

2022

Annual Evaluation Report

INDEPENDENT EVALUATION DEPARTMENT

JEDDAH | MAY 2023

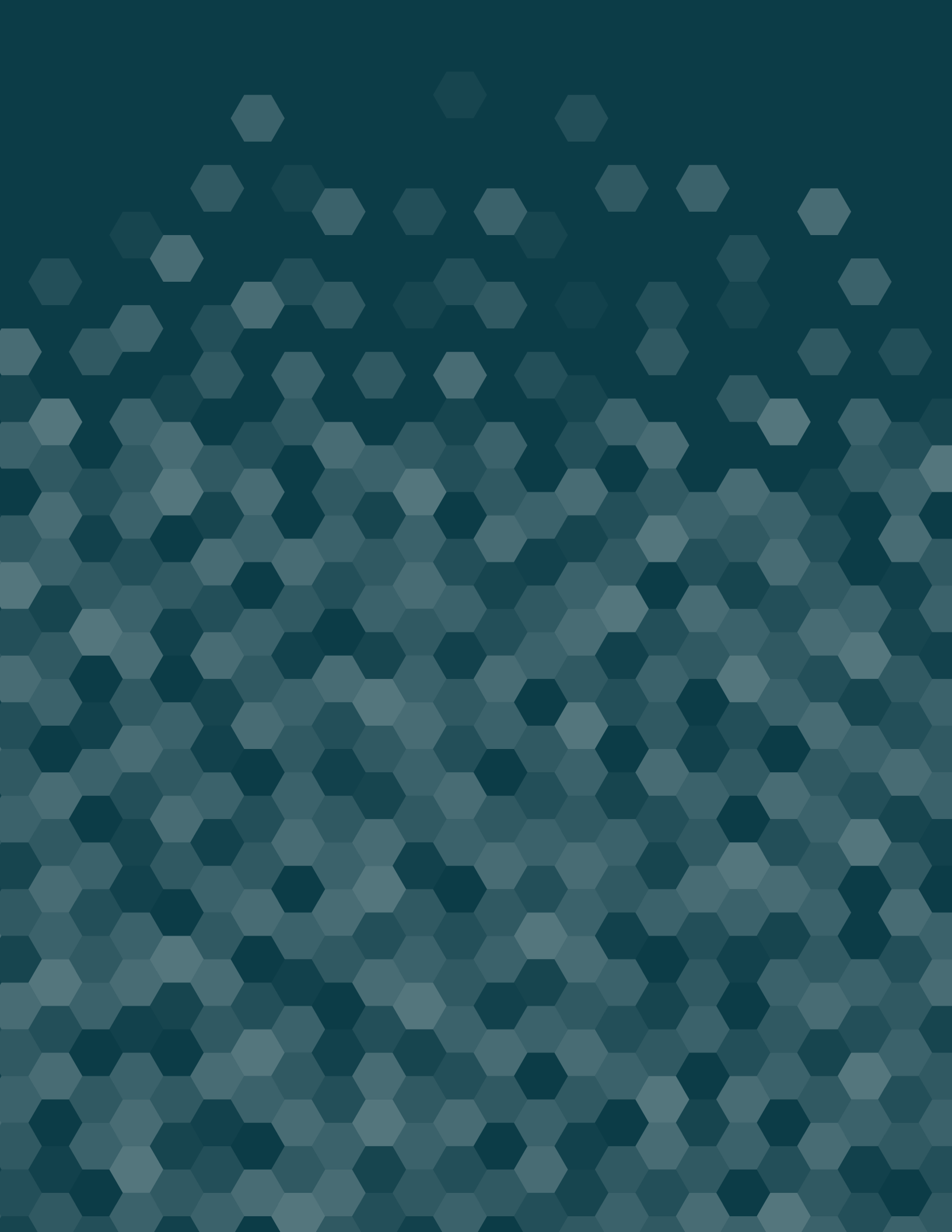


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LIST OF ACRONYMS AND ABBREVIATIONS

3Y-RWP	3-Year Rolling Work Plan
ACG	Arab Coordination Group
ADB	Asian Development Bank
AfDB	African Development Bank
AI	Artificial Intelligence
APIF	AWQAF Property Investment Fund
BADEA	Arab Bank for Economic Development in Africa
BED	Board of Executive Directors
CAE	Country Assistance Evaluation
CAIIP	Community Agriculture Infrastructure Improvement Project
CCTE	Corporate, Country & Thematic Evaluation
CF	Counterpart Funding
CLEAR	Center for Learning on Evaluation and Results
CPPE	Country Portfolio Performance Evaluation
DEV R	Draft Evaluation Report
EA	Executing Agency
ECD	Evaluation Capacity Development
ECG	Evaluation Coordination Group
EDN	Executive Dissemination Notes
ELO	Evaluation Learning and Outreach
EWA	Electricity and Water Authority
FEVR	Final Evaluation Report
FS	Food Security
GEF	Global Environment Facility
GOI	Government of Indonesia
GPS	Good Practice Standards
ICT	Information and Communications Technology
IEvD	Independent Evaluation Department
IsDB	Islamic Development Bank

KS-Relief	King Salman Humanitarian Aid and Relief Center
KST	Key Strategic Thrusts
KV	Kilo Volt
LDMC	Least Developed Member Countries
MAP	Management Action Plan
MC	Member Country
MCPS	Member Country Partnership Strategy
MCPS-CR	Member Country Partnership Strategy Completion Review
MDB	Multilateral Development Banks
MENA	Middle East and Northern Africa
MoU	Memorandum of Understanding
OCR	Ordinary Capital Resources
ODE	Operations and Development Effectiveness
ODEC	Operations and Development Effectiveness Committee
OECD	Organization for Economic Cooperation and Development
OEO	Operations Evaluation Office
ONCF	Office National des Chemins de Fer
DAC	Development Assistance Committee
PCR	Project Completion Report
PCR-VN	Project Completion Report Validation Note
PIASR	Project Implementation Assessment and Support Report
PMU	Project Management Unit
PPE	Project & Program Evaluation
PPER	Post Project Evaluation Report
PPMC	Portfolio and Project Management Center
SFD	Saudi Fund for Development
SME	Small and Medium Enterprise
STEER	Systematic Tracking of the Execution of Evaluation Recommendations
TA	Technical Assistance
ToC	Theory of Change
UBT	University of Business and Technology
UN	United Nations
VTC	Vocational Training Center
WB	World Bank

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FOREWORD BY ODEC CHAIR



I am delighted to present the 2022 Annual Evaluation Report.

In the current context of resource constraints and national and global crises that require new approaches in the international development arena, multilateral and bilateral financiers are increasingly faced with the need to produce more results and demonstrate the added value of their work. These institutions are operating in an environment that calls for impartial, valid, and credible evidence on the relevance, effectiveness, efficiency, impact, and sustainability of their policies, programs and projects. In such an environment, the evaluation function provides a platform to respond to these demands across the spectrum of the Islamic Development Bank's (IsDB) interventions. Independent evaluation is one of the main instruments of the Board of Executive Directors to ensure the Bank's accountability and learning, thus strengthening its leadership role in global governance, and instituting reforms that influence positively the lives of people worldwide.

The Board's Operations and Development Effectiveness Committee (ODEC) restates its commitment to support the Independent Evaluation Department (IEvD) to carry out its mandate of continually reviewing the Bank's interventions with the purpose of assessing their effectiveness, learning from past experiences, and improving the design and implementation of future interventions. During 2022, the IEvD completed a fundamental milestone,

namely establishing a sound institutional framework for the independent evaluation function of the Bank by developing its first-ever Independent Evaluation Policy, which was approved by the Board on 8 February 2022.

The Bank will be developing the evaluation function and leveraging related partnerships to further achieving its mandate and enabling a sound governance system. Moreover, the newly adopted Independent Evaluation Policy shall enable the organization to deepen the culture of learning, strengthen evidence-based policymaking, increase operational accountability, quality and transparency, and better measure development results.

On behalf of the ODEC, I would like to extend my sincere thanks and gratitude to H.E. Dr. Muhammad Al Jasser, President of the IsDB, and to members of IsDB management, for their continued dedication and unwavering support.

I also thank the IEvD team for their diligence, dedication, and commitment to the independent evaluation function with the aim to strengthen the development effectiveness of the Bank's interventions.

Dr. Hamad Bin Suleiman Al Bazai
Chairman, Operations and Development
Effectiveness Committee

MESSAGE OF THE ACTING DIRECTOR, IEvD



Our constituencies face multiple intersecting crises, from the enduring impacts of the COVID-19 global pandemic to climate change and rising geopolitical conflicts. These crises and challenges including food insecurity, fragile health infrastructure, and inadequate achievement of learning outcomes often exacerbate existing development gaps slowing down the pace of development. In fact, they hinder the progress toward the achievement of SDGs in new and unanticipated ways.

While every crisis brings unique challenges, lessons learned from past related responses can help inform future interventions and enhance the impact of these efforts. This further increases the importance of evidence building and its use to adapt the design of development policies, strategies, programs, and projects for greater impact. Hence, in order for the evaluation function to rise to the emerging needs, it must be agile and embrace forward-looking, innovative, and inclusive practices to stimulate organizational transformation in a meaningful way. Particularly, there is evident urgency for the integration of real-time data in analysis, using strategic planning mechanisms that have efficiently aided pandemic and food crises management and recovery.

Utilization of evaluation findings and lessons is one of the ingredients for successful crises' management. IsDB leveraged its evaluative knowledge in designing its Food Security Response Program (FSRP). The new program took stock of

the lessons drawn from the implementation of the Jeddah Declaration Program on Food Security adopted back in 2008. This evaluation is featured in this report.

As Peter Drucker, well known educator and author, rightly said:



the greatest danger in times of turbulence is not the turbulence but to act with yesterday's logic.

Indeed, development practitioners and policy-makers have realized the potential for channeling torrents of data and information into actionable explicit knowledge that can be used to predict, prevent and/or mitigate crises for the benefit of the most underprivileged. Concerted actions are needed from governments, executive agencies, development financiers, civil society organizations, and private sector agencies to ensure that insights, such as those gathered through data & analytics, flow from a wide range of credible sources, leveraging multiple inputs to inform decision-makers.

Going forward, learning agility will be needed at every level of the data ecosystem. Deeper collaboration must be embraced, including cross-sectoral innovative approaches to better understand and address development needs. This holistic approach is imperative to identify people's needs rightly and to provide adequate systemic solutions

and services to them. But, if development actors operate in silos, the result will only be failure.

As time is running out to tackle challenges such as food insecurity, severe climate incidents, decisions will need to be made in the short term not decades. In fact, the Independent Evaluation Department (IEvD) will continue to provide timely and relevant evidence to inform decision making processes and enhance the Bank's policies, strategies, and to promote evaluative thinking through evaluation capacity development, knowledge sharing, and leveraging its global networks.

I would like to thank the Operations and Development Effectiveness Committee members for their continued support to the independent evaluation function at IsDB and the IEvD staff that persistently generates and disseminates evidence-based findings, lessons learned, and recommendations to enhance the Bank's effectiveness ultimately serving and supporting the Member Countries.

Sincerely,



Ahmed Ag. Aboubacrine

Acting Director, Independent Evaluation Department



EXECUTIVE SUMMARY

The 2022 Annual Evaluation Report (AER) of the Independent Evaluation Department (IEVD) of the Islamic Development Bank (IsDB) presents a synthesis of the Ex-post evaluations of IsDB interventions and activities undertaken during the year. IEVD is committed to aligning its evaluation work streams with the IsDB Updated Strategy (2023-2025) and to promote evaluation culture in the Bank and its Member Countries (MCs). The AER contributes to creating a stronger performance measurement system and plays a pivotal role in institutionalizing result-based management. The department undertook a rigorous assessment of the development effectiveness of the IsDB interventions and emphasized quality, relevance, timeliness and usefulness of its products, knowledge dissemination, and productive partnerships with peer development institutions.



Review of Evaluations Undertaken in 2022

During 2022, IEvD undertook Nine Post Project Evaluations, Two Joint Project Evaluations (see Annex 1 for more details), and Six Macro-Level Evaluations comprising Two Special Evaluations, Three Program Evaluations, and one Organizational / Business Process Evaluation (see Annex 2 for more details).

Moreover, IEvD validated 19 Project Completion Reports in addition to Two MCPS Completion Reviews. Furthermore, IEvD also initiated and carried out the work on 6 other

Macro-Level Evaluations in 2022 including One Country Assistance, Two Organizational / Business Process Evaluations, One Program Evaluation, One Cluster Evaluation, and One Thematic Evaluation.



Evaluation Criteria-Based Analysis

In 2022, both projects and macro level evaluations were conducted in line with the Good Practice Standards using the Organization of Economic Cooperation and Development-Development Assistance Committee (OECD-DAC) standard evaluation criteria of **Relevance, Efficiency, Effectiveness, and Sustainability**. Overall, 11 evaluated projects' average performance score was 79% and assessed as Successful. Out of 11 projects, 5 were rated 'Highly Successful', 4 'Successful' and two 'Partly Successful'.



Relevance Analysis

Although the assessment found that most projects were highly relevant, the evaluation found room for improvement, particularly in the relevance of the project's objectives and design. Overall, 11 evaluated projects average score for relevance criteria was 87% and assessed as Highly Relevant. Out of 11, 8 (73%) projects were scored 'Highly Relevant' and 3 (27%) projects scored 'Relevant'.



Effectiveness Analysis

All the projects evaluated but two achieved their intended outputs contributed to achieving their intended developmental-induced effect. This resulted in impactful changes in the living conditions of the project beneficiaries in member countries. Overall, 11 evaluated projects average score for effectiveness criteria was 78% and assessed as Effective. Out of 11, 7 (64%) projects were rated as 'Highly Effective', 2 (18%) 'Effective', 1 (9%) 'Less Effective', and 1 (9%) 'Ineffective'.



Efficiency Analysis

Of the projects evaluated, only two were completed within the timeframe defined at appraisal and with no cost variation. However, all the remaining projects (more than 90% of the projects) recorded delays with significant cost variations. The average cost variation (Cost overrun/underrun) of all evaluated projects between the actual project cost and appraisal estimates is 9%. 81% of the projects evaluated were cost-under-run against no cost overrun. The remaining projects (19%) were cost-efficient. Regarding time efficiency, the average delay of projects from the date of effectiveness/approval is about eleven (11) months, with more than 45% of projects exceeding six months with a maximum delay of 35 months. Overall, 11 evaluated projects average score was 73% and assessed as Efficient. Out of 11, 1 (9%) project was scored as 'Highly Efficient', 8 (73%) projects were scored 'Efficient' and 2 (18%) were scored 'Less Efficient'.



Sustainability Analysis

In general, Executing Agencies of the evaluated projects and member countries' governments have put in place necessary



measures to fully mainstream or effectively integrate sustainability into national structures to ensure the long-term sustainability of project results. Overall, 11 evaluated project's average sustainability score was 79%. Out of 11, 5 (46%) projects were assessed as 'Most Likely', 4 (36%) 'Likely' and 2 (18%) 'Less Likely' to be sustainable after the project support finished.

Overall Performance Assessment:

From the eleven randomly selected projects evaluated this year, 5 (46%) projects were rated as "Highly Successful", 4 (36%) were rated "Successful" and 2 (18%) as "Partly Successful".

Furthermore, the ratings of all the 19 Projects subject to PCR by Operations in 2021 were validated by IEvD as either "Highly Successful" 2 (11%) or "Successful" 17 (89%). Out of these, all were found relevant, 95% effective, 74% efficient and 89% likely to be sustainable.

The assessment noticed a positive evolution in project performance for evaluated projects (PPERs) compared to last year (2021) and the ten years (2010 – 2020). In 2021, only 25% of the projects were rated highly successful compared to 46% in 2022, and during the 2012 – 2022, only 36% of projects were highly successful.

Knowledge Generation and Dissemination

IEvD has embarked on playing a leading role in promoting the culture of evaluation in the Middle East by organizing the First MENA Monitoring and Evaluation Conference, in partnership with the Global Evaluation Initiative, in Amman, Jordan. IEvD also

conducted a joint evaluation mission to Bahrain, together with the Saudi Fund for Development (SFD). This was the first evaluation exercise of the SFD which helped enhance evaluation capacity of this partner organization.

Several strategic alliance and capacity development activities were carried out with other partner organizations in the host country including the Al Athar Impact Centre, and King Saud University Riyadh.

IEvD knowledge products proliferated in the year 2022 with the release of more than 39 knowledge products comprising 11 Knowledge-Series on project evaluations, 6 Executive Dissemination Notes on Program, Corporate, Country and Thematic Evaluations, and several articles in the IsDB internal communication platforms.

Furthermore, IEvD has participated and contributed to many knowledge events, seminars, and conferences during 2022 including the participation in Paris OECD-DAC Network on Development Evaluation (EvalNet) meeting held in Paris where IEvD is officially granted Observer Member Status, the participation in the 7th International Conference on National Evaluation Capacities (NEC 2022), and the participation in the GEI's Implementation Committee Meeting of 2022 (see Annex 4 for more details).

Featured Topic: Food Security

Responding to the global food crisis in 2008, the Islamic Development Bank (IsDB), approved an assistance package amounting to USD 1.5 billion under the Jeddah Declaration Program on Food Security to

extend support to urgent, and medium- to long-term needs of its least developed member countries (LDMC) facing food security crises over five years (2008-2013).

The IsDB Food Security Program (Jeddah Declaration) aimed at re-invigorating the agriculture sector in IsDB MCs to help become more productive and commercially oriented to increase the income level of the farmers and livestock raisers and ultimately promote food security and overall economic growth.



A Synthesis of Lessons Learned from Project and Macro-Level Evaluations

The lessons learned from the evaluations in 2022 emphasized that (i) Learning from best practices, anticipating potential risks, and identifying appropriate mitigation measures are instrumental in ensuring the timely completion of projects; (ii) A well-capacitated executing agency, coupled with technically qualified, and financially capable contractors, and consultants are instrumental for the timely completion of projects; (iii) Aligning project objectives with government priorities, active involvement of end-beneficiaries in project design, and allocation of sufficient operations and maintenance budgets improves the sustainability of project benefits; (iv) Good preparatory work, effective planning, and quality designs are key success factors for implementing development interventions; and (v) Timely release of counterpart funding and flexibility in the financial plan of projects improves project efficiency and sustainability.



Recommendations

With the lessons learned from this year's evaluation findings, several recommendations

are emphasized in the reports, such as (i) Ensure Robust Design of Projects to Improve the Likelihood of Project Success; (ii) Integrate Project Sustainability into the Project Design; (iii) Share Successful Project Experience through mainly Reverse Linkage; (iv) Enhance the Management of Counterpart Funding; (v) Improve the Due Diligence and Management of Investments in Islamic Financial Institutions; (vi) Re-position the Lines of Finance as a Strategic Tool to Implement the Bank's Financing Services for Commercial and Developmental Regional Banks.



Way Forward

IEvD pursued an inclusive process to develop its new Three-Year Rolling Work Plan (3Y RWP) for 2023–2025. The development process has been designed to focus more on enhancing the impact and value of IEvD work through better alignment of the evaluation activities with the updated strategy, re-calibrating the business model of IEvD and leveraging the power of innovative technological solutions and improving planning for annual evaluation work in light of shifting priorities, increased demand for evaluation by the Management, tightened resources and changing operating environment. As such, adopting innovative tools will be instrumental to chart the roadmap to a sustainable recovery from the global pandemic and overlapping crises as well as building resilience of afflicted communities. IEvD will aim to implement joint evaluations to co-create evidence for common development challenges.

CHAPTER

1

INTRODUCTION

1.1 ABOUT IEvD

The mission of the Independent Evaluation Department (IEvD) is to support the Islamic Development Bank (IsDB) to become a knowledge-based organization that continuously improves its operations, drawing lessons from the evaluations to enhance the development effectiveness of its interventions across Member Countries (MCs) and in favor of marginalized Muslim communities in Non-Member Countries (NMC). IEvD started its journey as the Operations Evaluation Office (OEO) in 1990 and has been reporting directly to the Board of Executive Directors (BED) through the Operations and Development Effectiveness Committee (ODEC).

IEvD evaluates relevance, efficiency, and effectiveness of the IsDB interventions, and appraises sustainability of the development results achieved. Through objective assessment of the results, IEvD draws and disseminates lessons that help improve development effectiveness of the IsDB interventions across different countries and sectors.

Given the diversity of the operations of the Bank, IEvD applies creative and methodological approaches that comply with international good practice standards to produce evaluation products that are responsive to institutional needs and contain lessons and recommendations that are useful, feasible, ethical, relevant, accurate and credible.

Structurally, IEvD consists of two divisions namely the Project and Program Evaluation (PPE) and the Corporate, Country and Thematic Evaluation (CCTE), and one Section focused on Evaluation Learning and Outreach.

Moreover, IEvD collaborates closely with the peer institutions and engages in outreach activities with various stakeholders to strengthen the evaluation practice and to promote evaluative thinking through evaluation capacity development, knowledge sharing, and leveraging its networks.

Overall, IEvD strives to enable use of evidence for learning, to inform better policy decisions, and to enhance accountability with the aim to uphold the highest standards of corporate governance.



1.2 INDEPENDENT EVALUATION POLICY



The Independent Evaluation policy has been approved by the Board of Executive Directors on 8 February 2022 in its meeting No. 344. It represents a monumental milestone in the journey of the evaluation function within the Bank.

The objective of this policy is to establish an institutional framework for the IsDB Independent Evaluation Function (IEF) and to strengthen the evaluation practice at the Bank. The IsDB evaluation framework clearly sets out the role of independent evaluation within the context of increased focus on institutional performance, development effectiveness, Results Based Management (RBM), enhanced governance, and better-informed decision-making.

The following are basic principles guiding the IsDB's evaluation activities, which are in conformity with the Good Practice Standards (GPS) and the internationally accepted principles for evaluating development assistance (namely the ECG's GPS and the DAC Principles for Evaluation of Development Assistance).

- 1 Independence** for the objectivity and credibility of evaluation results based on key determinants, namely:
 - a) Organizational Independence,
 - b) Behavioral independence,
 - c) Protection from Outside Influence, and
 - d) Avoidance of Conflicts of Interest.
- 2 Usefulness of evaluation** findings for awareness raising and learning.
- 3 Credibility of evaluation** based on relevant and reliable evidence and according to good practice and quality standard.
- 4 Impartiality**, observed by evaluator at all stages, including planning, selecting team members, and preparing the report.
- 5 Transparency**, by sharing draft evaluation reports with key operational staff prior to the release.
- 6 Partnership** to facilitate learning and knowledge sharing, joint evaluations and to enhance harmonization of evaluation standards, procedures, and practices.

The policy is available in all three official languages of the Bank as follows: Arabic, English, and French.

1.3 THE 2022 EVALUATION AT A GLANCE

The Annual Evaluation Report provides a first-hand look at the activities of the Independent Evaluation Department and serves as an accountability and learning tool to help improve the Bank's performance. Evaluation activities in 2022 covered three

main areas: (i) Projects and Program Evaluations, (ii) Corporate, Country, and Thematic Evaluations, and (iii) activities related to Evaluation Learning and Outreach Activities. Please see Figure 1 below for progress on the evaluation activities during 2022:

FIGURE 1 | 2022 Evaluations at A Glance



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PCR Validation Notes



1.3.1 Projects Evaluations

Post-Evaluation of Completed Projects financed under Ordinary Capital Resources (OCR). As part of IEvD annual work program, IEvD conducted nine project evaluations and two joint evaluations of one cofunded project with the Saudi Fund for Development (SFD) and another cofunded project with SFD and BADEA. These Project Performance Evaluation Reports (PPER) were from ten IsDB Member Countries namely the Kingdom of Bahrain, People's Republic of Bangladesh, Republic of Indonesia, Kingdom of Morocco, Republic of Senegal, Republic of Tajikistan, Republic of Togo, Republic of Tunisia, Republic of Türkiye, and Republic of Uganda. The evaluated projects covered the following sectors: Education, Energy, Health, Integrated Rural Development, Transport, ICT and Water Supply and Sanitation. Annex 1 provides the overview of the projects evaluated during 2022.

1.3.2 Program Evaluations

IEvD, also, conducted an evaluation of Line of Finance Operations of IsDB, a financing facility made available to financial institutions in Member Countries to finance projects and trade operations of small and medium enterprises (SMEs). The department evaluated IsDB's Equity Investment in Islamic Banks to assess the results of the Equity Investment in Islamic Banks in mobilizing the liquidity available with Islamic banks and financial institutions to finance project and trade operations in member countries.

During 2022, IEvD completed the evaluation of IsDB's Food Security Program under first year of Jeddah Declaration initiated 2021. For further details on this evaluation, please refer to the Featured Topic on Food Security in Chapter Three of this report.

1.3.3 Special Evaluations

IEvD received request from the Management for special Review of Counterpart Funding in operations to help identify the issues pertaining to the counterpart funding in the projects and understand how the issues could be addressed to eliminate the gaps in ensuring realization of the committed funds by the respective governments. Moreover, IEvD has undertaken a synthesis of learnings from past evaluations of Grant-Based Operations of the Bank to inform future interventions of the Bank.

1.3.4 Review and Validation of Project Completion Reports

IEvD prepared 19 Project Completion Report Validation Notes (PCR_VNs) during 2022. These PCR VNs were developed by applying four of the OECD DAC Criteria (i.e., Relevance, Effectiveness, Efficiency and Sustainability).

1.3.5 Corporate, Country and Thematic Evaluations

During 2022, IEvD undertook a Corporate Evaluation in relation to IsDB Off-Balance Sheet Resource Mobilization Initiatives, Programs and Activities with a view to providing an independent assessment of the resource mobilization initiatives, programs, and activities undertaken by the Bank between 2016 and 2021. The exercise assessed the outcomes of the Off-Balance Sheet Resource Mobilization initiatives, programs, and activities to provide evidence of effectiveness, draw lessons, and formulate recommendations to improve the overall Off-Balance Sheet Resource Mobilization framework, policies, and strategies of the Bank.

Moreover, IEvD led the validation of MCPS-Completion Reviews of The People's Republic of Bangladesh and The State of Kuwait to provide

important inputs into the new strategic direction of the Bank for the member countries in coming years.

Furthermore, IEvD has initiated in 2022 six other Macro-Level-Evaluations comprising the Evaluation of Operational Efficiency at Entry, the Country Assistance Evaluation of Côte d'Ivoire, the Evaluation of Corporate Procurement Process at IsDB, the Thematic Evaluation of IsDB Partnerships and MoUs, the Program Evaluation of AWQAF Property Investment Fund (APIF) in addition to the Cluster Evaluation of Special Assistance Program in Rwanda. Annex 2 features snapshots of the Corporate, Country and Thematic Evaluations completed in 2022.

1.3.6 Evaluation Learning and Outreach Activities

In 2022, IEvD assumed a wide range of Evaluation Learning and Outreach (ELO) activities to make the evaluation findings and lessons accessible to the intended audience and expand the network of evaluation community in the host country and in Member Countries. Several ELO activities enhanced the capacity of staff members and relevant officials in member countries, bridging knowledge gaps and enhancing their expertise in areas that are critical to achieving the department goals. IEvD's ELO activities are summarized as follows:

IEvD has embarked on playing a leading role in promoting the culture of evaluation in the Middle East and North Africa region by organizing the First MENA Monitoring and Evaluation Conference, in partnership with the Global Evaluation Initiative, in Amman, Jordan. IEvD, also, conducted a joint evaluation mission to the Kingdom of Bahrain, together with the Saudi Fund for Development (SFD). This was the first evaluation exercise of the SFD which

helped enhance evaluation capacity of this partner organization.

Several strategic alliances were forged, and targeted capacity development activities were carried out with peer evaluation institutions and other development partners organizations in the host country including Al Athar Impact Center and King Saud University in Riyadh. Through this alliance, a Development Evaluation Conference on the theme "Arabic Content in Evaluation" was co-organized with Al Athar Impact Centre in Riyadh, and an outreach mission was undertaken to several Saudi based partner institutions to pave ways for future cooperation.

Furthermore, IEvD has participated and contributed actively to many knowledge events, seminars, and evaluation conferences during 2022. This included the participation in Paris OECD-DAC Network on Development Evaluation (EvalNet) 28th meeting held in Paris. In addition, the OECD Council, through its subsidiary, the Development Assistance Committee (DAC) Network on Development Evaluation (EvalNet), officially awarded to the Islamic Development Bank Independent Evaluation Department (IEvD) the Observer Member Institution status consequent to the Council meeting held in Paris earlier in December 2022. IEvD participated, also, in the 7th International Conference on National Evaluation Capacities (NEC 2022), the GEI's Second Implementation Committee Meeting, and the two semi-annual meetings of the Evaluation Cooperation Group (ECG) with peer evaluation functions of other MDBs.

Internally, IEvD organized the 2022 IsDB Group Evaluation Symposium under the theme "Evaluation Through the Lens of Recovery". Additionally, IEvD conducted a set of contextual training sessions for IsDB Group staff to raise awareness and

enhance the reporting process of the implementation of the evaluation recommendations through Systematic Tracking of Execution of Evaluation Recommendations (STEER).

IEvD's knowledge products proliferated in the year 2022 with the release of more than 37 Knowledge products consisting of 11 Knowledge-Series on project evaluations, 6 Executive Dissemination Notes on Program, Corporate, Country and Thematic Evaluations, and several articles in the IsDB internal communication platforms. Moreover, IEvD has also developed many guidelines, and tools and published 3 Insight Papers, 3 e-Newsletters, 2

Synthesis Products in addition to other publications and reports comprising the development of the 2 Biannual Progress Reports on the Implementation of Evaluation Recommendations, the IEvD 2021 Annual Evaluation Report, and the IEvD 3-Year Rolling Work Plan for 2023 – 2025.

To facilitate the internal dissemination of knowledge generated by the evaluations, IEvD launched a Collaborative Online Storage Site for IEvD. Additionally, IEvD e-Learning Gateway and IEvD STEER e-Learning Courses have been developed to help create capacity building opportunities for the IsDB staff. IEvD has completed the primary phases of the IEvD Portfolio and Project Management Center in addition to the IEvD Consultancy Database Centers.

In IsDB's endeavor to become a knowledge organization, IEvD has contributed to strengthening monitoring and evaluation systems at all levels throughout the project cycle with the aim to generate and use evaluative evidence and to edge closer to achieving development effectiveness. As such, through the IEvD's platform for Systematic Tracking of Execution of Evaluation Recommendations (STEER), 243 recommendations from 48 IEvD evaluations from 2019 to 2021 were monitored, out of which, 87%, were implemented by the concerned departments.

Annex 3 highlights the overall implementation progress of the evaluation recommendations and the associated agreed actions.

Annex 4 provides descriptive information in relation to the list of knowledge events, workshops, meetings, and seminars IEvD organized or participated in during 2022. Moreover, the annex spots also the light on the different knowledge products, publications, and reports IEvD has developed during 2022.



1.4 STRUCTURE OF THE REPORT

CHAPTER 1 provides an overview of the major evaluation highlights, namely the various types of evaluations conducted by the IEvD, the knowledge sharing and dissemination events, as well as the partnerships and outreach efforts with development partners and peer institutions.

CHAPTER 2 introduces the performance assessment of the year 2022 based on the internationally accepted ODEC/DAC evaluation criteria of Relevance, Effectiveness, Efficiency, and Sustainability.

CHAPTER 3 outlines the evaluation of the IsDB Food Security Program (Jeddah Declaration), which aimed at re-invigorating the agriculture sector in IsDB MCs to help become more productive and commercially oriented in turn to increase the income level of the farmers and livestock raisers and ultimately to promote food security and overall economic growth.

CHAPTER 4 presents a synthesis of lessons learned and recommendations from 11 Project Evaluations and six Macro-Level Evaluations carried out by IEvD during 2022. IEvD has been successfully managing a database of Lessons Learned collected from all evaluations to promote the use of such learnings to inform future decision-making process, thus contributing to improved project performance, outcomes, and impacts. More notably, Evaluation recommendations are aimed at enhancing the development effectiveness of the Bank by proposing actions that would enhance the quality, efficiency, effectiveness, and sustainability of development interventions, policies, and strategies.

CHAPTER 5 provides an outlook describing the recent challenges and ensuing uncertainty emanating from the global pandemic. It summarizes the opportunities and risks of innovative tools and approaches such as remote working, distance learning, and utilization of data analytics. The chapter highlights that adopting innovative tools will be instrumental to chart the roadmap to a sustainable recovery from the global pandemic and overlapping crises as well as building resilience of afflicted communities.

CHAPTER

2

PERFORMANCE ANALYSIS

2.1 OVERVIEW

In 2022, IEvD conducted evaluation of eleven randomly selected projects and the validation of nineteen PCRs. In addition, the evaluation activities

included twelve macro evaluations (six completed and six initiated), and two special evaluations.

2.2 PERFORMANCE OF PROJECT POST EVALUATIONS

Project Performance Evaluation Report (PPER) is prepared by IEvD to independently evaluate the design, implementation, and performance of projects funded by IsDB using primary and secondary data including those collected on the field.

2.2.1 Overall PPER Assessment

During 2022, 11 projects were selected to evaluate representative of different sectors of the portfolio as mentioned in Figure 2 presenting the number of projects evaluated across the sectors of Energy (3), Health (2), and Infrastructure (2), and one each from Transportation, WATSAN, ICT and, Education sector. The evaluation summary consists of (i) Background, (ii) Findings, (iii) Lessons Learned, (iv) Follow-up actions, and (v) Recommendations of each evaluated project is reflected in Annex 1.

According to the overall assessment of the 11 PPERs, five (46%) evaluations, were rated as **“Highly Successful”**, four (36%) were rated as **“Successful”** and two (18%) were rated as **“Partly Successful”** as mentioned in Figure 3.

FIGURE 2 | No. of PPERs by Theme / Sector

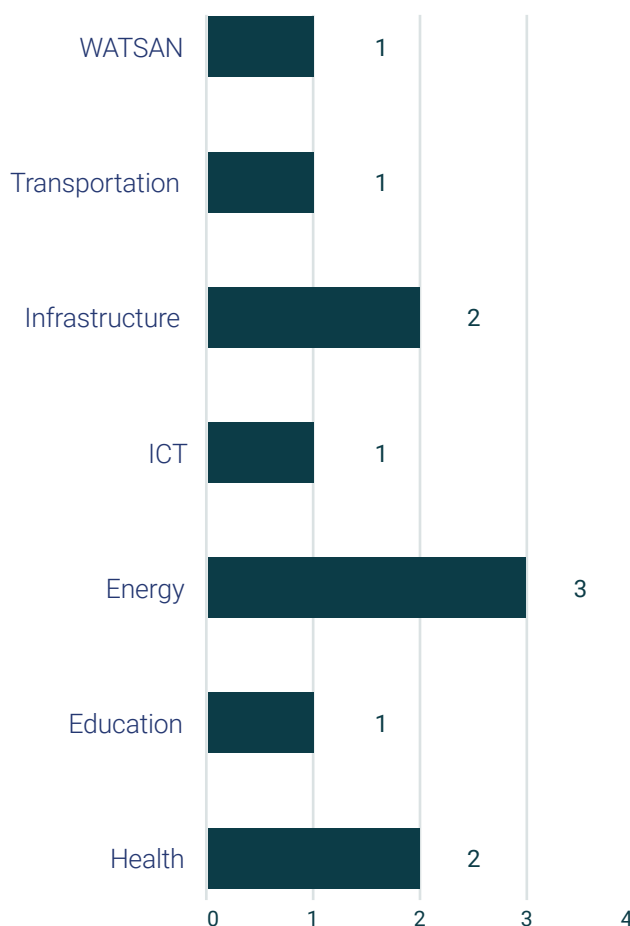
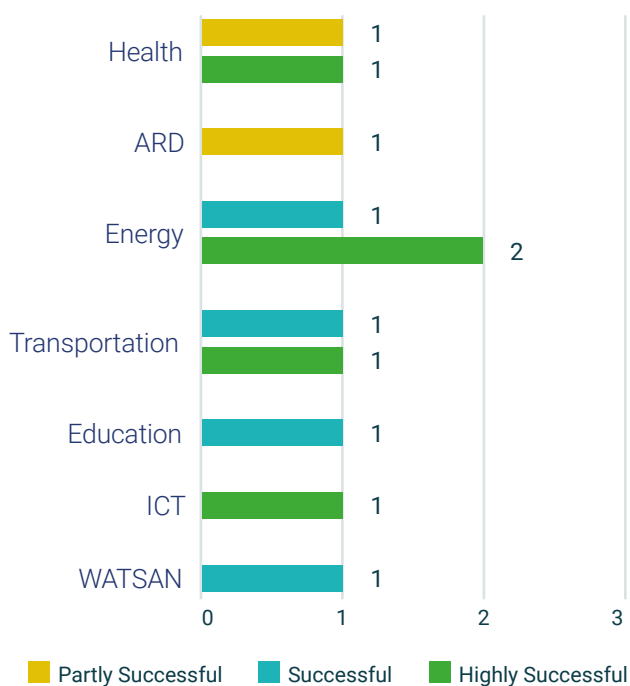


FIGURE 3 | PPER Overall Assessment by Sector



Despite most projects being rated “Highly Successful” and “Successful”, IEvD noticed that the most prevalent factors affecting evaluated projects’ performance were project efficiency and sustainability. In the subsequent sections, this will be discussed in greater detail.

During 2022, overall assessment score for 11 evaluations has improved compared to evaluations conducted during 2021, where only 25% of the projects were rated as “Highly Successful” whereas this score increased to 46% in 2022, and during 2012 – 2022, only 36% of projects were rated as “Highly Successful”.

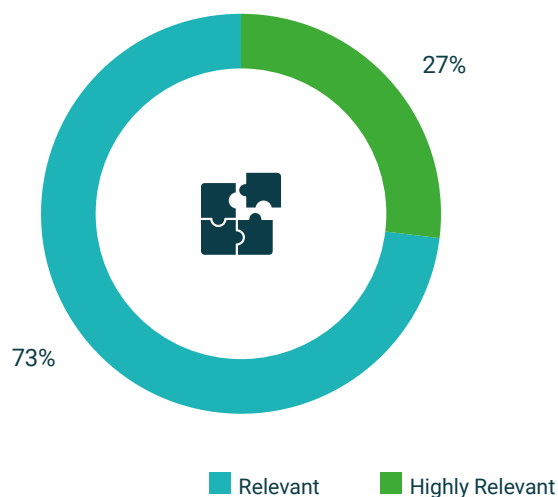
2.2.2 PPER Criteria-Based Analysis

All 11 project evaluations were conducted by using the internationally recognized evaluation criteria of the Organization of Economic Cooperation and Development-Development Assistance Committee

(OECD-DAC): Relevance, Efficiency, Effectiveness, and Sustainability.

All the evaluated projects were found to be relevant to the member countries’ strategic priorities. Out of 11 assessed projects, eight (73%) of the projects were rated as ‘Highly Relevant,’ and the remaining Three (27%) projects were rated as ‘Relevant’.

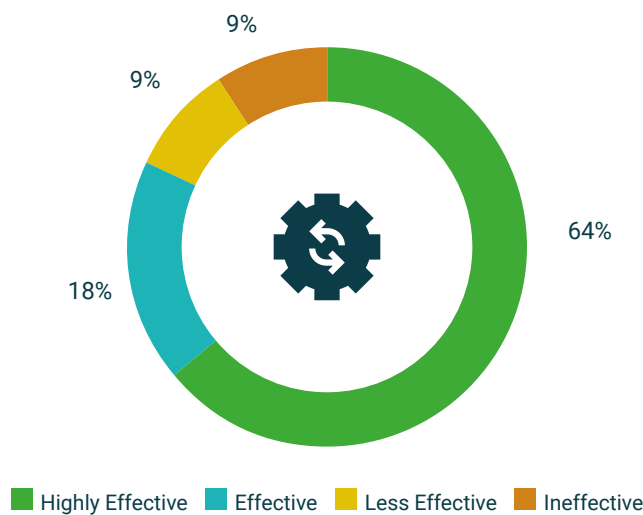
FIGURE 4 | PPER Relevance



Three projects, which were assessed as “Relevant”, are focused on Health, ARD and WATSAN theme. Although the assessment found that most projects were either “Highly Relevant” or “Relevant” but found room for improvement, particularly in the relevance of the project’s objectives and design. Indeed, relevance of the projects could be further enhanced across activity and outputs to achieve the expected outcomes and impact in line with the intervention logic. Also, more than half of the evaluated projects did not have or developed a robust logical framework at appraisal. And the ones who had logical framework did not adapt them to the contextual evolution during the project’s implementation, which can affect the relevance of their design at the post-evaluation stage.

For example, The Bahrain Water Transmission and Storage development project could have contributed more to SDG 6, as part of one of the priorities of the country's vision 2030, if its design had considered hygiene and sanitation activities, including sanitation, protection, and awareness-raising on water-related health issues, water management, and such things (IEvD 2022). Or, in the case of the Gabon Road project (IEvD 2019), the poverty alleviation objective could have been better pursued if the scope provided for the construction of health and education facilities were co-located with road infrastructure to facilitate access of the poor to social services. Similarly, the hospital project in Djibouti (IEvD 2020) could have been more impactful if the design adopted a community approach by including health promotion and prevention components at the community's level.

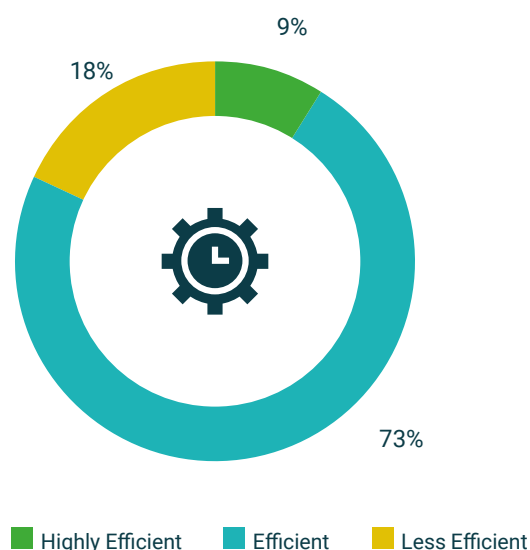
FIGURE 5 | PPER Effectiveness



The overall distribution of effectiveness assessment for the evaluated projects demonstrated that 11 evaluated projects were rated as either 'Highly Effective', 'Effective', 'Less Effective' and 'Ineffective' as per Figure 5. These evaluated projects were scored between 51% to 96% score due to the progress on outputs and eventually contributed to achieving their expected outcomes and impact. This resulted in impactful changes in the living

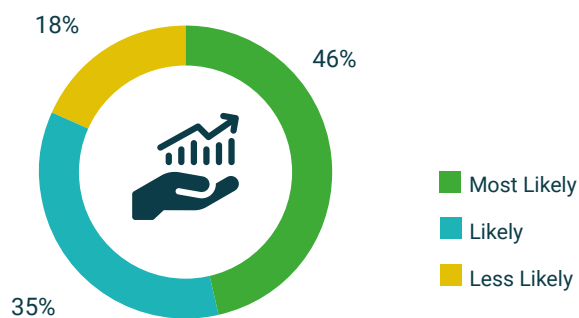
conditions of the project beneficiaries in member countries. All 11 projects average score was 78% and rated as Effective. Out of 11, Seven (64%) projects were rated as "Highly Effective", Two (18%) rated "Effective", One (9%) rated Less Effective and One (9%) rated as Ineffective. National Malaria Prevention and Control Project in Senegal was scored as ineffective due to the underachieved outputs and outcomes.

FIGURE 6 | PPER Efficiency



In terms of projects' performance related to efficiency criteria, average score for 11 projects was 73% as shown in Figure 6. Out of the eleven evaluations, one (9%) was assessed as 'Highly Efficient' (Manisa Training and Research Hospital, Türkiye), eight (73%) were rated as 'Efficient' and two (18%) projects were scored "Less Efficient" (Water Transmission and Storage Development Project in Bahrain and Reconstruction of Adagali-Atakpame Road Project in Togo). The reason for less efficiency of these projects was mainly due to high cost overrun.

FIGURE 7 | PPER Sustainability



The average delay of projects from the date of effectiveness/approval has been about eleven months, with more than 45% of projects exceeding six months with a maximum delay of 35 months.

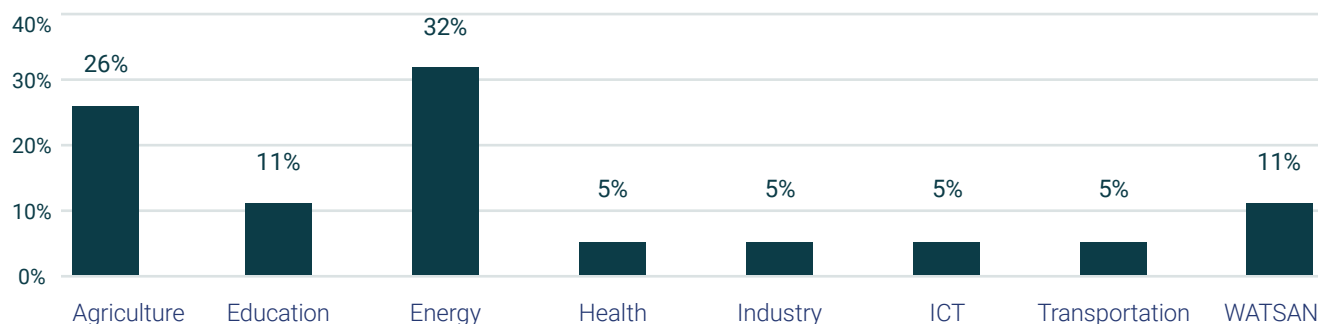
Figure 7 shows that out of 11 PPERs, five projects (46%) were rated “Most Likely” sustainable due to strong institutional support to maintain their benefits after the closure, four (36%) were found “Likely” and two (18%) were scored “Less Likely” sustainable after the project completion. These later two include: National Malaria Prevention and Control Project in Senegal and Community Agriculture Infrastructure Improvement Project Phase-3, in Uganda. Both projects were scored very weak on institutional sustainability, beneficiary commitment and socio-political stakeholder’s support. On the other hand, all five project evaluations which were “Most Likely” sustainable have achieved a high score on institutional sustainability.

2.3 PERFORMANCE OF PCR VALIDATIONS

Project Completion Report Validation Note (PCR-VN) is prepared by IEvD to independently validate the self-assessment of completed projects prepared by the Operations Complex. IEvD

validates PCR’s overall rating based on four-point rating scale: ‘Highly Successful’, ‘Successful’, ‘Partly Successful’, and ‘Unsuccessful’.

FIGURE 8 | Distribution of PCR VNs by Sector



Overall, 11% (2) of the PCR VNs were assessed as ‘Highly Successful’ and 89% (17) were assessed as ‘Successful’. These PCR VNs are focused on various sectors including Energy and Agriculture

projects which accounted for the largest segment with 32% and 26% respectively, followed by Education and WATSAN constituting 11% each.

2.3.1 PCR VNs Performance by Evaluation Criteria

During 2022, IEvD prepared 19 PCR Validation notes. Two PCR-VNs confirmed that overall projects performance was Highly Successful, and 17 projects were only successful based on the achievements across Relevance, Effectiveness, Efficiency and Sustainability. In terms of sector focus, out of 19 PCRs, six in Energy, five were in Agriculture, two in Education, two in WATSAN, one in Health, one in Industry, one in ICT and one in Transportation sector.

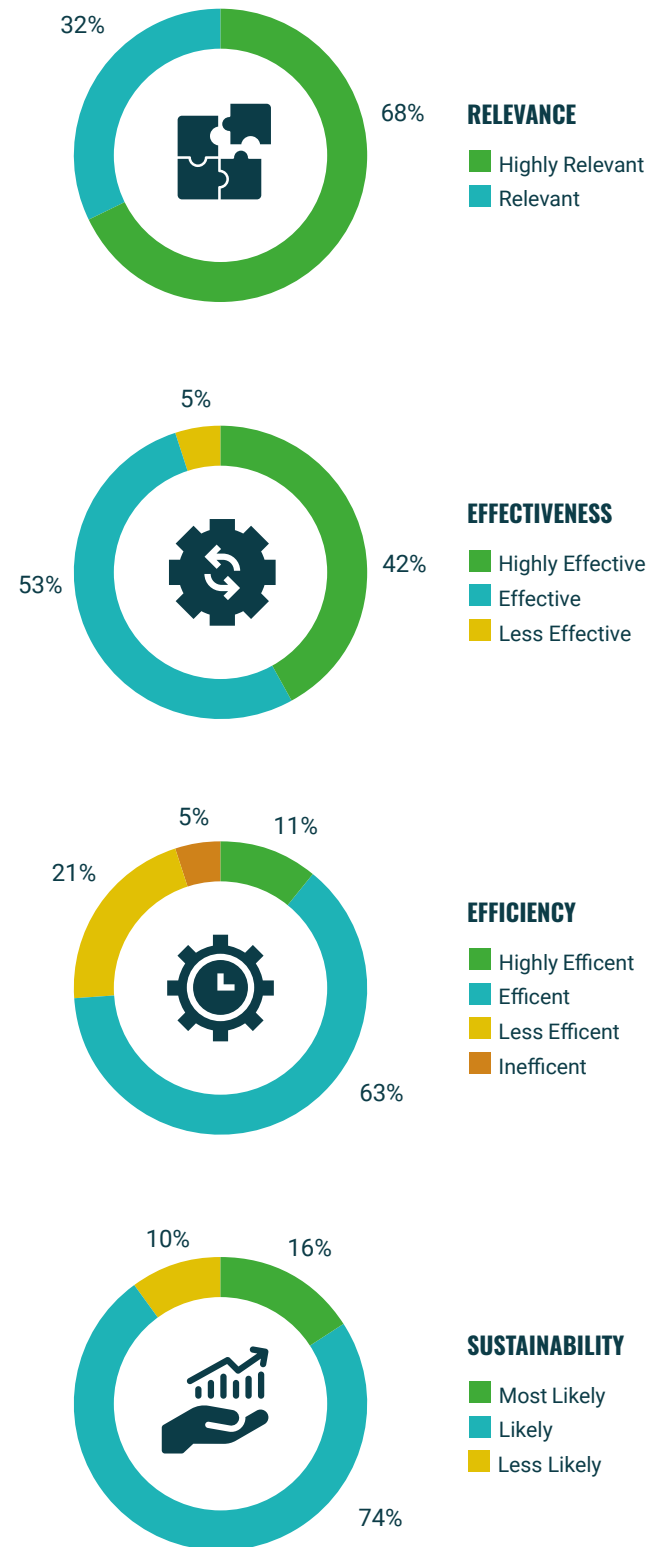
Out of 19 PCR-VNs, 13 projects (68%) were scored as “Highly Relevant” and 6 (32%) were scored as “Relevant”. All six energy Projects were validated by IEvD as “Highly Relevant”.

According to the independent assessment of IEvD, 8 (42%) projects were assessed as “Highly Effective”, 10 (53%) as “Effective” and 1 (5%) ICT project was scored “Less Effective”.

From a total of 19 PCR-VNs, 2 (11%) projects were assessed as “Highly Efficient”, 12 (63%) as “Efficient”, 4 (21%) as “Less Efficient” and 1 (5%) Health project validated as Inefficient.

According to the validation notes of 19 PCRs, 3 (16%) projects were rated as “Most Likely”, 14 (74%) “Likely” and 2 (10%) projects (1 Agriculture project in Togo and 1 WATSAN Project in Indonesia) were “Less Likely” to be sustainable after the project closure.

FIGURE 9 | PCR VNs Projects Performance by Evaluation Criteria



2.4 KEY FACTORS AFFECTING PROJECTS' PERFORMANCE

A combined analysis about reasons of variation in performance across PPERs and PCR-VNs shows that the major issues remain efficiency and sustainability, as follows:

2.4.1 Factors Affecting Effectiveness

A detailed review of all the evaluations revealed that some key factors affected the effectiveness of the evaluated projects. Firstly, project activities were not fully implemented as planned leading to the non-achievement of key outputs and outcomes. Secondly, project design was not in line with the international best practices. For example, for vector control, two interventions were recommended by WHO: LLIN and Indoor residual spraying (IRS). The Support to the National Malaria Prevention and Control Project in Senegal only implemented LLIN intervention for vector control. However, it would have been more impactful to implement both interventions together to achieved expected outcomes.

Third, significant down scoping of the project because of underestimation of project costs. For example, the scope of the Community Agriculture Infrastructure Improvement Project Phase 3 in Uganda was reduced from 680 Km to 375 Km because of the underestimation of construction costs at appraisal. Fourth, lack of strong commitment and ownership of the government for the project. The government did not provide its planned counterpart funding causing some key activities not to be implemented.

2.4.2 Factors Affecting Efficiency

A detailed analysis highlights that performance related efficiency is lower compared to other criteria. Out of the projects evaluated, only two were completed within the timeframe defined at appraisal and with no cost variation. However, all the remaining projects (more than 90% of the projects) recorded delays with significant cost variations. The average cost variation (Cost overrun/underrun) of all evaluated projects between the actual project cost and appraisal estimates is 9%. 81% of the projects evaluated were cost-underrun against no cost overrun. The remaining projects (19%) were cost-efficient.

Efficiency assessment across evaluations highlighted three common factors which influenced the performance of the evaluated projects. First, there are recurrent projects' start-up delays (the lengthy period between approval, signature, and effectiveness), which makes the design obsolete. When that occurs, a change in design and scope of the project becomes necessary before further implementation. This leads to the projects not fully achieving their outputs in a timely manner. Secondly, the unavailability or late release of government counterpart is a recurrent factor. This calls for further attention to the capacity of the governments to mobilize internal financial resources. Thirdly, the capacity of the executing agencies remains an efficiency issue. Indeed, many executing agencies lack the adequate technical capacity to plan for and ensure delivery of the project outputs. This is illustrated in the findings from the CAE in Côte d'Ivoire below.



During CAE in Côte d'Ivoire, the evaluation noted insufficient project preparation/design time that hampered the efficiency of the portfolio. The challenge of appropriate identification of implementing entities with adequate capacity was another constraining factor in project implementation. Also, the lengthy project starting process (the lengthy period between approval, signature, and effectiveness) lead to some provisions set at the project design being no longer relevant. This is the case for feasibility studies for projects with civil works components. As a result, the feasibility studies of some of the evaluated projects were updated, which caused implementation delays and additional costs that undermined the efficiency of such projects under the portfolio.

Source: IEvD 2022 - CAE Côte d'Ivoire

2.4.3 Factors Affecting Sustainability

A thorough examination of project sustainability highlighted that sustainability remains a cross-cutting challenge that needs to be addressed in IsDB projects. There are risks to the projects' technical, financial, and institutional sustainability. This is first evidenced by a noticeable absence (or inadequate) budget for operation and maintenance that constitutes a risk for to the quality of outputs and services in the long term.

For example, due to the insufficient operation and maintenance budget of the Uganda Road Fund to finance district local governments undertaking regular and long-term maintenance operations and the weak management structures of the established APF, the sustainability of the established infrastructure of the CAIP-3 project is threatened in the long run.

Secondly, the absence of an appropriate exit strategy/plan since the design of the projects or the inappropriate adaptation of that exit strategy (if any) to the contextual evolution of the project led to inadequate ownership and commitment from the beneficiaries to ensure the project's sustainability. This is evidenced by an example from the primary and secondary projects during the cluster evaluation in Rwanda.



Overall, the sustainability of the Bank's special assistance interventions remains mixed despite a strong institutional anchor. All the projects evaluated were technically sound. The physical condition of the project facilities (school and health center buildings, equipment, water pumps, and solar energy system) was in good working condition. The projects are also well integrated into the institutional framework of the partner NGOs. However, the financial sustainability of the schools and health centers has been affected by their limited revenue generation capacity (mainly through the collection of service fees), which, if not addressed, will likely hinder the functionality of these facilities. IsDB-supported schools' enrolment has decreased between 50 to 80% due to the current national policy adopted by the government to reduce education fees in public and government-aided schools to less than USD 1 per term for primary schools and USD 17 for secondary schools. As a result, the schools are struggling to cover recurring costs, including staff salaries and maintenance.

Source: IEvD 2022 - Cluster Evaluation, Rwanda

CHAPTER

3



FEATURED TOPIC: FOOD SECURITY

3.1 CONTEXT: JEDDAH DECLARATION

Following an unprecedented global food crisis in 2008, many developing and heavily import-dependent countries including those from IsDB MCs underwent rapid food insecurity, due to MCs' limited ability to import food. Soaring prices of basic staples along with low food reserves led to an adverse effect on the food security of MCs' population, especially the poor and the vulnerable. This was aggravated by the steep rise in oil prices, resulting in higher prices of fertilizer and chemicals and increased cost of transportation.

Responding to the crisis, the Islamic Development Bank (IsDB), approved an assistance package amounting to USD 1.5 billion under the Jeddah Declaration Program on Food Security to extend support to urgent, and medium- to long-term needs of its least developed member countries (LDMC) facing food security crises over five years (2008-2013).

3.2 THE FOOD SECURITY PROGRAM (JEDDAH DECLARATION)

The IsDB Food Security Program (Jeddah Declaration) aimed at re-invigorating the agriculture sector in IsDB MCs to help become more productive and commercially oriented to increase the income level of the farmers and livestock raisers and ultimately promote food security and overall economic growth. This objective was to be achieved through undertaking rural-based investments that had potentially enormous socio-economic benefits.

The scope of the Jeddah Declaration Program consisted of the following short-term and medium- to long-term measures: **(i) Short-term measures:** replenishment of food stocks, supply of agricultural inputs; supply of animal feed; and provision of agricultural machinery; and **(ii) Medium- to long-term measures:** Enhancing IsDB's agricultural project portfolio in public and private sectors as well as

through PPPs; Building the capacity of agricultural research institutions; Extending lines of financing; Promoting investments in agriculture; and Improving access to financing of the private sector.



3.3 THE EVALUATION

3.3.1 Objective and Scope

The program evaluation aimed to conduct an independent and comprehensive assessment of the implementation performance of projects and operations approved under the Jeddah Declaration Initiative, identify lessons learned, and guide the design and implementation of future IsDB food security programs in IsDBG MCs. The scope of the evaluation covered all operations approved under the Program, covering 35 IsDB MCs and is based on the review of a total number of 126 Jeddah Declaration Program portfolio documents. It also covered the food security status in IsDB MCs, major food security issues, and challenges confronted by these countries. Furthermore, the program evaluation drew on the two country case studies for Bangladesh and Mali with the largest share of the project portfolio under the Jeddah Declaration Program.

3.3.2 Methodology and Conceptual Framework

The evaluation was conducted in line with the Good Practice Standards (GPS) of the Evaluation Cooperation Group (ECG) of Multilateral Development Banks (MDBs) by adopting standard evaluation criteria (Relevance, Effectiveness, Efficiency, and Sustainability) as well as standard food security program analysis against food security (FS) pillars (i.e., *Access, Availability, Utilization, and Stability*). The conceptual framework underlying the program evaluation essentially rested on three elements that influence the FS results chain: (i) Corporate-level factors (governance, policies, and strategic thrusts) within the IsDB; (ii) Outcomes of individual projects encompassing

above FS pillars; and (iii) Country or regional level factors (national policies and priorities). The methods and tools used in the program evaluation included a wide range of information sources, data collection, and analytical techniques including (a) Desk review and assessment of IsDB project documents; (b) Questionnaire for information gap; (c) Country case studies (Bangladesh and Mali); (d) Portfolio analysis; and (e) Gap analysis and comprehensive review.

3.3.3 Status of Jeddah Declaration Program Portfolio

Under the IsDB Food Security Program, the Bank financed 53 agriculture and food security projects (equivalent to 108 operations) and 45 TA Grant operations during 2008-2013 for a total amount of USD 1.38 billion in 35 IsDB MCs. As of January 2023, the total disbursements reached USD 896.1 million (approximately 65% of the total approved amount). Out of the 53 projects, 29 projects are still active, 16 are completed, 6 are canceled, and the remaining 2 are terminated. Twenty-five (25) LDMCs, two (2) non-LDMCs, and one (1) regional entity have benefited from 45 TA Grant operations amounting to USD 30.83 million. Out of the 45 TA Grants, 42 are completed, and 3 are canceled. As for portfolio distribution by member countries, Republic of Mali was the largest beneficiary of the Jeddah Declaration Program, followed by Burkina Faso, Bangladesh, and Yemen.

FIGURE 10 | Jeddah Declaration Program Portfolio Distribution by IsDB MCs (No. of Projects)

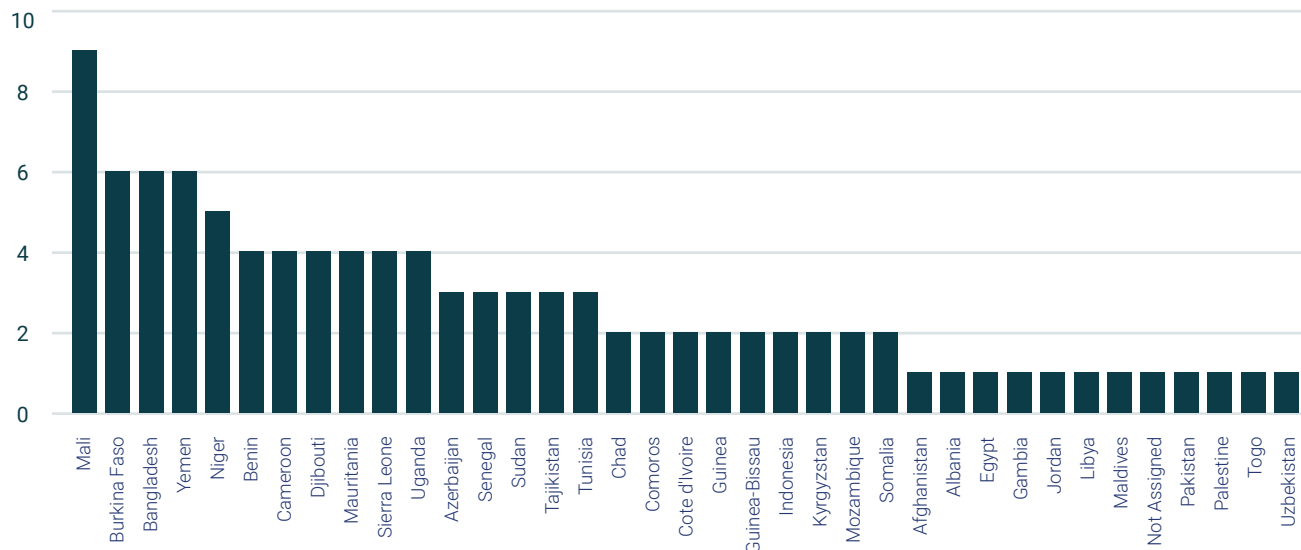
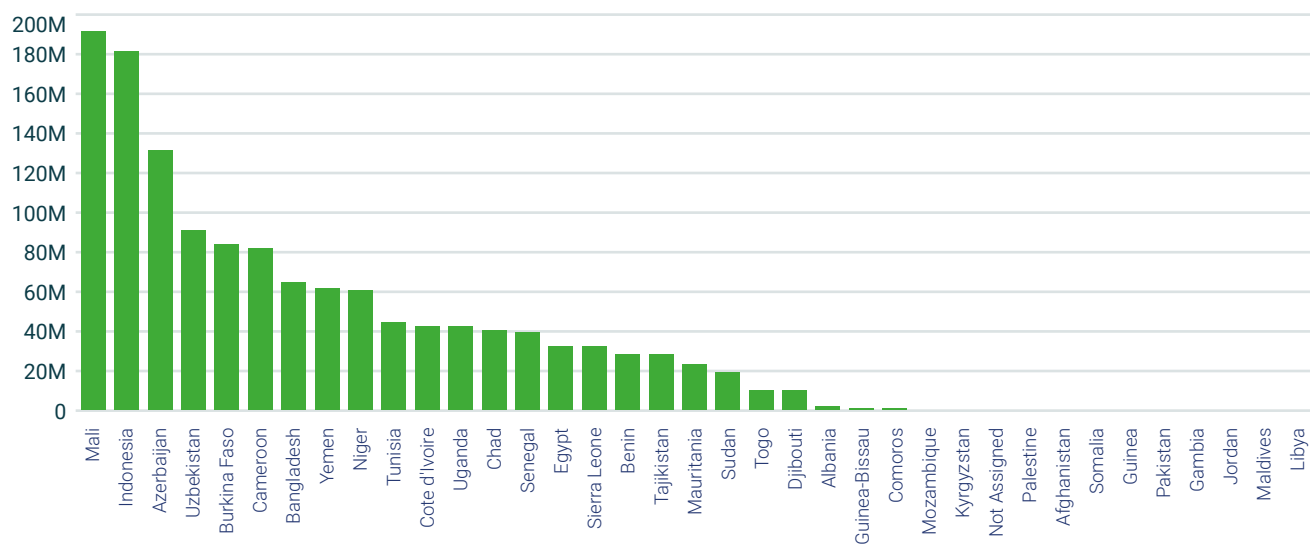
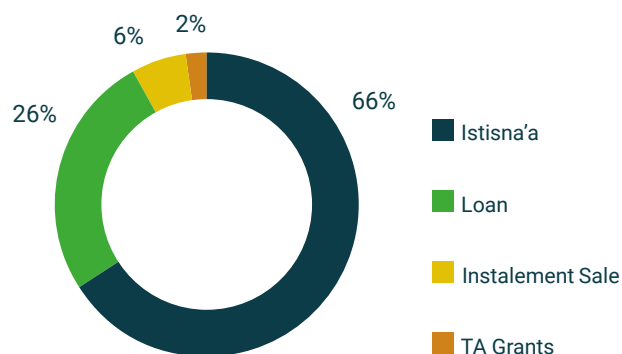


FIGURE 10a | Jeddah Declaration Program Portfolio Distribution by IsDB MCs (Financing Amount in USD million)



The Jeddah Declaration projects cover the following main sectors: (i) Agriculture: USD 1.24 billion (90%); (ii) Water, Sanitation & Urban Services: USD 99.71 million (7.23%); (iii) Industry and Mining: USD 34.81 million (2.52%); and (iv) Finance: USD 0.41 million (0.03%). In terms of modes of finance, Istisna'a represents the leading modes of finance, accounting for 66% of the total approvals. Loans constitute 26%, Instalment Sale 6%, and TA Grants 2% of the total approvals.

FIGURE 11 | Jeddah Declaration Program Portfolio Distribution by Mode of Finance



3.4 MAIN FINDINGS

During the evaluation, only 16 projects were completed out of 53 approved ones at the onset. In addition, project performance data was collected for 8 additional projects nearing completion with the help of the Regional Hubs. Accordingly, the performance assessment was done for a total of 24 projects.

3.4.1 Relevance

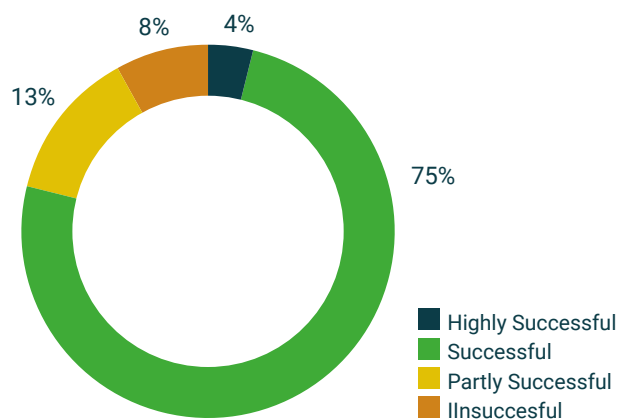
The main objectives and scope of the Jeddah Declaration projects were consistent with the national food policies and strategies of the concerned IsDB MCs. Furthermore, these projects were relevant to the national development plans, addressing challenges in rural and agricultural development and non-farm economic activities to alleviate poverty. In addition, the projects conformed with the Key Strategic Thrusts (KST) of the IsDB 1440H Vision with direct relevance to KST#2 “Alleviate Poverty” and Key KS#5 “Prospering the People.” However, the projects were designed as standalone projects without a cohesive integration of the different operations. Overall, 71% of the assessed 24 projects were rated as “Highly Relevant,” while 29% were rated as “Relevant.”

3.4.2 Effectiveness

The main aggregated outputs achieved under the Jeddah Declaration Program include: (i) Land Development: developed and rehabilitated more than 12,250 ha of land, and improved/rehabilitated the irrigation systems in 77,300 ha benefiting 28,016 household farmers; (ii) Irrigation and

Drainage: developed and rehabilitated 3,305 ha of irrigated land (including 854.16 ha of low land), and 5 new dams were constructed, and 4 existing dams were rehabilitated; (iii) Livestock Development: 12,250 cows were inseminated, and 825 highly productive goats were raised; (iv) Development of Rural Infrastructure: construction of 49 rural markets (growth centers), 18 market hangers, 55 agro-business centers, 40 greenhouses; and about 15,500 of rural roads, 85 km of bridges and culvert structures, and 4,327 hydro-technical structures were constructed/upgraded; (v) Supply of Farm Machinery: beneficiaries were supplied with 17 tractors, 570 power tillers, 802 sprayers, one combined harvester, 530 power threshers, 19 seed dryers, 21 seed cleaners, 10 seed treaters, 30 weighing machines, and 2 bag closers, 36 loaders/excavators, 22 motorboats, 2 trucks, 2 pick-ups, one jeep, and one refrigerator van; and (vi) Capacity Building and Technology Transfer: A total of 447,704 farmers, seed producers, and Agro-dealers were trained.

FIGURE 12 | Food Security Overall Rating



The following main aggregated outcomes were achieved: (i) **Production and Productivity Enhancement:** Contributed to a total grain production of 1.5 million, and the production of crops increased to 125,026 tons/year for wheat, 122,119 tons/year for maize, 70,909 tons/year for rice, 169,786 tons/year for sugarcane, and 3,780 tons/year for cotton; (ii) **Improved Irrigation Systems:** Improved water-use efficiency by up to 86% and increased agricultural production by over 40%. With the new irrigation systems, water use for irrigated agriculture was reduced by 60%; (iii) **Seed Availability and Accessibility:** A total of 69,130 mt of high-quality seeds for rice, wheat, maize, sesame, groundnuts, pulses, oil seeds, and vegetables were distributed to about 7 million farmers; (iv) **Fisheries Development:** Contributed to increase in annual fish production by 700 tons/year, benefiting 860 fishermen; (v) **Access to Microfinance:** Extended to at least 242,150 farmer groups, small traders, and various other clients; (vi) **Strengthening of Research Capacity:** A total of 25 improved varieties of rice, wheat, potatoes, maize, pulses, oil seeds, and spices were developed and popularized; (vii) **Improved Rural Infrastructure:** The number of people accessing all-season public transportation within 2 km of their homes increased by 20%; (viii) **Improvement of Health, Sanitation, and Nutritional Status:** Contributed to alleviating water shortage in the intervention areas during the dry season and improving the livestock grazing condition by adding 33 watering facilities resulting in an increased water supply of 6.0 million m³/year; and (ix) **Creation of Employment Opportunities:** Contributed to the generation of direct employment opportunities for about 1.95 million people and indirect employment opportunities for about 3.17 million people, of which about 30% were women.

Overall, the assessed projects contributed to increasing yield and production, supply of quality seeds, research capacity, technology transfer, household incomes, and improving the livelihood of the beneficiary population. Overall, 59% of the assessed 24 projects were rated as “**Effective**”, while 29% were rated as “**Highly Effective**”. The remaining projects were rated as “**Less Effective**” (8%) and “**Ineffective**” (4%).

3.4.3 Efficiency

As of the end of 2013, the program achieved approvals amounting to USD 1.38 billion (or 92% of the planned approvals). As of January 2023, the total disbursements reached USD 896.1 million (65% of the total approved amount). Although the project approvals were completed by the end of 2013, the implementation of individual projects extended beyond June 2022. However, 42 TA Grant operations were approved and completed during the envisaged period (2008-2013). More specifically, there were significant delays in the implementation of the 24 assessed projects. The average delay for these projects was 39.4 months (or, 3 years and 3 months), and the range of delays was between 5 months and 99 months (or, 8 years and 3 months). The delays and slow-paced implementation (time over-run) of the Jeddah Declaration Program adversely affected delivering its outputs and outcomes. Similarly, the projects recorded high-cost variations. Overall, 46% of the assessed 24 projects were rated as “**Efficient**”, 33% as “**Less Efficient**” and 17% as “**Inefficient**.” Only one project 4% was rated as “**Highly Efficient**.”

3.4.4 Sustainability

The program has strengthened the institutional base and capacity of executing/implementing agencies, Project Management Units (PMUs), and concerned Government agencies from the national level to the community level. Now, the local government institutions are capable enough to manage and implement community empowerment and development programs. More importantly, as evident from the case studies for Bangladesh and Mali, the executing agencies immensely benefited from the program in building their institutional base. However, there were concerns raised about the sustainability of most of the rural infrastructure facilities (roads, bridges, culverts, irrigation

channels, etc.) and agricultural equipment provided due to lack of adequate funds for Operation and Maintenance (O&M), insufficient cost recovery mechanisms, and lack of required human resources. However, in general, there is strong beneficiary ownership and the projects have contributed to strengthening the institutional capacity of the implementing agencies. Similarly, none of the projects adversely affected the environment. Overall, 71% of the assessed 24 projects were rated as “**Likely Sustainable**”, 17% were rated as “**Most Likely Sustainable**”, and 8% as “**Less Likely Sustainable**”. One project (4%) was rated as “**Unlikely Sustainable**”.

3.5 OVERALL PROGRAM PERFORMANCE ASSESSMENT



The vast majority (75%) of the assessed 24 projects were rated as “Successful”, 13% were rated as “Partly Successful”, and 8% as “Unsuccessful”. Only one project (4%) was rated as “Highly Successful”. The main factors contributing to project success include better experience and capability of executing agencies, appropriateness of project design, the technical and financial soundness of projects, keeping original project scope unchanged, availability of counterpart funds, close supervision and monitoring, active community participation, and effective O&M of project facilities. The major factors that affected success of projects include poor project design and implementation, lack of a comprehensive feasibility study, poor beneficiary participation, cost overruns, delayed counterpart resources, and changes in project scope.



3.6 LESSONS LEARNED



The major lessons learned are as follows:

- A global and integrated approach to program design combining all the pillars of food security and nutrition and backed by multi-sector stakeholders can better address food security challenges.
- Identifying specific themes and sub-themes tailored to addressing regional specificities can lead to better outcomes.
- A regional-focused development approach in partnership with participating MCs and regional development partners maximizes the impacts on end beneficiaries.
- An inclusive approach combining both knowledge transfer through training and capacity building and infrastructure development for improved agricultural production and diversification can enhance outcomes.
- Harmonization of food security interventions with bilateral and multilateral donors can mobilize more resources for achieving food security goals.
- Developing detailed and well-designed implementation plans with a clear action plan and operational strategy can facilitate better outcomes.

3.7 RECOMMENDATIONS

The below follow-up actions and recommendations were generated from the evaluation:

■ **Completion of the Jeddah Declaration Program:**

- Expedite the completion of the ongoing projects under the Jeddah Declaration Program as a matter of priority;
- Undertake a comprehensive stock-taking exercise to document the key achievements (outputs and outcomes) of the program.

■ **Planning and Designing Future Food Security Programs:**

- Incorporate the global food security agenda and standards, especially the four pillars of food security (access, availability, utilization, and stability) in the design of future food security programs;
- Develop a comprehensive program theory of change to provide a clear road map for supporting MCs to secure their food supply in the short, medium, and long term;
- Consider developing/designing a solid programmatic approach for developing food systems to provide a holistic solution to food insecurity issues in MCs instead of stand-alone productivity enhancement projects;
- Conduct consultations with both internal and external parties during the program design, especially consultations with regional umbrella organizations;

- Give utmost priority and allocate sufficient resources to capacity development of both internal and external stakeholders; and
- Consider the role of private sector could play in the development of the agriculture value chain and marketing in the program design.

■ **Implementation Arrangements Program:**

- Establish a program coordination mechanism at the headquarters, under close supervision by the senior management, to follow up on the smooth implementation of the program;
- Consider a systematic, efficient, and overarching monitoring and evaluation system for the program; and
- Prepare more accountability (M&E) reports, most importantly PCR, PCR-VN, and PPER, so that adequate data is available to assess program success.

■ **Ensuring Sustainability:**

- Ensure the availability of an adequate O&M budget for project-supported facilities as a prerequisite for financing effectiveness; and
- Have a clear safeguard policy to facilitate addressing environmental and social issues in project design, implementation, and operation, and provide a framework for consultation with communities and public disclosure.

CHAPTER

4



EVALUATION LEARNING AND RECOMMENDATION

This chapter presents a synthesis of lessons learned and recommendations from eleven Project Evaluations and six Macro evaluations carried out by IEvD during 2022. Along with the evaluation findings, important lessons and recommendations

have also stemmed for the Bank and the beneficiary countries, which are expected to help improve performance and development effectiveness of IsDB's future interventions.

4.1 LESSONS LEARNED

Documenting learning is one of the main functions of evaluation. IEvD has been successfully managing a database of Lessons Learned collected from all evaluations to promote the use of such learnings to inform future decision-making process, thus contributing to improved project performance, outcomes, or impacts. The following is a synthesis of lessons learned from evaluations conducted by IEvD in 2022.

a) Learning from best practices, anticipating potential risks, and identifying appropriate mitigation measures are instrumental in ensuring the timely completion of projects.

■ **Using lessons and best practices from similar previous projects enhances efficiency in project implementation.** The Community Agriculture Infrastructure Improvement Project-3 in Uganda (CAIIP-3) was designed based on the lessons and best practices from CAIIP-1 and CAIIP-2, as well as considering the experiences of other development partners working in Uganda through a robust review of literature during the design stage. This was very useful in helping the project circumvent some obstacles during the implementation project. For instance, except for the

start-up delay, the project was completed on time and did not face any major delays.

- **Detailed assessment of risks and identification of appropriate mitigation measures are instrumental in ensuring the timely completion of projects.** For instance, the 66 KV Electricity Transmission Development Project in Bahrain and the Reconstruction of the *Adagali-Atalpame* Road Project in Togo faced startup delays mainly due to lengthy turnaround in securing work permissions and land acquisition. Assessing the potential risks, which can cause delays in securing necessary permits and land acquisition as part of the project risk assessment and identifying mitigation measures could have helped the project's efficiency.
- **Planning project execution in phases and closely monitoring context reduces implementation delays.** Despite the support of technical experts and strong sponsor commitment (such as ONCF) for the Tangier - Casablanca High-Speed Rail Line Project in Morocco, unforeseen events adversely impacted the project completion time, which could have been avoided had the project been planned in phases.

- **In complex projects, splitting the work and engaging multiple skilled contractors help improve project efficiency and effectiveness, provided that the executing agency has the required capacity.** Splitting contracts rather than awarding one big contract to one company allowed the Bahrain Electricity and Water Authority (EWA) to avoid delays that could have been caused by cable routing challenges. The adequate capacity of the EWA was instrumental in managing multiple contracts. For future large-scale developments in the electricity transmission network, strong EAs with adequate contract management capacity may consider splitting contracts for civil works to de-risk projects.

b) A well-capacitated executing agency, coupled with technically qualified, and financially capable contractors, and consultants, are instrumental for the timely completion of projects.

- **An experienced and capable project sponsor and PMU increases the overall performance of project implementation.** In the Manisa Research and Training Hospital Project in Türkiye, the capacity of the Sponsor and the PMU contributed to the smooth completion of the project and enabled timely repayments. The project was completed before the planned completion date without any cost overrun. The health services provided by the Hospital are top-rated and repayments have been on time. Similarly, the EA of the Tangier – Casablanca High-Speed Rail Line Project in Morocco has demonstrated a high proficiency and complete mastery in managing the operations and the rail stations since its

inauguration in November 2018, achieving a customer satisfaction rate of 97.5%.

- **Selection of technically qualified and financially capable contractors and consultants contributes to ensuring the smooth and successful implementation of the civil works and delivery of outputs.** The contractors of the 66 KV Electricity Transmission Development Capacity Project in Bahrain had the required technical skills to undertake the civil work for the project efficiently. The presence of qualified and experienced consultants has helped the project supervision and successful completion of the project. The capacity of the Bahrain Electricity and Water Authority in managing and supervising the consultant and contractors also played a critical role in the success of the project.

c) Aligning project objectives with government priorities, active involvement of end-beneficiaries in project design, and allocation of sufficient operations and maintenance budgets improves the sustainability of project benefits.

- **Integrating projects into the existing government programs increases the potential for project success and improves the likelihood of its sustainability.** The Support to the Quality Improvement of the Vocational Training Centers Project in Indonesia was fully aligned with the Government of Indonesia's National Medium-Term Development Plan (2010-2015), which emphasized the improvement of the quality and relevance of vocational education. As a result, it enjoyed strong government support. Even during the

COVID-19 pandemic, the VTCs continued conducting their training activities. After the project's completion, the government allocated significant financial resources and expanded the scope of some Vocational Training Centers by developing tourism and maritime-related training programs. The government also planned to increase the number of Vocational Training Centers from 23 in 2022 to the target of one Vocational Training Center in each of its 38 provinces.

- **Inclusion of additional works in the project scope for the local communities (e.g., classrooms, latrines, fences for schools, feeder access roads, and water boreholes) creates a sense of ownership by the local population.** In the case of the Reconstruction of Adagali-Atakpame Road Project in Togo, knowing that they will benefit from the additional facilities in their daily lives, the local communities easily agreed to release the land needed for the road infrastructure.
- **Involvement of the district administrations and project beneficiary communities during the implementation of road projects ensures local ownership of the infrastructure post-project implementation.** At the design stage of the Community Agriculture Infrastructure Improvement Project-3 in Uganda, the communities and districts were involved in the construction of the roads. After its completion, the project successfully achieved its expected results and the respective districts' local governments demonstrated ownership of the roads, integrating the CAIIP-3 roads into their annual road maintenance work plans and budgets.



- **Lack of sufficient financial resources devoted to a project's infrastructure Operation and Maintenance function can, in the longer run, undermine gains made from successful project implementation.** At the design stage of the Community Agriculture Infrastructure Improvement Project-3 in Uganda, the plan was to integrate the maintenance of the community access roads constructed by the project into the annual work plans and budgets of the local districts. Then the latter will in turn source funds from the Uganda Road Fund. That was to assure the sustainability of the access roads. Due to fiscal pressures, funds were shifted to meet the recurrent wage budget requirements instead of the maintenance of existing roads and the construction of new roads. For instance, for the past two financial years, just 40% of the Fund was allocated. These funds could only meet 25% of the road maintenance requirement for the country, leaving little or no funds for the maintenance of district roads.



d) Good preparatory work, effective planning, and quality designs are key success factors for implementing development interventions.

- **Proper design and effective planning are two critical factors in implementing highly successful projects.** The Water Transmission and Storage Development Project in Bahrain experienced most of the delays in pipeline installation contracts due to the lack of proper planning and failure to design the pipeline network in coordination with main road widening activities and road construction projects. This did not allow for the installation of large water transmission pipes along the roads on time.
- **Enhanced quality at entry of projects that are at advanced stage increases project performance.** Readiness of The Tangier – Casablanca High-Speed Rail Line Project in Morocco was high when it was presented to IsDB for financing. Not only were the technical studies ready, but also the bidding process was at an advanced stage during the appraisal phase. In parallel, the project team was formed, and the financial resources needed for other components were mobilized.
- **Training Executing Agencies on IsDB Procurement policies at the outset of the project increases project efficiency.** The weak capacity of the Executing Agency adversely affects project progress and ultimately delays the project implementation. According to a review of 145 evaluated projects, delays in the procurement for civil works lead to delays in project implementation. These delays were mainly due to the executing agencies' lacked knowledge about the Bank's policies and procurement procedures.

- **Sound appraisal with effective due diligence and a clear exit strategy are critical for mitigating risk factors and increasing the potential success of IsDB's equity investments in Islamic Banks.** Although the Bank's quality at entry has improved over time, there are still many gaps that need to be closed. The appraisal and analysis process needs to be improved and must include a precise logical framework with corresponding performance indicators for the achievement of IsDB's development objective, a well-defined robust monitoring mechanism, and a clear exit strategy.
- **A well-designed project, along with a good implementation track record, is essential in mobilizing resources from financial partners and bridging funding gaps.** Financial partners only agree to provide funds and contribute to project co-financing when the project is technically and financially well-structured and the implementation track record of the lead financier is well established. Similarly, a well-designed line of finance can be used as a good medium to bridge funding gaps in financial institutions and provide long-term financing for on-lending to end beneficiaries in local markets.

e) Timely release of counterpart funding and flexibility in the financial plan of projects improves project efficiency and sustainability.

- **Timely mobilization of Counterpart Funding increases the efficiency and sustainability of the project outcome and impact.** The performance assessment of 145 evaluated projects confirms that delay in the release

of counterpart funding has contributed to inefficiency and a low level of sustainability of IsDB projects. Evaluated projects that did not receive counterpart funding on time experienced an additional 3-month delay compared to those that received it on time. Similarly, projects that faced a delay in securing the counterpart funding performed consistently poorly compared to the ones that received them on time. Indeed, 40% of projects that did not receive counterpart funding on time were assessed as either "Partially Successful" or "Unsuccessful." In comparison, 75% of projects that received timely counterpart funding were assessed as either "Highly Successful" or "Successful". The timely release of counterpart funding has been a key determinant in increasing the efficiency, effectiveness, and sustainability of the projects.

- **Efficient and Effective management of Counterpart Funding requires a policy with more flexibility to meet member country needs in financing components in line with other MDBs.** Sister MDBs (WB, ADB, and AfDB) have revised their policies related to counterpart funding to accommodate the member country's needs by financing additional expenditures that were previously not eligible for financing. This flexibility improved the efficiency and effectiveness of projects with counterpart funding.



4.2 RECOMMENDATIONS

Evaluation recommendations are aimed at enhancing the development effectiveness of the Bank by proposing actions that could enhance the quality, efficiency, effectiveness, and sustainability of development interventions, policies, and strategies. The recommendations raised in the evaluations conducted by IEvD in 2022 are related to (a) improving quality at entry; (b) improving sustainability; (c) sharing of success stories through Reverse Linkages; (d) enhancing the management of counterpart funding; (e) improving due diligence in investments in Islamic Banks; and (f) re-positioning lines of finance for greater impact. These recommendations, supported by evidence-based facts from the evaluations, suggest courses of both strategic and operational actions to be taken by IsDB Management.

a) Ensure Robust Design of Projects to Improve the Likelihood of Project Success

- **Flexible Procurement System:** To mitigate delay in the project start-up phase, the Bank should consider adopting local procurement rules based on an assessment of the country's procurement systems and encourage wherever feasible the possibility of advance procurement.
- **Set realistic project cost and implementation plans:** Make careful and rigorous estimations to obtain realistic project costs based on thorough feasibility studies and benchmarking with similar projects in the country at the design stage to avoid substantial revision in key project targets during implementation. Similarly, the implementation schedule

should be in sync with project activities and intended targets.

- **Ensure availability of the land before the approval of the project.** For infrastructure projects, ensure land acquisition is finalized and related compensation is settled before the project approval to avoid delays in project implementation.

b) Integrate Project Sustainability into the Project Design

- **Ensure sufficient budget is allocated for Operation and Maintenance:** during project negotiation, the Bank should ensure that the operation and maintenance of project facilities are covered by the beneficiary through the allocation of a dedicated fund or budget line. Ensuring the availability of funds for O&M could be considered one of the project effectiveness conditions.

c) Share Successful Project Experience through mainly Reverse Linkage

- Several projects evaluated in 2022 were successfully implemented. The Bank should share these successful experiences and knowledge with projects in other member countries. These include Tangier – Casablanca High-Speed Rail Line Project in Morocco, Regional Submarine Telecommunications Project in Bangladesh, and Manisa Research and Training Hospital Project in Türkiye.



d) Enhance the Management of Counterpart Funding

- **Closely monitor the timely release of the counterpart funds** and proactively coordinate with the relevant stakeholders for the implementation of counterpart-funded components to improve project efficiency and sustainability.
- **Define a clear policy and guidelines** to efficiently manage and monitor the counterpart funding and avoid any project implementation delays. The policy should provide the needed flexibility to increase IsDB financing to go up to 100% in member countries facing budget constraints and revise the project financing plan accordingly.

e) Improve the Due Diligence and Management of Investments in Islamic Financial Institutions

- **Ensure strong corporate governance:** The Bank should ensure that there is strong corporate governance, which is of paramount importance, combined with high integrity of locally sourced management in Investee Banks. Similarly, the oversight from shareholders needs to be strengthened by establishing an independent project monitoring function.
- **Nominate experienced and dedicated non-IsDB Board member:** IsDB may consider nominating an experienced and dedicated non-IsDB staff member for the Board of the Investee Banks with a clear term of reference.
- **Ensure the host jurisdiction has a conducive legal regulatory environment for Islamic finance:** The Bank should ensure that at the time of investing in an Islamic Financial Institution, the host jurisdiction should have a conducive legal regulatory environment for Islamic finance. IsDB's equity participation should be combined with a well-designed technical assistance grant to assist the regulator to develop a suitable legal/shariah framework.
- **Carry out a robust analysis before investment approval:** The Bank should review the approval process by having a qualified risk analyst as a member of the Departmental committee. Complex or underperforming existing investments should first be cleared by the risk department to ensure that

adequate analysis and/ or due diligence has been undertaken and that their comments and observations in this regard have been fully addressed before presenting the proposal for approval.

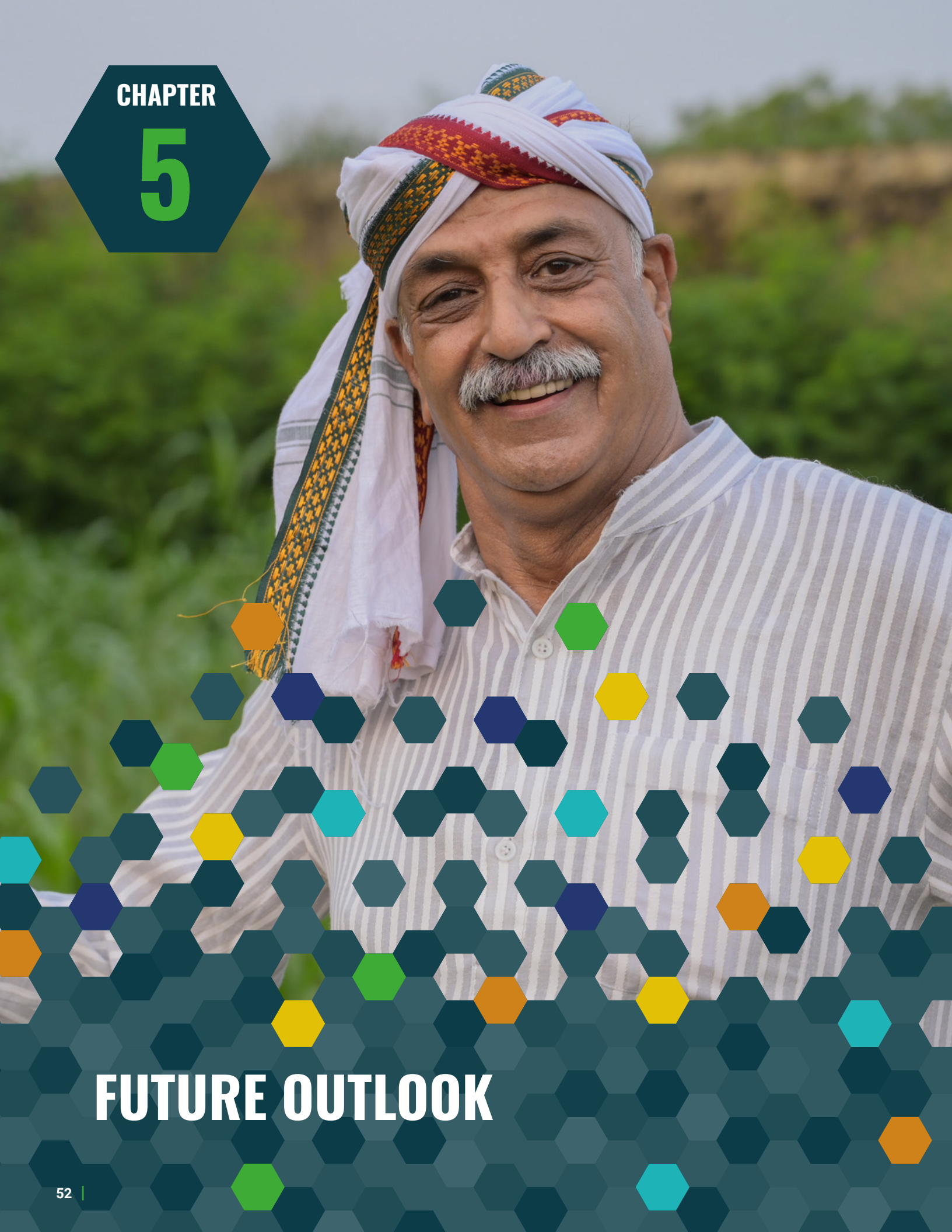
f) **Re-position the Lines of Finance as a Strategic Tool to Implement the Bank's Financing Services for Commercial and Developmental Regional Banks**

- **Leverage IsDB's unique position** in the field of sharia-compliant financing to develop special programs supporting and expanding Islamic finance funding to meet the long-term needs of financial intermediaries and beneficiaries.
- **Develop a policy for guiding the lines of finance** and set up clear objectives, a theory of change, and supportive products like technical assistance, training, marketing programs, B2B services, and export support.
- **Consider using the portfolio approach** to the line of financing while choosing the right financial institutions that are keener to transform the portfolio of end beneficiaries (for instance SMEs).
- **Revive relationships with old financial institutions** partners and apply the improvements learned in terms of Financing modes and disbursement mechanisms, in addition to adopting a holistic development approach.



CHAPTER

5



FUTURE OUTLOOK

Last year, IEvD pursued an inclusive process to develop its new Three-Year Rolling Work Plan (3Y RWP) for 2023–2025, which was approved by the BED in December 2022. The plan focuses more on enhancing the impact and value of IEvD work through better alignment of the evaluation activities with the Bank’s Realigned Strategy 2023–2025, re-calibrating the business model of IEvD to embrace the emerging practices in the field of development evaluation and leverage the power of innovative technological solutions, and improving

planning for annual evaluation work in light of shifting priorities, increased demand for evaluation by the Management, tightened resources and changing operating environment in order to remain useful and relevant. As such, adopting innovative tools (i.e., the boundless potential of data science and Artificial Intelligence (AI)) will be instrumental to chart the roadmap to a sustainable recovery from the global pandemic and overlapping crises as well as building resilience of afflicted communities.

5.1 MAXIMISING POTENTIAL OPPORTUNITIES

Large sets of data are created every day by the interactions of billions of people using computers, GPS devices, mobile phones, and medical devices. Many of these interactions occur through the applications of mobile devices being used by people in the developing world, people whose needs, habits and patterns have been poorly understood until now.

Data sources from social media traffic generate innumerable bytes of so-called big data every day. Next to the growth of mobile data traffic in emerging markets, in part because for many low-income communities, it is their only form of interactive technology. This data can paint a picture about the needs and behavior of individual users rather than simply the population as a whole.

Ultimately, evaluation practitioners will introduce innovative tools that can equip the evaluation practice with impactful solutions to better inform

the decision-making process and to bridge the knowledge gaps in (i) faster outbreak tracking and response (ii) Improved understanding of crisis behavior change, (iii) and accurate mapping of service needs by adequately harnessing the power of data science through the adoption of user-centric solutions that offer compelling possibilities for providing better access to services in health, education, and agriculture sectors.

In fact, data indexes can be used to improve public-sector understanding of educational needs and knowledge gaps, allowing more targeted and timely initiatives to disseminate critical info to prevent faculty turnover, taking adaptive measures to correct course in failing educational strategies, and tackle problems at their source in an efficient and effective manner.

In the Health sector, data analytics can be instrumental in understanding population health trends



and containing outbreaks. It can improve continuity of care, and more importantly be used to create massive datasets with which treatments and outcomes can be compared in an efficient and effective manner. This could apply to vaccine hesitancy and rollout campaigns for other inoculations (e.g., measles, polio, etc.).

In Agriculture, data observatories will help governments better predict food production trends and incentives. This knowledge can be used to ensure

the availability of proper crop storage, reduce waste and spoilage, and provide better information about what types of interventions are needed by farmers in remote areas. Also, data analytics will help identify regions in distress so that targeted assistance can be directed to them. Early detection can help prevent families from leaving their land and further decreasing agricultural production leading to food insecurity.

In the current context of the post-pandemic, which has unleashed a global health and economic crisis, listening to and better understanding the public has invaluable value for the decision-making process of governments, development institutions, NGOs, private sector, and overall communities.

Data science and AI are not only accelerating the path to recovery from the COVID-19 global pandemic, but they are also helping organizations uncover insights and opportunities to succeed in the new normal. Looking around any organization, in 2022, any observer may see more flexible, agile teams, and people working seamlessly across time zones and continents. There is still a hierarchy, but it's less arduous than in the past. It is mainly owed to the ground-breaking impact of artificial intelligence and data science that are proving increasingly impactful and indispensable.

In summary, insights, such as those gathered through data & analytics, will need to flow from a wide range of sources, leveraging multiple inputs for informed decision-makers to get a more holistic view of everything from individual needs through to system-level opportunities. Finally, courage is needed, because time is running out to tackle challenges brought by severe weather attributed primarily to climate change; decisions will need to be made in the short term not decades.



5.2 LOOKING AHEAD: A NEW IEvD 3 YEAR ROLLING WORK PLAN FOR 2023-2025

In 2022, IEvD pursued an inclusive process to develop its new Three-Year Rolling Work Plan (3Y RWP) for 2023–2025. The development process comprised an analysis of IEvD’s previous Annual Work Programs (AWPs), and the identification and prioritization of evaluation proposals derived from

stakeholders’ consultations and from the review of relevant operational strategy and policy documents, thus ensuring support to institutional priorities and ownership of evaluation activities and responding to the needs of, and supports, the Bank over the coming three years.

FIGURE 13 | IEvD 3Y-RWP (2023-2025) Critical Outcomes



The plan has been designed to shift resources to generate, relevant and credible evidence to influence decision making at project, program and policy level discussions within bank. IEvD will continue generating evidence to the needs of the senior management.

Considering the above developments and directional paths, this 3Y RWP proposes enhancements in the business model of the IEvD to achieve the following critical outcomes:

Under the 2023-2025 3Y RWP, IEvD is due to start around 24 ex-Post Project Evaluation of completed projects and up to 6 Evaluations / Reviews of on-going Projects or on-demand evaluations upon Management's request in addition to 3 Program / Cluster Evaluations and at least 3 Joint Evaluations over the period.

Moreover, IEvD is due also to validate 6 Project Implementation Assessment and Support Reports (PIASRs) in addition to 45 to 60 Project Completion Reports (PCRs) from the list of PCRs prepared during the 3 years.

Furthermore, and from a Corporate, Country, and Thematic perspective, IEvD is planning to conduct 3 Country Assistance Evaluations (CAEs) or Country Portfolio Performance Evaluations (CPPEs) in 3 different selected Member Countries over the period. Over and above, IEvD is also considering conducting 3 Strategy / Policy in addition to 3 Sector / Thematic Evaluations over the period. The selection of evaluations will be aligned with the pillars and cross-cutting themes and enablers stated in the Bank's Strategy 2023-2025.

Finally, IEvD will continue to strengthen its enabling activities aiming to enhance knowledge generation, sharing and dissemination of evaluation results.

This would ultimately improve the usefulness and utilization of the evaluation and strengthen the IEvD's contribution to the Bank's learning and development effectiveness.

The Annex 6 of this report provides an overview of the IEvD 3 Year Rolling Work Plan for 2023-2025.



ANNEX

1

SNAPSHOT OF EVALUATED PROJECTS AND VALIDATED PCRs



A SNAPSHOT OF EVALUATED PROJECTS AND PROGRAMS

Following list of projects performance evaluations conducted during 2022

Project Name **Water Transmission and Storage Development Project**

Member Country Kingdom of Bahrain

Evaluation Type Post Project Evaluation

Description Improve scarce water resource management and the water supply services in the different areas in Kingdom of Bahrain in terms of water quality and quantity to meet the growing demands from the population and businesses.



Click or scan the QR on the left to read more...

Overall Rating **Successful**

Sub-Criteria Rating	Relevance	Effectiveness	Efficiency	Sustainability
	Relevant	Highly Effective	Less Efficient	Likely

Project Name **Regional Submarine Telecommunications Project**

Member Country People's Republic of Bangladesh

Evaluation Type Post Project Evaluation

Description The project aimed at adding redundancy to the existing submarine cable network and route diversity of international telecommunication circuits that would provide an additional bandwidth capacity..



Click or scan the QR on the left to read more...

Overall Rating **Highly Successful**

Sub-Criteria Rating	Relevance	Effectiveness	Efficiency	Sustainability
	Highly Relevant	Highly Effective	Efficient	Most Likely

Project Name **Support to Quality Improvement of Vocational Training Centers Project**

Member Country Republic of Indonesia

Evaluation Type Post Project Evaluation

Description

The objective of the Support to the Improvement of the Vocational Training Centers (VTCs) Project in Indonesia was to enhance the skills of the graduates to access employment opportunities...

Click or scan the QR on the left to read more...



Overall Rating

Successful

Sub-Criteria Rating

Relevance

Effectiveness

Efficiency

Sustainability

Highly Relevant

Effective

Efficient

Most Likely

Project Name **Tangier - Casablanca High Speed Rail Line Project (Construction of Railway Stations)**

Member Country Kingdom of Morocco

Evaluation Type Post Project Evaluation

Description

The High-Speed Rail (HSR) project Tangier-Casablanca was the first step of a larger State vision for the Transport and mobility at the 2040 horizon.

Click or scan the QR on the left to read more...



Overall Rating

Highly Successful

Sub-Criteria Rating

Relevance

Effectiveness

Efficiency

Sustainability

Highly Relevant

Highly Effective

Efficient

Most Likely

Project Name **Reconstruction of Ravshan Electricity Substation Project**

Member Country Republic of Tajikistan

Evaluation Type Post Project Evaluation

Description

Reconstruction of the Ravshan Electricity Substation project ensured continuous power supply 24 hours a day, seven days a week throughout the winter, compared to the 12 out of 24-hour schedule earlier during wintertime.

Click or scan the QR on the left to read more...



Overall Rating

Highly Successful

Sub-Criteria Rating

Relevance

Effectiveness

Efficiency

Sustainability

Highly Relevant

Highly Effective

Efficient

Most Likely

Project Name **Reconstruction of Adagali-Atakpame Road Project**

Member Country Republic of Togo

Evaluation Type Joint Post Project Evaluation with the Saudi Fund for Development (SFD) and the Arab Bank for Economic Development in Africa (BADEA)

Description The Reconstruction of Adagali-Atakpame Road Project aimed at construction of 78.1 km of 10m carriageway for the rural section and 17m carriageway for the sections crossing the villages...
Click or scan the QR on the left to read more...



Overall Rating **Successful**

Sub-Criteria Rating	Relevance	Effectiveness	Efficiency	Sustainability
	Highly Relevant	Effective	Less Efficient	Likely

Project Name **Sousse Combined Cycle Power Plant Project**

Member Country Republic of Tunisia

Evaluation Type Post Project Evaluation

Description The project aimed to Increase the country's production capacity and generate reliable energy for the national grid to meet the growing demand in a cost-effective, environmentally friendly, and sustainable manner, and replace unprofitable old infrastructure...
Click or scan the QR on the left to read more...



Overall Rating **Highly Successful**

Sub-Criteria Rating	Relevance	Effectiveness	Efficiency	Sustainability
	Highly Relevant	Highly Effective	Efficient	Most Likely

Project Name **Manisa Training and Research Hospital Project**

Member Country Republic of Türkiye

Evaluation Type Post Project Evaluation

Description The Project scope consisted of the construction of a hospital in Manisa with a total capacity of 558 beds consisting of a General Hospital and technical buildings for training and research with...
Click or scan the QR on the left to read more...



Overall Rating **Highly Successful**

Sub-Criteria Rating	Relevance	Effectiveness	Efficiency	Sustainability
	Highly Relevant	Highly Effective	Highly Efficient	Likely

Project Name **Uganda Community Agriculture Infrastructure Improvement Program/3 (CAIIP/3)**

Member Country Republic of Uganda

Evaluation Type Post Project Evaluation

Description The Project Increase in volume of agricultural production reaching markets by 25% through rehabilitation of community access roads rehabilitated in project areas (3740 Km)....
Click or scan the QR on the left to read more...



Overall Rating **Partly Successful**

Sub-Criteria Rating	Relevance	Effectiveness	Efficiency	Sustainability
	Relevant	Less Effective	Efficient	Less Likely

Project Name **Support to National Malaria Prevention and Control Project**

Member Country Republic of Senegal

Evaluation Type Post Project Evaluation

Description The Project Increase in volume of agricultural production reaching markets by 25% through rehabilitation of community access roads rehabilitated in project areas (3740 Km)....
Click or scan the QR on the left to read more...



Overall Rating **Partly Successful**

Sub-Criteria Rating	Relevance	Effectiveness	Efficiency	Sustainability
	Relevant	Ineffective	Efficient	Less Likely

Project Name **66 KV Electricity Transmission Development Project**

Member Country Kingdom of Bahrain

Evaluation Type Joint Post Project Evaluation with the Saudi Fund for Development (SFD)

Description The 66kv Electrical Transmission Development Project facilitates (i) the construction and installation of 24 new 66-kV substations
Click or scan the QR on the left to read more...



Overall Rating **Successful**

Sub-Criteria Rating	Relevance	Effectiveness	Efficiency	Sustainability
	Highly Relevant	Highly Effective	Efficient	Likely

B LIST OF 2022 PCR VNS AND PERFORMANCE ASSESSMENT SCORES

Following is the list of validated PCRs during 2022:







Project Name	Country	Relevance	Effectiveness	Efficiency	Sustainability	Overall Assessment	Sector
National Agricultural Subsurface Drainage Project (Phase 3)	Arab Republic of Egypt	Relevant	Effective	Highly Efficient	Likely	Successful	Agriculture
Damietta West Power Plant - Capacity Expansion and Efficiency Improvement Project	Arab Republic of Egypt	Highly Relevant	Highly Effective	Efficient	Likely	Successful	Energy
South Helwan Power Project	Arab Republic of Egypt	Highly Relevant	Effective	Efficient	Likely	Successful	Energy
The Avian Influenza Control Project, Arab Republic of Egypt	Arab Republic of Egypt	Highly Relevant	Effective	Inefficient	Likely	Successful	Health
About Wind IPP Project	Hashemite Kingdom of Jordan	Highly Relevant	Highly Effective	Efficient	Likely	Successful	Energy
Agricultural Support Smallholders at South Western Bangladesh	People's Republic of Bangladesh	Relevant	Highly Effective	Efficient	Likely	Successful	Agriculture
Bahrain Water Transmission and Storage Development Project (Phase II)	Kingdom of Bahrain	Highly Relevant	Highly Effective	Efficient	Likely	Successful	WATSAN
Bhola 220 MW Dual Fuel Combined Cycle Power Plant Project, People's Republic of Bangladesh	People's Republic of Bangladesh	Highly Relevant	Effective	Efficient	Likely	Successful	Energy
Enhancing the Madrassa Learning Environment Project	People's Republic of Bangladesh	Highly Relevant	Highly Effective	Efficient	Likely	Successful	Education
Integrated Rural Development Project of Mo Plain	Republic of Togo	Relevant	Effective	Less Efficient	Less Likely	Successful	Agriculture
Construction of Bereket – Etrek Railway Project	Turkmenistan	Relevant	Effective	Less Efficient	Likely	Successful	Transportation
IsDB Line of Financing to African Finance Corporation	Federal Republic of Nigeria	Highly Relevant	Less Effective	Less Efficient	Most likely	Successful	ICT
Bilingual Education Project	Republic of Guinea	Highly Relevant	Highly Effective	Less Efficient	Likely	Successful	Education
Grid Rural Electrification Project	Republic of Uganda	Highly Relevant	Effective	Efficient	Likely	Successful	Energy
Konya PPP Hospital Project	Republic of Türkiye	Highly Relevant	Highly Effective	Efficient	Most likely	Highly Successful	Health
Fadhili Combined Heat and Power Project (FCHPP)	Kingdom of Saudi Arabia	Highly Relevant	Effective	Highly Efficient	Most likely	Highly Successful	Energy
Youth Employment Support Program (YESP), Republic of Yemen	Republic of Yemen	Relevant	Effective	Efficient	Likely	Successful	Agriculture
SANIMAS Community-Based Sanitation Project	Republic of Indonesia	Relevant	Effective	Efficient	Less Likely	Successful	WATSAN
Rabigh Refinery and Petrochemical Project (Petro Rabigh 2),	Kingdom of Saudi Arabia	Highly Relevant	Highly Effective	Efficient	Likely	Successful	Industry and Mining

ANNEX

2

SNAPSHOT OF CORPORATE, COUNTRY & THEMATIC EVALUATIONS

Following is the list of Macro-Level Evaluations conducted during 2022:

Name	Overall Rating	QR <i>(Click or Scan to Read More)</i>
IsDB Food Security Program - JEDDAH DECLARATION (24 Projects)	The vast majority (75%) of the assessed 24 projects were rated as "Successful", 13% were rated as "Partly Successful", and 8% as "Unsuccessful". Only one project (4%) was rated as "Highly Successful"	
Synthesis of Learnings from Past Evaluations of Grant-Based Operations of the Bank (62 TA grants provided to 15 Member Countries)	According to the one of the evaluation reports: "Synthesis of the Technical Assistance Operations Evaluation 2016", there were 62 TA grants provided to 15 Member Countries. Out of 62 TAs, 55% grant operations were "Highly Successful" and "Successful", 24% "Partly Successful" and "Unsuccessful" and in 21% performance was Not rated.	
Program Evaluation of IsDB Equity Investment in Islamic Bank	The overall performance rating of the portfolio shows that one bank namely MBL (7% of the portfolio) is ranked as A or highly satisfactory (HS); 4 banks namely, ATPB, KTPB, IBBD and JBN (27%) are rated as Satisfactory (S) and the remaining 10 banks (67%) are rated as Partly Satisfactory (PS). The major portion of the portfolio was ranked as partly satisfactory.	
Corporate Assessment of IsDB Off-Balance Sheet Resource Mobilization initiatives, programs, and activities	The overall relevance of the Off-Balance Sheet resources mobilization activities is satisfactory. The overall internal and external coherence of the Off-Balance Sheet resources mobilization activities is Unsatisfactory. The overall Effectiveness of the Off-Balance Sheet resources mobilization activities is Unsatisfactory.	
Evaluation of Line of Finance Operations of IsDB	IsDB has provided line of finance (LoF) to financial institutions (FI) with the purpose of supporting private sector enterprises operating in the MCs by improving their access to medium-long term funding and concurrently strengthening the balance sheet position of the beneficiary FIs, thus promoting their economic growth and increasing job opportunities. With the line of financing facility, the IsDB aims to expand its outreach and multiply its developmental impact through partnership with the financial institutions operating in its MCs.	
Special Review of Counterpart Funding in operations	In IsDB, more than 80% of projects include Counterpart Funding in their project financing plan. According to the analysis of the active portfolio, 85% (385) projects have commitment of CF worth of USD 9.5billion and 88% (145) evaluated projects during past 10 years (2010-2020) have been provided counterpart funding. This study presents the evaluation criteria based assessment of all PPERs with counterpart funding.	

ANNEX

3

IMPLEMENTATION OF EVALUATION RECOMMENDATIONS

At the Islamic Development Bank (IsDB), independent evaluation provides the means to objectively assess the development results of the Bank's interventions for accountability and learning purposes. The Independent Evaluation Department (IEvD) aims to ensure that a Management Action Plan (MAP) is prepared for every evaluation report that includes recommendations to improve program quality.

IEvD in its efforts to ensure efficient tracking of the implementation of evaluation recommendations in a systematic manner, launched in 2020 a new recommendations follow-up system backed by a Knowledge Management platform. The system is called Systematic Tracking of the Execution of Evaluation Recommendations (STEER).

STEER was designed to bridge the gaps in reinforcing accountability and learning in evaluations as well as to improve stakeholders' participation in the feedback loop process. It will contribute to a more rigorous use of evaluation findings by providing more accurate and systematic tracking and follow-up on the implementation of evaluation recommendations.

Over the last three years, IEvD continued its efforts to improve the functioning of the STEER platform and organized series of training courses for staff to promote the use of STEER to update the progress on recommendations. The following figure highlights the 9 critical steps of the STEER Overall Process:

FIGURE 14 | STEER Overall Process



During the period 2019-2021, IEvD has conducted 48 evaluations comprising 15 Macro-Level Evaluations and 33 Project Level Evaluations. Once an evaluation report was completed, The President requested the department / regional concerned hub to prepare a Management Action Plan (MAP). Then, IEvD follows-up on the execution of the MAP.

During 2022, IEvD has received all 48 MAPs for the 48 evaluations conducted during the period from 2019 to 2021. The 48 MAPs were for 15 Macro Level Evaluations and 33 Project Evaluations, with 243 recommendations and 400 agreed actions. By the end of December 2022, out of 243 recommendations, the implementation of 164 (68%) was fully completed, the implementation of 61 (25%)

was at different stages, and the implementation of only 18 (7%) was not yet initiated. The overall implementation progress of all 243 recommendations is around 87%.

Furthermore, 297 (74%) out of 400 actions were fully completed, while 74 (19%) actions were at different stages of implementation and no progress on the implementation of 29 (7%) actions. In terms of the status of implementation of the 400 actions set, overall, the average progress is 85%.

The following tables provide the status of implementation of the recommendations in addition to the status of implementation of the agreed actions in the MAPs:

TABLE 1 | Summary of Evaluation Recommendations and MAPs by Type of Evaluation

Type of Evaluation	Total No. of Evaluations	Recommendations		Actions	
		Total No.	Average Completion Progress (%)	Total No.	Average Completion Progress (%)
Macro-Level Evaluations	15	138	79%	268	82%
Project Level Evaluations	33	105	90%	132	90%
Total	48	243	87%	400	85%

TABLE 2 | Summary of Evaluation MAP Actions

Type of Evaluations	Total No. of Actions	Actions Completed	%	Actions Under Implementation	%	Actions Not Started	%
Macro Level Evaluation	268	192	72%	53	20%	23	9%
Project Level Evaluation	132	105	80%	21	16%	6	5%
Grand Total	400	297	74%	74	19%	29	7%

As of 31 December 2022, all agreed actions for 22 evaluations (3 Macro-level and 19 Project-level) were 100% completed and the actions from the

remaining 26 evaluations are in progress at different stages of implementation.



Logo with Arabic calligraphy: "مجلس التعاون الخليجي"

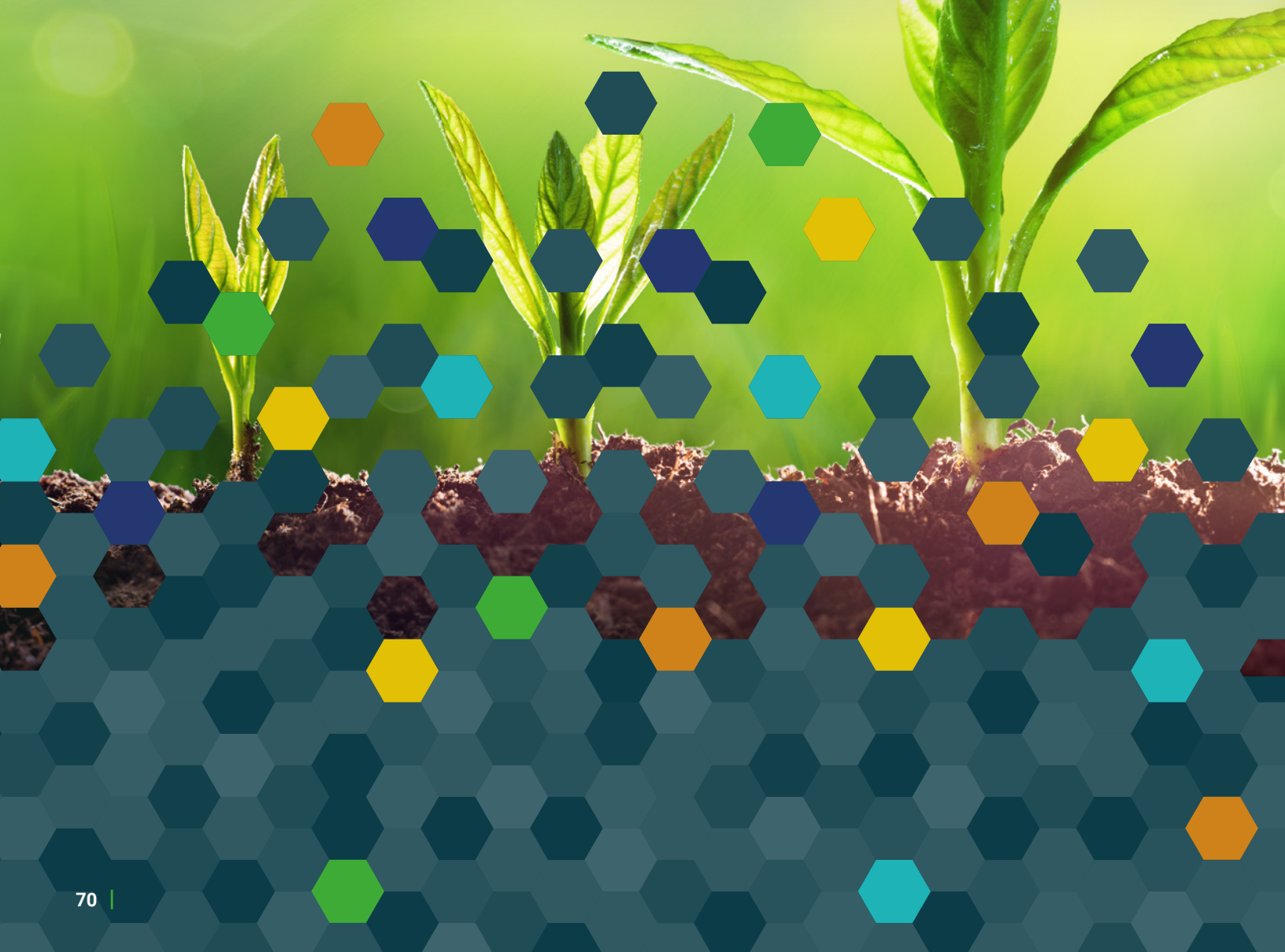
SFD
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Initiative







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ANNEX

4

CAPACITY DEVELOPMENT, KNOWLEDGE SHARING & LEARNING



Title	Type	Description	QR (Click or Scan to Read More)
2022 IsDB Group Evaluation Symposium	Internal Event	The Operations Evaluation Department of the IsDB, in close collaboration with the evaluation functions of the ICD, and the ITFC, organized the 2022 IsDB Group Evaluation Symposium <i>under the theme “Evaluation Through the Lens of Recovery”</i> from 29 to 30 March virtually and on March 31 in person at the Tent Hall in IsDB headquarters.	
Six Evaluation Lessons from Islamic Finance Technical Assistance	Flyer - Lessons Learned	The IsDB Group has provided technical assistance (TA) grants and financial support to various Islamic Finance institutions. The IsDB uses TA as an operational instrument for helping its member countries in identifying and designing projects, improving institutions, and formulating strategies for the promotion of Islamic finance industry. This IEvD Flyer highlights six Evaluation Lessons from Islamic Finance Technical Assistance Grants.	
IsDB is Committed to Boosting Resilience of Member Countries by Enhancing Food Security as Outlined by the Jeddah Declaration 2008	Insight Paper	IEvD published an insight paper on the IsDB’s Food Security Program under the Jeddah Declaration 2008 as a commitment to boosting resilience of member countries. This insight paper highlights the Relevance, Effectiveness, Efficiency, and Sustainability, as well as standard food security program analysis against food security pillars, namely Access, Availability, Utilization, and Stability. The purpose of the evaluation was to identify lessons learned and to guide the design and implementation of future IsDB food security programs in member countries, particularly, drawing from two country case studies in Bangladesh and Mali, which had the largest share of the [completed] project portfolio.	
IsDB Fostering Socio Economic Development in MCs through Sharia Based Instruments	Insight Paper	IEvD published an insight paper on Shari’ah Based Instruments and Modalities of the IsDB focusing on their role in fostering socio-economic development in its member countries. In line with its unique mandate to develop the Islamic financial sector, the Bank’s initial strategy focused on developing the Islamic Banking Industry by utilizing equity finance to establish and support the development of Islamic Banks thereby accelerating the availability of Shariah compliant financial services.	
IsDB Regional Integration Interventions	Insight Paper	IEvD published an insight paper on the synthesis evaluation of the IsDB Group interventions that seek to promote regional integration over the reviewed period from 1417H to 1438H. The synthesis report was based on a desk review of 28 Project Post-Evaluation Reports in 23 MCs, Project Completion Reports, 12 Member Country Partnership Strategy Implementation Review reports, and 19 Country Assistance Evaluation Reports.	
IEvD Newsletter Issue No. 19	Newsletter	This newsletter spots the light mainly on the contribution of IEvD to the first training and professional development working group of the Global Evaluation Initiative (GE) in addition to the participation of IEvD in the 1st GEI Implementation committee Meeting. Moreover, it also highlights the reception of the Saudi Fund for Development (SFD) Delegation from their newly established Independent Evaluation Function.	

Title	Type	Description	QR (Click or Scan to Read More)
IEvD Newsletter Issue No. 20	Newsletter	This newsletter highlights mainly the different meetings and conferences IEvD had in relation to the conducted joint mission with SFD to evaluate a Co-Financed Energy Project in the Kingdom of Bahrain in addition to the conducted capacity building workshop of the Newly Established Evaluation Function of SFD. Moreover, the newsletter describes other meetings IEvD has attended in relation mainly to the 28th Meeting of the OECD DAC Network on Development Evaluation (EvalNet) as Observer Member and its participation to the First Monitoring and Evaluation Systems Conference in the MENA Region.	
IEvD Newsletter Issue No. 21	Newsletter	This newsletter spots the light on the partnerships with Saudi-Based Development Institutions and the participation of IEvD in the 7th International Conference on National Evaluation Capacities (NEC 2022) and its contribution to the Global Evaluation Initiative's 2022 Implementation Committee Meeting. It also highlights about the OECD-DAC Network on Development Evaluation (EvalNet) that Officially Grants to IsDB's Evaluation Function Observer Member Status. Finally, the newsletter spots the light also on the launching of the Country Assistance Evaluation for the Republic of Côte d'Ivoire.	
IEvD Joins GEI Working Group	Training	IEvD Contributed to the First Training and Professional Development Working Group of the Global Evaluation Initiative.	
IEvD Joins GEI Conference on M&E in Mena Region	Conference	IEvD Contributed to the Global Evaluation Initiative Monitoring and Evaluation Systems Conference in the MENA Region	
IsDB Tour de Table ECG Fall Meetings 2022	Meeting	IEvD Participated in the Evaluation Cooperation Group Fall Meeting of 2022 that was hosted and chaired by the World Bank Group Independent Evaluation Group. The two-day meetings were held on 14 and 15 November 2022, in Washington, DC.	
IEvD Joins Hand with AI Athar Center for Developing Arabic Content in Evaluation	Capacity Development	IEvD contributed to the Development Forum titled "Arabic Content in Evaluation" held virtually on March 1, 2022. The event was co-organized by the AI Athar Center, the Saudi National Center for Non-profit Sector, the Islamic Development Bank, and the Canadian National School for Public Administration (ENAP).	
IEvD Joins the EvalNet Meeting in Paris	Meeting	IEvD Joined t in Paris OECD-DAC Network on Development Evaluation (EvalNet) meeting held in Paris where IEvD is officially granted Observer Member Status.	
IEvD Capacity Building Initiatives in Evaluation in MCs	Capacity Development Event	Besides being a financier, IsDB has positioned itself as a knowledge bank, whereby OED contributed to help MCs strengthen their M&E systems and capacities at all levels to allow them to generate and use evaluative evidence for more effective policies.	



التعاون

لعمل سوياً لتقديم حلول إبداعية وخلق بيئة ديناميكية وتحسين مستوى حياتنا ولهذا نسعى إلى تعزيز مفهوم التعاون لتحقيق مصالحنا المشتركة

UNITY

We work together to deliver excellence. We develop creative solutions, create a dynamic environment, and improve ourselves continuously. We are in collaborating in the best interests of the organization.

ANNEX

5

2022 IEvD PARTNERSHIPS IN BRIEF

During 2022, the importance of forging partnerships in tackling the overlapping global crises became evident. Often, partnerships can be an abstract concept that is not concretely measured. IEvD has shown that it is possible to implement concrete actions rapidly and effectively, where previously it may have taken months or years of planning to operationalize partnership agreements fossilizing as ink on paper.

In this regard, 2022 has been a prolific year for the independent evaluation function. IEvD buttressed its successful working relationships with Saudi-based development partners and peer evaluation-focused institutions namely the newly established evaluation directorate at the Saudi Fund for Development (SFD), the newly mandated Directorate for Economic Policies & Programs at the Ministry of Economy and Planning, King Saud University Deanship for Quality and Development, and the Impact Center “Al-Athar.”

More perceptibly, IEvD maintained the momentum from the respective launches of the Global Evaluation Initiative in the MENA region and the OECD-DAC Criteria in the Arabic language to recent collaborative efforts with the GEI’s First MENA Region Monitoring and Evaluation Conference under the theme: “Enhancing National M&E Systems to Improve Evidence-based Decision-Making” with contributions of ACG member institutions (i.e., BADEA, SFD). Furthermore, concrete examples of collaborations were implemented with Saudi institutions namely the joint evaluation missions with the SFD to the Kingdom of Bahrain and the Republic of Togo, the contributions of IEvD to the launch of Al Athar Center’s First Forum on Arabic Content in Evaluation Development, and the participation of Saudi institutions, including KS-Relief, SFD, National Center for Non-profit, Jeddah’s University of Business and Technology

(UBT), and Al Athar Center, in [the 2022 IsDB Group Evaluation Symposium](#). The latter event consisted of many first-ever collaborations with the Global Environment Facility (GEF), the Centers for Learning on Evaluation and Results (CLEAR) of Anglophone Africa and South Asia which constitute a global M&E capacity development initiative, at the local and regional levels, that brings together academic institutions and donor partners to contribute to the use of evidence in decision making in developing countries.

IEvD will expand and diversify its partnership base for synergetic action and greater impact. IEvD will strive to share knowledge with peer institutions and intensify collaboration to bridge the gaps in MCs and promote evaluative thinking. Additional details are available under [IEvD’s Strategic Partnership Model](#).



ANNEX

6

IEvD 3 YEAR ROLLING WORK PLAN (2023 – 2025)



Evaluation Product		2023G			2024G			2025G		
		KPI	M*	C**	KPI	M*	C**	KPI	M*	C**
Project Level	Standard Project Post Evaluations (PPER)	8	7	4	8	7	5	8	7	6
	Evaluation / Review of On-Going Projects	2	2	0	2	2	0	2	2	0
	Program / Cluster Evaluations	1	1	0	1	1	0	1	1	0
	Joint Evaluations	1	1	0	1	1	0	1	1	0
	On-Demand Evaluations	1	0	0	1	0	0	1	0	0
	All Project Evaluation Products	13	11	4	13	11	5	13	11	6
	PCR – Validation Notes	20	0	2	20	0	2	20	0	2
	PIASR – Validation Notes	2	0	0	3	0	0	4	0	0
	Synthesis Review of PCR – VN Findings	1	0	0	1	0	0	1	0	0
All Project and Special Evaluation Products	36	11	6	37	11	7	38	11	8	
Macro Level	MCPS Completion Review Validation	1	0	0	1	0	0	1	0	0
	Country Assistance Evaluation (CAE) / Country Portfolio Performance Evaluation (CPPE)	1	1	1	1	1	1	1	1	1
	Organizational / Process Evaluation	1	1	1	1	1	1	1	1	1
	Sector / Thematic Evaluation	1	1	1	1	1	1	1	1	1
	Strategy / Policy Evaluation	1	1	1	1	1	1	1	1	1
	All Macro-Level Products	5	4	4	5	4	4	5	4	4
Learning Activities	IPDET (number of Staff)	2	2	0	2	2	0	2	2	0
	Retreat (number)	2	0	0	2	0	0	2	0	0
	Learning Events Organized by Peer Institutions and Evaluation Networks	2	0	0	2	0	0	2	0	0
	Workshops and Training for IsDB staff	2	0	0	2	0	0	2	0	0
	e-Learning Courses	1	0	0	2	0	1	3	0	1
	Total Learning Activities	9	2	0	10	2	1	11	2	1
Outreach Activities	Newsletters	4	0	0	4	0	0	4	0	0
	Knowledge Material for Project Evaluations (K-Series, Articles, Success Stories)	10	0	0	10	0	0	10	0	0
	Knowledge Material for Macro Evaluations (EDNs, Articles, Success Stories)	5	0	0	5	0	0	5	0	0
	Synthesis Products	2	0	0	2	0	0	2	0	0
	Internal Evaluation Engagement Events	1	0	0	1	0	0	1	0	0
	Insight Papers	2	0	0	2	0	0	2	0	0
	External Evaluation Engagement Events	4	0	0	4	0	0	4	0	0
	Annual Evaluation Report	1	0	0	1	0	0	1	0	0
	Attendance of ECG Meetings	2	0	0	2	0	0	2	0	0
	IsDB Evaluation Symposium	1	0	0	1	0	0	1	0	0
	Evaluation Capacity Development (ECD)	3	3	0	3	3	0	3	3	0
Total Outreach/Dissemination Activities	35	3	0	35	3	0	35	3	0	
Other Activities	Methods and Tools (Big Data, AI, Guidelines, Templates)	3	0	1	3	0	1	3	0	1
	Platforms and Systems (Website, STEER, Consultant database, etc.)	2	0	0	2	0	0	2	0	0
	Development of IEvD Rolling Work Program	1	0	0	1	0	0	1	0	0
	Contribution to IsDB Reports (ADER, Annual Report)	2	0	0	2	0	0	2	0	0
	All Other Activities	8	0	1	8	0	1	8	0	1
Grand Total All Evaluation Activities		93	20	11	95	20	13	97	20	14

* M = Number of Missions ** C = Number of Consultancies



