of the meeting, a summary report is signed by the project partners.
- Depending on the nature of the Reverse Linkage project, preparing a Project Implementation Assessment Report using the IsDB's template.

Actors				Duration	Output
Project Officer	Y	Recipient	Y	1 Week	JCC meetings organized.
Division Manager		Provider	Y		
Division Team		Global Practice	Y		
Hub Provider	Y	Hub Recipient	Y		

TOOL 16 - JOINT COORDINATION COMMITTEE STANDARD TERMS OF REFERENCE

ACTIVITY 05

PRODUCING PROJECT COMMUNICATION MATERIALS

- Capturing knowledge and lessons learned during the Reverse Linkage project.
- Disseminating internally the knowledge and lessons learned through newsletters, websites, Communities of Practice (CoPs) and any other suitable mechanisms for the sake of continuous improvement of the formulation and implementation of Reverse Linkage projects. The cross-learning across the various business units can have a significant positive effect on using the Reverse Linkage mechanism in the most effective and efficient manner.
- Disseminating externally the knowledge and lessons learned for creating visibility for the IsDB and project partners and encouraging other countries and partners to consider the Reverse Linkage mechanism.

Actors				Duration	Output
Project Officer	Y	Recipient	Y	4 Weeks	Knowledge from Reverse Linkage projects captured and disseminated internally and externally .
Division Manager		Provider	Y		
Division Team		Global Practice	Y		
Hub Provider	Y	Hub Recipient	Y		

REFERENCES

DIAGNOSTIC PHASE

TOOL 1 - TEMPLATE FOR EXPRESSION OF NEEDS DOCUMENT

TOOL 2 - ELIGIBILITY CHECKLIST

TOOL 3 - PROVIDER INSTITUTION IDENTIFICATION FORM

TOOL 4 - MATCHMAKING CHECKLIST

TOOL 5 - TEMPLATE FOR REQUESTING DIAGNOSTIC MISSION APPROVAL

TOOL 6 - GUIDING NOTE FOR THE DIAGNOSTIC MISSION TERMS OF REFERENCE

TOOL 7 - GUIDING NOTE FOR STAKEHOLDERS ANALYSIS

TOOL 8 - TEMPLATE FOR DIAGNOSTIC REPORT

VALIDATION PHASE

TOOL 9 - GUIDING NOTE FOR THE VALIDATION MISSION TERMS OF REFERENCE

TOOL 10 - GUIDING NOTE FOR FORMULATING THE PROJECT CHANGE MATRIX

TOOL 11 - GUIDING NOTE FOR ASSESSING IN-KIND CONTRIBUTION

TOOL 12 - TEMPLATE FOR THE REVERSE LINKAGE PROJECT DOCUMENT

IMPLEMENTATION PHASE

TOOL 13 - CHECKLIST FOR FORMALIZING THE INVOLVEMENT OF PARTNERS

TOOL 14 - TEMPLATE FOR PROJECT PROGRESS REPORT

TOOL 15 - TEMPLATE FOR SUMMARIZING AND REVIEWING PROJECT EXPENSES

TOOL 16 - JOINT COORDINATION COMMITTEE STANDARD TERMS OF REFERENCE

TOOL 1 - TEMPLATE FOR EXPRESSION OF NEEDS DOCUMENT

< RETURN TO THE ACTIVITIES PRIOR TO THE DIAGNOSTIC MISSION >

Guidance

- The Expression of Needs document should be prepared by the Recipient Institution, Provider Institution, or both.
- The Expression of Needs document is intended to be presented to the Islamic Development Bank (IsDB) to consider providing financial support to a Reverse Linkage intervention.
- The Expression of Needs document should demonstrate the following:
  - The developmental challenge/problem that justifies the intervention
  - The degree of the strategic fit of the intervention, with respect to national priorities
  - The current capacities of the Recipient Institution
- The size of each part of the Expression of Needs document cannot be expanded. In you have questions about the content of the document, please contact the Reverse Linkage Section, IsDB, at reldiv@isdb.org.
- After the Expression of Needs document is prepared, it can be shared with the Reverse Linkage Section, IsDB.
- If the document is accepted, the intervention's details will be formulated through a Diagnostic Mission to the Recipient Country and then validated with all the stakeholders concerned.

Expression of Needs Document on Reverse Linkage Intervention Between <Recipient Country Name> and <Provider Country Name (if any)> in the <Field Name>

Expression of Needs Document

Basic Information	
Recipient Country	<Name of the IsDB Member Country that will receive the technology, knowledge, or expertise>
Recipient Institution	<Name of the main entity in the Recipient Country whose capacities will be enhanced through the proposed intervention>
Provider Country (optional)	<Name of the IsDB Member Country that will provide the technology, knowledge, or expertise>
Provider Institution (optional)	<Name of an entity in the Provider Country that will be the source of the technology, knowledge, or expertise under the proposed intervention>
Subject	<Name of the sector or subsector of the intervention>
Location	<Geographical location of the intervention, which could be a city, state, region, etc.>
Prepared By	<Name of entity or entities that took part in preparing the Expression of Needs document>
Preparation Date	<Date of preparing the Expression of Needs document>
Focal Person in the Recipient Institution	<Name and contact information of the reference person in the Recipient Institution>

Strategic Context

The Challenge of the Recipient Country

<Describe the range and scale of the challenge that the intervention will address, including the benchmarks against other IsDB Member Countries and/or neighboring countries.

Explain the importance of resolving this challenge from the economic and/or social perspective.

Highlight the country's position with respect to prioritizing this challenge, such as being part of the country's strategy, national development plan, or sector policy.

Highlight one or two reasons this challenge has not been resolved so far.>

Institutional Context

The Capacity Development Demands of the Recipient Institution

<State the Recipient Institution's year of establishment and reporting line.

Explain the mandate of the Recipient Institution, with respect to the previously mentioned challenge, and the community group it is serving.

State the institution's main three activities.

Highlight the current capacities, such as staffing level, knowledge, equipment, systems, etc.>

Problem Outlines	
Problem Overview	<Describe a problem that hinders the Recipient Institution from fulfilling its mandate toward addressing the country's challenge mentioned above.>
Location	<Determine the geographical location of the problem, which could be a city, state, region, etc.>
Stakeholders	<Describe the stakeholders that are directly and indirectly affected by the problem. Indicate, if possible, the number of people concerned.>
Problem Description	<Explain the current indicators of the problem, such as not being able to perform a certain activity or performing it at an unacceptable quality level. Describe how the current capacity levels of the Recipient Institution are causing the problem. Explain how the problem is affecting the community served by the Recipient Institution.>
Technical Dependencies	<Describe any ongoing project/activity that should be completed before the previously mentioned problem can be resolved.>

Information on Candidate Provider Country and Institution (Optional)
Comparative Advantages of the Provider Country <Describe how the Provider Country managed to solve the previously mentioned challenge/problem, while comparing the situation there to the Recipient Country. Highlight one or two benefits for the Provider Country when helping the Recipient Country in addressing the subject problem. Explain how the issue is reflected in the Member Country Partnership Strategy (MCPS) of the Provider Country (if any), particularly as an area of Reverse Linkage.>
Capacities and Solutions Available in the Provider Institution <Explain the mandate of the Provider Institution, the community group it is serving, and its main three activities. Describe the capacities of the Provider Institution and its key achievements. Highlight the openness of the Provider Institution to share its knowledge and technologies with others, and its work in raising the capacities of other institutions.>
Previous Engagements <Describe any previous joint project/activity between the Recipient and Provider Institutions (if any)>

Attachments

1 < The name of an important and relevant attachment >

2 < The name of an important and relevant attachment >

3 < The name of an important and relevant attachment >

TOOL 2 - ELIGIBILITY CHECKLIST

< RETURN TO THE ACTIVITIES PRIOR TO THE DIAGNOSTIC MISSION >

Objective

The Eligibility Checklist assesses the eligibility of a proposal for consideration for financing under the Reverse Linkage mechanism according to a set of criteria and indicators.

List of Criteria

Criteria and Indicators (*)	Yes	No	Comments by the Reverse Linkage Team
1. Is the proposal in line with the sector intervention of the IsDB? (**)			
2. Is the project feasible using the Reverse Linkage mechanism? (**)			
3. Is there a high geographic concentration of proposals from the Recipient Country? (***)			
4. Is there any duplication with other proposals or ongoing projects? (***)			
5. Has any potential provider been identified?			
6. Is the proposal in line with the Member Country Partnership Strategy (MCPS) for the Recipient Country?			
7. Has a Memorandum of Understanding (MoU) been signed with the potential Provider Institution/Provider Country?			
Overall Rating and Comments on Strengths and Weaknesses			

(*) Evaluate each of the criteria in term of (yes/no), and add comments to justify when necessary.

(**) A “No” answer will disqualify the proposal.

(***) A “Yes” answer will disqualify the proposal.

TOOL 3 - PROVIDER INSTITUTION IDENTIFICATION FORM

< RETURN TO THE ACTIVITIES PRIOR TO THE DIAGNOSTIC MISSION >

Guidance

- The identification of Provider Institutions for a potential Reverse Linkage project takes place after (1) receiving an Expression of Needs document and (2) preparing the Eligibility Checklist and ensuring that it gives acceptable score.
- The purpose of the identification stage is to determine up to five entities from the Islamic Development Bank (IsDB) Member Countries that are thought to be capable of helping a known Recipient Institution in addressing the problem described in its Expression of Needs document.
- The identification stage will be followed by a comprehensive exercise for preparing the Matchmaking Checklist, whereby the capacities of each candidate Provider Institution—in relation to the subject problem—and the ability of the Provider and Recipient Institutions to work together will be examined.
- The identification stage looks for candidate Provider Institutions while benefiting from the following sources of information and advice (the sequence indicates the importance of each source):
    1. List of winners of the IsDB Prizes for Science and Technology.
    2. List of Resource Centers identified during all completed mapping exercises.
    3. Member Country Partnership Strategy (MCPS) documents, particularly the Reverse Linkage pillar.
    4. Memorandums of Understanding (MoUs) with Member Countries and Providing Institutions.
    5. Suggestions by the IsDB concerned sector department.
    6. Previous Reverse Linkage projects.
- The names of the identified Provider Institutions should be captured in the table included in this document. Then, the information attributes provided in Annex 1 should be filled in for each candidate Provider Institution. Annex 1 is a reduced and simplified copy of the information questionnaire that the IsDB uses during the mapping of the Member Countries' Resource Centers.
- The Information Form should be filled in while benefiting from the website and published documents of the candidate Provider Institution. If needed, the IsDB may ask a candidate Provider Institution to fill in an Information Form, while clarifying that there is no commitment for involving it in an IsDB-financed project.
- The resulting document should be used within the IsDB only.

The Reverse Linkage Intervention between <Recipient Country Name> and <Provider Country Name> on <Subject>

Provider Institution Identification Form

Problem Information	
Recipient Country	
Recipient Institution	
Subject	
Problem Overview	

(Note: The following information is to be copied from the Expression of Needs document for easy reference.)

List of Candidate Provider Institutions			
No.	Entity Name	Country	Source of Information/Advice
1	<entity name> <website>	<country name>	
2	<entity name> <website>	<country name>	
3	<entity name> <website>	<country name>	
4	<entity name> <website>	<country name>	
5	<entity name> <website>	<country name>	

Annex 1

Information of Candidate Provider Institution

Section 1: Basic Questions on the Institution

1.1. Name of the institution

1.2. Date of establishment

1.3. Location of the institution (main address as well as branches, if any, and the web address)

1.4. Current mandate of the institution

1.5. Type of institution: government, non-governmental organization (NGO), private, etc.

Section 2: Sectors and Areas of Expertise

2.1. What sectors is the institution involved in?

Please mention the sector (e.g., agriculture, agro-based industries, medicine, Information and Communication Technology [ICT], etc.) and the subsector(s) (agriculture: crops, fishery, water resource management, livestock, forestry; agro-based industry: irrigation and drainage, agro-industry, agro-engineering; medicine: drugs and vaccine production, medical instruments, primary and rural health; ICT: computer science, software engineering, telecommunication, e-services).

2.2. Please describe the area(s) of expertise for each of the sectors the institution is involved in; for example, health could include (i) contagious diseases, (ii) maternal health, (iii) cancer screening, and so on.

2.3. Please list and describe the principal activities that the institution undertakes in relation to the area(s) of expertise. Activities can include (i) research and development (R&D), (ii) training, (iii) service delivery, (iv) consulting/advisory services, (v) technology commercialization, and (vi) any other activity the institution undertakes.

Section 3: Institutional Capacity

3.1. What's the total staff size of the institution? Please break it down as follows:

No. of staff in management: _____

No. of administrative staff (e.g., accountants, executive assistants, and other staff supporting the main functions of the institution): _____

No. of specialized staff and their areas of expertise (e.g., technical experts, researchers, scientists, etc.): _____

3.2. Please specify the physical facilities owned/operated by the institution. Physical facilities could include (i) R&D facilities, (ii) training facilities, (iii) laboratories, and so on.

3.3. Please describe the source of funding of the institution (e.g., self-funding through income generation, government, local private institutions, international private institutions, or development agencies).

Section 4: Institutional Achievements

4.1. Please describe achievements and possible solutions of the institution related to the problem of the subject Reverse Linkage intervention.

4.2 Please quantify the principal activities conducted over the past 10 years (total):

R&D (no. of research activities, avg. no. of citations per article, no. of patents): _____

Training (no. of trainees, no. of institutions trained): _____

Consultancy (no. of consultancies conducted, no. of experts deployed): _____

Service delivery (no. of beneficiaries reached): _____

Technology commercialization (no. of patents, no. of commercialized products): _____

4.3 Please list certificates (i.e., quality certification, etc.) and awards the institution has earned regarding its performance and quality standards.

< RETURN TO THE ACTIVITIES PRIOR TO THE DIAGNOSTIC MISSION >

Section 5: International Cooperation

5.1 List the countries in which the institution has activities.

5.2 Describe the scope of the engagement in other countries.

5.3 Describe the projects/programs that are being implemented in cooperation with international partners.

TOOL 4 - MATCHMAKING CHECKLIST

< RETURN TO THE ACTIVITIES PRIOR TO THE DIAGNOSTIC MISSION >

Guidance

1. Matchmaking, in the context of a Reverse Linkage intervention, is the process undertaken by the Islamic Development Bank (IsDB) aiming at bringing together two institutions from two Member Countries to work jointly to address a specific development challenge. The term "match" here refers to the fact that these two institutions have resources and capabilities that can be combined to address that development challenge.

2. Accordingly, the rationale to prepare a comprehensive Matchmaking Checklist stems from two facts: (a) under a Reverse Linkage intervention, matchmaking is the prime responsibility of the IsDB, whose role is mainly as the intervention's catalyst; and (b) without an effective match, the success of the Reverse Linkage intervention itself is doubtful.

3. In this context, this Matchmaking Checklist should be prepared by the Reverse Linkage unit. It captures the results of a due diligence process that was undertaken by this unit, and it is intended to be used within the IsDB only.

4. The specific purpose of the Matchmaking Checklist is to answer the following two questions:

   - Is there sufficient confidence in the ability of a certain Recipient Institution and Provider Institution to work hand in hand under a Reverse Linkage intervention for solving the developmental challenge under question?
   - If the sufficient confidence exists, what points of relatively weak matching should the intervention's design and implementation arrangements account for?

5. To answer these two questions, note that a Reverse Linkage intervention entails **the flow of three elements:**

   - Knowledge: Mainly tacit knowledge embedded in the minds of people
   - Technology: Embodied in the equipment, systems, and goods
   - Resources: Sourced from both the Recipient and Provider Countries

6. There might be **factors** with the following **effects** on the flow of these elements:

   - Absence: Some element does not exist or cannot be moved from one side to another.
   - Slowness: An element can be moved from one side to another but at a slow pace.
   - Discontinuity: An element can be moved, but the flow will dry up after a while.
   - Uselessness: The element's flow does not lead to the desired results.

7. The **factors** themselves may reside in one of the following **spheres:**

   - Recipient Institution
   - Provider Institution
   - Recipient Country
   - Provider Country

8. In light of the preceding information, the Matchmaking Checklist looks at the matching/mismatching points pertaining to knowledge, technology, and resources; discovers which points may affect in one way or another the ability of the two institutions to work together; and examines the situation in the Recipient and Provider Institutions as well as the Recipient and Provider Countries.

Reverse Linkage Intervention between <Recipient Country Name> and <Provider Country Name> on <Subject>

The Matchmaking Checklist

Sources of Information

- This Matchmaking Checklist benefited from the problem definition of <the Recipient Institution name>, which is described in the Expression of Needs Document dated <date>.
- The Matchmaking Checklist also benefited from the following sources of information:
  - <the list of documents/reports/websites that have been used as source of data and information>
- Furthermore, to confirm/validate the collected data, inputs from the following individuals were obtained:
  - <list of subject matter experts from outside the IsDB>
  - <list of staff concerned from inside the Bank>

List of Criteria

- The following Matchmaking Checklist is divided into Strategic Fit Elements, Knowledge Elements, Technology Elements, and Money Elements. Each element is given a rate—High, Medium, or Low—along with a brief explanation for that rate.

No.	Checklist Elements	Rate (High/ Medium/ Low)	Explanation
1	**Strategic Importance Elements**		
1.1	**Strategic Importance of the Intervention's Subject to the Provider Institution** The strategic importance is high if the intervention's sector/theme strongly fits within the mandate of the Provider Institution, as articulated in its charter, vision, latest strategy, etc.		
1.2	**Similarity of the Value Chain of the Recipient and Provider Institutions** The similarity of the value chain of the two institutions is high if: - The two value chains cover similar activities. - The activities produce outputs of comparable size.		

No.	Checklist Elements	Rate (High/ Medium/ Low)	Explanation
	For an example of different value chains of organizations working in the same sector, consider two e-education institutions in which one develops the e-content and gives the content to specialized IT firms to handle the publishing on the Internet, while the other entity has its own IT department.		
1.3	**Importance of Technology and Knowledge Transfer under the Potential Reverse Linkage Intervention for the Provider Institution** The Provider Institution will give high priority to the technology and knowledge transfer under the potential Reverse Linkage intervention if there are clear and strong motives behind it, such as either short-term or long-term economic, technical, or political wins.		
1.4	**Reliability of the Provider Institution** In the context of matchmaking, trust refers to the belief that the Provider Institution will not underperform during the intervention implementation and will not use the intervention for a purpose that is not known at the intervention start-up. The level of trust in the Provider Institution is high if: - It has been reliable in undertaking similar interventions in the past. - Is has no reason for being unreliable in the future, meaning it has no hidden agenda.		
1.5	**Stability of the Provider Institution** The stability of the Provider Institution is high if there is no known plan for: - Merging with another organization - Setting up a completely new organizational structure - Changing the senior- and/or middle level management		

No.	Checklist Elements	Rate (High/ Medium/ Low)	Explanation
1.6	**Stability of the Recipient Institution** In the context of matchmaking, the stability of an institution is checked to the extent it may affect the decisions and commitment to be made during the intervention formulation (i.e., the diagnostic and validation mission). The stability of the Recipient Institution is high if there is no known plan for: - Merging with another organization - Setting up a completely new organizational structure - Changing the senior- and/or middle-level management		
2	**Knowledge Elements**		
2.1	**Relevance of People's Knowledge** The relevance level of the staff knowledge of the Provider Institution is high if: - The knowledge is necessary for solving the problem of the Recipient Institution. - The knowledge is sufficient to realize the level and speed of capacity transformation that the Recipient Institution aspires to.		
2.2	**Availability of Experts in the Provider Institution** The availability of experts is high if the number of specialized staff, whose time can be devoted to the Reverse Linkage intervention, is sufficient for undertaking the range of tasks expected by the Recipient Institution. Note that the Provider Institution may have the relevant knowledge, but the number of specialized staff may not match the aspiration of the Recipient Institution. For example, the Provider Institution might be expected to train 300 people, although it has only 20 specialized staff.		

No.	Checklist Elements	Rate (High/ Medium/ Low)	Explanation
2.3	**Compatibility of the Accreditation Systems of Academic Qualifications** This compatibility is high if the academic qualifications given by one country (i.e., the Provider) are accepted in the other country (i.e., the Recipient). The issue of the accreditation regulations usually arises when the Reverse Linkage intervention includes a degree-granting education program, or the intervention is in the health sector in general.		
2.4	**Ease of People Mobility** The staff of the Provider Institution can easily travel to the Recipient Country if: - There is no major security issue in the intervention's location. - There is no known reason for the Recipient Country to fail to issue or to delay entry visas to the staff of the Provider Institution.		
2.5	**Similarity of the Organizational Culture of the Recipient and Provider Institutions** The culture is the common belief of a group of people of what is right or wrong and, consequently, their common way of doing things. The similarity of the organizational culture of the two institutions is high if: - They have similar ways of making and implementing decisions. - They have similar views on generic business issues such as quality, responsiveness, customer services, community service, publicity, and so on. - They are of similar size. - The staff of the two organizations can speak at least one common language.		

No.	Checklist Elements	Rate (High/ Medium/ Low)	Explanation
2.6	**Smoothness of Cultural Integration** The culture integration is the condition by which people belonging to different cultures can work smoothly with each other. Culture integration can be done smoothly if: - The culture difference is not significant. - The intervention will be implemented in a small number of business units in the two organizations. - The intervention will involve a reasonable number of people from the two organizations. - The direct interaction between the people from the two organizations will be for a short time.		
3	**Technology Elements**		
3.1	**Technology Relevance** In the context of Reverse Linkage intervention, the technology is embodied in the equipment, systems, and goods that are available in the Provider Institution. The technology relevance is high if: - It is necessary for solving the problem of the Recipient Institution. - It is sufficient for realizing the level and speed of capacity transformation that the Recipient Institution aspires to. Note that the Matchmaking Checklist does not cover the equipment, systems, or goods that will be procured when actually launching the intervention.		

No.	Checklist Elements	Rate (High/ Medium/ Low)	Explanation
3.2	**Technology Compatibility** The technology available in the Provider Institution is considered to be compatible with the technology used by the Recipient Institution if they can easily work together. Examples of technology incompatibility are an improved crop variety that works only in certain environments, two communication systems that follow different standards, and two computers that run different operations systems.		
3.3	**Technology Potential and Adaptability** Technology potential and adaptability are about the probability of using the technology long into the future. For example, the Provider Institution might be relying heavily on a home-grown IT system, while the trend is to use a ready-made standard IT systems. The potential of such a system is low.		
3.4	**Difference in the Technological Capacity between the Provider and Recipient Institutions** If there is a considerable difference in the technological capacity of the two institutions, it is an indication that the Reverse Linkage intervention will yield a high gain for the Recipient Institution. On the other hand, if the difference in the technological capacity is huge, the potential Reverse Linkage intervention might be beyond the absorbing capacity of the Recipient Institution.		
3.5	**Ease of Technology Export** The technology can easily be transferred from the Provider Country if there are no national protectionism rules that forbid exporting certain technology (e.g., some countries do not allow exporting local varieties of certain crops).		

No.	Checklist Elements	Rate (High/ Medium/ Low)	Explanation
3.6	**Ease of Technology Import** The technology can easily be exported if: - There are no international embargo rules that forbid importing certain technologies by the Recipient Country. - There are no national rules that forbid importing certain technologies for reasons related to promoting local technologies, environmental protection, security, and so on.		
4	**Resources Elements**		
4.1	**Ease of Committing the Financial Contribution by the Providing Institution** The commitment of the Provider Institution can easily be made if: - The financial resources are available. - The decision to allocate these financial resources to a certain intervention is within the authority of the organization without requiring the approval of an external entity. - The institution can make multiyear financial commitments (e.g., some organizations cannot make financial commitments beyond a single fiscal year).		
4.2	**Ease of Resources Transfer by the Provider Institution** The money can easily be transferred from the Providing Institution if - The Provider Country is well connected to the international money transfer systems (e.g., some countries are not connected to the Swift system). - The Provider Institution has its own bank accounts and the ability to open a new one.		

No.	Checklist Elements	Rate (High/ Medium/ Low)	Explanation
4.3	**Ease of Committing the Financial Contribution by the Recipient Institution** The commitment of the Recipient Institution can easily be made if: - The financial resources are available. - The decision to allocate these financial resources to a certain intervention is within the authority of the institution without requiring the approval of an external entity. - The institution can make multiyear financial commitments (e.g., some organizations cannot make financial commitment beyond a single fiscal year).		
4.4	**Ease of Accepting Resources by the Recipient Institution** The money can easily be accepted and used by the Recipient Institution if: - No approval is required by another entity for receiving foreign financial aid (e.g., in some countries, a grant agreement requires the ratification of a central entity, such as the parliament or the ministry of international cooperation). - The Recipient Institution has its own bank accounts and the ability to open a new one. - The Recipient Country is well connected to the international money transfer systems (e.g., some countries are not connected to the Swift system).		
4.5	**Flexibility of the Recipient and Provider Institutions regarding the Intervention Items Coverage** This flexibility is high if: - The internal rules of the Recipient Institution do not put restrictions on the intervention items it covers (e.g., equipment, civil work, staff expenses, etc.). - The internal rules of the Provider Institution do not put restrictions on the intervention items it will cover.		

No.	Checklist Elements	Rate (High/ Medium/ Low)	Explanation
4.6	**Sharing the Expenses of the Intervention Formulation** The ability to share the expenses of the intervention formulation is high if: - The Recipient Institution can cover the cost of transportation and domestic flights. - The Provider Institution can cover the honoraria of its staff during the diagnostic and validation missions.		

The Overall Results and Recommendations

- Sum = H * 3 + M * 2 + L * 1, where

  H: number of elements with a High rating

  M: number of elements with a Medium rating

  L: number of elements with a Low rating

  Sum = _____

  Overall Rating is:

  High: if the Sum is between 72 and 58 (80% ~ 100%)

  Medium: if the Sum is between 57 and 47 (65% ~ 79%)

  Low: if the Sum is below or equal 46 (<= 64%)

- Accordingly, the Overall Rating is < --------- >.

  (The answer to the above question should be "Yes" if the Overall Rating is High or Medium, meaning above 47/72 or 65%.)

Is there sufficient confidence in the ability of <the name of Recipient Institution> and <the name of Provider Institution > to work hand in hand under a Reverse Linkage intervention for solving the former's problem?	Yes/No

Recommendations

Points for Further Checking during the Diagnostic Mission

<list the elements of the Matchmaking Checklist that need more information gathering during the Diagnostic Mission>

<indicate the options that can be discussed during the Diagnostic Mission to deal with the elements of weak matching>

Points for Consideration during the Intervention Design

<list the elements of the Matchmaking Checklist with Low rating, along with specific suggestions to be considered in the intervention design

Examples of such suggestions include the following:

- Establish an alliance in the Provider Country, coordinated by the Provider Institution to handle the requirements of the Recipient Institution.
- Split the intervention into phases, with each phase of manageable size.
- Allocate money within the intervention budget to deal with the technology incompatibility issues (if such incompatibility is not a showstopper for the intervention).
- Set the Intervention Working Guidelines, which determine how the people involved in the intervention will deal with other escalated issues in a timely manner, etc.>

Notes to the Preparer of the Matchmaking Checklist

- The effective matching between the Recipient and Provider Institutions is a critical success factor of the Reverse Linkage intervention. Accordingly, one should invest time and effort up front to ensure that the financial investment planned for the intervention will generate value.
- Apart from the Recipient and Provider Institutions, the inputs from independent sources are crucial to create an accurate Matchmaking Checklist.
- The Checklist does not compare several candidate Provider Institutions. In such cases, separate Checklists should be prepared for each institution.
- The Checklist assumes that there is a genuine problem that justifies the Reverse Linkage intervention to start with, and the IsDB has the definition of that problem. Therefore, the Checklist does not question the eligibility to receive funding via the Reverse Linkage intervention.
- If many elements of the Checklist should be checked during the Diagnostic Mission, another copy of the Checklist should be prepared after the Mission to reassess the level of matching and, in turn, the confidence in the feasibility of the intervention.
- If the Checklist shows Low matching between the recipient and provider institution, the IsDB will highlight, especially to the Recipient Country, the risk associated with the subject intervention and suggest alternative solutions. Then, per the Reverse Linkage Policy, the IsDB will consider the decision made by the Recipient Country.

TOOL 5 - TEMPLATE FOR REQUESTING DIAGNOSTIC MISSION APPROVAL

< RETURN TO THE ACTIVITIES PRIOR TO THE DIAGNOSTIC MISSION >

Memorandum

No. : _____ **Date :** _____

To : <the title of the relevant Member of IsDB Management according to the Delegation of Authorities>

From : <the title of the head of department/division/section submitting the approval request>

Subject: Request for Approval of Diagnostic Mission for the Reverse Linkage intervention between <Recipient Country> (Recipient) and <Provider Country> (Provider) in <field name>

---

1. This memorandum is submitted to seek Your Excellency's approval on the Diagnostic Mission of the potential Reverse Linkage intervention between <Recipient Country> and <Provider Country> in <field name>.

2. <Entity name, country name> submitted on <date> the attached Expression of Needs document to address the challenge of <description of a major challenge>.

3. The proposed intervention will contribute to addressing this challenge through raising the capacities of <Recipient Institution> whose mandate is <the Reception Institution's mandate>.

4. The <Provider Institution>, which is a Resource Center in <field name>, has been proposed as the provider of expertise under the proposed intervention.

5. It is worth noting that the Member Country Partnership Strategy (MCPS) of <Recipient Country> determines <field name> as one of the Islamic Development Bank's (IsDB) areas of intervention. Furthermore, during the mapping of Resource Centers/MCPS exercise/Memorandum of Understanding (MoU) signed with <Provider Country>, it was agreed to capitalize on the country's capacities in <field name> to give support to other IsDB Group Member Countries and to collaborate for that purpose with the <South-South Cooperation Agency> as its national coordinator.

6. The proposed intervention will use a triangular approach, whereby <Provider Country> will be the country providing the expertise through <Provider Institution>, financing will come through <name of South-South Cooperation Agency>, and <Recipient Institution> will be the recipient of this expertise. The IsDB will facilitate the cooperation among the two countries and cofinance the project.

7. The IsDB's concerned department reviewed the Expression of Needs document and found it to be eligible for consideration by the IsDB through the Reverse Linkage mechanism.

8. Upon clearance by management, the IsDB will initiate a Peer-to-Peer process to explore the possibility of formulating a Reverse Linkage project.

9. This memorandum is submitted for Your Excellency's consideration and approval.

Profound Regards.

7. The IsDB's concerned department reviewed the Expression of Needs document and found it to be eligible for consideration by the IsDB through the Reverse Linkage mechanism.

8. Upon clearance by management, the IsDB will initiate a Peer-to-Peer process to explore the possibility of formulating a Reverse Linkage project.

9. This memorandum is submitted for Your Excellency's consideration and approval.

Profound Regards.

Attachment

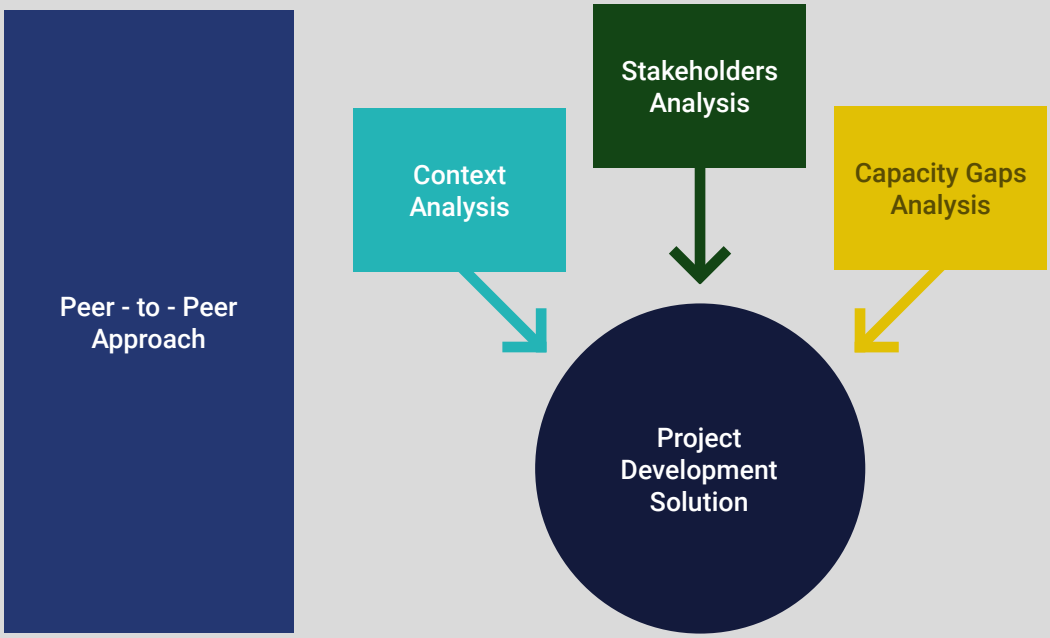
- Letter from <Recipient Country> dated <date>
- Expression of Needs document
- CVs of experts.

Objectives

1. The objectives of the Diagnostic Mission are to (a) deepen the understanding of the Reverse Linkage approach for all the stakeholders and (b) undertake a thorough capacity needs assessment of the gaps at the human, organizational, and enabling environment levels of the target institution (Recipient Country). Accordingly, the experts from the Provider Institution in collaboration with their peers from the Recipient Institution will propose solutions/activities to address the capacity gaps. This mission is concluded by signing a Mission Summary Report.

2. The Diagnostic Mission, which will last an average of 5 to 10 working days depending on the project, is of utmost importance for the development of a high-quality and relevant solution. It is the foundation of the Reverse Linkage intervention on which all other activities depend. Figure 1 depicts the framework of the Diagnostic Mission.

Figure 1: Framework of the Diagnostic Mission



3. The terms of reference information for the Diagnostic Mission is part of the intimation letter sent by the IsDB to the Resource Center/Expert Institution of the Provider Country prior to the Diagnostic Mission. During this mission, the Bank will cover the expenses including but not limited to (a) round trip economy-class air tickets and (b) per diem for accommodations. The Recipient Country will ensure the logistical support (local transportation, site visits, etc.), while the Provider Institution will ensure the payment of the honoraria for its experts.

4. The experts (Provider Country) are responsible for obtaining all necessary travel documents, including visas required to enter the Recipient Country. The IsDB does not bear any specific responsibility to procure these documents but may, in suitable circumstances, provide supporting documents to facilitate these matters. The Recipient Country is also expected to facilitate the entry of experts from its ports of entry through invitation letters, and so on. For settlement purposes, the experts (Provider Country) are required to keep all their original receipts (from flight tickets, accommodations, transportation, etc.), which need to be submitted to the Bank by the end of the Diagnostic Mission.

5. To develop the Reverse Linkage (Reverse Linkage) intervention, the tasks described hereafter will be undertaken during the Diagnostic Mission.

Role of IsDB

6. During the Diagnostic Mission, the Bank's representatives in coordination with the Mission team members, undertake the following:

   - Explaining the purpose of the Mission to all stakeholders, including the official and technical authorities of the Recipient Country
   - Reviewing the program of meetings and field visits
   - Presenting the concept of the Reverse Linkage phases in detail, along with the roles and responsibilities of all stakeholders
   - Facilitating the agreement on a general framework of cooperation and building mutual trust between the Recipient and Provider Institutions where each party of the Reverse Linkage Project is aware of its roles and responsibilities and shows signs of commitment that will be confirmed during the validation stage
   - Coordinating the communication among the experts of the Recipient and Provider Institutions to ensure that all the data and information required to make a thorough Capacity Gaps Analysis is obtained during the Diagnostic Mission
   - Leading the preparation of the Mission Summary Report, which sets critical milestones for project formulation

Role of the Provider Institution

7. The following tasks will be undertaken by the experts of the Provider Institution with support from the Bank's representatives and their peers from the Recipient Institutions. Note that these tasks should be carried out through a Peer-to-Peer approach. [1]

Conducting Context Analysis

   - Initiating the technical discussions with the representatives of the stakeholders
   - Collecting information on the context, including the sector and related national policies and strategies
   - Assessing the situation in the Recipient Country with a focus on the specific theme/ problem that has been identified in the request

---

[1] *A consultation process by which peers work together to help support the diagnosis and analysis of the targeted subject through reflective exchanges and practice*

Conducting Stakeholders Analysis

- Collecting and analyzing information on the various stakeholders that may be directly or indirectly involved or influence the project's outputs, scope, and/or resources in both the Recipient and Provider Countries
- Understanding the priorities, requirements, levels of influence and interest of those stakeholders with respect to the project.
- Transforming the above understanding into an initial course of action aimed at increasing the chance of success of the potential intervention

Conducting Capacity Gaps Analysis

- Collecting information on the mandates and activities of the Recipient Institution
- Collecting information on the sector and subsector target of the project intervention
- Collecting information using various sources (e.g., reports, websites, interviews, questionnaires) on the following:
  - Institutional capacity, including organization structure and processes
  - Human resources in term of capacity, profile, and so on
  - Technological and equipment status
- Comparing the existing capacities with the mandates of the Recipient Institution and discussing the main gaps
- Presenting and discussing the specific capacity development needs of the Recipient Institution(s) at the human, organizational, and enabling environment levels

Presenting a Potential Developmental Solution

- Based on the results of the Diagnostic Mission, the experts (provider country), in coordination with the institution (Recipient Country) and Bank's representatives, will identify and propose customized solutions to effectively transfer the experts' (Provider Country) knowledge and expertise to the institution (Recipient Country). These solutions are based on the experts' (Provider Country) strength and experience and will be in line with the initial contextual analysis and the assessment of the capacity gaps of the Recipient Intuition. if possible, the identified solutions may be categorized at this stage into two or three proposed key intervention pillars (along with their subpillars).

8. Note that in developing the solutions, the experts (Provider Country), in collaboration with the Bank's representatives and their local counterpart, will familiarize themselves with the IsDB Reverse Linkage Project document template and Reverse Linkage concept package that the Bank will share during the Diagnostic Mission.

Role of Institution (Recipient Country)

9. During the Diagnostic Mission, the institution (Recipient Country) will be responsible for the following:

   - Organizing all the meetings and field visits for the Diagnostic Mission
   - Actively engaging in the diagnostic assessment and assisting in the development of the action plan
   - Providing relevant documentation (sector information, data, etc.)
   - Contributing with the stakeholders to the analyses and diagnostics to be carried out during the Mission
   - Providing logistical support
   - Taking high-quality photos throughout the Mission to be used later in the communication materials (project flyer, IsDB communications, etc.)

Output/Deliverables

10. The main deliverable of the Diagnostic Mission is the Mission Summary Report, which will include, inter alia, the following:

    - Preliminary assessment of the situation
    - Activities that were undertaken during the Diagnostic Mission, including the information and date collected
    - Outline of the next steps and responsibilities for each stakeholder of the project in the Mission Summary Report
    - Milestones (schedule) for the development of the project and follow-up actions expected from the Provider and Recipient Institutions

11. Note that the Resource Center (Provider Country), in coordination with the stakeholders, is expected to develop a full diagnostic report after the Diagnostic Mission. This report, which will complete the Context Analysis initiated during the Diagnostic Mission, will include, among other things, (a) the sector overview and Context Analysis, (b) capacity assessment, (c) pillars and activities, (d) output indicators, (e) cost estimates, (f) financing plan, and (g) schedule of implementation. The draft diagnostic report is detailed in “Tool 7: Template for Diagnostic Report.” In some specific projects, the Resource Center (Provider Country) is required to develop a feasibility study for the project.

TOOL 7 - GUIDING NOTE FOR STAKEHOLDERS ANALYSIS

< RETURN TO THE ACTIVITIES OF POST-DIAGNOSTIC MISSION >

The Purpose of Stakeholders Analysis

In the context of a Reverse Linkage project, the purpose of Stakeholders Analysis is to (a) identify the entities that are concerned with the project's inputs, outputs, scope, and/or resources in both the Recipient and Provider Countries; (b) understand the requirements and level of influence of those stakeholders; and (c) translate such understanding into a course of action aimed at increasing the project's chance of success.

The Stakeholders Analysis entails the following five steps:

1. Identifying project stakeholders
2. Preparing the Stakeholders Matrix
3. Preparing the Stakeholders Mapping Diagram
4. Interpreting the Stakeholders Mapping Diagram
5. Considering the stakeholders migration

The following sections of this guiding note give more details on these steps.

Identifying Project Stakeholders

An entity in the Provider or Recipient Country can be considered a project stakeholder if it meets one or more of the following criteria:

- Benefits from the project outputs economically, technically, or politically
- Implements one or more components of the project
- Provides financial, human, physical, or technological inputs and resources to the project
- Has procedural authority for permitting, stopping, or clearing the outputs of the project

Preparing the Stakeholders Matrix

After the list of stakeholders is identified, each one should be described using the following characteristics:

- Stakeholder Name: The official entity name and its acronym.
- Country Name: The name of the country in which the respective entity is based.
- Requirements: The entity's main requirements (up to three) that intersect with the project's objective.
- Interest: The level of the entity's interest in the project implementation, which could be High, Medium, or Low. An entity may have important requirements, but it may think that those requirements can be met by other means.
- Role: What the entity can do with respect to the project implementation.

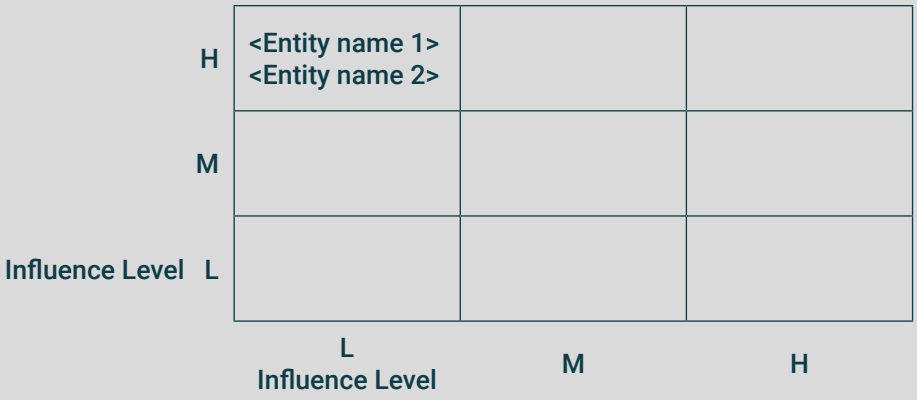
- Influence: The level of the entity's possible influence on the project implementation, which could be High, Medium, or Low.

The stakeholders' characteristics should be captured in the following Stakeholder Matrix table, which is developed gradually during the diagnostic and validation phases. Then, the Stakeholder Matrix should be attached to the Reverse Linkage Project document.

Stakeholder Name	Country	Requirements	Interest	Role	Influence	Sector
		<up to three bullet points>	<H, M, or L>	<up to three bullet points	<H, M, or L>	<Public, Private, or NGO>

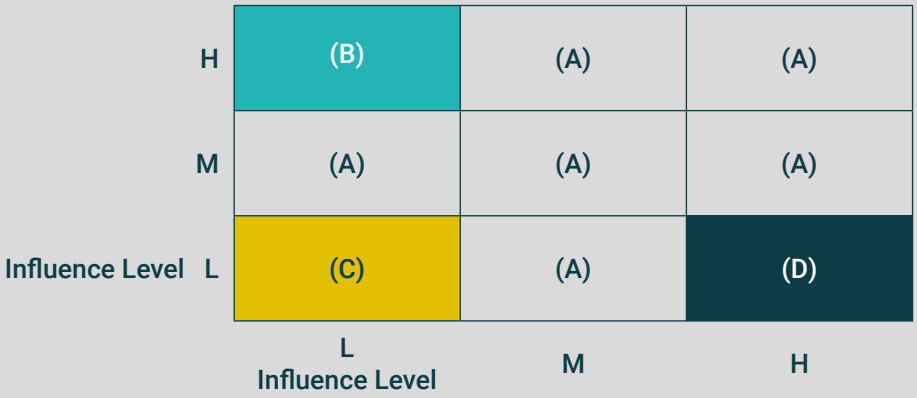
Preparing the Stakeholders Mapping Diagram

The Stakeholders Matrix should be complemented by the following Stakeholders Mapping Diagram, while ensuring consistency in terms of the stakeholders list and their classifications. The matrix also should be attached to the Reverse Linkage Project document.



Interpreting the Stakeholders Mapping Diagram

Understanding the stakeholders' requirements, interest level, role, and influence level should determine the project design. Specifically, the preceding Stakeholders Mapping Diagram should help to answer the following question: "Should the project cover the requirements of Stakeholder-N or not?". To this effect, the stakeholders' requirements can be generally classified into four groups as follows:



Stakeholder Group	Recommended Action
(A)	Consider most common requirements and undertake change management efforts to develop a constant and high interest in the project.
(B) Interest (H), Influence (L)	Consider only the entity's crucial requirements.
(C) Interest (L), Influence (L)	Avoid putting effort into meeting the entity's requirements.
(D) Interest (L), Influence (H)	Undertake an advocacy effort to ensure a positive influence.

Considering the Stakeholders Migration

During the project implementation, the interest and/or influence level of a stakeholder may change for many reasons, including the appointment of new managers or merging with other entities. This will result in the migration of that stakeholder from one category to another. Therefore, it is recommended to validate the stakeholders mapping in the middle of the project.

<Providing Institution Name>

DIAGNOSTIC REPORT

Reverse linkage project between <recipient country> and <provider country> on <project subject>

<Date>

Contents

Annexes

1. Map of <Recipient Country>
2. Detailed Costing Financing Plan
3. List of Equipment and Specifications
4. Implementation Timeline

[Indicative samples of the annexes are attached. Additional annexes can be added at discretion of the providing institution]

ABBREVIATIONS and ACRONYMS

I. INTRODUCTION

<General background information on how this Reverse Linkage project came into being, the date of mounting the diagnostic, and who participated in it>

II. THE PROJECT CONTEXT

Sector Background

<A description of the related sector in the Recipient Country. This includes the governing institutions, the names and dates of main policies/strategies, the key orientation and targets in light of these policies/strategies, the performance indicators of the sector during the past five years or so, and the main strengths and weaknesses of the sectors.>

III. THE CHALLENGE

Recipient Institution Overview

<This section describes the challenge that justifies the whole project. It starts with overall information on the mandate, reporting line, key activities, and human resources of the Recipient Institution. This section should also explain the key stakeholders of the Recipient Institution, including the entities approving its budget and plans, entities providing technical inputs, entities that take part in its activities, and entities/groups served.>

Human Resources

<For each key activity of the Recipient Institution, this section should give information on the current human resources, including number of staff, specialties, and level of experience. The report should highlight whether the current capacities are sufficient or not and which capacities are missing.>

Equipment and Facilities

<For each key activity of the Recipient Institution, this section should give information on the current equipment and facilities, including number, age, status, and so on. The report should highlight if the current capacities are sufficient or not and which capacities are missing.>

Procedures and Systems

<This section should give information on the current plan, strategies, procedures, and information systems of the Recipient Institution. The report should highlight which elements are missing or require improvement.>

Overall Capacity Profile

The following table summarizes the strengths and weakness of <Recipient Institution> with respect to its ability to handle it mandates.

Table 1: Recipient Institution Weaknesses and Strengths

Weaknesses	Strengths
•	•
•	•
•	•

IV. THE SUPPLY

<Information on the Provider Institution, including year of establishment, mandate, key activities, number of specialized staff and their main specialties, description of available developmental solution and the evidence of its success, previous work in the Recipient

Country, previous work in other countries, and available training facilities>

V. THE PROJECT SCOPE

Project Objective

<The primary objective of the project is to be achieved through the engagement of two to three technical pillars. The pillars should be fully aligned with both the challenges of the Recipient Institution and the strengths of the Provider Institution. The number and names of project pillars should be consistent across the whole project document and annexes.>

The overall goal of the project is to contribute to the efforts of the government of <Recipient Country name> in <brief on the project's challenge>.

More specifically, the project's objective is to develop the capacities of <Recipient Institution name> in the areas of (1) <activity name>, (2) <activity name>, and (3) <activity name>.

The project's scope does not cover the following topics: <activity name>, <activity name>, and <activity name>.

Approach

<Description of the roles of each stakeholder in terms of technical and financial contributions>

To achieve the project's objectives, a Reverse Linkage approach with the following scheme is adopted:

- **Provider:** <name and role of Provider Institution>
- **Recipient:** <name and role of Recipient Institution>
- **Partners:** <names and roles of partners>
- **IsDB:** <brief on the IsDB's role>

<A brief description of the approach that will be followed by the project to address its underlying challenge>

Project Outcome

<A description of the main outcome of the project>

Project Output

<A description of the main outcome of the project>

- **Output 1:** <overall output of Pillar 1>
- **Output 2:** <overall output of Pillar 2>

Output 3: <overall output of Pillar 3>

Project Key Indicators

<Set of quantitative and qualitative indicators for the project's outputs and outcome>

For Output 1:

- <Indicator 1>
- <Indicator 2>
- <Indicator 3>

For Output 2:

- <Indicator 1>
- <Indicator 2>
- <Indicator 3>

For Output 3:

- <Indicator 1>
- <Indicator 2>
- <Indicator 3>

Project Scope and Activities

<Description of the activities to be undertaken under each pillar/component>

An action plan was created for the project based around the following pillars:

1. <Pillar 1 name>
2. <Pillar 2 name>
3. <Pillar 3 name>

- **Pillar 1:** <Pillar name>

<Description of the activities to be undertaken under pillar 1>

- **Pillar 2:** <Pillar name>

  <Description of the activities to be undertaken under pillar 1>

- **Pillar 3:** <Pillar name>

  <Description of the activities to be undertaken under pillar 1>

- **Pillar 4: Project Monitoring and Evaluation**

  <Project Monitoring and Evaluation is a compulsory component in all Reverse Linkage projects. Under this pillar, there should be a description of the arrangement for monitoring and evaluation pillar per the discussion and agreement of the various stakeholders during the diagnostic and validation missions.>

Change Matrix

The Change Matrix table highlights the current situation before the proposed intervention and the targeted situation that the project aims to achieve.

Table 2: Change Matrix

Pillars	Before (Reference Situation)	After (Target Situation)

Cost and Financing Plan

The estimated in cash cost of the project is <US$ XXX> to be financed through grants and <US$ XXX> through <other financial products, if any> as shown in the following table (detailed costs attached in the Annex).

Table 3: Cost and Financing Plan

No.	Component	IsDB	Provider	Recipient	Other Co-Financier (if any)	Total	%
1							
2							
3							
4	Project Monitoring and Evaluation						
5	Contingencies						
	Total						**100%**

VI. THE DONORS

<Key information about each project donor, including the year of establishment, priority areas, agreements signed with the IsDB, and previous engagement with the IsDB and the Recipient Country>

<Donor 1 Name>

<Donor 2 Name>

VII. THE IMPLEMENTATION ARRANGEMENTS

Implementation Schedule

The project will be implemented over a period of <X years> starting from the date of approval. The detailed implementation schedule under the project is attached in the Annex.

Procurement and Disbursement

<Description of the arrangement for procurement and disbursement per the discussion and agreement of the various stakeholders during the diagnostic and validation missions>

Sustainability

<Description of the sustainability measures such as retaining the trained staff and maintaining the facilities and equipment>

VIII. THE WIN-WIN ARRANGEMENTS

<This section describes the gains that the stakeholder will get through the transfer of knowledge, expertise, technology, and resources.>

Recipient Institution

<Description of the recipient's gains, such as acquiring a new development solution that would help in fulfilling its mandate as well as enhancing its knowledge and expertise>

Providing Institution

<Description of the provider's gains, such as making its solutions more adaptable and getting additional international experience and exposure, which can lead to further opportunities in cooperation, trade, and investment>

IsDB

<Description of the IsDB's gains, such as efficient/effective implementation of a specific strategic thrust or policy>

IX. THE RISKS

The Risk Matrix table summarizes the risks that could impact the project implementation and the measures taken to mitigate them:

Table 4: Risk Matrix

Risk	Likelihood	Description/Impact	Mitigation Strategy

TOOL 8 - TEMPLATE FOR IMPLEMENTATION SCHEDULE

< RETURN TO THE ACTIVITIES OF POST-DIAGNOSTIC MISSION >

Activities	Location	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1.																	
1.1																	
1.2																	
2.																	
2.1																	
2.2																	
3.																	
3.1																	
3.2																	
4.																	
4.1																	
4.2																	
5.																	
5.1																	
5.2																	
6. Project Management																	
6.1 Project Management																	
Provider institution project coordination																	
Recipient Institution project coordination																	
Conducting project steering committee meetings																	
Developing communication materials for the project																	
Conducting final knowledge sharing workshop																	

Diagram above for indiciative purposes only.

TOOL 8 - TEMPLATE FOR REVERSE LINKAGE PROJECT BUDGET

< RETURN TO THE ACTIVITIES OF POST-DIAGNOSTIC MISSION >

The Reverse Linkage Project Name

Project Cost and Financing Plan (Detailed)

Item	Sub-item	Number of Persons / Units	Duration		Unit Price (US$)	Price (US$)	Comments	Partner 1	Partner 2	Partner 3	IsDB
I.											
1.1											
	Sub-Total (1.1)					0$		0$		0$	0$
1.2											
	Sub-Total (1.1)					0$		0$		0$	0$
	Sub total Pillar 1					0$		0$		0$	0$
2. Project Management											
2.1 Project Management											
	Provider instiution project coordination										
	Recipient Institution project coordination										
	Developing communication materials for the project										
	Air ticket										
	Accomodation										
	Perdiem										
	Logistics										
	Sub-Total Pillar 2										
Sub Grand Total											
Contingency	Contingency (N%)										
					Total	0$		0$	0$	0$	0$
						0$		0$	0$	0$	0$

Diagram above for indiciative purposes only.

TOOL 9 - GUIDING NOTE FOR THE VALIDATION MISSION TERMS OF REFERENCE

< RETURN TO THE ACTIVITIES PRIOR TO THE VALIDATION MISSION >

General Background

1. The objectives of the validation mission are to validate the contents of the diagnostic report and firm up the project design and financing plan, including the (a) Change Matrix, (b) project monitoring mechanism, (c) financial commitment of each partner, and (d) time frame within which these commitments will be confirmed. This mission is concluded by signing a Mission Summary Report.

2. Adequate preparation for the validation mission is essential, particularly for ensuring that the participants are authorized to confirm the project design and the financial contributions on behalf of their institutions.

3. The terms of reference information for the validation mission is part of the intimation letter sent by the IsDB to the Resource Center/Expert Institution of the Provider Country prior to the validation mission.

4. In preparation for the validation mission, the Bank will cover expenses including but not limited to (a) round trip economy-class air tickets and (b) per diem to cover accommodations.

5. The Recipient Country will ensure the logistical support (local transportation, site visits, etc.), while the Provider Institution will ensure payment of the honoraria for its experts.

6. The experts (Provider Country) are responsible for obtaining all necessary travel documents, including visas required to enter the Recipient Country. The IsDB does not bear any specific responsibility to procure these documents but may, in exceptional circumstances, provide supporting documents to facilitate these matters. The Recipient Country is also expected to provide measures that facilitate the entry of experts from their ports of entry, such as invitation letters, and so on. For settlement purposes, the experts (Provider Country) are required to keep all their original receipts (from flight tickets, accommodations, transportation, etc.), which need to be submitted to the Bank by the end of the validation mission.

7. During the validation mission, the Bank's representatives will be leading the Mission as the main outcome of the Mission will be firming up the project design and its financing plan. Note that the whole process will be undertaken using a Peer-to-Peer approach.

8. To finalize the formulation of the Reverse Linkage interventions, the tasks described hereafter will be undertaken during the validation mission.

Role of the IsDB

9. The following main tasks will be facilitated by the Bank's representative during the validation mission:

- Finalizing the Mission program in coordination with the stakeholders,
- Meeting with the representatives of the Recipient and Provider Institutions as well as the IsDB Governor's Office to brief them about the Mission's purpose, timeline, and expected outputs.
- Moderating the discussion on the outcomes of the diagnostic phase.
- Ensuring the finalization of the Reverse Linkage intervention design, including (a) the detailed activities, outputs, outcomes, and impact of the project along with the Change Matrix; (b) the overall budget and financing plan, including the detailed breakdown; (c) the overall financial commitment of the respective stakeholders involved and the types of financing to be provided; and (d) the project management structure and institutional framework.
- Finalizing the project implementation aspects, particularly the following: (a) the procurement and legal aspects, and (b) the project monitoring mechanism, including the Joint Coordination Committee (JCC).
- Writing the Mission Summary Report.

Role of the Provider Institution

10. The following main tasks will be undertaken by the experts of the Provider Institution with support from the Bank's representatives and their peers from the Recipient Institution:

- Presenting and reviewing the draft diagnostic report.
- Firming up the diagnostic report, including:
  - Technical details of the project, such as scope, pillars of intervention, and capacity development aspects.
  - Comprehensive Action Plan (i.e., road map or schedule of implementation) that includes the activities to be undertaken, objectives and key performance indicators, and implementation schedule.
  - Project Change Matrix.
  - Project cost and list the equipment.

Role of the Recipient Institution

11. During the validation mission, the Recipient Institution is expected to:

- Actively engage in firming up the project design.
- Provide any missing complementary documentation if needed.
- Provide a letter of financial commitment or the timeline for it.

- Provide logistical support (setting up meetings with relevant departments, site visits etc.).

- Ensure that high-quality photos are taken throughout the Mission to be used later in communication materials (project flyer, IsDB communications, etc.).

Output/Deliverables

12. The main deliverables of the validation mission are the following:

    - Mission Summary Report: (a) project pillars; (b) Change Matrix, (c) project cost and financing plan, (d) procurement/legal aspects, and (e) milestones (schedule) for the finalization of the project and follow-up actions expected from the Provider and Recipient Institutions.

    - Annexes: (a) detailed cost and financing plan, (b) detailed Change Matrix, (c) implementation plan and monitoring mechanisms, and (d) financial commitment letter or agreed-upon financial commitment letter timeline.

13. Upon the conclusion of the validation mission, the IsDB, in coordination with all stakeholders, prepares the project document. The project document must be finalized with the commitment letters from the Provider Country, Recipient Country, and funding partners that made commitments during the validation phase. This document will go through the approval process per the latest IsDB operational Delegation of Authority Matrix.

TOOL 10 - GUIDING NOTE FOR FORMULATING THE PROJECT CHANGE MATRIX

< RETURN TO THE ACTIVITIES OF THE VALIDATION MISSION >

Introduction

1. The Change Matrix tool is used in Reverse Linkage projects to demonstrate in a summarized format how the project is expected to change the reference situation (the situation before the intervention) and achieve a set of expected results.

2. In a nutshell, it shows the components of the project that were identified and agreed upon during the diagnostic and validation phases of the project and how these components will lead to certain results, both at the output [1] and outcome [2] levels.

3. The Change Matrix is prepared under the supervision of the Islamic Development Bank (IsDB) project officers by the project coordinators of the Recipient and Provider Countries as well as in coordination with other project stakeholders such as co-funding development partners.

4. The Change Matrix is finalized during the validation phase and is a key component of the Reverse Linkage Project document that is submitted for approval.

How to Prepare a Change Matrix

5. There are two types of Change Matrices that can be filled out for any given Reverse Linkage intervention. The first type focuses on how the project changes the reference situation (baseline) with regards to a capacity gap. The second type focuses on how the project affects the various beneficiary groups/stakeholders.

6. Both types of matrices consist of four columns and as many rows as the components or beneficiary group/stakeholders of a project. Samples of both types are shown in the following tables.

Table 1: Type 1 Change Matrix Showing the Effects of the Project on Capacity Gaps

Components	Before (Reference Situation)	Target Situation Outputs	Target Situation Outcomes
The project components are entered in this column.	The capacity gaps are described here as the reference situation. This is the baseline of the project.	The outputs that each component is designed to achieve in order to change the reference situation are entered here.	The outcomes that each component is designed to achieve in order to change the reference situation are entered here.

[1] *Outputs are defined as products, capital goods and services which result from a development intervention; may also include changes resulting from the intervention which are relevant to the achievement of outcomes.*

[2] *Outcomes are defined as the likely or achieved short-term and medium-term effects of an intervention's outputs.*

Table 2: Type 2 Change Matrix Showing the Effect of the Project on Beneficiary Groups/Stakeholders

Beneficiary Group/ Stakeholder	Before (Reference Situation)	Target Situation Outputs	Target Situation Outcomes
The beneficiaries of the project are listed in this column.	The condition of the beneficiary group before the project is described here as the reference situation.	The target condition at the output level that the project aims to achieve for each beneficiary group is entered here.	The target condition at the outcome level that the project aims to achieve for each beneficiary group is entered here.

7. The information needed to fill out a Change Matrix (both types) in full includes (a) the findings of the Diagnostic Mission, (b) the solution that is designed by the experts to target the capacity gaps and improve the condition of the various beneficiary groups/stakeholders, and (c) the expected outcomes of the project agreed upon by all project stakeholders.

8. The components listed in the matrix should be consistent with the ones mentioned in the project document.

9. The scale of change should be achievable in light of the budget and timeline of the project, as well as the absorptive capacity of the Recipient Institution.

10. The change that each component aims to introduce should be measurable.

11. Filling out one type of Change Matrix as specified above is sufficient per project. To show the complete effects of the project, officers may also choose to fill out both types, particularly when a project targets a large number of beneficiary groups.

TOOL 11 - GUIDING NOTE FOR ASSESSING IN-KIND CONTRIBUTION

< RETURN TO THE ACTIVITIES OF THE VALIDATION MISSION >

Introduction

1. The Islamic Development Bank's (IsDB) Reverse Linkage policy states that all stakeholders, including Recipient and Provider Countries, are expected to make a contribution to a project in addition to the transfer of technical expertise. This contribution can be an in-kind or cash contribution.

2. This guiding note provides further details on how to calculate in-kind contributions and reflect them properly to ensure that all the contributions of partners are accounted for and documented.

Definition

3. In the context of Reverse Linkage, the IsDB defines an in-kind contribution as "a noncash contribution in the form of assets, goods, services provided at full or partial discount, or any other relevant noncash contribution that warrants calculation to be accounted for and reflected in the financial contribution of any project partner."

Scope

4. The IsDB will consider the following non-exhaustive list of contributions as in-kind:

    a. Any movable assets, including equipment, furniture, office and IT equipment, and so on provided directly to projects, including their shipping and installation costs

    b. Fixed assets, such as land or buildings commissioned for the Reverse Linkage project

    c. Facilities:

        i. Accommodation (when existing facilities, such as hostels, guest houses, etc. that are not profit driven are allocated for projects)

        ii. Training venue

        iii. Meeting rooms and office spaces

        iv. Research labs

        v. Similar facilities used in the project implementation

    d. Intellectual assets:

        i. Patented products (this may include patented crop varieties, IT software, operational documentation developed by Provider Institutions, patented medicine, etc.)

        ii. Others (including any unpatented intellectual property)

e. Services:

   i. Provision of expertise at a full or partial discount (this could include expert services provided during project development stages and during project implementation stages)

   ii. Project management services (e.g., the project coordination costs)

   iii. Project support services (services that are not considered technical nor managerial)

f. Consumable items, defined as items that require continuous replenishment, during the implementation of an intervention as well as beyond the intervention for the sustainability of a project (e.g., medicine items, such as syringes, bandages, etc. in a project related to the health sector, are consumable items that require continuous replenishment)

g. Internal logistics during missions and project implementation

h. Any other noncash contribution that falls under the definition of in-kind contribution and that must be reflected as a monetized amount to reflect the total contribution of partners

Calculation Methodology and General Considerations

5. In-kind contributions may be estimated/calculated according to the guidelines outlined in the following table:

Table 1: Guidelines for Calculating In-Kind Contributions

Type of In-Kind Contribution	Estimation/Identification Method	Source for Estimation/ Identification of Value
Movable assets	(a) Fair market value or (b) book value for donated movable items (after applying the latest depreciation)	Quotations from suppliers; actual receipts; past expense reports of similar items (for estimation purposes); for donated items, book value from financial tables, etc.
Fixed Assets (land, buildings, etc.)	The value of renting/using a similar building or land for the duration of the project	Realtor estimations, recent rental contracts for similar types of fixed assets, etc.
Consumable items	Market value of similar items, quotations from suppliers, expert assessment of the value of consumables based on recent experience and expertise	Receipts for the same or similar items, supplier contracts, etc.
Facilities	The value of renting/using a similar facility for the duration of the project	Realtor estimations, recent rental contracts for similar types of facilities, etc.

Type of In-Kind Contribution	Estimation/Identification Method	Source for Estimation/ Identification of Value
Intellectual assets	The value of patents, licensing, or merchandising costs for the same or similar intellectual assets	Recent contracts for licensing or merchandising or market value of similar intellectual assets
Services	Calculation based on hourly rate	Recent value of employment contracts that have been completed, actual quotations from service providers, fair market rate (daily or monthly) for services, etc.
Local logistics	Daily operational cost of transportation provided for local logistics; rental value of vehicles of similar class; fully paid or discounted travel expenses, including airline tickets; etc.	Based on fuel and maintenance expenses from relevant receipts and contracts, and rental contracts of vehicles of similar class in the country concerned

General Considerations for the Calculation of In-Kind Contributions

6. In the development of Reverse Linkage projects, in-kind contributions can be provided by either or both Recipient and Provider Countries or by third parties.

7. When discounts are applied to any of the services and/or logistics expenses, only the discount is regarded as the in-kind contribution.

8. The IsDB, in coordination with the Provider and Recipient Countries, will assess the accuracy of in-kind contribution valuations.

9. The salaries of any regular staff (who are not part of the Project Management Unit) that the Recipient Country assigns to the project are not considered an in-kind contribution. However, if a temporary staff is hired to work on the project in particular, this can be considered a cash contribution.

10. The cost of the expert services provided by the provider country during the diagnostic and validation missions (i.e., project design stage) is not considered an in-kind contribution. Only the cost of such services during project implementation is considered an in-kind contribution.

11. As a rule of thumb, any arrangement that requires a direct cash expenditure by the contributor is not an in-kind contribution, even if the contributor ends up providing goods or services to the project that have been obtained through a contracting or procurement arrangement. For instance, if a technical cooperation agency's policy allows it to only contribute to projects by providing goods or services, but the agency obtains these goods or services through contracting with third-party consultants or procures the goods from other companies, then the contribution is not in-kind but in cash. Under such circumstances, the cost of the goods and services will be entered into the financing plan as a cash contribution.

< RETURN TO THE ACTIVITIES OF POST-VALIDATION MISSION >

IsDB
البنك الإسلامي للتنمية
Islamic Development Bank

TEMPLATE FOR THE REVERSE LINKAGE PROJECT DOCUMENT

Country: <Recipient Country>

Project Number:

REVERSE LINKAGE PROJECT BETWEEN <RECIPIENT COUNTRY> AND <PROVIDER COUNTRY> ON <PROJECT SUBJECT>

SUBMITTED TO THE VICE PRESIDENT (COUNTRY PROGRAMS), IsDB FOR APPROVAL

Department: _____

Division: _____

Date: _____

Contents

ANNEXES

<Indicative samples of the annexes are attached. Additional annexes can be added at discretion of the project officer.>

ABBREVIATIONS AND ACRONYMS

PROJECT TEAM MEMBERS

<Name>	<Role>

REVERSE LINKAGE PROJECT BETWEEN <RECIPIENT COUNTRY> AND <PROVIDER COUNTRY> ON <PROJECT SUBJECT>

I submit to the Vice President (Country Programs) of the Islamic Development Bank, for his consideration and decision, the following report on the proposed Reverse Linkage project between <Provider Country> (Recipient) and <Recipient Country> (Provider) on <project subject>.

I. INTRODUCTION

<General background information on how this Reverse Linkage project came into being, with information on the official request, the IsDB interim reply, the inclusion in the yearly work program, and the dates of mounting the diagnostic and validation mission>

II. THE PROJECT CONTEXT

Country Background

<Basic information about the Recipient Country, including the geographical location, population, Human Development Index, gross domestic product, and its structure>

Sector Background

<A description of the related sector in the Recipient Country. This includes the governing institutions, the names and dates of main policies/strategies, the key orientation and targets in light of these policies/strategies, the performance indicators of the sector during the past five years or so, and the main strengths and weaknesses of the sectors.>

III. THE CHALLENGE

Recipient Institution Overview

<This section describes the challenge that justifies the whole project. It starts with overall information on the mandate, reporting line, key activities, and human resources of the Recipient Institution.

This section should also explain the key stakeholders of the Recipient Institution, including the entities approving its budget and plans, entities providing technical inputs, entities that take part in its activities, and entities/groups served.>

Human Resources

<For each key activity of the Recipient Institution, this section should give information on the current human resources, including number of staff, specialties, and level of experience. The report should highlight if the current capacities are sufficient or not and which capacities are missing.>

Equipment and Facilities

<For each key activity of the Recipient Institution, this section should give information on the current equipment and facilities, including number, age, status, and so on. The report should highlight if the current capacities are sufficient or not and which capacities are missing.>

Procedures and Systems

<This section should give information on the current plan, strategies, procedures, and information systems of the Recipient Institution. The report should highlight which elements are missing or require improvement.>

Overall Capacity Profile

The following table summarizes the strengths and weakness of <Recipient Institution> with respect to its ability to handle its mandates.

Table 1: Recipient Institution Weaknesses and Strengths

Weaknesses	Strengths
•	•
•	•
•	•
•	•

IV. THE SUPPLY

<Information on the Provider Institution, including year of establishment, mandate, key activities, number of specialized staff and their main specialties, description of available developmental solution and the evidences of its success, previous work in the Recipient Country, previous work in other countries, and available training facilities.>

V. THE PROJECT SCOPE

Project Objective

<The primary objective of the project is to be achieved through the engagement in two to three technical pillars. The pillars should be fully aligned with both the challenges of the Recipient Institution and the strengths of the Provider Institution. The number and names of project pillars should be consistent across the whole project document and annexes.>

The overall goal of the project is to contribute to the efforts of the government of <Recipient Country name> in <brief on the project's challenge>.

More specially, the project's objective is to develop the capacities of <Recipient Institution name> in the areas of (1) <activity name>, (2) <activity name>, and (3) <activity name>.

The project's scope does not cover the following topics: <activity name>, <activity name>, and <activity name>.

Approach

<Description of the roles of each stakeholder in terms of technical and financial contributions>

To achieve the project's objectives, a Reverse Linkage approach with the following scheme is adopted:

- **Provider:** <name and role of Provider Institution>
- **Recipient:** <name and role of Recipient Institution>
- **Partners:** <names and roles of partners>
- **IsDB:** <brief on the IsDB's role>

<A brief description of the approach that will be followed by the project to address its underlying challenge>

Project Outcome

<A description of the main outcome of the project>

Project Output

<A description of the main outcome of the project>

- **Output 1:** <overall output of Pillar 1>
- **Output 2:** <overall output of Pillar 2>
- **Output 3:** <overall output of Pillar 3>

Project Key Indicators

<Set of quantitative and qualitative indicators for the project's outputs and outcome>

For Output 1:

- <Indicator 1>
- <Indicator 2>
- <Indicator 3>

For Output 2:

- <Indicator 1>
- <Indicator 2>
- <Indicator 3>

For Output 3:

- **<Indicator 1>**
- **<Indicator 2>**
- **<Indicator 3>**

Project Scope and Activities

<Description of the activities to be undertaken under each pillar/component>

An action plan was created for the project based around the following pillars:

1. **<Pillar 1 name>**
2. **<Pillar 2 name>**
3. **<Pillar 3 name>**

- **Pillar 1:** <Pillar name>

  <Description of the activities to be undertaken under pillar 1>

- **Pillar 2:** <Pillar name>

  <Description of the activities to be undertaken under pillar 1>

- **Pillar 3:** <Pillar name>

  <Description of the activities to be undertaken under pillar 1>

- **Pillar 4: Project Monitoring and Evaluation**

  <Project Monitoring and Evaluation is a compulsory component in all Reverse Linkage projects. Under this pillar, there should be a description of the arrangement for the monitoring and evaluation pillar per the discussion and agreement of the various stakeholders during the diagnostic and validation missions.>

Change Matrix

The Change Matrix highlights the current situation before the proposed intervention and the targeted situation that the project aims to achieve.

Table 2: Change Matrix

Pillars	Before (Reference Situation)	After (Target Situation)

Cost and Financing Plan

The estimated in cash cost of the project is <US$ XXX> to be financed through grants and <US$ XXX> through <other financial products, if any> as shown in the following table (detailed costs attached in the Annex).

Table 3: Cost and Financing Plan

No.	Component	IsDB	Provider	Recipient	Other Co-Financier (if any)	Total	%
1							
2							
3							
4	Project Monitoring and Evaluation						
5	Contingencies						
	Total						**100%**

VI. THE DONORS

<Key information about each project donor, including the year of establishment, priority areas, agreements signed with the IsDB, and previous engagement with the IsDB and the Recipient Country>

<Donor 1 Name>

<Donor 2 Name>

VII. THE IMPLEMENTATION ARRANGEMENTS

Implementation Schedule

The project will be implemented over a period of <X years> starting from the date of approval. The detailed implementation schedule under the project is attached in the Annex.

Procurement and Disbursement

<Description of the arrangement for procurement and disbursement per the discussion and agreement of the various stakeholders during the diagnostic and validation missions.>

Sustainability

<Description of the sustainability measures such as retaining the trained staff and maintaining the facilities and equipment>

VIII. THE WIN-WIN ARRANGEMENTS

<This section describes what gains the stakeholder will get through the transfer of knowledge, expertise, technology, and resources.>

Recipient Institution

<Description of the recipient's gains such as acquiring a new development solution that would help in fulfilling its mandate as well as enhancing its knowledge and expertise>

Providing Institution

<Description of the provider's gains, such as making its solutions more adaptable and getting additional international experience and exposure, which can lead to further opportunities in cooperation, trade, and investment>

IsDB

<Description of the IsDB's gains, such as efficient/effective implementation of a specific strategic thrust or policy>

IX. THE RISKS

The Risk Matrix table summarizes the risks that could impact the project implementation and the measures taken to mitigate them.

Table 4: Risk Matrix

Risk	Likelihood	Description/Impact	Mitigation Strategy

X. RECOMMENDATION

To approve a <US$ NNN,NNN> approximately <ID NNN,NNN> as a grant from the <Year No> Reverse Linkage budget allocation to support the Reverse Linkage project between <Recipient Country> (Recipient) and <Providing Country> (Provider) on <Project Subject>.

Approved by:

Vice President (Country Programs), IsDB

TOOL 13 - CHECKLIST FOR FORMALIZING THE INVOLVEMENT OF PARTNERS

< RETURN TO THE ACTIVITIES OF THE IMPLEMENTATION PHASE >

Guidance

- The Reverse Linkage project involves the participation of several stakeholders: the provider of expertise, the recipient of expertise, one or more donors, and the Islamic Development Bank (IsDB).
- The involvement of each stakeholder should be described in a document, which may take different formats in terms of the following:
  - Nature of document: The document could be a financing agreement, Memorandum of Understanding (MoU), meeting minutes, letter, or service contract.
  - Number of parties: The document could be bilateral, trilateral, or multilateral.
- Therefore, the purpose of the "Checklist for Formalizing the Involvement of the Partners" is to ensure that (a) the responsibilities and entitlements of each partner are captured, and (b) all the documented duties and rights are sufficient and necessary for implementing the Reverse Linkage project in question.
- The Checklist should be prepared by the IsDB Headquarters when the project is approved and the implementation is about to start. The Checklist may refer to documents that were signed during the diagnostic or validation phases.

The Reverse Linkage Intervention between <Recipient Country Name> and <Provider Country Name> on <Subject>

Checklist for Formalizing the Involvement of Partners

Checklist

Partner	Item to be Checked		Status (Y/N) [1]	Name and Date of Related Document [2]
Provider Institution [3]				
	Responsibilities			
		Implementation of project activities		
		Following the project timeline		
		Submission of quarterly progress reports		
		Submission of quarterly financial settlement reports		
		Participation in the meetings of the project Joint Coordination Committee (JCC)		
		Provision of a specific overall amount and/or in-kind contribution		
	Entitlements			
		Receipt of a specific amount for implementing the project activities		
		Source of funding		
		Disbursement plan		

Partner	Item to be Checked		Status (Y/N) [1]	Name and Date of Related Document [2]
Recipient Institution				
	Responsibilities			
		Implementation of project activities		
		Following the project timeline		
		Submission of quarterly progress reports		
		Submission of quarterly financial settlement reports		
		Participation in the meetings of the project JCC		
		Provision of a specific overall amount and/or in-kind contribution		
	Entitlements			
		Receipt of a specific amount for implementing the project activities		
		Source of funding		
		Disbursement plan		
Donor [4]				
	Responsibilities			
		Provision of a specific overall amount and/or in-kind contribution		

Partner	Item to be Checked		Status (Y/N) [1]	Name and Date of Related Document [2]
		Itemized financial coverage		
		Following a specific disbursement plan		
		Participation in the meetings of the project JCC		
	Entitlements			
		Receiving annual technical progress reports		
		Receiving annual financial settlement reports		
IsDB				
	Responsibilities			
		Provision of a specific overall amount		
		Itemized financial coverage		
		Disbursement plan		
		Participation in the meetings of the project JCC		

Partner	Item to be Checked		Status (Y/N) [1]	Name and Date of Related Document [2]
	Entitlements			
		Receiving quarterly technical progress reports		
		Receiving quarterly financial settlement reports		

Notes:

[1] This column gives the status of documenting a specific duty or right.

[2] This column gives the name and date of the document that captures the set of duties and rights of a partner, which could be a financing agreement, MoU, service contract, meeting minutes, or letter. The party concerned should be a signatory of that document.

[3] For multiple providers, this section should be repeated.

[4] For multiple donors, this section should be repeated.

TOOL 14 - TEMPLATE FOR PROJECT PROGRESS REPORT

< RETURN TO THE ACTIVITIES OF THE IMPLEMENTATION PHASE >

The Reverse Linkage Project between <Recipient Country Name> and <Provider Country Name> in the <Field Name>

Progress Report

Report Sequence Number	<Number>
Reporting Period	From <Start Date> to <End Date>
Project Planned Implementation Period (per the project agreement)	From <Start Date> to <End Date>
Overall Project Cost (including all financial contributions)	
Report Preparer	<Name, Title Organization Name>

Project Objectives

Summary of Achievements Prior to the Reporting Period

Achievements during the Reporting Period

Key Future Milestones

< RETURN TO THE ACTIVITIES OF THE IMPLEMENTATION PHASE >

Project Timeline

Activities	Location	Duration (Days)	Implementer	Planned Start Date	Planned End Date	Complete (Y/N)	Actual/ Revised Start Date	Actual/ Revised End Date
Pillar 1: <pillar name>								
1a <activity name>								
<Sub activity name>								
1b <activity name>								
<Sub activity name>								
Pillar 2: <pillar name>								
2a <activity name>								
<Sub activity name>								
Pillar 3: <pillar name>								
3a <activity name>								
<Sub activity name>								

< RETURN TO THE ACTIVITIES OF THE IMPLEMENTATION PHASE >

Activities	Location	Duration (Days)	Implementer	Planned Start Date	Planned End Date	Complete (Y/N)	Actual/ Revised Start Date	Actual/ Revised End Date
Pillar 4: <pillar name>								
4a <activity name>								
Pillar 5: Project Monitoring and Evaluation								
Provider Institution project coordination								
Recipient Institution project coordination								
Developing communication materials for the project								
Conducting project steering committee meetings								

Project Financial Status

Partner Name	Planned Financial Contribution (US$)	Actual Disbursements to Date (US$)
Total (US$)		

Overall Project Indicators

Overall Completion Ratio: --%

Overall Disbursement Ratio: --%

Parentage of Implementation Time: --%
(Time passed since the project start date/Overall implementation time)

Major Issues and Proposed Actions

TOOL 15 - TEMPLATE FOR SUMMARIZING AND REVIEWING PROJECT EXPENSES

< RETURN TO THE ACTIVITIES OF THE IMPLEMENTATION PHASE >

Reverse Linkage Project between <Recipient Country Name> and <Provider Country Name> in the <Field Name>

Summarizing and Reviewing Project Expenses

Partner Name:

Expenses From: <Start Date> to <End Date>

Activity Reference No. (1)	Activity Name	Person Name (2)	Expense Type (3)	Requested Amount (US$)	Name of Supporting Document (4)	Reviewed Amount (US$) (5)

(1) Use the activity reference numbers indicated in the Project Information Document.

(2) This is the name of the person who undertook the work.

(3) This could be honoraria, per diem, accommodations, or economy air tickets.

(4) This could be (i) signed receipts of honoraria, per diem, and accommodations for each project activity; (ii) travel agent invoice and e-tickets; and (iii) passport copies.

(5) This will be filled in by the IsDB.

< RETURN TO THE ACTIVITIES OF THE IMPLEMENTATION PHASE >

Background

- The Reverse Linkage is defined as a specific South-South Cooperation mechanism whereby Member Countries themselves are primary and forefront agents in the provision of expertise, knowledge, and technology. It addresses specific development constraints in other Member Countries in a mutually beneficial arrangement, and adopts a result-oriented and programmatic approach while introducing diligent monitoring and evaluation tools.

- The Join Coordination Committee (JCC) is one of the mechanisms that ensure a participatory approach in the implementation and monitoring of Reverse Linkage projects. The functioning of this committee is guided by some principles and procedures described in the present charter.

Goal, Tasks, and Membership

Article 1: Definition

- The JCC is the key body for monitoring the implementation of the project and recommending the necessary actions to achieve its preset objectives.

- The JCC should be put into action by the Provider Country (i.e., the Provider Resource Center) and the Recipient Country (i.e., the Recipient Institution benefiting from the Reverse Linkage project) as well as the Islamic Development Bank (IsDB). Each partner designates a Reverse Linkage project coordinator.

Article 2: Objective

- The overall objective of setting up the JCC is to ensure the successful implementation of the Reverse Linkage project through a continuous follow-up and smooth coordination among the different stakeholders involved.

Article 3: Tasks/functions

- The functions of the JCC are multiple and renewable depending on the areas of intervention, the scope of the project, and its progression. They include the following:

    - Approving the detailed annual work plan established by the implementing partners
    - Reviewing the progress, the project expenditures per the budget, activities timeline, and results in accordance with the project documents and the annual work plan
    - Taking measures to ensure that potential threats/risks to the project's success have been identified, estimated, and implemented, and that the threats are regularly reassessed
    - Assessing requests for changes to the elements of the project (including time, budget allocation, mode of procurement) and proposing corrective actions if needed
    - Coordinating and arbitrating between partners involved in the project
    - Sharing knowledge, experiences, and expertise pertaining to the topic of the project

- Helping to establish a trust-based long relationship between the implementing partners, which goes beyond the project
- Drawing lessons for future projects

Article 4: Membership

- The JCC is composed of the following key project stakeholders:
  - Provider Country representative
  - Recipient Country representative
  - Provider project coordinator from the Provider Resource Center
  - Recipient project coordinator from the Recipient Country
  - IsDB representative
  - Other stakeholders involved in the project
- The Recipient Country chairs the JCC. Furthermore, the Recipient Institution performs the role of the JCC's secretariat, including inviting the members, writing the meeting reports, consolidating project progress reports, and following up on the recommendations and decisions made by the JCC.
- The JCC can invite anyone who can support the implementation of the project through his or her experience and knowledge.

Subsidiary Organs, Functions, and Reporting

Article 5: Subsidiary organs of the JCC

- Two subsidiary organs belonging to the implementing partners support the JCC:
  - **Provider Resource Center Team**, headed by the provider project coordinator at the level of the Provider Country/Resource Center and composed of officers involved in the project implementation. The functions of the provider project coordinator include the following:
    - Drafting of the annual work plan in collaboration with the Recipient Institution team
    - Coordinating and monitoring with Providing Institution team members to ensure timely delivery of high-quality outputs
    - Conducting supervision missions in the Recipient Country every six months and producing a supervision mission report
    - Guiding the work of the Recipient Institution team to ensure timely delivery of high-quality outputs
    - Reviewing the quarterly progress report on the status of the implementation of the project prepared by the Recipient Institution team
  - **Recipient Institution Team**, headed by the recipient project coordinator at the level of the Recipient Country/Institution and composed of officers involved in the project implementation. The functions of the recipient project coordinator include the following:
    - Reviewing the annual work plan, in coordination with the Provider Resource Center team

- Coordinating and monitoring the Recipient Institution team members to ensure timely delivery of high-quality outputs
- Producing a quarterly progress report on the status of the implementation of the project
- Reviewing the supervision mission report prepared by the Provider Resource Center team
- Sharing supervision mission reports and the quarterly progress reports with the JCC members to be used as working documents

Article 6: Meeting organization

- The meetings of the JCC should be managed as follows:
  - Frequency: Startup of the project and every six months after
  - Venue: Recipient Country/Institution
  - Invitation: Recipient Country/Institution
  - Charges: Part of the "monitoring and evaluation" budgetary line of the project
  - Reporting: Overall Progress report produced by the JCC secretariat and based on the supervision mission reports and the quarterly progress reports

Article 7: Member obligations

- The Resource Center from the Provider Country provides the expertise and know-how in the field of the respective Reverse Linkage project.
- The Recipient Institution is the recipient of expertise. It financially contributes to the project in addition to its in-kind support through the facilitation of the logistical arrangement in the country.
- The government of the Provider Country will contribute to the project in terms of finance (being cash or in-kind) and expertise.
- The government of the Recipient Country will contribute to the project in terms of finance (being cash or in-kind) and expertise.
- The IsDB, as connector, facilitates the smooth implementation of this project by providing, among other things, financial support.

Article 8: Commitments regarding the charter

- The JCC members have to demonstrate commitment to ensure the following:
  - Respect for the provisions of the charter and its implementation within the scope of their duties and capacities
  - Joint efforts toward the best interest of the project and the achievement of its outputs, outcomes, and impact

AUTHORS

Riad Ragueb
Manager
Reverse Linkage Section

Ahmed Faruk Diken
Regional Technical Cooperation Coordinator (MENA and Europe)
Reverse Linkage Section

Abdelhakim Yessouf
Regional Technical Cooperation Coordinator (Africa and Latin America)
Reverse Linkage Section

Aminuddin Mat Ariff
Regional Technical Cooperation Coordinator (Asia)
Reverse Linkage Section

Faquaruddin Mehmood
Regional Technical Cooperation Coordinator (Asia)
Reverse Linkage Section

Moncef Soudani
Regional Technical Cooperation Coordinator (MENA and Europe)
Reverse Linkage Section

Sameh Hussein
Regional Technical Cooperation Coordinator (Africa and Latin America)
Reverse Linkage Section

IsDB
البنك الإسلامي للتنمية
Islamic Development Bank