



Operations Evaluation Department

ANNUAL EVALUATION REPORT 2018





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ACRONYMS AND ABBREVIATIONS

AADT	Annual Average Daily Traffic
AER	Annual Evaluation Report
AfDB	African Development Bank
APIF	Awqaf Properties Investment Fund
ARD	Agriculture and Rural Development
AsDB / ADB	Asian Development Bank
BED	Board of Executive Directors
BSTDB	Black Sea Trade and Development Bank
CFA	West African CFA Franc
COP21	The Annual Conference of Parties
DAC	Development Assistance Committee
DED	Detailed Engineering Design
DoA	Delegation of Authority
DWTEA	Dead Weight Tons Executing Agency
EBRD	European Bank for Reconstruction and Development
ECG	Evaluation Cooperation Group
EIB	European Investment Bank
EIRR	Economic Internal Rate of Return
ERILFER	Economic Research and Institutional Learning Road Maintenance Fund
FIRR	Financial Internal Rate of Return
FPDC	Financial Product Development Centre
G	Gregorian Year
GCC	Gulf Cooperation Council
GDP	Gross Domestic Product
GGC	Gambia Groundnut Corporation
GOE	Group Operations Evaluation
GoM	Government of Morocco
GoMU	Government of Mauritania
GoP	Government of Pakistan
GPEDC	Global Partnership for Effective Development Cooperation
GPS	Good Practice Standards

GWh	Gigawatt hour
H	Hijra Year
IaDB	Inter-American Development Bank
ICD	Islamic Corporation for the Development of the Private Sector
ICIEC	Islamic Corporation for the Insurance of Investment and Export Credit
ICT	Information and Communications Technology
ID	Islamic Dinar
IsDB	Islamic Development Bank
IsDBG	Islamic Development Bank Group
IFAD	International Fund for Agricultural Development
IFE	Islamic Financial Engineering
IIUI	International Islamic University
IMF	Islamabad International Monetary Fund
IPP	Independent Power Plant
IRTI	Islamic Research and Training Institute
ISFD	Islamic Solidarity Fund for Development
ITFC	International Islamic Trade Finance Corporation
km	kilo meter
kV	kilo Volt
KWh	Kilowatt-hour
LFG	Landfill Gas
LOF	Line of Financing
M&E	Monitoring and Evaluation
MC	Member Country
MCPS	Member Country Partnership Strategy
MCPS IR	Member Country Partnership Strategy Implementation Review
MDB	Multilateral Development Bank
MENA	Middle East and North Africa
MoU	Memorandum of Understanding
MTBP	Medium Term Business Plan
MW	Megawatt
NCB	National Competitive Bidding
NGO	Non-Governmental Organization

NMC	Non-Member Country
O&M	Operation and Maintenance
OC	Operations Complex
OCR	Ordinary Capital Resources of IsDB
OED	Operations Evaluation Department
OECD-DAC	Organization of Economic Cooperation & Development – Development Assistance Committee
OIC	Organization of Islamic Cooperation
ONEE	Moroccan Electricity and Water Utility Company
OTL	Operations Team Leader
OQR	Operations Quality and Results
PCR	Project Completion Report
PIASR	Project Implementation Assessment and Support Report
PL	Project Level
PMU	Project Management Unit
PPER	Project Performance Evaluation Report
PPP	Public-Private Partnership
QaE	Quality at Entry
SDG	Sustainable Development Goals
SME	Small and Medium Enterprise
SPE	Special Assistance Operation
TA	Technical Assistance
TAP	Technical Assistance Program
UM5	University Mohammed V
UN	United Nations
UNEG	United Nations Evaluation Group
US\$	US Dollars
VOC	Vehicle Operating Cost
WB	The World Bank
WBG	The World Bank Group
WP	Work Program

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EXECUTIVE SUMMARY

Introduction

Following the Bank's recent organizational reform, the Operations Evaluation Department (OED), previously GOED, refocused in 2018 its evaluations based solely on the Bank's projects and operations.

A total of 20 evaluations were completed, comprised of project level, MCPS implementation reviews, syntheses, and special evaluations. This report summarizes the main findings from these evaluations, including lessons learned, follow-up actions, and recommendations. The report also highlights learning and outreach activities conducted during the year in collaboration with other departments within the Bank.



Agriculture

Two Agriculture and Rural Development projects were evaluated: The Millennium Village Project in **Mali** and the Youth Empowerment Support Program in **Tunisia**.



Education

Two projects were evaluated in Education: Construction and Equipping of Vocational Colleges Project in **Uzbekistan** and the Development and Upgrading of the State University of **Jakarta**.



Energy

Two Energy-sector projects were post-evaluated, the Tehran Power Transmission Project in **Iran** and the Foundation Wind Project (Phases I&II) in **Pakistan**.



Health

Health sector, the evaluated Malaria Control project, reducing the malaria prevalence rate from **44%** (2012) to **15%** (2016).

Project Level Evaluations



Most projects evaluated in 2018 we found to be either Highly Relevant or Relevant to member countries' strategic priorities.

The proportion of projects rated Highly Relevant increased from 32% in 2017 to 50% in 2018. Similarly, 85% of the evaluated projects in 2018 were classified as either Highly Effective or Effective (compared to 63% in 2017), with 14% of evaluated projects rated as Less Effective. In terms of efficiency, 7% of the projects were rated as Highly Efficient, 64% were rated as Efficient, and 29% were rated as Less Efficient. In addition, 85% of the evaluated projects were rated either Most Likely or Likely to be sustainable (compared to 52% in 2017)

whereas sustainability of 14% of the evaluated projects was considered Less Likely or Unlikely (compared to 39% in 2017).

Among the fourteen randomly selected OCR projects evaluated, one project (7%) was rated as Highly Successful, eleven projects (79%) were rated Successful, and two projects (14%) were rated as Partly Successful. Regionally, projects in MENA and Europe were among the best performing projects, with all five evaluated projects rated as Successful. A similar trend was observed in Asia, where all evaluated projects were found to be Successful. The Partly Successful projects were located in Africa and Latin America. Based on distribution by location, project evaluations were conducted in thirteen member countries (MCs): Cote d'Ivoire, Guinea, Indonesia, Iran, Jordan, Kyrgyz Republic, Lebanon, Malaysia, Mali, Mauritania, Pakistan, Tunisia, and Uzbekistan, covering the three operational regions of IsDB. Amongst the MCs, two project evaluations were carried out in Uzbekistan, and one in each of the rest of the countries.

With respect to sectoral distribution, the evaluated projects cut across seven sectors. With five

projects, the Transportation sector had the highest number of evaluated projects (36%).

The Agriculture, Education and Energy sectors followed, with two projects each. Health, Industry & Mining, Water, Sanitation & Urban Services each had one project evaluated.

Five projects in the Transportation sector were post-evaluated in Jordan, Uzbekistan, Lebanon, Malaysia, and Kyrgyz Republic. The Queen Alia airport, a Rehabilitation, Expansion & Operation project undertaken in Jordan, established a terminal structure connecting two boarding piers with an

aircraft contact point and with separate departure (upper level) and arrival (lower level) halls, access road, and parking facility having a capacity of more than 2,000 cars. As its primary achievements, the Uzbekistan Airways Project purchased two B767 airplanes and a spare engine on time. The project contributed to the modernization of Uzbekistan's air fleet and also improved the company's efficiency, safety, and revenues.

The Development of Mkalles Roadway Interchange Project in Lebanon built a 330-m overpass (including ramps) instead of the planned 240-m one



Industry & Mining

Industry and Mining sector, the Guelb II Mine Expansion and Railroad Modernization Project in **Mauritania** achieved all major outputs except three of the eight beneficiation plant's sectors and the new water field in **Tegueleaten**.



Transportation

Transportation sector had the highest number of evaluated projects (**36%**)



Water, Sanitation & Urban Services

Water, Sanitation & Urban Services sector, significant outcomes of the Support to the Post-Conflict Reconstruction Program for Center-North-West Zones Project located in **Cote d'Ivoire**

and a 340-m underpass (including ramps) versus the planned 84-m one, thereby reducing travel time on the Mkalles roundabout from 250 seconds before the project's completion to around 60 seconds at project completion. The Kuala Lumpur to Selangor Toll Expressway in Malaysia created a shorter alternate route (33km compared to 53km), reducing peak travel time from 88 to 22 minutes during morning traffic and from 107 to 22 minutes during evening traffic. The project created 300 jobs for O&M and related services, with another 250 jobs created during its construction phase, mostly for the local population. The Reconstruction of Taraz-Talas Suusamyrdarya Road in Kyrgyz Republic reduced travel time on the sections of the affected road from 2 hours to 20 minutes. In addition, vehicle operating costs decreased by about 50% due to the resulting reduction in vehicle breakdowns. Average Annual Daily Traffic (AADT) on road section KP 52–KP 73 also increased from 500 vehicles/day in 2010 to 2,895 vehicles/day in 2017. The project eased the transportation difficulties of 27,000 inhabitants living in five villages in the Talas administrative district.

Two Agriculture and Rural Development projects were evaluated: The Millennium Village Project in Mali and the Youth Empowerment Support Program in Tunisia. The Mali project had activities in eight different components, with a total of thirteen outcomes from MDGs 1 to 7 measured. MDGs 2, 3, 4, 5 and 7 showed progress, whereas little or no progress on MDG 1 was recorded. Overall, the project achieved 23% of the targeted outcomes. The Tunisia project financed 1,945 entrepreneurs, creating 3,521 jobs, and opening an untapped market for Islamic Finance within Tunisia.

Two projects were evaluated in Education: Construction and Equipping of Vocational Colleges Project in Uzbekistan and the Development and Upgrading of the State University of Jakarta. The immediate results of the Indonesia project included the following: increased enrolment, an enhanced learning environment, improved research capabilities for the teaching staff, and a greatly improved educational system through the supplying of qualified teachers to both public and private schools. In addition to improved enrolment, particularly for female students, the Uzbekistan



Power Transmission Project - Iran

project had given 15,320 students access to vocational education in various technical specialties and increased employment and employability of vocational-college graduates by 30-40%.

Two Energy-sector projects were post-evaluated, the Tehran Power Transmission Project in Iran and the Foundation Wind Project (Phases I&II) in Pakistan. The Iran project enabled the transmission of additional energy to support the economic growth of the project area, and although all project components are contributing to the development outcomes specified at appraisal, full utilization of the project is yet to be realized due to the sub-transmission network's incompleteness. The Pakistan project achieved a net 100 MWs of installed capacity for wind power, an amount sufficient to generate 0.4% of Pakistan's power-generating capacity. During 2015, 2016, and 2017, the resulting electricity delivered 208.1, 226.3, and 204.7 GWh, respectively. In total, 510,000 people are estimated to have benefited from the project.

In the health sector, the evaluated Malaria Control project, part of the Bank's Quick Win Malaria Program located in Guinea contributed to reducing the malaria prevalence rate from 44% (2012) to 15% (2016) and improving household access to long-lasting insecticide-treated nets (LLITNs) from 25% (2012) to 69% (2016).

In Industry and Mining sector, the Guelb II Mine Expansion and Railroad Modernization Project in Mauritania achieved all major outputs except three of the eight beneficiation plant's sectors and the new water field in Tegueleaten. The project's primary outcome was the installation of a new beneficiation plant capable of annually producing 4 million tons of iron ore high-grade magnetic concentrate by 2016. As of the evaluation, production was reported to be 1.5 million tons and is expected to reach 1.7 million tons by the end of the year.

Under the Water, Sanitation & Urban Services sector, significant outcomes of the Support to the Post-Conflict Reconstruction Program for Center-North-West Zones Project located in Cote d'Ivoire included expanding access to potable water sources and advances in urban mobility and education but not re-absorption of former rebels. The number of consumers the project connected to a water supply network increased from 4,612 in 2012 to 9,646 at project completion.

Higher Level Evaluations



With respect to higher level evaluations, the Department conducted four MCPS implementation reviews in 2018 for Chad, Mauritania, Morocco, and Pakistan.

The MCPS-Chad (2014–2017) had two main pillars: (i) diversifying agriculture and enhancing agricultural productivity, and (ii) transport infrastructure development, including two cross-cutting themes: (a) capacity building, and (b) private sector development. Of the USD 450 million the IsDB Group earmarked for implementation of MCPS-Chad, USD 424 million (94%) was approved over the MCPS period. However, some funded operations worth USD 180.14 million were cancelled, reducing the overall financing volume to USD 244 million (54% of planned amount). The financing approved during 2014-2017 represents 31% of the total amount approved over the last 40 years (USD 780 million). The major challenge faced during MCPS implementation was frequent disbursement suspensions, which weakened the contractors' financial capacity and slowed implementation.

MCPS-Mauritania (2011–2015), to which a USD 701 million financing envelope was committed, had three main pillars: (i) enhancing welfare through health improvements, (ii) conducting rural development and improving food security, and (iii) enhancing and diversifying the economy. In addition, MCPS-Mauritania included one cross-cutting pillar on capacity building. Most IsDB Group financing went to the third pillar: USD 585.50 million (195% of the USD 300 million committed). Approvals cut across four sectors: Energy, Transportation, Water and Real Estate. Challenges encountered included lengthy procurement times, contracting processes, the Bank's slow responses in issuing no objection letters (NOLs), and disbursement clearances.

The Kingdom of Morocco-MCPS (2013–2016) had two main pillars: (i) enhancing trade competitiveness and (ii) integrated rural development; and two cross-cutting themes: (i) private sector development and (ii) reverse linkages. An indicative IsDBG financing envelope of USD 2.4 billion was earmarked for Morocco-MCPS for this period, during which IsDBG approved USD 2.77 billion for project financing and private-sector operations. IsDBG Group entities approved a total of USD 1.78 billion, 49% more than the planned amount of USD 1.2 billion.



Pakistan-MCPS (2012–2015) had three main pillars: (i) improving infrastructure development, (ii) supporting sustainable agriculture and rural development, and (iii) enhancing human development; and two cross-cutting themes: (i) developing the private sector through improved investment and trade and (ii) supporting Islamic finance, resource mobilization, capacity building, and reverse linkages. Two IsDBG members, ICD and ITFC, approved USD 2.012 billion, 805% of the planned USD 250 million.

Special Evaluations



OED also conducted one special evaluation, of the Fa'el Khair Donation to Support the Efforts to Fight the Ebola Virus Disease Epidemic in West

Africa, and a sector evaluation synthesis in the Water and Sanitation sector.

The synthesis was a thorough analysis of past reports and the corresponding project documents. It presents key findings (i.e., achieved outputs and outcomes, lessons learned, and recommendations) drawn from the completed project evaluations. Twenty-one (21) PCRs were also reviewed and validated.

Lessons Learned



The main lessons learned from both the project and the higher level evaluations encompass three themes:

- (a) importance of follow-up and setup of monitoring mechanisms for effective supervision,
- (b) prevalence of procurement issues and the importance of the learning curve, and
- (c) implementation readiness and formulating realistic estimates at appraisal.

A repeatedly stressed lesson learned was the need for effective supervision, follow-up, and establishment of monitoring mechanisms during project implementation, including early-stage identification of issues and results-oriented recommendations during project implementation. IsDBG needs to accelerate the learning process





for some procurement agencies. In addition, investing in EA capacity development, especially in Islamic modes of financing, would speed up implementation. A key factor in successful implementation and project-facility operation was implementation readiness and realistic cost estimations during appraisal.

Enabling, Learning and Outreach activities



During 2018, five-day training session on project and program evaluation for the magistrates of the Moroccan Court of Accounts was carried out.

This workshop was part of a series of training programs on evaluation jointly organized by IRTI and the OED; previous workshops had been held in Benin and Kuwait in 2016 and in Togo in 2017. Several activities to eliminate knowledge gaps and increase expertise of OED staff were also carried out in 2018, including capacity-building seminars, specialized training, evaluation-society learning events, and visits to other MDBs. The OED also produced seven articles on various evaluation types: 11 Knowledge Series (Brochures) and 14 Executive Dissemination Notes, as well as four quarterly newsletters summarizing all evaluation activities undertaken during the prior quarter.

In 2018, the OED conducted many learning and outreach activities in collaboration with other Bank departments, key one being the Third Annual Evaluation Symposium entitled “Old Habits Die Hard: Lessons for Successful Transformation”. The symposium stressed the importance of evidence-based evaluation as a best practice in promoting development effectiveness, particularly given IsDB’s on-going transformation. Leading evaluation professionals and management of MDBs, including IsDB, Inter-American Development Bank and Asian Development Bank attended the symposium. Key takeaways from the symposium included the following: (i) IsDB must be more agile, efficient, results focused, and impact oriented; the Bank’s transformation cannot produce the intended results without innovation in processes and adoption of new approaches in all aspects of operations; IsDB must continue to play a key role in promoting Islamic social finance and helping member countries enhance their regulatory environments.



CHAPTER - I. INTRODUCTION



A. Background and Objectives



OED's mission is to aid the Islamic Development Bank (IsDB) in becoming a world-class knowledge-based organization, continuously improving its operations and drawing lessons learned from evaluations to enhance the developmental effectiveness of its interventions in member countries and to Muslim communities in non-member countries. To ensure its autonomy, OED reports directly to the IsDB's board of executive directors (BED) through the Operations and Development Effectiveness Committee (ODEC) and, for administrative matters, to the chairman of the IsDB Group.



In fulfilling its mandate, the OED evaluates IsDB's operations through independent, impartial, and evidence-based analyses of the relevance, efficiency, and effectiveness of the Bank's operations and the sustainability of the results achieved. In addition, the department disseminates the results and findings of these evaluation activities to IsDB's internal and external stakeholders, while ensuring alignment and compliance with evolving global standards and evaluation best practices.



B. Evaluation Planning, Methodology, and Criteria

B.1 Planning Process

OED conducts its evaluations and disseminates its findings based on an annual work program (WP) approved by the ODEC of IsDB's BED. OED's 2018 WP was prepared in accordance with the provisions of its three-year rolling plan for 2016-18, which

Chapter I has six sections:



Background and Objectives



Evaluation Planning, Methodology, and Criteria



Status of Implementation of the 2018 Program



Compliance with Evaluation Good-Practice Standards



Credibility of Evaluation Findings



Structure of the Report

highlights strategic priorities, human resource requirements, and budgetary resources needed for WP implementation. The planning process is fully aligned with the score-card results framework developed to support IsDBG's ten-year strategy.

B.2 Selection of Completed Projects for Post-Evaluation

In accordance with accepted Good Practice Standards, the selection of completed projects for post-evaluation under ordinary operations is made by employing stratified random sampling. Thus, the firm list of projects to be post-evaluated included fifteen projects, with eleven more projects on the back-up list. This randomly generated selection comprised a relatively balanced representation of different countries, sectors, and financing modes. Only operations completed during the period 1432H-1436H (2011G-2015G) and approved after 1427H/2006G were selected. The rationale for



Malaria Control Project, Mauritania

excluding projects after this period is that they would not have been in operation for a sufficient period of time to have outcomes or sustainability issues. The reason for excluding projects approved before 1427H (2006G) is two-fold: (a) the data and information regarding these projects' implementation would be difficult to trace and (b) these projects were appraised long ago, and the IsDB project cycle has evolved significantly since then, making lessons drawn from these projects less relevant to current operational processes.

As in previous years, the AWP increasingly focused more on high-level (i.e., country, corporate, program, and thematic evaluation) evaluations and less on project-level ones. A balanced and fair representation of member countries, sectors, themes, and IsDB finance modes were taken into consideration.



C. Status of Implementation of the 2018 Program

The OED completed post-evaluations of fourteen projects (nineteen operations) covering thirteen different countries. The main sectors covered

were: Transportation (four projects), Energy (three projects), Education (two projects), Agriculture (two projects), Health (one project), Industry and Mining (one project), and Water and Sanitation (one project). In addition, the department reviewed and validated twenty-one (21) PCRs. At the request of management, a special evaluation of the Emergency Response Program on the Ebola Virus Disease program funded by the Fael Khair Program in West Africa was conducted, and an evaluation of Trust Fund interventions in Palestine was initiated. The department also initiated two (2) joint evaluations with the Asian Development Bank (Kazakhstan) and European Investment Bank (EIB) (Mauritania). The former has been carried over to 2019G; however, the later could not be completed due to EIB's withdrawal.

The OED also undertook the following in 2018: four (4) MCPS implementation reviews for Chad, Morocco, Mauritania, and Pakistan; initiation of one (1) review for Suriname; finalization of two (2) evaluations for the Microfinance Support Program of ISFD and Islamic finance TAs; initiation of a synthesis report of evaluations in the Education sector, initiation of a corporate evaluation of IsDB Group Corporate Synergy, for which an international consulting firm was recruited; and initiation of two (2) thematic evaluations of a PPP and regional integration which are to be completed in 2019G.

Within the review period, the OED also contributed

to the Evaluation Cooperation Group (ECG) working group on evaluation recommendations, management responses, and feedback loops, which leveraged international expertise in internal development of management actions based on evaluation-report recommendations.



D. Compliance with Evaluation Good-Practice Standards

In compliance with good-practice standards in assessing public sector projects, the OED employs the widely accepted evaluation criteria of the Organization of Economic Cooperation and Development-Development Assistance Committee (OECD-DAC): relevance, efficiency, effectiveness, and sustainability. These criteria enable assessment as to whether Bank interventions are aligned with the recipient country's priorities and development strategies and with the IsDB's own vision and strategic agenda, relative to its ten-year strategy and the P5P. OED is dedicated to strictly adhering to Good-Practice Standards (GPS) as defined by the Evaluation Cooperation Group¹ (ECG).



E. Credibility of Evaluation Findings

In addition to complying with GPS in conducting evaluation activities, OED employs several measures to ensure credibility of information and data used in the evaluation exercises. First, appropriate attention is paid to evaluation design and to stakeholder engagement at all stages of the process. The several validation processes that evaluation findings undergo throughout an evaluation exercise are an important measure taken to ensure credibility. The first occurs at the end of the evaluation mission during wrap-up meetings with executing agencies and government representatives; the second validation is the rigorous peer review process the draft evaluation report undergoes, during which at least three OED

¹ IsDB, through its OE Department, became a full member of the ECG in November 2010 after an independent consultant's thorough review of its evaluation system and products. ECG currently has ten permanent members: African Development Bank (AfDB), Asian Development Bank (AsDB), European Bank for Reconstruction and Development (EBRD), European Investment Bank (EIB), Inter-American Development Bank (IaDB), International Fund for Agricultural Development (IFAD), International Monetary Fund (IMF), Islamic Development Bank (IsDB), Black Sea Trade and Development Bank (BSTDB), and The World Bank Group (WBG). Three institutions hold permanent observer status: Global Environment Facility Evaluation Office, Evaluation Network of the Development Assistance Committee of the Organization for Economic Co-operation and Development (OECD-DAC), and United Nations Evaluation Group (UNEG).

evaluators review it and suggest improvements; finally, the draft report is shared with the concerned IsDB Group department/member to provide comment before the final report is issued.



F. Structure of the Report

As described in its introduction, Chapter II, the performance analysis chapter, introduces criteria-based evaluation and assesses performance of post-evaluated projects during 2018.

Chapter III outlines development results of the interventions evaluated and discusses their outputs, outcomes, and impact in each sector. The chapters provide sectorial results that encapsulate both project-level and higher level evaluations conducted during the review period. Success factors as well as developmental challenges are also highlighted.

Chapter IV focuses on lessons learned from the various evaluations conducted during 2018. This chapter synthesizes these lessons into learning themes that emerged from the evaluations for each sector affected, including cross-cutting learning themes if applicable.

Chapter V recommends responses drawn from evaluations and the corresponding actions that management needs to take.

Lastly, Chapter VI describes the enabling, learning, and outreach activities OED has conducted during 2018.





An Entrepreneur in Tunisia Financed by IsDB

CHAPTER - II. PERFORMANCE ANALYSIS



This chapter details the performance of the projects/programs that OED evaluated during 2018, based on the internationally-accepted OECD/DAC evaluation criteria of relevance, effectiveness, efficiency, and sustainability.



As described in this chapter, projects' overall development outcomes were rated using a four-point scale with respect to the internationally-accepted OECD/DAC evaluation criteria of relevance, efficiency, effectiveness, and sustainability. Project performance issues relative to changes in scope, implementation delays, and sustainability of results are discussed in addition to the performance of stakeholders, including the Bank itself, the project's beneficiaries, contractors, consultants, and executing agencies. Lastly, higher level evaluations are summarized.

Chapter II has three sections:



Performance Evaluations of Individual Projects



Overall Assessment of Evaluated OCR Projects



Other Types of Evaluations

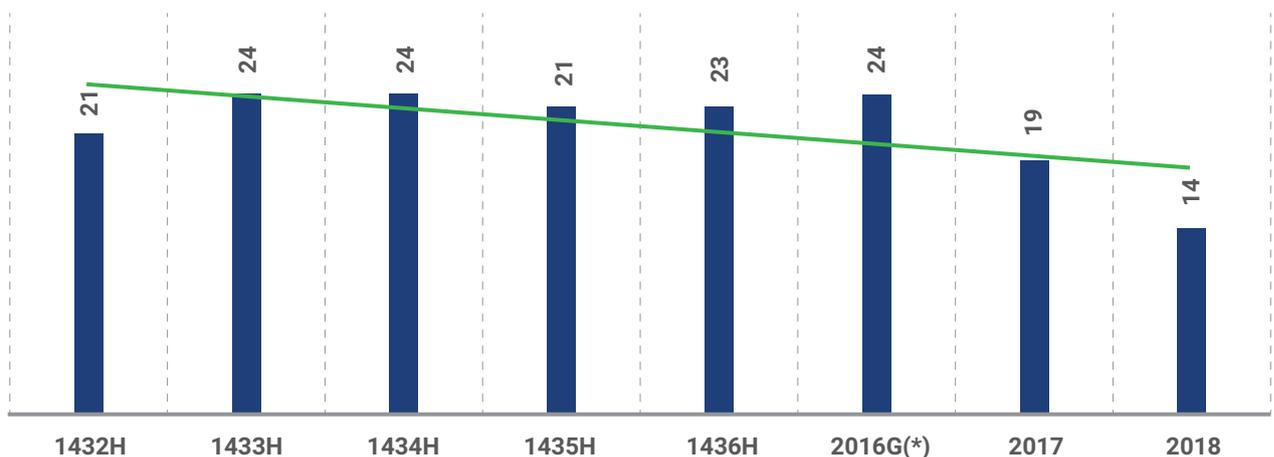


A. Project-Level Performance Evaluation

I. OVERVIEW

The OED conducted fourteen performance evaluations of OCR projects, five and ten less than conducted during the previous two years, respectively (see Figure II.1). As described in the 2017 Annual Evaluation Report, **the OED is shifting away from project-level evaluation to higher level evaluations in accordance with internationally accepted best evaluation practices.**

Figure II-1: Number of OCR Project Evaluations during 1432H - 2018

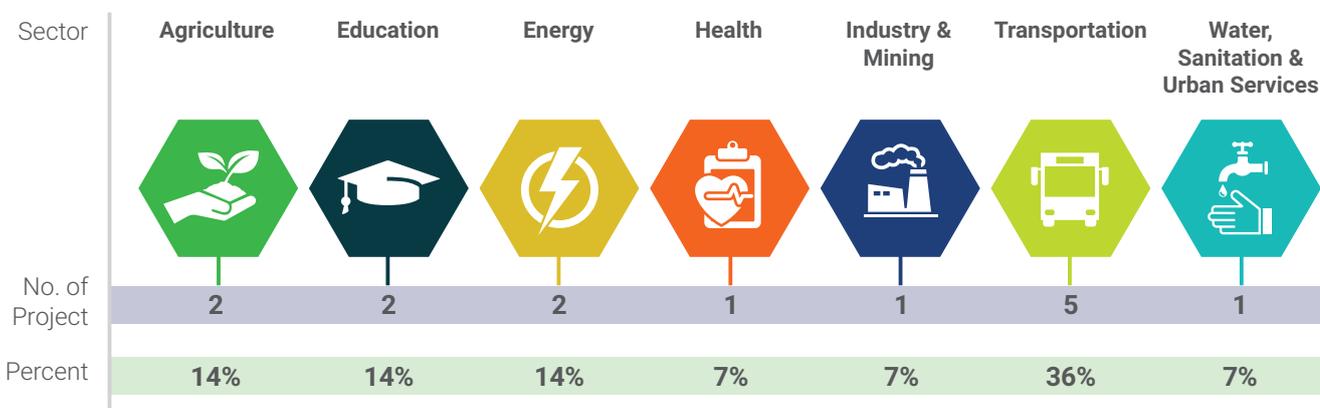


(*) - The calendar of the annual work program shifted to the solar calendar beginning in 1437H.

With five evaluated projects (36%), the Transportation sector had the highest number (see Table II-1). The next highest sectors, Agriculture, Education & Energy, had two projects (14%) each.

Lastly, the following sectors had one project (7% each) each: Health, Industry & Mining, Water, Sanitation & Urban Services.

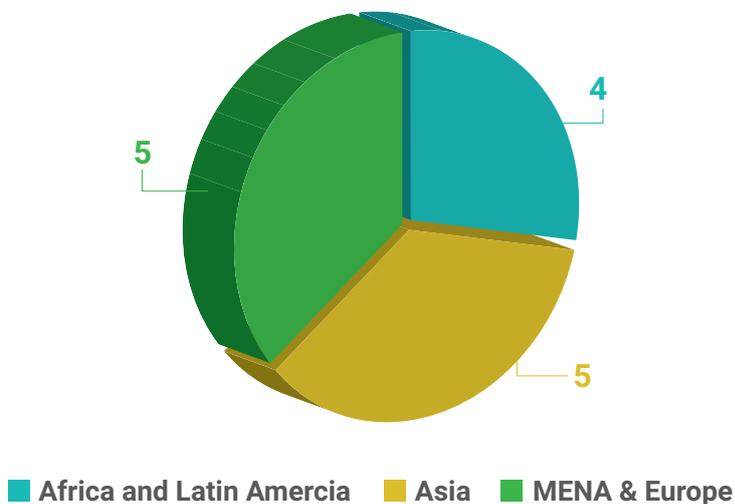
Table II-1: Sector Coverage for 2018 OCR Project Evaluation



Geographically, evaluations were conducted in thirteen member countries: Cote d'Ivoire, Guinea, Indonesia, Iran, Jordan, Kyrgyz Republic, Lebanon, Malaysia, Mali, Mauritania, Pakistan, Tunisia, and

Uzbekistan, covering IsDB's three operational regions (Figure II-2.). Uzbekistan was the only country having two project evaluations.

Figure II-2: Regional Coverage Distribution of 2018 Project Evaluations



As shown in Figure II-3, evaluated OCR projects during 2018 were financed through six modes (istisna'a, loan, leasing, equity, T.A. grant, and profit sharing). The loan, leasing and Istisna'a modes

financed six five, and three operations, respectively. The other modes (i.e., equity, T.A. grant, and profit sharing) financed one operation each.

Figure II-3: Distribution of Ordinary Capital Resources (OCR) Projects Evaluated by Financing Mode



In addition to OCR projects, the OED carried out other evaluations, as shown in Table II-2

Table II-2: Higher Level and Other Evaluations Undertaken



II. OVERALL ASSESSMENT OF EVALUATED OCR PROJECTS

Performance assessment of evaluated projects is accomplished via a four-point rating scale consisting of Highly Successful, Successful, Partly Successful, and Unsuccessful. As shown in Figure II-4, ninety-three percent (93%) of the evaluated projects were rated Successful or Highly Successful, with only 7% rated Partially Successful. The pattern is similar to the previous two years,

where the majority of the evaluated projects were rated Successful. No projects evaluated in 2018 and/or the preceding two years were rated Unsuccessful. Figures II-5 and II-6 show the success levels of evaluated OCR projects based on region and sector, respectively.

Figure II-4: Overall Success Level of Evaluated OCR Projects

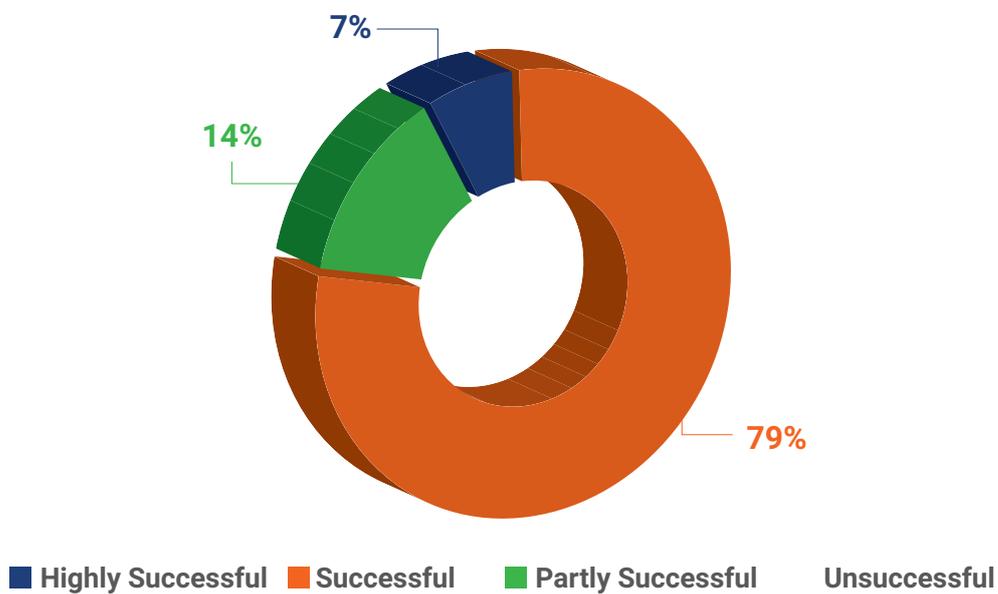


Figure II-5: Success Level of Evaluated OCR Projects Based on Region

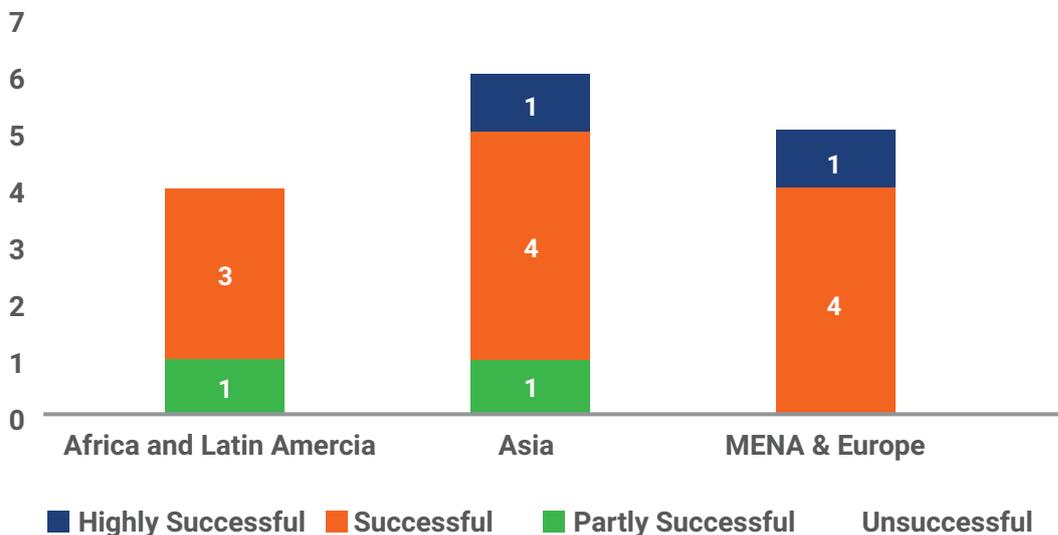


Figure II-6: Success Level of Evaluated OCR Projects Based on Sector



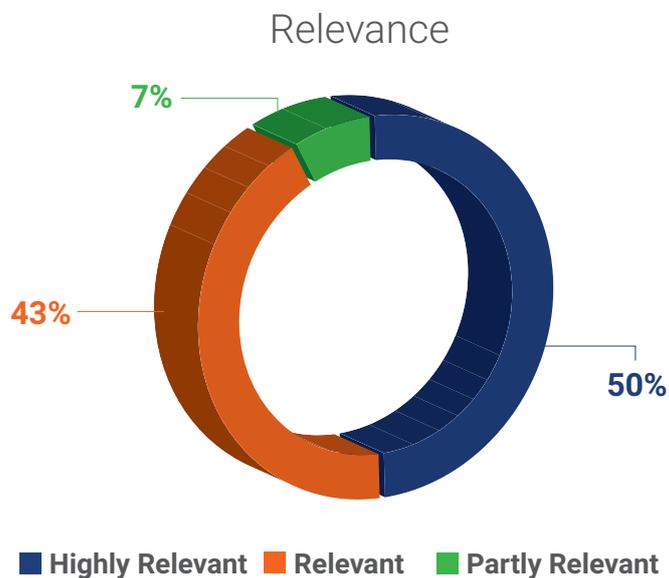
III. CRITERIA-BASED ASSESSMENT

Below, the projects are assessed according to the four internationally accepted evaluation criteria for evaluation of public sector projects: relevance, effectiveness, efficiency, and sustainability. Bank performance and that of the IsDB financing beneficiary are also assessed, and Chapter IV analyzes the lessons learnt from these assessments.

III.1. Relevance

As shown in Figure II-7, almost all evaluated projects (93%) were rated either Highly Relevant (50%) or Relevant (43%) to the recipient member country strategic priorities, compared to 2017 (32%) were rated as highly relevant and 63% as relevant.

Figure II-7: Relevance Rating of 2018 Evaluated OCR Projects



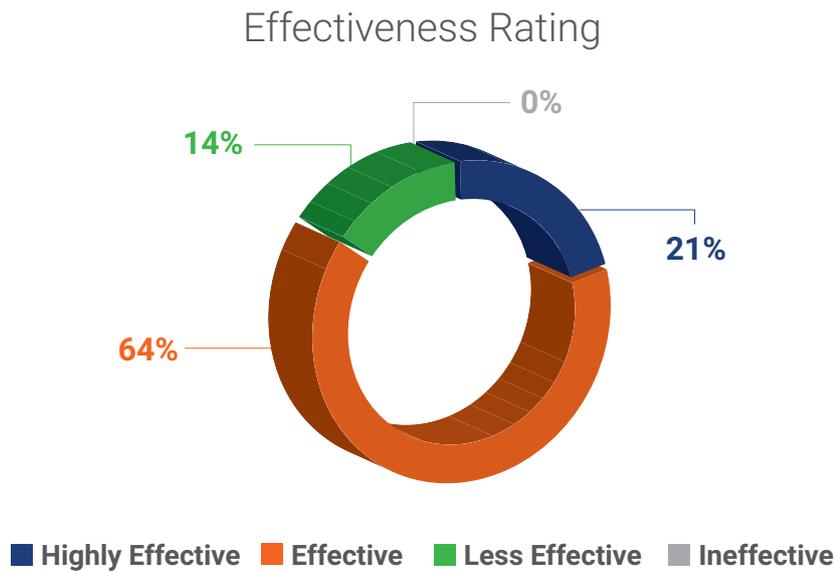
III.2. Effectiveness

As shown in Figure II-8, almost of the evaluated projects (85%) were rated either Highly Effective or Effective while one project, the Millennium Village Program (MVP) Phase 2 and Kuala Lumpur to Selangor Toll Expressway (KLS), were rated Less Effective.

III.3. Efficiency

The efficiency of the evaluated OCR projects was assessed based on duration of implementation and project cost.

Figure II-8: Effectiveness Rating of 2018 Evaluated OCR Projects



III.3.1. Duration of Implementation

As shown below, all evaluated projects experienced implementation delays with the exception of two (Purchase of Two Airplanes for Uzbekistan Airways Project and Kuala Lumpur to Selangor Toll Expressway), which represented 14% of the

2018 evaluated projects. The percentages of each according to the implementation delays are given below:

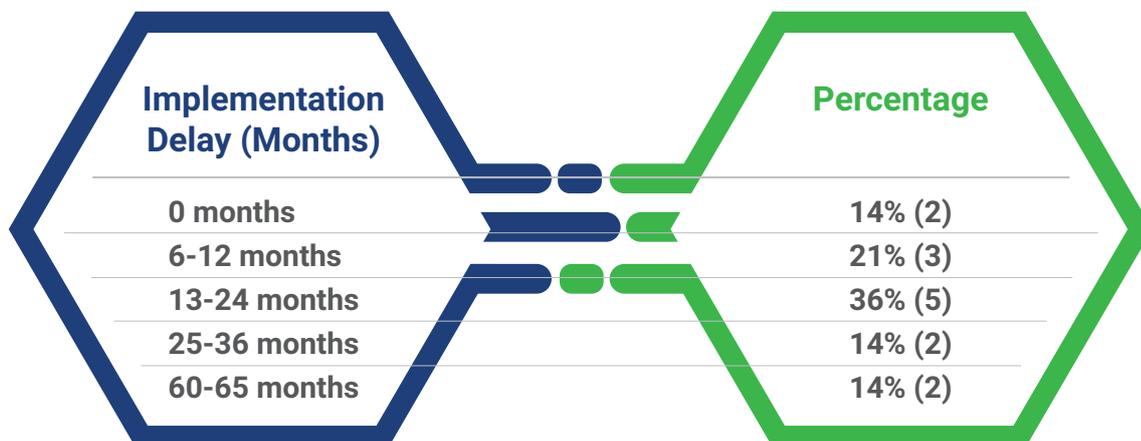
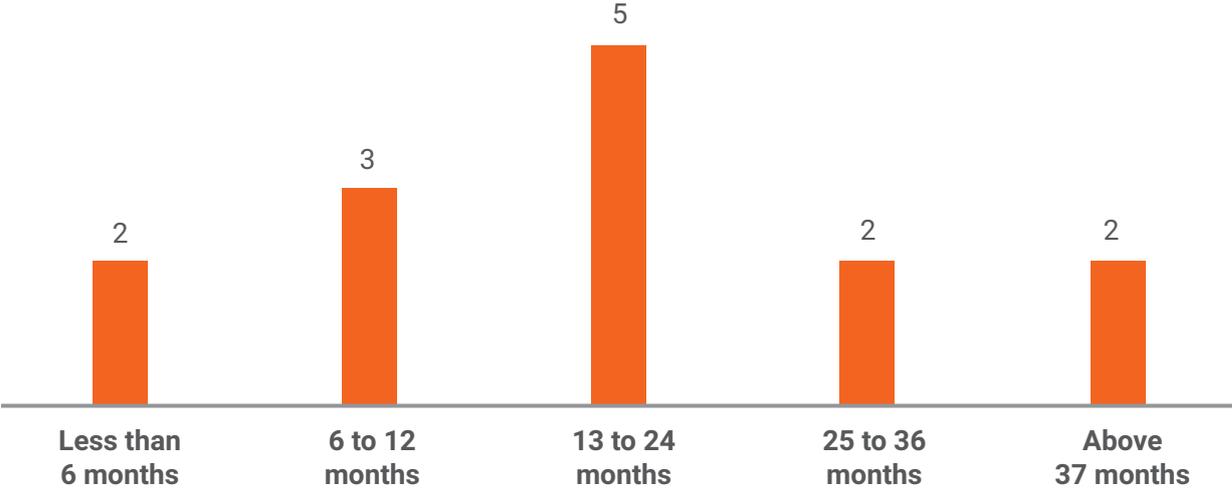


Figure II-9 shows the numbers of evaluated projects and the period of delays. The two projects with the longest implementation delays were the Construction and Equipping of Vocational

Colleges Project (Uzbekistan, 61-months delay) and the Tehran Power Transmission Project (Iran, 65-months delay).

Figure II-9: Implementation Delays for 2018 Evaluated OCR Projects



III.3.2. Project cost

As shown in Figure II-10, project cost variations ranged from -63% to 19%. Ten out of the fourteen evaluated projects experienced cost underruns (i.e., actual cost was less than appraisal cost), three projects experienced cost overruns (i.e., actual cost was greater than appraisal cost), and one project

experienced no cost variation. The Millennium Village Program (MVP) Phase 2 had the largest cost underrun (-63%) due to non-implementation of some planned components and activities (see the effectiveness section for details). Annex D lists reasons for some project cost variations.

Figure II-10: Distribution of Cost Variation Rating for 2018 Evaluated OCR Projects

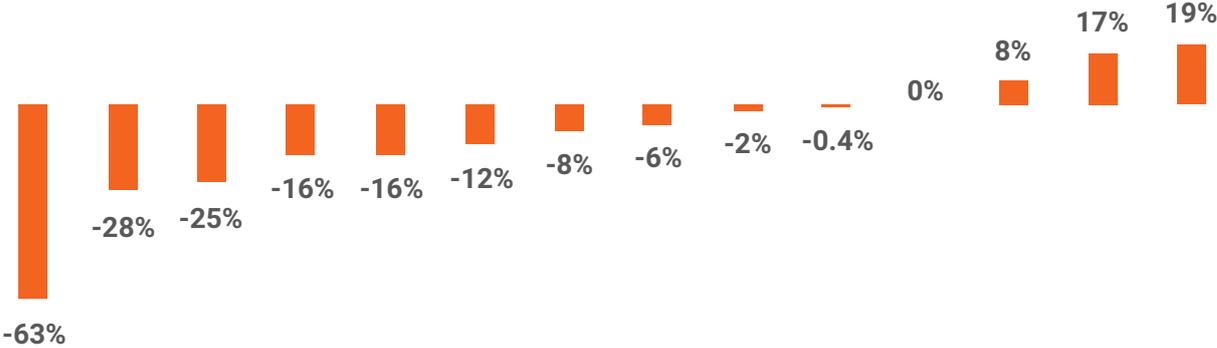
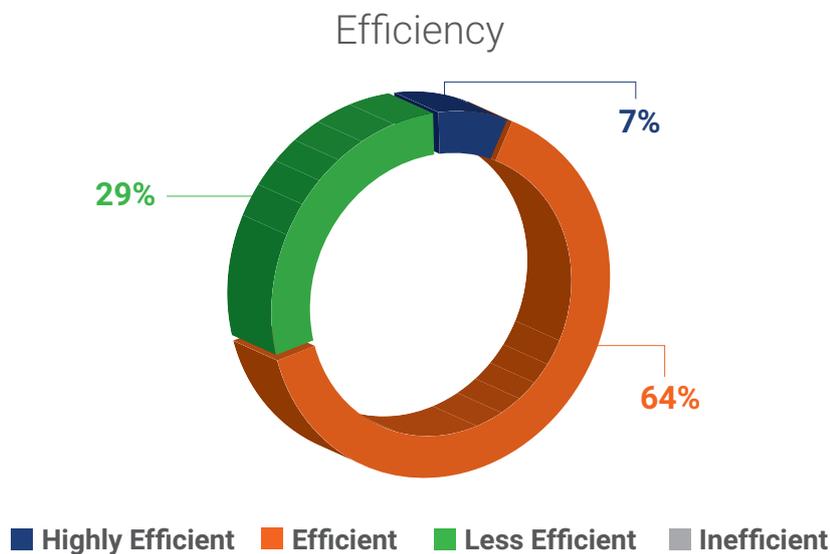


Figure II-11 displays the efficiency rating of the OCR projects evaluated in 2018. The majority (71%) of evaluated projects were rated Highly Efficient or Efficient. However, five of the fourteen evaluated projects (29%), were rated Less Efficient.

Figure II-11: Efficiency Rating of 2018 Evaluated OCR Projects



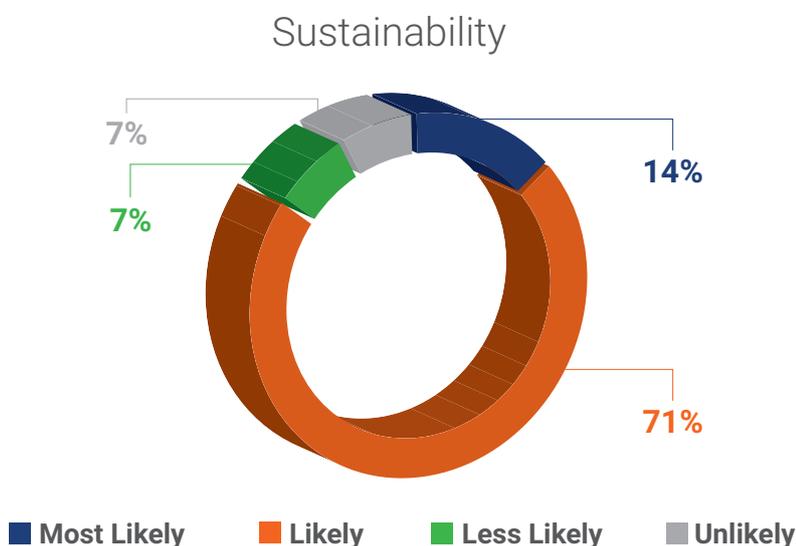
III.4. Sustainability

Eleven projects (78% of evaluated projects) were rated Likely Sustainable and Most Likely Sustainable, while one project (7%) was rated Less Likely Sustainable and two projects (14%) were rated Unlikely Sustainable (Figure II-12).

The Millennium Village Program (MVP) Phase 2 was rated Less Likely Sustainable because key sustainability aspects of the achieved results remained unsolved. The project rated Unlikely Sustainable was the Support to the Post-Conflict

Reconstruction Program for Center-North-West Zones (Cote d'Ivoire). For the Post-Conflict Reconstruction Program for Center-North-West Zones, the amount allocated for road maintenance only met 30% of requirements. The budget allocated to run the school was decreased by 75% (from USD160,000 to USD 40,000) between the first year of operation (2013/2014) and the second year of operation.

Figure II-12: Sustainability Rating of 2018 Evaluated OCR Projects





B. High-Level Performance Evaluations

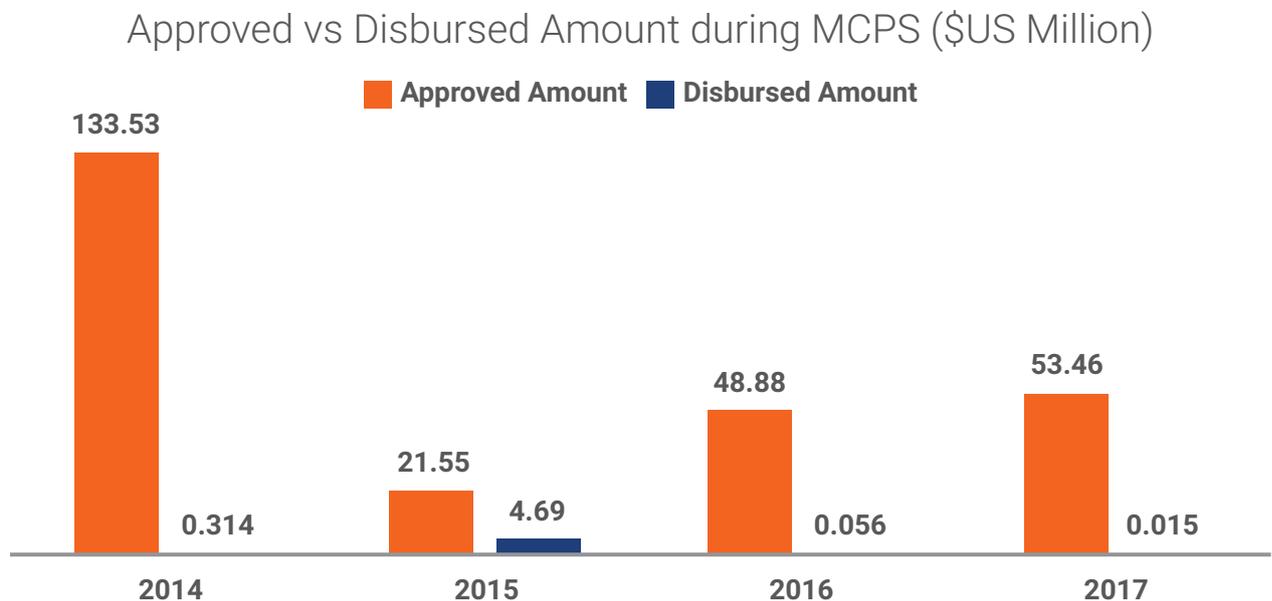
The OED carried out four Member Countries Partnership Strategy (MCPS) implementation reviews. An MCPS implementation review assesses the IsDB Group's (IsDBG) performance at the country level so as to learn from experience, draw useful lessons, and make recommendations to improve the overall development effectiveness of IsDBG operations. Specifically, the reviews were conducted to assess the MCPS as a programming framework for IsDBG developmental assistance in member countries and to provide input for future MCPS. The review was conducted according to the OECD-DAC criteria of relevance, effectiveness, efficiency, and sustainability. This assessment focused on the implementation of IsDBG operations, in addition, it attempted to capture possible outcomes. The basic approach was to conduct a brief assessment for each MCPS pillar,

on which an overall assessment of the entire MCPS and of the IsDBG's performance would be made. These assessments were conducted by employing the criteria-based questions and sub-criteria, pillar-based assessment, overall assessment, and the performance of the IsDB Group

I. MCPS-CHAD IMPLEMENTATION REVIEW

MCPS-Chad (2014–2017) consisted of two primary pillars: (i) agricultural diversification and enhanced agricultural productivity and (ii) Transportation sector infrastructure development; and two cross-cutting themes: (i) capacity building and (ii) private sector development. The IsDBG earmarked USD 450 million to implement MCPS-Chad, over the evaluation period, USD 424 million was approved (94%). However, some funded operations totalling USD 180.14 million were cancelled, reducing the overall financing volume to USD 244 million (54%). Figure II-13 displays the total amounts approved and disbursed for MCPS-Chad.

Figure II-13: IsDB Annual Approved and Disbursed Amounts, MCPS-Chad, 2014–2017, US\$ Million



I.1 Pillar-Level Performance

I.1.1. Pillar 1- Agricultural Diversification and Enhanced Agricultural Productivity

One project was approved under this pillar, the Natural Resource Management Project, for USD 22.3 million. The insufficient capacity of some contractors has slowed its implementation, and also hindered the completion of civil works for land development of two perimeters totalling 1,000 ha and 650 ha, respectively.

I.1.2. Pillar 2 - Transportation Sector Infrastructure Development

The Bank approved two Transportation sector projects, the Bol-Rig Rig Road (84km) for USD 118 million and the Abeche-Abougoulem Road (85km) for USD 152 million, but the latter was cancelled in December 2017, whereas the Bol-Rig Rig Road is in contractor bid evaluation. This pillar's major challenges include frequent disbursement suspensions that weaken contractor financial capacity and slow implementation.

I.1.3. Cross-Cutting Theme I - Capacity Building

For the cross-cutting pillar, four technical assistance operations were approved totalling USD 35 million. The purpose of these operations was to develop access to secondary bilingual education and to enhance its quality with the technical cooperation of the Government of Tunisia under the reverse linkage program. IsDB's current support of this program's three active projects totals USD 14.38 million. However, one project (USD 28.9 million approved), renovation and upgrading Quranic schools, was cancelled before being evaluated.

I.1.4. Cross Cutting Theme II - Private Sector Development

Private-sector financing to support this theme was relatively modest but highly relevant. The Islamic Corporation for the Development of the Private Sector (ICD) approved a USD 10 million line of financing to a commercial bank, which has utilized USD 5 million (50%) to refinance investment projects in SME clients. ITFC also provided trade financing of EUR 4.4 million (USD 5.4 million) to a Chadian private industrial company, all of which has been utilized. The company, which produces bottled-water, non-alcoholic beverages, spices, and powder milk, has 420 permanent employees and is responsible for creating 500 indirect jobs. Overall, IsDBG private-sector interventions in Chad must be scaled up and reinforced to conform with IsDBG's agenda, which includes creation of an Islamic bank and a leasing company, capacity building of the National Agency for Investment and Exports (ANIE), and the development of an Islamic finance ecosystem within Chad.

I.2. Criteria based Performance Assessment

I.2.1. Relevance

Overall, IsDB Group interventions within the MCPS framework can be assessed to be relevant and aligned over the long term with Chad's National Poverty Reduction Strategy (NPRS) for 2003-2015 and its Strategic Development Plan (SDP) for 2013-2015. The NPRS aims to address four major developmental challenges: (i) extreme poverty, which has kept Chad near the bottom of the human development scale; (ii) a limited and narrow production base; (iii) attainment of sustainable human development; and (iv) completion point attainment under the HIPC Initiative.

I.2.2. Effectiveness:

Most MCPS projects are in early implementation stages, and so their effectiveness is difficult to assess.

I.2.3. Efficiency:

Operational efficiency of IsDBG interventions is low. Greater efforts are required of government authorities, executing agencies, and the IsDBG to speed up project execution and to accelerate disbursement of committed funds. To date, IsDBG's disbursement rate was 7% during the MCPS period. On average, the duration between project approval and signing of financing agreements for the active portfolio was 2.4 months. All projects are behind their respective implementation schedules, and the progress rate does not exceed 50%. In some instances, the financing closing dates have already been reached or are imminent.

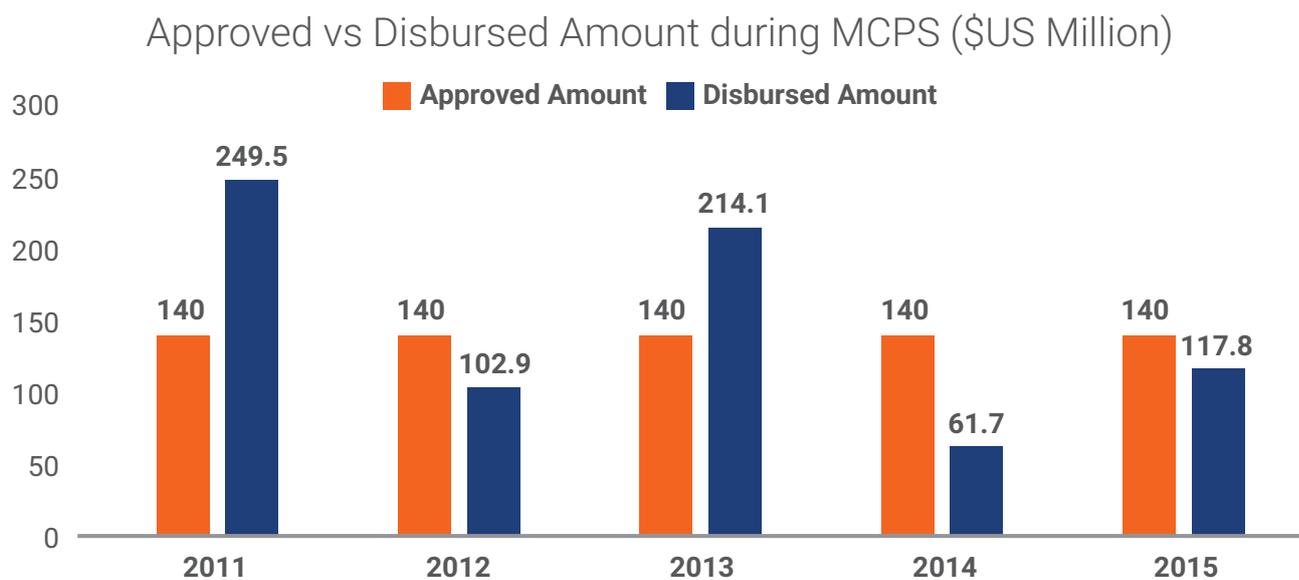
I.2.4. Sustainability

Most MCPS projects are at the early stages of implementation and so accurately assessing their sustainability is difficult.

II. MCPS-MAURITANIA IMPLEMENTATION REVIEW

MCPS-Mauritania (2011–2015) identified three primary pillars: (i) enhancing human development through health; (ii) rural development and food security; and (iii) enhancing and diversifying the modern economy. One cross-cutting pillar was identified: capacity building. The IsDBG committed a financing envelope of USD 701 million to support MCPS implementation.

Figure II-14: IsDB Yearly Approvals and Disbursements Trend for Mauritania during the MCPS Period (2011-2015) in US\$ Million.



Guellb II Expansion Project, Mauritania

II.1. Performance at Pillar level

II.1.1. Pillar 1 - Enhancing Human Development through Health

IsDBG approved three projects in Pillar 1 amounting to USD 47.73 (31% of the planned amount of USD 150 million). These interventions covered primary and tertiary health as well as medical supplies distributed through an ITFC facility. However, the USD 5.88 million primary health project was cancelled after being declared effective. The project's disbursement rate stood at 85%, while the ITFC facility was fully utilized. The project experienced a 39-month delay due to the following issues: (i) a lengthy procurement process; (ii) change in the joint-venture company that won the civil works bid; and (iii) IsDB's slow responsiveness in issuing a no objection letter (NOL) and in disbursement clearance. Project outputs include construction of the National Cardiology Center and its ancillary buildings (mosque, guardhouse, etc.) and delivery of medical equipment and supplies. In addition, 122 medical, paramedical, and administrative staff were trained abroad, while 245 trained locally. As a result, Mauritanian doctors trained by the project have been performing advanced procedures independently, including coronary angioplasty and open-heart interventions, since 2014. Consequently, the number of medical evacuees that used to be sent abroad for cardiovascular surgery has been reduced by 50%. On the other hand, ITFC financing to CAMEC (USD 12 million), the public entity for supply of medicines, was fully disbursed and covered imports of vaccines and antibiotics.

II.1.2. Pillar 2 - Rural Development and Food Security:

Under Pillar 2, the IsDB approved three projects totaling USD 64.81 million (only 44% of the USD 250 million planned envelope). IsDB's disbursement rate was 47%. In addition, the ITFC approved three trade operations for food imports totaling USD 47 million, all of which was fully utilized. ITFC financing benefited the entire country as the imported foodstuffs regularized market supply. In terms of implementation, one project (the Ohar Rural Water Supply Project) is on track, while the Building Resilience to Recurring Food Insecurity Program is very much underperforming.



A handcrafts Shop Set Up with IsDB Financing in Tunisia

II.1.3. Pillar 3 - Enhancing and Diversifying the Foundations of a Modern Economy:

This pillar received the majority of IsDB Group financing, USD 585.50 million (195% of the committed USD 300 million). This approval cuts across four sectors: Energy, Transportation, and Water and Real Estate.

The Energy sector accounted for 63% of the total IsDBG approvals, receiving USD 470 million in financing. Energy sector outputs achieved included the following: (i) construction of a 180-MW dual power plant and (ii) construction of a modern load-dispatching center in Nouakchott. However, the construction of a 225Kv transmission line of 21 km between the dual power plant and an existing OMVS substation has not yet materialized due to the contractor's poor performance.

In the Transportation sector, IsDB approved three projects totaling USD 52.27 million. However, one of these, the Construction of Kaedi-Magama Road (USD 39.3 million) was later cancelled. The Nema Bangou road (63 km) is part of 240 km linking Nema to Fassala and thus connects Mauritania to Mali, thereby enhancing trade between the two countries. Locally, the Nema Bangou Project benefited 150,000 people and significantly reduced the time needed to travel between Nema and Bangou from three hours to less than an hour.

Within the Water and Real Estate sector, the Nouakchott Water Distribution Network Upgrading Project, at USD 27.82 million, complemented the Aftout Essahli Project financed by IsDB to supply potable water to Nouakchott. To date, 205 km (out of 305 km planned) of the distribution network have

been constructed, and 16,300 households of the initial 18,000 targeted have been connected to the network. Physical completion is currently at 78% with a disbursement rate of 25%. Under real estate, IsDB approved the Waqf Commercial and Office Complex in Nouakchott, totaling USD 10.74 million, for the Islamic University of Al-Aioun. Disbursement for this project has not yet begun.

II.1.4. Cross-cutting Pillar: Building Capacity for Institutional Development,

To increase capacity in the Islamic Finance and the Education, and Health sectors, eight technical assistance (TA) operations totaling USD 0.80 million were approved. In the health area, the Obstetric Fistula Project trained 45 medical staff and enabled 24 women to obtain fistula surgery. However, the reverse linkage initiatives between Mauritania and other member countries (Jordan and Indonesia) have not achieved their desired outputs.

II.2. Criteria-Based Performance Assessment

II.2.1. Relevance

MCPS pillars are relevant to the objectives of the country strategic plan (PRSP III) as these involve (i) accelerating economic growth and maintaining macroeconomic stability; (ii) increasing inclusivity of growth; (iii) improving the potential of the Mauritanian people and their access to basic social services; (iv) enhancing governance



A Technical College in Uzbekistan

and institutional development; and (v) improving planning, monitoring, and evaluating systems. The MCPS apparently tried to respond exhaustively to all the country's needs by mirroring all GoMU priorities. However, it missed addressing them all and doing so well. As a result, several objectives that were initially targeted under each pillar were not satisfied due to large intervention scopes.

It is worth noting that the GoMU was unable to accumulate a large-sized debt partly due to the structural adjustment conditionality agreed upon with the IMF. This restricted the country from contracting any public debt with a grant element level less than 35%. This limitation may have influenced the choice of projects, and their respective priorities, that the GoMU submitted to IsDBG in competition with other MDBs. This could also explain why some projects were cancelled, as GoMU may have chosen to finance them internally or seek more attractive offers (i.e., concessional loans) with other financiers. In all cases, IsDB

should have taken this limitation into account in defining the MCPS-Mauritania intervention. This could have increased the relevance of this MCPS.

II.2.2. Effectiveness

Under the four pillars, the MCPS had USD 746 million in approvals compared with USD 701 million targeted.

Pillars 1 and 2 had USD 48 million and USD 78 million approved of the committed targets USD 150 million and USD 250 million, respectively. Pillar 3, which received most of the IsDB approvals, received USD 586 million but had USD 300 million committed. Pillar 3's over-target disbursements went primarily to the Energy sector, which received 63% of this approved amount. In conclusion, MCPS completed projects have fully achieved their outcomes. Those projects still ongoing are mostly in their final stages and exhibit high potential to deliver their expected social and economic



An IsDB Supported Electricity Project in Jordan

outcomes. However, under the current situation, resilience and solar energy projects are unlikely to achieve their objectives.

II.2.3. Efficiency

With respect to the entire portfolio, the average time between approval and signature was 2 months, and the average time from signature to effectiveness declaration was 4.5 months both within the 6-month standard IsDB service level agreement (SLA).

Despite its strategic regional impact, ITFC missed an export-financing opportunity. SOMELEC suggested that ITFC develop new products to support export to member countries. A discount line of finance could enable SOMELEC to immediately obtain an invoice-price discount. In addition, CAMEC would like to be involved in B2B missions so as to diversify its medical suppliers. ITFC could

better serve CAMEC by facilitating such meetings and studying the request to decrease markup, particularly given CAMEC's purely social role and limited income.

II.2.4. Sustainability

In 5 years, the IsDB Group approved almost half of the total approvals it has given since its inception. IsDB interventions were undertaken in key sectors such as Energy, Health, Water and Real Estate, and Transportation with the consent and strong support of the GoMU, which still faces challenges in these sectors. The National Strategy for Accelerated Growth and Shared Prosperity (SCAPP 2016-2030) highlights GoMU priorities for the next 15 years. Three main axes have been selected to provide the base for the next three government action plans for 2016-2020, 2021-2025, and 2026-2030.



III. MCPS-KINGDOM OF MOROCCO IMPLEMENTATION REVIEW

MCPS-Kingdom of Morocco (2013–2016) consisted of two primary pillars: (i) enhancing trade competitiveness and (ii) integrated rural development, and two cross-cutting themes: (i) private sector development and (ii) reverse linkages. An indicative IsDBG financing program of USD 2.4 billion was earmarked for the MCPS period, during which the IsDBG approved USD 2.77 billion in projects and operations. IsDBG entities (ICD, ICIEC, and ITFC) approved USD 1.78 billion, 49% more than the planned USD 1.2 billion. ITFC approved the bulk, USD 1.088 billion, for trade financing. ICIEC insured import and export-related businesses worth USD 687.9 million, and ICD had one USD 8 million operation. IRTI supported the establishment of the Islamic Financial Engineering Laboratory (IFE Lab) in collaboration with the Mohammedia School of Engineering (EMI), Mohamed V University. In addition, IRTI co-organized training sessions and workshops in Islamic finance and a workshop on sovereign sukuk structure for government officials and industry stakeholders. In total, IsDB approved 22 sovereign operations (17 projects), including 8 technical assistance (TA) operations for USD 992.2 million, 17% less than the USD 1.2 billion planned (see Figure II-15).

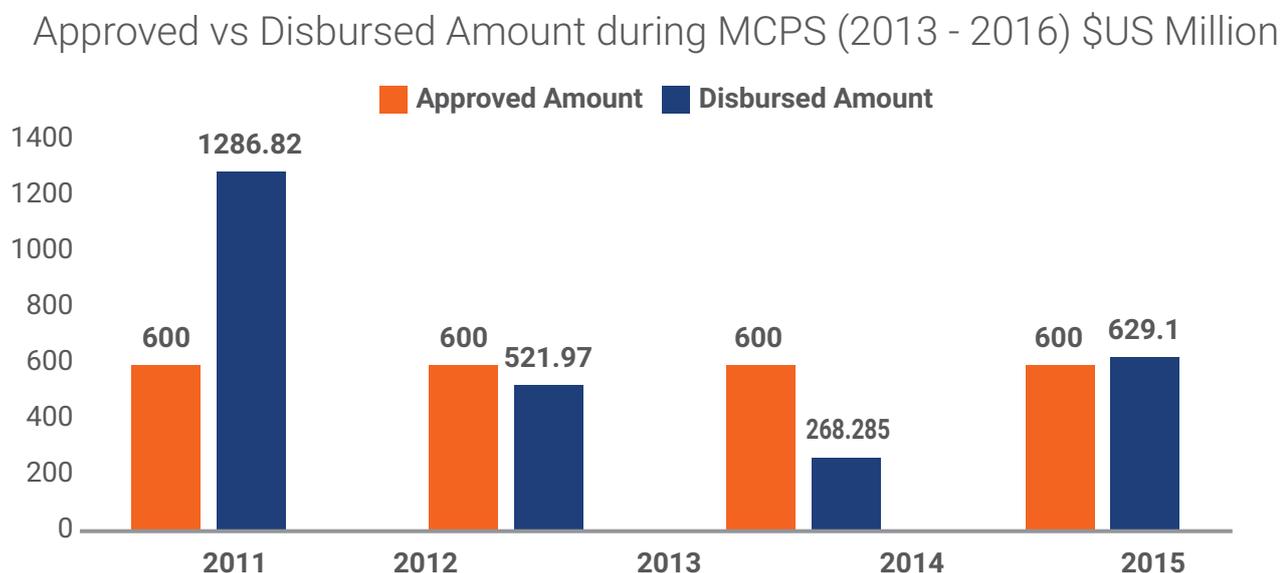
III.1. Performance at Pillar Level

III.1.1. Pillar 1 - Enhancing Trade Competitiveness:

ITFC approved ten USD 1,088 million murabaha operations to support the Energy, Industry, and Mining sectors. ITFC's financing facility was used to import gas, crude oil, and steel for major local companies. Moreover, ITFC approved a loan of Euro 40 million to a Cote d'Ivoire Public Bank subsidiary within the framework of the Arab-African Trade Bridges Program. Similarly, ICIEC insured export operations worth USD 389.6 million and import operations worth USD 298.2 million for fifty-five clients. The IsDB approved four projects in the Energy and Transportation sectors totaling approximately USD 530 million.

The objectives of the three Energy sector projects are to increase power-generation capacity and mitigate competitiveness constraints. The objective of the Safi Coal Independent Power Plant Project was to reduce energy bills through development of new 1,250-MW base-load capacity (25% of the country's production capacity) by replacing expensive oil-fired plants. As of the review, the project had a disbursement rate of 61% and a completion rate of 94%. However, pollution issues are delaying project commissioning. On the other hand, the first phase of the Expansion of the Jorf Lasfar Power Plant Project, with a disbursement rate of 42%, is completed and operational. Electricity Transmission and Distribution System Support Project achievements so far include the following: (i) installation of 55 40MW transformers in distribution centers; (ii) acquisition of 140,000

Figure II-15: IsDB yearly approvals and disbursements trend for Morocco during MCPS period (2013 - 2016) in US\$ Million.



prepaid meters; and (iii) construction of 225/60 kV and 225/22 kV transmission lines. The project has disbursed USD16.19 million (7%).

Within the Transportation sector, physical implementation of three train stations under the Modernization and Expansion of Railway Terminals Project for High Speed Trains (HST) totaled 82%. The project will boost development of the Europe-Maghreb corridor and service 70 million passengers.

III.1.2. Pillar 2 - Integrated Rural Development

Seven projects were approved totaling USD 461 million, with USD 61.34 million (13.3%) disbursed. Approved operations to boost agricultural production and build rural roads align with government strategy (i.e., Green Morocco). However, they experienced low disbursement rates and delays, primarily because the Inclusive Rural Growth Project is yet to be signed and the Reinforcement of Water Supply Systems in Agadir and Chtouka Ait Baha Project is under redesign. Conversely, the Expansion of Water Supply Project for Fes City and the Rural Communities in Taza Province Project is providing potable water to an additional 70,000 beneficiaries. The two other projects, the Olive Value Chain Development for Smallholders Project and the Vocational and Literacy Program, are experiencing low rates of disbursement. About 9,139 Ha were planted, 57% of planned plantations.

III.1.3. Cross-Cutting Pillar I - Private Sector Development

ITFC extended a USD 15 million murabaha operation to private company Dimagaz to meet the increasing demand for liquefied petroleum gas (butane) by households and farmers, who use gas for irrigation. Moreover, ITFC extended a USD 88 million short-term murabaha operation to OCP to import Sulphur from GCC countries. ICD, in a joint venture with Credit Agricole du Maroc, contributed to the establishment of the Al-Akhdar Bank, which started operations in November 2017, employs 50 staff located in four branches, and plans to open 24 branches by 2019. IsDB also approved a TA grant to Bank Al-Maghreb to obtain adequate skills and regulatory framework knowledge to supervise the growing Islamic finance sector. Lastly, IsDB's equity participation in Assafa Bank is yet to materialize.

III.1.4. Cross Cutting Pillar II: Reverse linkages

With Morocco acting as chief advisor, four major initiatives were launched: (i) the African Alliance for Vocational Training initiative; (ii) adaptation of African agriculture; (iii) use of renewable energy in rural areas; and (iv) Arab-African trade bridges. Under the African Alliance for Vocational Training initiative, IsDB approved USD 29.6 million financing for Cote d'Ivoire with a Moroccan partner, the Office for Vocational Training and Labour Promotion, handling implementation. To promote use of renewable energy in rural areas, the National Office for Electricity and Water shared its expertise with Chad, Niger, and Mali to benefit hundreds of villages located in those countries. In the Agricultural sector, OCP is conducting a soil-mapping exercise in Cote d'Ivoire on a 600,000-ha pilot site. This exercise will later be expanded to the entire country and will benefit Cote d'Ivoire's Agricultural sector. In the Health sector, other reverse linkage activities have been conducted with Djibouti. Sharing its expertise in maternal health, Morocco's Ibn Sina Hospital equipped medical centers with machines to electronically monitor neonatal births and trained 180 doctors and midwives in their use. Moreover, Ibn Sina developed and introduced this electronic surveillance method in the curricula of the medical college and midwives' school.



III.2. CRITERIA BASED PERFORMANCE ASSESSMENT

III.2.1. Relevance

In general, IsDBG interventions have been aligned with GoM's development plan. Approved energy projects align with GoM's plan to reduce the cost of electricity and increase energy efficiency. ICIEC's insurance operations are relevant in terms of imports and exports. Reverse linkage operations align with the high priority GoM's assigns to the development of South-South cooperation and the knowledge and expertise extended to African countries in health, water treatment, rural electrification, vocational training, and soil fertility.

III.2.2. Effectiveness

Planned objectives are partially achieved/likely to be achieved for both pillars and cross-cutting themes. For Pillar 1, the IsDBG did not intervene in strengthening trade competitiveness to increase exports and create jobs, in improving trade logistic competitiveness, and in reducing dependence on imported fuels by promoting renewable energy projects. For Pillar 2, IsDB is involved in the implementation of Green Morocco Plan and of the national rural roads program interventions, both of which are likely to be effective because of the excellent progress made to date.

III.2.3. Efficiency

Cost underruns are expected for all MCPS's projects, with time between approval and signing averaging five months. Time from signing to effectiveness averages 6.5-12 months and from effectiveness to first disbursement 3.5-5 months.

Private sector efficiency was rated low since the Al-Akhdar Bank began operations at the MCPS period-end.

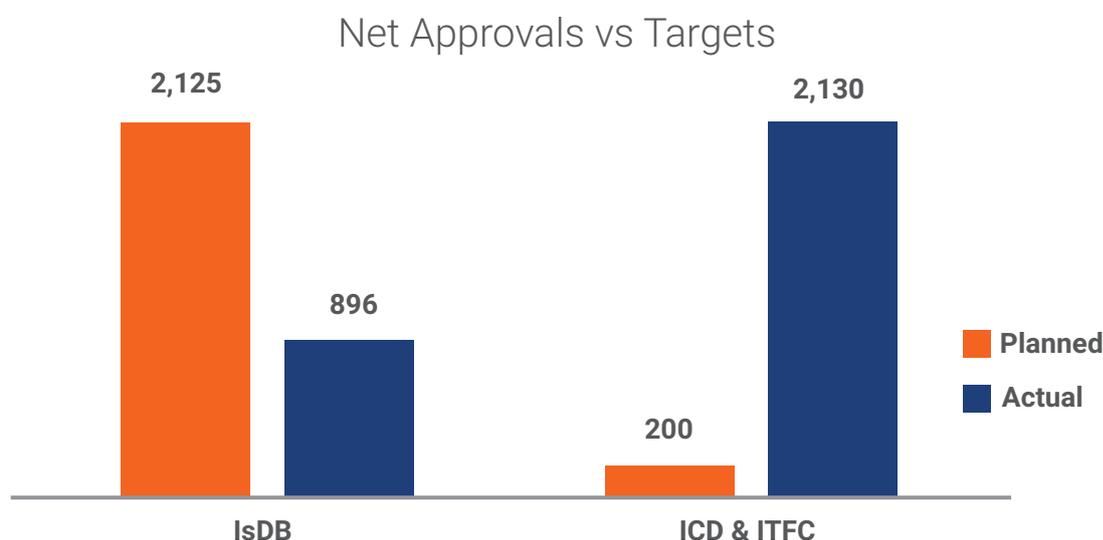
III.2.4. Sustainability

Sustainability of IsDBG intervention results depend on project/operation technical, environmental, and financial factors. As projects and operations are still in implementation, analysis assesses likelihood to be sustainable, particularly for those in advanced implementation stages. Social and macro-economic challenges may hinder achievement of development objectives and should be examined.

IV. MCPS-PAKISTAN IMPLEMENTATION REVIEW

MCPS-Pakistan (2012-2015) had three primary pillars (i) improving infrastructure development; (ii) supporting sustainable agriculture and rural development; and (iii) enhancing human development, and two cross-cutting areas: (i) promoting private-sector development through improved investment and trade, and (ii) supporting Islamic finance, resource mobilization, capacity building, and reverse linkages. IsDBG approved total financing of USD 3.8 billion for projects and operations representing 152% of USD 2.5 billion, the original MCPS allocation. Two IsDBG members, ICD and ITFC, approved USD 2.012 billion, representing 805% of the planned USD 250 million. ITFC approved USD 2 billion in trade transactions, while ICD approved two operations totalling USD 12.7 million. ICIEC insured transactions worth USD 206.9 million for export-related businesses. while IRTI organized training activities. IsDB approved twenty-two sovereign operations totalling USD 896 million, which represented 42% of the USD 2.125 billion planned (see Figure II-16).

Figure II-16: IsDB MCPS-Pakistan Annual Approvals and Disbursements (2012-2015) in US\$ Million.





Public Facilities at Kuala Lumpur Selangor Expressway Toll Plaza

IV.1. Performance at Pillar level

IV.1.1. Pillar 1 - Infrastructure Development

This pillar earmarked energy and transport for financing. IsDB committed a USD 750 million financing envelope for the Energy sector, approving four projects (USD 395 million) including the USD 220 million Jamshoro Coal Fired Project co-financed with ADB (later cancelled). 100MW Foundation Wind Projects I and II were commissioned and fully disbursed, generating 241 GWh of electricity (2016) compared to appraisal target 288 GWh (84% of target) and benefiting 510,000. Within the Transportation sector, IsDB committed USD 500 million but IsDB funding was not requested during the MCPS period.

IV.1.2. Pillar 2 - Agricultural and Rural Development

An agricultural project estimated to cost USD 90 million was considered and rejected. As Constitutional Amendment No. 18 completely devolved agriculture to the provinces. The only project approved (FATA TDPs Housing Project) was later cancelled. Thus, no projects were approved under this pillar despite IsDBG's USD 500 million commitment.

IV.1.3. Pillar 3 - Human Development

Two projects were approved under this pillar: (i) the Basic Education for the Poor Development Project and (ii) support for the Basic Education for the Poor Development Project for a total of USD 47 million (out of USD 200 million earmarked under MCPS-Pakistan). The projects suffered from serious start-up and implementation delays due to the many small-value contracts involved, project site remoteness, procedural requirements associated with small disbursements, and IsDB slow responsiveness. The resulting implementation delays decreased number of schools constructed from 337 to 258, with only 6 completed as of review time. Twenty more fully operational schools are to be completed by October 2018, and target completion for the remaining is December 2019. IsDBG allocated USD 175 million for the Health sector. However, when donor assistance to the Polio Eradication Program drastically declined due to adverse local conditions, IsDBG, with the help of the Bill and Melinda Gates Foundation, initiated and financed the program, disbursing the entire approved USD 327 million (187% of

committed amount). As a result, reported polio cases decreased from 306 during the 2014 polio outbreak to 54 (2015), 18 (2016), 8 (2017), and then 3 (2018), and around 875,000 children were saved from paralysis.

IV.1.4. Cross-Cutting Pillar I - Private Sector Development through Improved Investment and Trade

ITFC approved seven trade-financing operations worth USD 2 billion for import of crude oil and petroleum products, thus easing the foreign exchange payment burden and aiding management of GoP's balance of payments. ICD limited engagement in private sector development due to the risky political situation and business environment. ICD approved two equity investments in favor of Burj Ban: in 2012, a fully disbursed USD 2.7 million (32.9% shareholding) and, in 2014, USD 10 million, of which no disbursement has been made. ICIEC provided a total of USD 206.9 million in export insurance coverage to twelve companies.

IV.1.5. Cross Cutting Pillar II - Supporting Islamic Finance, Resource Mobilization, Capacity Building, and Reverse Linkages

IRTI provided capacity-building programs focused on Islamic micro-finance, training 235 people. In addition, for the first time, IsDB successfully arranged a fully Sharia-compatible debt-financing structure in favor of Foundation Wind Projects I & II. Also, for the first time, IsDB involved and worked with the Asian Development Bank using a Sharia financing structure. Another IsDB intervention was the GoP five-year issuance of a USD-dominated sovereign sukuk. Through reverse linkage (RL), the Advanced Electronics Laboratory at International Islamic University, Islamabad (IIUI), was established, leading to the set-up and operationalization of a new center for advanced electronics and photovoltaic (PV) engineering. To date, this center has implemented 150 countrywide projects, of which 76% are within IIUI and 26% outside. The scientific staff training for the University of Karachi Genomics Research Center has been completed, and eight staff members received a three-month training session on genomics in China and the UK, thereby significantly enhancing the center's capability. The reverse linkage intervention between Pakistan and Turkey in earthquake seismological



Public Facilities at Kuala Lumpur Selangor Expressway Toll Plaza

research is stalled because of Turkish counterpart inability to assist.

IV.2. Criteria based Performance Assessment

IV.2.1. Relevance

Relevance of all approved projects was high, except for the Energy sector, where production of less clean electricity was not in conformance with the clean-energy objective. The Transportation and Agriculture sectors, which together constituted 40% of total MCPS indicative financing, had no approved projects, thus omitting important elements of IsDB's planned support. For the Health sector, four highly relevant, approved operations for eradication of polio were an emergency response to a new outbreak. The primary objective of the approved Education sector projects, construction of 337 schools in the provinces of Azad Jammu and Kashmir (AJK), was to address the problem of out-of-school children. The GoP also benefited from IsDB's budget support and capacity-building TAs.

IV.2.2. Effectiveness

Out of total IsDB project approvals of USD 768 million, disbursements stood at USD 464 million (60%). Disbursement rates were not uniform across pillars. Total disbursement in the Energy sector was USD 133.5 million or 34% of the approved USD 395 million. Of four projects approved within this sector, two have been completed and are operating successfully. For the two approved Education sector projects, disbursement to date is USD 2.5 million or 6% of the approved USD 46 million. The entire approved amount of USD 327 million for the polio-eradication project has been fully disbursed. The capacity-building, reverse linkage TA disbursement rate was 73% (USD 0.53m disbursed versus USD 0.73m approved).

IV.2.3. Efficiency

In the Energy sector, first disbursement to last disbursement for the Foundation Wind Projects (I & II) took less than two years, far less than the IsDB-funded project normal. This short project-completion time was largely due to private sector efficiency, which typically completes investment-project implementation more smoothly than does government. The two Education sector projects, which became effective in 2014, have a disbursement rate of only 6%. Lengthy IsDB procedures to clear contract awards and process disbursements caused project delays. These two vital projects for the education of thousands of out-of-school children could face further delays unless

these procedures are modified; due to tedious IsDB requirements, contracting firms are not bidding on new contracts for them.

The reverse linkage TA to support the Pakistan Meteorological Department was approved in 2015 but has not seen any disbursements in the last three years. IsDB has a pivotal role in the project due to the involvement of five different agencies in it. Unless the Bank assumes a more active role, the project's benefits will be severely delayed or, in the extreme case, lost.

IV.2.4. Sustainability

The MCPS portfolio consisted of the following approved operations: (i) polio eradication (four operations); (ii) Basic Education for the Poor Development Project (three operations); (iii) support for the Basic Education for the Poor Development Project (two operations) (iv) TAs (six operations); and (v) energy-related interventions (four operations, of which one was cancelled). The narrow portfolio, especially given that only two energy operations, the Polio Eradication Program, and the four TAs were completed, makes assessing long-term sustainability difficult.



C. Other Evaluation

1. SECTOR EVALUATION SYNTHESIS IN THE WATER AND SANITATION SECTOR

The Sector Evaluation Synthesis draws on a thorough analysis of past reports and corresponding project documents (appraisal, implementation, progress, and completion reports), consolidates and presents key findings (i.e., achievement of outputs and outcomes, lessons learned, and recommendations) from the completed project evaluations.

Specific findings it includes are as follows:

- (1) identifying emerging common issues and lessons learned from the sector;
- (2) increasing impact on MCs of sector operations; and
- (3) enhancing operational sustainability. The

2. Evaluation Cooperation Group, Working Group on Public Sector Evaluation: Good Practice Standards for the Evaluation of Public Sector Operations (2012)
3. DAC Guidance Series: Quality Standards for Development Evaluation (2009)

Synthesis develops a broad-based action plan for enhancing and strengthening the sector.

The completed and evaluated the Water and Sanitation (WATSAN) portfolio (forty-seven operations in thirty-seven projects) represents 19% of the total WATSAN portfolio. The overall project performance rating of the WATSAN post-evaluated projects (twenty-three projects out of thirty-seven, or 62%) is about 72% of IsDB financing amounts and 74% of total project costs. These vary across WATSAN sub-sectors, as the percentages of urban water-supply post-evaluated projects reach 75% and 79% of IsDB financing and of total project costs, respectively. The overall low satisfactory performance of the Water Supply and Sewage sub-sector did not affect the overall satisfactory projects due to the relatively low number of projects.

Project evaluations are based on IsDB Group procedures and guidelines for preparing project performance evaluation reports for public sector operations. Thus, the evaluation of the portfolio's projects was conducted according to best practice evaluation standards² and OECD-DAC evaluation standards.³ Also assessed were the roles of different project stakeholders, the lessons learned, and follow-up actions and recommendations for the executing agency, government, and/or IsDB.

1.1 Relevance

The goals and objectives of most post-evaluated projects were rated highly relevant and consistent with the beneficiary country's development strategies. In general, water supply and sanitation projects aimed at enhancing government efforts towards food-production self-sufficiency by improving living conditions in project areas by construction of water-production and -distribution infrastructure. However, lack of sound preparatory studies with non-comprehensive feasibility analyses led to significant changes in projects' scope during implementation. In certain cases, this has led to flawed design of water systems.

1.2 Effectiveness:

Major results achieved by the post-evaluated projects are the following: (i) increased access to water points by beneficiaries; (ii) increased water consumption with day-long access to water and shortened distance to herd-access water points; (iii) improved health conditions with decreased water-borne diseases and reduced infant and livestock mortality; and (iv) increased meat and milk production, improving rural population diets. However, an insufficient outcome was achieved for the rural water-supply project compared to projects in other water sub-sectors due to low implementation performance, lack of focus,

inadequate support for agricultural activities downstream, and absence of specific enclosures to enable herd access to water points.

1.3 Efficiency

On average, performance of post-evaluated projects was less efficient, primarily due to changes in scope (variation of orders to contractors), cost variations, and implementation delays. The sewerage projects had significant cost overruns (+69.8%), whereas cost underruns occurred in the integrated water supply and sewerage system. Average project implementation duration ranged from 4.8 to 6.7 years, much longer than planned implementation periods. Implementation delays were attributable to lack of hydrogeological studies, EA weak financial and technical capabilities, and procurement delays. In addition, only fifteen (15) out of thirty-seven (37) post-evaluated projects included a cost-benefit analysis (CBA) at appraisal to estimate an Economic Internal Rate of Return (EIRR) or a Financial Internal Rate of Return (FIRR), thus demonstrating lack of data for decision-making.

1.4 Sustainability:

Post-evaluated project sustainability varied considerably. Only seven projects (19%) were rated Most Likely Sustainable, sixteen projects (43%) Likely Sustainable, and fourteen projects (38%) Less Likely Sustainable. Poor sustainability ratings are attributable to absence of regulatory frameworks for cost recovery from users and difficult institutional environments.

2. SPECIAL EVALUATION OF FA'EL KHAIR DONATION TO SUPPORT THE EFFORTS TO FIGHT THE EBOLA VIRUS DISEASE EPIDEMIC IN WEST AFRICA

The 2014 EVD outbreak in West Africa started in Guinea and extended to Sierra Leone, Liberia, Mali, Nigeria, and Senegal. The Late King Abdullah Ibn Abdul Aziz Al-Saud Foundation donated USD 35 million to support the resource mobilization and emergency-response efforts to fight the Ebola epidemic that IsDB and OIC initiated. The IsDB, the grant's administrator, launched the Fa'el Khair Donation to Support Efforts to Fight EDV in West Africa encompassing Guinea, Liberia, Mali, and Sierra Leone. Total program cost is as follows: USD 12 million Guinea; USD 6 million Sierra Leone; USD 6 million Liberia; USD 2.5 million Mali; and USD 8.5 million for regional health initiatives.

2.1 Relevance

The initial program objective and design were properly aligned with the respective countries' national response plans. However, delays in implementation adversely impacted the relevance of some program components relative to the emergency situation. Delays necessitated scope changes for three out of the four countries. The program was thus found to be more relevant with respect to building resilience to face future epidemics.

2.2 Effectiveness

The program achieved most planned outputs in Guinea, Liberia, and Mali, whereas major activities in Sierra Leone are still under implementation. To date, the program has delivered the following aggregated outputs: (i) supply of 50 thermal cameras with associated computers; (ii) supply of 59,229 infrared thermometers for public places (e.g., institutions of higher learning and schools); (iii) construction of fourteen health facilities/treatment centers; (iv) for health facilities/treatment centers, procurement, deployment, and installation of medical equipment and delivery of consumables; (v) training of health and education staff, including eighteen biomedical equipment engineers and technicians, over 8,450 teachers and health workers in Ebola detection and control, and procurement of medical books on epidemiology and tropical medicine; (vi) construction of hand pumps in 322 schools; (vii) construction of latrine blocks in 338 schools; (viii) construction of ten schools (thirty-three classrooms); and (ix) procurement of twenty-one vehicles including ten ambulances. The construction of an additional forty-nine schools

(182 classrooms) was about 50% completed during evaluation. The program also enhanced capacities of countries' health care systems to respond to emergencies.

2.3 Efficiency

Significant delays occurred in implementing major components as evidenced by low disbursement rates in two countries. The grant agreement was signed on 12th January 2015 between the respective governments of all four countries and the IsDB. Disbursement rates currently stand at the following: Guinea 98%; Liberia 93%; Mali 44%; and Sierra Leone 36%. At completion, actual project costs for the four countries will be as follows: Guinea USD 11.6 million; Liberia USD 5.9 million; Mali USD 2.43 million; and Sierra Leone USD 3.9 million with a cost overrun of USD 2.013 million, mainly because of cost under-estimation during project rescoping. No schedule covering the program's entirety from start date to closing date was indicated at time of approval. Implementation delays occurred in all four countries.

2.4 Recommendations

The Fa'el Khair Program should sign a service level agreement with the Dakar Regional Hub and fully delegate the project's implementation. A dedicated project officer should also be assigned. IsDB needs to develop a comprehensive rapid-response policy framework and expedited operational procedures (including those for procurement of goods and services), which delegate hubs and project managers—in emergency situations—greater authority and flexibility with respect to operational levels.



Fa'el khair Program in Guinea



CHAPTER - III. DEVELOPMENT RESULTS



This chapter summarizes post-evaluated project results achieved in 2018. Illustrative development results of evaluated projects are presented below, sector by sector, for the period under review. A table of planned outputs versus achieved ones is included to demonstrate how results were achieved.



A. AGRICULTURE AND RURAL DEVELOPMENT

TWO AGRICULTURE AND RURAL DEVELOPMENT PROJECTS WERE EVALUATED IN MALI AND TUNISIA.

The Millennium Village Program (MVP) Phase 2 (2MLI0119) in Mali extended the water supply to three villages; initiated a school meals program for schools constructed under Phase 1; constructed fifteen early childhood centers and eleven Quranic schools; created two revolving agricultural-input programs; set up two mutual funds; and initiated capacity-building and training activities in each sectoral area supported under Phase 1. Over 92,000 inhabitants of rural communes Diaro and Farakou-Massa benefited because of the interventions' multi-sectoral nature. Staff from the regional offices of sector ministries such as Agriculture (e.g. extension services) and Sanitation and Education also benefited from the technical assistance provided by the consultant in charge of project implementation.

However, key components such as the micro and rural finance component and the activities planned under the extension of shared solar energy for rural households were not implemented. Other activities planned during project design as per the PAD and RRP and not implemented include the following: construction of an irrigation system in Tiby to allow multi-season crops; connection of schools to the Internet and supply of computers; and introduction of electronic and mobile health tools to support health system management (Child +).

Chapter III has seven sections:



Agriculture and Rural Development



Education Sector



Education Sector



Health Sector



Industry and Mining



Transport Sector



Water Sector



The Millennium Village Program (MVP) Phase 2 (2MLI0119) in Mali

Appraisal Targets	Completion
Initiating School meals programme in 27 schools	School meals programme started in 24 schools
Constructing fourteen early childhood centres and eleven Quranic schools	Fourteen early childhood development centres and eleven Quranic schools constructed
Creating a micro finance programme	Not achieved.
Creating five health mutual funds	Two mutual funds were created

Youth Employment Support Program (2TUN0106) in Tunisia financed 1,945 projects and created 3,521 jobs. This Islamic financing to SMEs and micro and very small enterprises was attractive

to potential beneficiaries due to its tangible-asset requirement and its religious and ethical dimension. The project has opened an untapped market for Islamic finance in Tunisia.

Youth Employment Support Program (2TUN0106) in Tunisia

Appraisal Targets	Completion
Financing 2,130 projects (1,800 by Murabaha and 330 by Ijara),	1,945 projects were financed
Creating 4,156 jobs	3,521 jobs were created



B. EDUCATION SECTOR

Development and Upgrading of the State University of Jakarta (SUJ) Project (2IND 0129/0130) in Indonesia (i) constructed three new buildings comprising ten floors each; (ii) renovated fifteen existing buildings; (iii) re-constructed ancillary facilities; (iv) sponsored thirteen faculty members to obtain doctoral degrees in various disciplines from overseas universities; (v) trained forty-four teaching and non-teaching staff members in universities within the country; (vi) provided training for academic staff members who are involved in curriculum development, for lab technicians, and for administrative staff; and (vii) provided well-equipped early childhood development centre.

Immediate project results included increased enrolment, an enhanced learning environment, more degree-offering programs, human resource

development, and improved research capabilities for the teaching staff. Overall, the project has improved the country's educational system through the qualified-teacher supply for both public and private schools in Indonesia.



Development and Upgrading of the State University of Jakarta (SUJ) Project (2IND 0129/0130) in Indonesia

Appraisal Targets	Completion
Constructing three new buildings including a) an Information & Computer Technology Center (ICTC), b) a Learning Resource Center (LRC), and c) a Center for Language Education Development (CLEd)	Constructed three (3) new buildings comprising ten floors each with total area of 29,500 sq.m,
Renovating fifteen existing buildings	Renovated/facelifted fifteen existing buildings with total area of 22,570 sq.m,
Reconstructing campus infrastructure	Re-constructed ancillary facilities including drains, water treatment plant, pavements, & landscaping

Construction and Equipping of Vocational Colleges Project (2LE0059) in Uzbekistan constructed and equipped five vocational colleges with total enrolment capacity of 2,700. Overall, 88 classrooms, 15 laboratories, 8 workshops, and 250 other facilities such as gymnasias, multipurpose halls, administrative offices, and libraries were constructed. However, at evaluation, only 40% of planned equipment for the five vocational colleges had been delivered. In outcomes: access

to vocational education in various technical specialities was enhanced for 15,320 students by 2017; female student enrolment exceeded 50% each year since project start; twenty-five technical/vocational courses were offered; on average, 824 students annually now graduate with vocational skills; and employment and employability of graduates from the vocational colleges has increased by 30-40%.

Construction and Equipping of Vocational Colleges Project (2LE0059) in Uzbekistan

Appraisal Targets	Completion
Construction of 5 new buildings for 5 vocational colleges.	Constructed 5 new buildings for 5 vocational colleges.



Technical College, Uzbekistan



C. ENERGY SECTOR

TWO PROJECTS WERE POST-EVALUATED UNDER THE ENERGY SECTOR IN IRAN AND PAKISTAN.

The Tehran Power Transmission Project

(21RN0065) in Iran achieved its primary objectives, the construction of: (a) a new 400-kV GIS substation; (b) a new 400-kV switchyard; and (c) three 230-kV underground transmission cables (Sheikh Bahae-Mosalla, Kan-Firuzi, and

Ghourkhaneh-Azadegan). Project main outputs enable transmission of additional energy to support economic growth. The Siah Bishe Switchyard has enabled the diversion of energy from the 100-MW Siah Bishe Pumped Storage power plant to and from Tehran and so has enhanced grid stability. The XLPE cables strengthen central Tehran's transmission capacity to supply additional energy to the increased number of consumers. The Saadat Abad Substation has reduced the old substation's load and has strengthened the northern Tehran transmission network, enabling it to reliably supply electricity to meet the increasing demand. However, due to the weakness and incompleteness of the sub-transmission network, the equipment's capacity is not optimally utilized.

The Tehran Power Transmission Project (21RN0065) in Iran

Appraisal Targets	Completion
Constructing Saadat-Abad 400/63/20W GIS Substation	Saadat-Abad 400/63/20W GIS Substation constructed
Constructing Siah Bishe 400 kV Switchyard	Siah Bishe 400 kV Switchyard constructed
Constructing Siah Bishe-Vardavard 400 kV Line (90 km)	Siah Bishe-Vardavard 400 kV Line (67 km) constructed
Providing Bahayee-Mosalla Cable (5 km double circuit 3-phase)	Bahayee-Mosalla Cable (5 km double circuit 3-phase) provided
Providing Kan-Firuzi Cable (3.5 km double circuit 3-phase)	Kan-Firuzi Cable (4.5 km double circuit 3-phase) provided
Providing Ghourkhaneh- Azadegan Cable (11.5 km single circuit)	Ghourkhaneh - Azadegan Cable (11.5 km single circuit) provided

Foundation Wind Project (FWEL) Phases I&II (2PAK0137 & 2PAK0138) in Pakistan added 100 MW net installed capacity to the national grid, 0.4% of the country's power-generating capacity at that time. During 2015, 2016, and 2017, electricity delivered amounted to 208.1, 226.3 and 204.7 GWh respectively. For the project's first operating years, offsets in carbon dioxide equivalent tons per year was 53,000 tons for FWEL-I (April-Dec. 2015) and 73,000 tons for FWEL-II (Dec. 2014-Dec.2015). Annual figures are expected to be around 73,000 tons with a variation of 5% in subsequent years. The project target was 78,818-174,530 tons of carbon dioxide equivalent per year. The project gained CERs of 123,677. Estimated project beneficiaries number around 510,000 persons, and project outputs contribute to achieving the main outcome i.e. increased wind power supplied to the national grid.



The Foundation Wind Project Phases I&II (2PAK0137 & 2PAK0138) in Pakistan

Appraisal Targets	Completion
Building and operationalizing 2 x 50 MW wind power projects	Design, supply and construction of 2x50 MW wind power was completed
	FWEL-I comprising 20 Nordex wind turbines each of 2.5 MW.
	FWEL-II comprising 20 Nordex wind turbines each of 2.5 MW.
	Other plant and equipment, civil works, structures, substations, facilities, etc



D. HEALTH SECTOR

FOR THE HEALTH SECTOR, ONE COMPLETED PROJECT IN GUINEA WAS EVALUATED.

The IsDB-Malaria Control Project- Quick Win Program (3GUI0107 & 3GUI0108) in Guinea

distributed one million long-lasting insecticide treated nets (LLITN) benefiting about two million end-beneficiaries; 350,000 units of a rapid diagnostic test (RDT); 150,000 doses of quinine; and 50,000 doses of Sulfoxide-Pyrimethamine

500mg-25mg (SP) for intermittent preventive treatment of pregnant women and children less than five years old. Additionally, 150 health practitioners were trained in malaria diagnosis and treatment. However, indoor residual spraying (IRS) in selected areas; information, education and communication (IEC); and social mobilization were not implemented. These drug supplies and consumables have contributed to improved quality of malaria diagnosis and treatment, thereby helping restore credibility of public health centers abandoned due to lack of essential drugs and consumables. Thanks to the project and to the continuous efforts of the government and of other partners, the overall malaria prevalence rate has dropped from 44% in 2012 to 15% in 2016, with 69% of households having access to LLITNs in 2016 compared to 25% in 2012.



The IsDB-Malaria Control Project - Quick Win Program in Guinea

Appraisal Targets	Completion
Purchasing and distributing 1 million LLITN	1 million LLITN purchased and distributed
Purchasing and distributing 325,000 units of RDT	350,000 unit of RDT purchased and distributed
Purchasing and distributing 100,000 doses of quinine	150,000 doses of quinine purchased and distributed
Purchasing and distributing 50,000 doses of Sulfoxide 500mg - pyrimethamine 25mg (SP)	50,000 doses of Sulfoxide -Pyrimethamine 500mg -25mg (SP) purchased and distributed



E. INDUSTRY AND MINING

ONE PROJECT WAS POST-EVALUATED UNDER THE INDUSTRY AND MINING SECTOR IN MAURITANIA

The Guelb II Expansion Project (Tranche 1) in Mauritania (2MAU0124) achieved all major outputs (mine expansion and rail modernization) except three of eight beneficiation-plant and the new water field in Tegueleaten. The mine expansion consisted of installation of a new beneficiation plant for production of 4 Mt/y of iron ore; extension

and modernization of existing utilities (including a power plant); workshops; and building of a new tailings' disposal area. Railway modernization consisted of dynamic stabilization of a tracks machine, construction of a concrete sleepers' plant, and construction of the following: a ballast cleaning machine; ballast distributing and profiling machines; track renewal and track laying machines; material conveyor and hopper units; and a sleepers' laying unit.

In addition, the project's construction phase stimulated the economy of Zouérate where the mines are located. SNIM's activities connected nomadic populations to major cities in seven villages along its 730km rail lines, providing them with potable drinking water.



Guelb II Expansion Project, Mauritania

The Guelb II Expansion Project (Tranche 1) in Mauritania

Appraisal Targets	Completion
Installing of (1) new beneficiation plant for the production of 4 Mt/y of iron ore high-grade magnetic concentrate	One new beneficiation plant for the production of 4 Mt/y of iron ore installed
Extending the existing mining operation (9.4 Mt/y Run-Of-Mine (ROM)).	Existing mining operation (9.4 Mt/y Run-Of-Mine (ROM)) extended.
Constructing one concrete sleeper factory plant.	One concrete sleeper factory plant constructed.



F. TRANSPORT SECTOR

FIVE PROJECTS WERE POST-EVALUATED UNDER THE TRANSPORTATION SECTOR IN KYRGYZ REPUBLIC, JORDAN, LEBANON, MALAYSIA AND UZBEKISTAN.

The Queen Alia airport, Rehabilitation, Expansion, and Operation Project (2JO 0102) in Jordan

constructed a terminal structure connecting two boarding piers with aircraft contact point and with a separate departure (upper level) and arrival halls (lower level), an access road and car parking facility with a capacity of more than 2,000 cars

The Queen Alia Airport handles almost 97% of Jordan's air traffic and therefore represents its main air-transport and export platform. The airport project directly created 438 permanent jobs. Overall, Queen Alia Airport now has a staff of 17,000, including those of aeronautical and non-aeronautical service companies; prior to its rehabilitation, its staff was 9,000.



Queen Alia Airport, Jordan

The Queen Alia airport, Rehabilitation, Expansion and Operation Project in Jordan

Appraisal Targets	Completion
Upgrading the Airside and Landside infrastructure,	The Airside and Landside infrastructure upgraded,
Building Terminal structure connecting two boarding piers with aircraft contact point,	Terminal structure connecting two boarding piers with aircraft contact point built,
Building a Parking facility with the capacity of 2,000 cars,	Parking facility with the capacity of 2,000 cars built,

The Development of the Mkalles Roadway Interchange Project (2LBN 0067) in Lebanon created a 330-m overpass (including ramps) rather than the planned 240-m one and a 340-m underpass (including ramps) rather than the planned 84-m one. The side roads, pedestrian walkways, traffic signs, landscaping, and drainage works also constructed are of good quality and in accordance with the planned design. Traffic

lights and monitoring cameras were connected to the traffic control centre. The Mkalles roundabout has reduced travel time from 250 seconds before the project to around 60 seconds after project completion. Because of the project, residents' transportation difficulties have eased, passenger safety and the safe transport of goods has increased in the areas surrounding the Mkalles roundabout.

The Development of Mkalles Roadway Interchange Project in Lebanon

Appraisal Targets	Completion
Constructing a 240-m overpass	A 330-m overpass including ramps constructed
Constructing an 84-m underpass	A 340-m underpass including ramps constructed
Developing an at-grade intersection	An at-grade intersection developed
Upgrading the existing alignment and the pedestrian crossing facilities	The existing roundabout including plantation works upgraded



Mkalles Interchange, Lebanon

The Purchasing of Airplanes for Uzbekistan Airways Project (2UZB0071& 2UZB0070) delivered four B767 aircrafts and a spare engine on time, improving efficiency of Uzbekistan Airways by providing a spare engine, which will minimize

disruptions in maintenance and repair of Boeing B767 aircrafts. Also improved was airport competitiveness in international markets, with IsDB financed planes reaching 32 destinations.

The Purchasing of Two Airplanes for Uzbekistan Airways Project in Uzbekistan

Appraisal Targets	Completion
Delivering four (4) B767-300ER and one (1) spare engine	Four (4) B767-300ER and one (1) spare engine delivered



The Kuala Lumpur to Selangor Toll Expressway (2MA 0104) in Malaysia delivered high-quality road infrastructure consisting of 33 km of a two-lane double carriageway, six Interchanges (compared to four planned), and four toll plazas (compared to three at appraisal), The KLS Expressway provides a shorter alternate route (33km compared to 53km), reducing travel time from 88 minutes to 22 minutes during the morning peak and from 107 min to 22 min during the evening peak, and

has improved commuter safety through improved safety measures. Also, the resulting increased and affordable connectivity to the city center that the expressway provides has increased movement of more residents to the KL suburbs and so has spurred residential developments in a project catchment area. The KLS Expressway created 300 jobs for O&M and related services, and the expressway's construction phase created another 250 jobs, most taken by local residents.

The Kuala Lumpur to Selangor Toll Expressway in Malaysia

Appraisal Targets	Completion
Constructing 33 km dual two-lane carriageway	33 km dual two-lane carriageway constructed
Constructing four (4) Interchanges	Six (6) Interchanges constructed
Constructing three (3) Toll Plazas	Four (4) Toll Plazas constructed

The Reconstruction of Taraz-Talas Suusamyр Road (2KYR0024) in Kyrgyz Republic delivered (i) a 21-km single carriageway with a width of 7.5 m and 2 m on each road shoulder; (ii) 37 box culverts; (iii) 25 pipe culverts; (iv) 19 bus stops; and (v) various traffic signals.

The project reduced travel time on the road section from 2 hours to 20 minutes. Similarly, vehicle

maintenance cost has also been decreased by about 50% due to reduced vehicle breakdowns. Average annual daily traffic (AADT) on the road section (KP 52–KP 73) has also increased from 500 vehicles/day in 2010 to 2,895 vehicles/day in 2017. The project eased transportation difficulties of 27,000 inhabitants in five villages in the Talas administrative district.



The Reconstruction of Taraz-Talas Suusamyр Road in Kyrgyz Republic

Appraisal Targets	Completion
Upgrading 21 km of road from Class IV to Class III	21 km of road from Class IV to Class III upgraded
Reconstructing thirty-two (32) box and pipe culverts,	Thirty-seven (37) box and twenty-five (25) pipe culverts reconstructed





G. WATER SECTOR

ONE PROJECT WAS POST-EVALUATED UNDER THE WATER, SANITATION & URBAN SERVICES SECTOR IN COTE D'IVOIRE.

The Support to the Post-Conflict Reconstruction Program for Center-North-West Zones (2IVC0018) in Cote d'Ivoire

either delivered all project outputs as planned or, in some cases, exceeded plans. Under the water supply component, the new water treatment station in Man, was constructed along with storage facilities and about 30 km of distribution pipes. Also, thirteen (13) stand pipes have been installed, consisting of nine (9) new constructions and four (4) rehabilitations. For the

road component, 12.74 km of urban roads were constructed. Under the education component, the Bouaké technical school was reconstructed and equipped, re-starting operations in academic year 2013/2014. Under the component Supporting the National Civic Service Programme (NCSP), the study was completed and resulted in an action plan regarding the disarmament, demobilization and re-integration (DDR) of former rebels.

Project outcomes were significant in terms of increasing access to potable water and urban mobility and education but were less significant in ex-rebel reinsertion. Regarding Bouaké school operations, total enrollment increased from 335 pupils in 2013/2014 to 763 pupils during academic year 2017-2018. In the last baccalaureate exam, the school's success rate was 82%, higher than the national average. The study undertaken to support the NCSP identified 60,000 rebel fighters that the DDR program targeted; these benefited from economic activities suitable to their skills.

Support to the Post-Conflict Reconstruction Program for Center-North-West Zones in Cote d'Ivoire

Appraisal Targets	Completion
Constructing a new treatment station with a capacity of 12,000 m ³ per day and at least a 20-km water-distribution network	A new water treatment station with a capacity of 12,000 m ³ per day with storage facilities & about 30 km of distribution pipes constructed
Rehabilitating 12.65 km of road pavement in the cities of Odienné and Korhogo;	12.74 km of urban roads in the cities of Odienné and Korhogo rehabilitated;
Implementing nineteen (19) stand pipes	Thirteen (13) stand pipes have been implemented,



CHAPTER - IV. LESSONS LEARNED AND EMERGING GOOD PRACTICES



Lessons learned are the critical elements of development evaluations, and this chapter provides examples from both projects and higher level evaluations that OED carried out during 2018. These lessons have three themes: (a) the importance of follow-up and monitoring mechanisms for effective supervision; (b) procurement issues and a learning curve; and (c) implementation readiness and realistic estimations made at appraisal.



A. IMPORTANCE OF FOLLOW-UP AND MONITORING MECHANISMS FOR EFFECTIVE SUPERVISION

Lessons learned from evaluations conducted by the OED repeatedly stressed the need for effective supervision, including solid follow-up and monitoring mechanisms for project. Identifying issues at early stages and providing result-oriented recommendations during project implementation are essential. The examples below illustrate key lessons learned from the evaluations:

A.1 Ensuring alignment of activities with disbursements through proper follow-up mechanisms is essential. For example, the Millennium Village Program (MVP) Phase 2 (Mali) emphasized the necessity that, through project management and follow-up mechanisms, disbursements must align with activities. Regular and adequate follow up by operation team leader (OTL) on projects' progress from their beginning to their end will help ensure alignment of disbursements to specified project activities and outputs.

A.2 Following up on financial covenants is key to ensuring accountability and adherence of beneficiaries to financial agreement clauses. For the Development of Mkalles Roadway Interchange Project (Lebanon), even though US\$80,000 was

Chapter IV has three sections:



Importance Of Follow-up and Monitoring Mechanisms For Effective Supervision



Procurement Issues and Learning Curve



Implementation Readiness and Realistic Estimations at Appraisal

allocated to hire a qualified independent national auditing firm for the project, the executing agency (EA) did not comply with this covenant, and so the financial audit component was not completed. Considering the number of IsDB financed projects managed by this EA, it was agreed that an external auditor would be hired—and paid from its resources—to annually carry out financial auditing for all IsDB projects instead of separate audits being conducted for each completed project.

A.3 Conducting an MCPS mid-term review would allow implementation of some committed activities/interventions to be tracked and the MCPS to be updated as governmental strategies evolve or change during an MCPS period. According to the MCPS IR of Chad, (a) infrequent supervision missions and field visits (particularly by IsDB and ITFC), (b) slow responses by task managers to no-objection-letter requests, and (c) poor feedback regarding actual status of payment-processing requests all indicated insufficient supervision by the IsDB Group.



B. PROCUREMENT ISSUES AND LEARNING CURVE

As revealed by some projects' post-evaluations, improved IsDB support is needed to accelerate training of executing agencies. Investing in EA capacity development, especially in Islamic financing modes, would shorten project implementation times.

B.1 Increasing expenditures to train EAs in IsDB procurement procedures is necessary to increase speed of learning in order to ensure smooth implementations of future projects. For the Development and Upgrading of the State University of Jakarta Project (Indonesia), increased pre-implementation procurement support could have significantly reduced delays. The Purchasing of Two Airplanes for Uzbekistan Airways Project provides an example of the smooth implementation that preliminary investment in capacity-building enables. The IsDB workshop on disbursement procedures delivered during project implementation was highly

useful and instrumental. In addition, it motivated the beneficiary to learn more about Islamic financing modes.

B.2 Involving other institutions such as UNICEF in IsDB-project procurement activities utilizes the expertise of these organizations, leading to significantly smoother project implementation. For example, UNICEF's experience in acquiring drugs and medical supplies and its bargaining power smoothed the procurement of the drugs, long-lasting insecticide-treated nets (LLITNs), and consumables needed by the IsDB-Malaria Control Program-Quick Win Program (Guinea).

B.3 A solid procurement design backed by a proper monitoring mechanism is crucial to achieving coherent outputs and outcomes, especially in projects having multiple locations as the Construction and Equipping of Vocational Colleges Project in Uzbekistan did. A project's procurement design, which specifies its supervision, monitoring, and coordination process, must ensure uniformity in standards of civil works and equipment at all project locations. Otherwise and in the absence of effective monitoring, employing different contractors on different project sites can lead to significant variability in quality.





C. IMPLEMENTATION READINESS AND REALISTIC ESTIMATIONS AT APPRAISAL

The 2018 project post-evaluations identified one key factor for successful project implementation and operation—implementation readiness and realistic appraisal estimations. As a number of sub-lessons have highlighted, organizational readiness prior to project initiation is vital to improved project efficiency and developmental effectiveness.

C.1. IMPLEMENTATION READINESS

C.1.1 Including environmental and social impact assessments in a project's preparation stage is vital to achieving effectiveness while also preventing negative environmental effects. For the Support to the Post-Conflict Reconstruction Program for Center-North-West Zones (Cote d'Ivoire), preparation of an environmental and social impact assessment would have enabled the project's consultant to properly understand a modern urban

sewerage system, which should have enabled the affected population to use the urban-road culverts to drain storm water and to evacuate household waste water properly, thereby avoiding an environmental impact. An appropriate awareness campaign would have also been helpful.

C.1.2 Better planning for projects that include civil works and equipment components is important to ensure equipment is purchased in a timely manner so that it is utilized effectively and does not sit idle during its warranty period. For example, in the Tehran Power Transmission Project (Iran), project delays were partly attributable to long durations in completing civil works due to delayed acquisition of external financing and delayed equipment importation.

C.1.3 Projects with large-scale financing needs, such as the Purchasing of Two Airplanes for Uzbekistan Airways Project, require adequate preparation time. The earlier stakeholder engagement and the commencement of preparatory work should always have priority. Moreover, a project requiring complex legal paperwork or advanced technical expertise should not be processed hastily to ensure that all internal due-diligence measures required by the Bank are completed.



C.1.4 Key features of interventions must be based on the context and the needs of local beneficiaries. The Construction and Equipping of Vocational Colleges Project (Uzbekistan) highlighted the importance of proper needs-assessment prior to project-location selection. Here, the mismatch between project location and local needs led to under-utilization of project outputs.

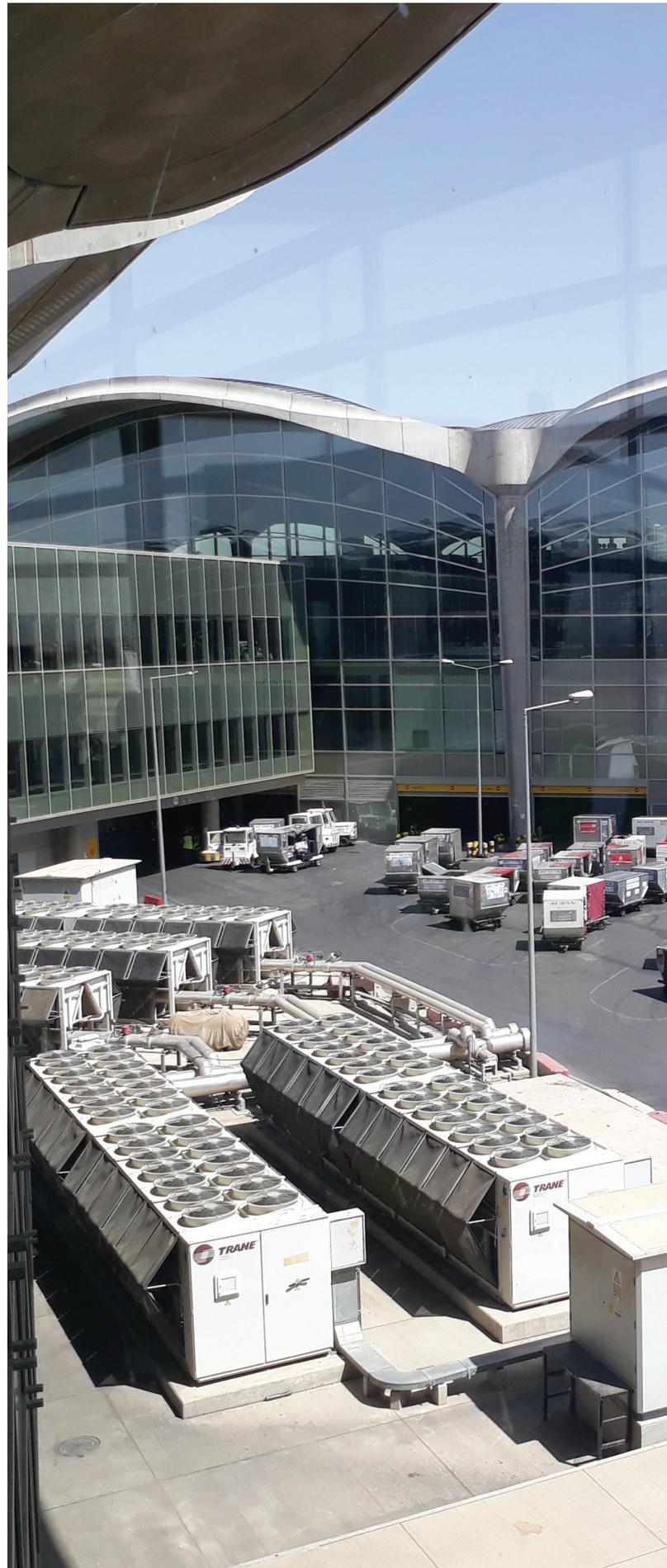
In contrast to the vocational colleges project, the projects comprising the ISFD/IsDB Microfinance Support Program were properly conducted, with the projects' designs based on local needs. Project financing was tailor-made to each project, particularly in matching maturity to beneficiary production cycle. When performed, this feature is well appreciated by beneficiaries and has enhanced project attractiveness among beneficiaries.

C.1.5 The legislative framework governing Islamic finance (IF) must be in place before the start of microfinance projects so as to ensure compliance with IF principles. Additionally, compliance with Islamic microfinance requires not only EA training, since EAs are expected to provide the relevant services, but also Bank support in drafting standard legal financing agreements compliant with IF principles. The capacity-building component of the ISFD/IsDB Microfinance Support Program had limited impact on the executing agencies as the program was mainly (except in Kazakhstan) implemented through conventional financing modes rather than through Islamic financing modes. In most of the project's recipient countries, the Islamic finance regulatory framework was missing.

C.2. REALISTIC ESTIMATIONS

C.2.1 For future projects, schedules and budgets that are more realistic need to be set based on experience gleaned from previous projects, past performance of external companies and EAs, and benchmarks relevant to unique project contexts. For instance, although SNIM required seventeen years to reach peak capacity, the Guelb II Project (Mauritania) appraisal expected it to do so in only two years. In the case of the Development of Mkalles Roadway Interchange Project (Lebanon), the soil investigation significantly delayed the project's civil works. Consequently, project implementation schedules should be linked to a greater extent with sector experience.

The same principles apply to project cost estimation. Detailed and precise cost estimations were expected to accompany feasibility studies for the Reconstruction of Taraz-Talas Suusamyр Road





Project (Kyrgyz Republic). However, no accurate cost table reflecting the feasibility study was provided. The need for supplementary financing arose because, even before the project had become effective, the cost of construction materials had increased. The need for supplementary financing could have been avoided if cost estimates had been accurate and comprehensive.

C.2.2 For PPP projects within the Transportation sector, providing realistic estimates is even more important, since, for these projects, the entire financial model is based on traffic forecasts. For the Kuala Lumpur to Selangor Toll Expressway (Malaysia) project, annual average daily traffic (AADT) has remained much lower than the forecast; the AADT was 69,500 in 2017, 71.7% of the original forecast.

C.2.3 Availability of feasibility studies, geophysical surveys, and tendering documents prior to appraisal will help ensure project cost and implementation time savings. According to the synthesis of evaluations within the Water and Sanitation sector, insufficiently prepared design and detailed feasibility studies can lead to misleading facility design and so compromise delivery of intended results. With respect to desalination plant construction, the environment, technology, and targeted populations' socio-economic and demographic characteristics comprise key factors that should be taken into consideration in project design to avoid capacity overestimation.

C.2.4 To ensure project developmental effectiveness, viewing a sector's value chain holistically is crucial to realistic target-setting and to complementing it with additional projects, if necessary. The Support to the Post-Conflict Reconstruction Program for Center-North-West Zones (Cote d'Ivoire) project revealed that, in water supply projects, expansions of water-distribution networks should accompany interventions designed to increase production capacity in order to effectively increase access to water and utilization of water plants.



Toll Plaza on KL - Selangor Expressway

CHAPTER - V. RECOMMENDATIONS, Management Response and Action



This chapter, which synthesizes recommendations from 2018 evaluations, reveals four primary themes. The first section of this chapter details these themes, and the second synthesizes OED's efforts to track implementation of recommendations.



A. SYNTHESIS OF RECOMMENDATIONS

A primary function of OED evaluations is to generate and share knowledge that contributes to continuous improvement with respect to performance, efficiency, and effectiveness of IsDB interventions. Formulating recommendations based on project evaluations is key to this process.

Thus, the primary purpose of recommendations based on OED 2018 evaluations is to improve future IsDB interventions. Fact-based evidence underlies these recommendations, which suggest both strategic and operational courses of action for IsDB complexes to follow in future interventions. These courses of action will optimize IsDB's future resource utilization. The following themes embody improved effectiveness and efficiency of future interventions: (i) providing comprehensive support to member countries; (ii) addressing sustainability of IsDB-financed projects; (iii) improving project design and implementation; (iv) fostering partnerships and (v) addressing emergency situations.

A.1 Providing Comprehensive Support to Member Countries:

OED evaluations identified venues and sectors wherein IsDB can provide support to its member countries. Recommendations include support in areas where countries have comparative advantages and sectors with greater potential for job creation and poverty reduction.

Chapter V has two sections:



Synthesis of Recommendations



Implementation of Recommendations

A.2 Addressing Sustainability of IsDB-Financed Projects:

Recommendations based on some 2018 evaluations underscore the importance of maintaining project benefits and so call for monitoring project companies (for PPP projects) to ensure that they maintain the required financial strength to guarantee project sustainability.

A.3 Improving Project Design and Implementation:

Given the importance of good project design and implementation and the effect this has on project performance, OED 2018 evaluations recommend improved quality at entry of IsDB interventions. In particular, improved assessment and good due-diligence based on detailed studies incorporating all factors that could affect project implementation were called for. Also emphasized was the need for a more rigorous start-up process (i.e., a workshop/ PMU staff familiarization visit) to fully explain IsDB procurement, tendering, and disbursement processes and procedures. Lastly, IsDB regional hubs should adopt a more proactive role to improve project implementation.

A.4 Fostering Partnerships:

The 2018 evaluations also identified the need to create strategic partnerships with local and international institutions that could complement Bank actions. Through these partnerships, IsDB can maximize project impacts within beneficiary countries.

A.5 Addressing Emergency Situations:

The special evaluation of The Fael Khair Program on Ebola in West Africa called on the Bank to develop a comprehensive rapid response policy framework and operational procedures, which grant hubs and project managers - in emergency situations - greater delegation of authority and flexibility at operational levels in line with the Bank's evolving role in emergencies and to ensure a more effective and prompter response. Additionally, the evaluation called for development of emergency procurement guidelines to guide the procurement of goods and works that allow greater flexibility, maximize speed and offer simplicity while enabling a timelier response to urgent needs in emergency situations and maintaining accountability, ensuring transparency and achieving the best value for money in compliance with the general procurement principles.



B. IMPLEMENTATION OF RECOMMENDATIONS

The OED has followed up with all concerned IsDB complexes regarding implementation of recommendations that emerged from evaluation activities and the progress made so far in implementing these recommendations (see **Annex F**). OED has requested the status of recommendation implementations from the concerned complexes and looks forward to receiving updates to submit to the BED. Furthermore, OED has established the real-time Systematic Tracking System, which will allow departments to follow up on implementation of evaluation recommendations and monitor their degrees of adoption.



A School Built by the Support to the Post-Conflict Reconstruction Program for the Centre-North, Cote d'Ivoire

CHAPTER - VI. ENABLING, LEARNING and OUTREACH



The OED carried out several enabling activities to help bridge staff knowledge gaps and increase staff expertise in areas critical to achieving departmental goals. In addition to familiarization visits to other MDBs, OED staff attended capacity-building seminars, workshops, specialized training sessions, and learning events organized by evaluation societies. Furthermore, the Department contributed to capacity building of member countries by conducting workshops in evaluation areas. As a member of the Evaluation Cooperation Group (ECG), an organization of MDBs, the Department actively has participated in ECG semi-annual meetings to stay abreast of recent advances in the development evaluation field.



In terms of facilitating outputs through outreach and dissemination of evaluation knowledge, OED delivered and disseminated evaluation knowledge products such as those produced by The Knowledge Series, specialized articles, the Department's quarterly e-newsletter, and other publications, thereby creating a better enabling environment.

Detailed below are the main highlights of OED's 2018 enabling, learning, and outreach activities.



ENABLING ACTIVITIES

A. STAFF TRAINING

OED staff attended a four-week training program entitled "Investment Appraisal and Risk Analysis" in Canada to acquaint them with financial, economic, stakeholder, environmental impact, poverty-reduction, and risk-related types of development projects ranging from private-sector investments to infrastructure utilities and social programs. In addition, three staff members attended an executive program, the "International Program

Chapter VI has two sections:



Enabling Activities



Dissemination and Outreach

for Development Evaluation Training" (IPDET), in Switzerland, and one staff member attended the Shanghai International Program for Development Evaluation Training (SHIPDET) held in China. Attending these training programs is fundamental and constitutes a minimum training requirement for all development evaluators. Moreover, they have enabled OED to graduate four more staff into such requirements.

PARTICIPATION IN DEVELOPMENT EVALUATION CONFERENCES AND SEMINARS

OED staff attended the Rural Inequalities International Conference (2nd–3rd May 2018), held at the International Fund for Agricultural Development's (IFAD) headquarters in Rome, Italy. The conference's theme was «Rural Inequalities: Evaluating Approaches to Overcome Disparities,» and it argued that rural poverty may result from inequalities in group, individual, and household access, ownership, and control of resources and in their ability to use those resources. Moreover, this inequality tends to be strongly associated with inequalities in health, education, and nutrition. Without equal opportunities, systematic patterns of discrimination and social exclusion can prevent disadvantaged groups or individuals from accessing and controlling resources, markets, and public services. The conference aided OED staff in understanding such problematical issues and their integration during future evaluation exercises.

In 2018, OED also participated in the third Asian Evaluation Week (10th–13th September 2018), held in Chengdu, China, and having the theme «Making Evaluations Work at the Country Level.» This conference theme represented a recognition that governments increasingly regard evaluation

as critical for accountability and learning in public policy. During the six plenary sessions and the twenty-three moderated workshops, evaluation professionals from multilateral development banks, country policy makers, evaluation associations, and academia argued that evaluation is beneficial only when it can influence policy and decision-making at the country level and that this situation can be realized only when evaluation is country-owned and -led. In line with this viewpoint, IsDB may want to consider building and strengthening evaluation capacity at the country level. Accomplishing this will necessitate partnership and collaboration of key actors, including development partners, evaluation bodies, the private sector, educational institutions, and policy makers in member countries.

B. TRAINING WORKSHOP FOR CAPACITY BUILDING OF MEMBER COUNTRIES

Upon a request by the Kingdom of Morocco's Court of Accounts, OED and the Rabat Regional Hub organized a five-day training session entitled "Evaluation of Projects and Programs" for the magistrates of the Moroccan Court of Accounts. A team of OED evaluators conducted this second training workshop for the Court of Accounts after the first, which was offered in 2017, was well received. This workshop is part of a series of training programs on evaluation jointly organized by the Islamic Research and Training Institute (IRTI) and OED. Previous workshops in the series were held in Benin and Kuwait in 2016 and in Togo in 2017.

CLOSE COLLABORATION WITH OTHER MDBS

OED also participated in the 2018 Evaluation Cooperation Group's (ECG) semi-annual meeting. Its theme (May 30-June 1, 2018) was «Improving Results Measurements and Management,» and was hosted by the Asian Development Bank in Manila, the Philippines. This was the first ECG meeting held jointly with Managing for Development Results (MfDR) working group. This meeting allowed ECG members to discuss, embellish, and agree on development evaluation approaches, in general, and on how to link development results and evaluation, in particular.



DISSEMINATION AND OUTREACH

A. THIRD ISDB GROUP EVALUATION SYMPOSIUM

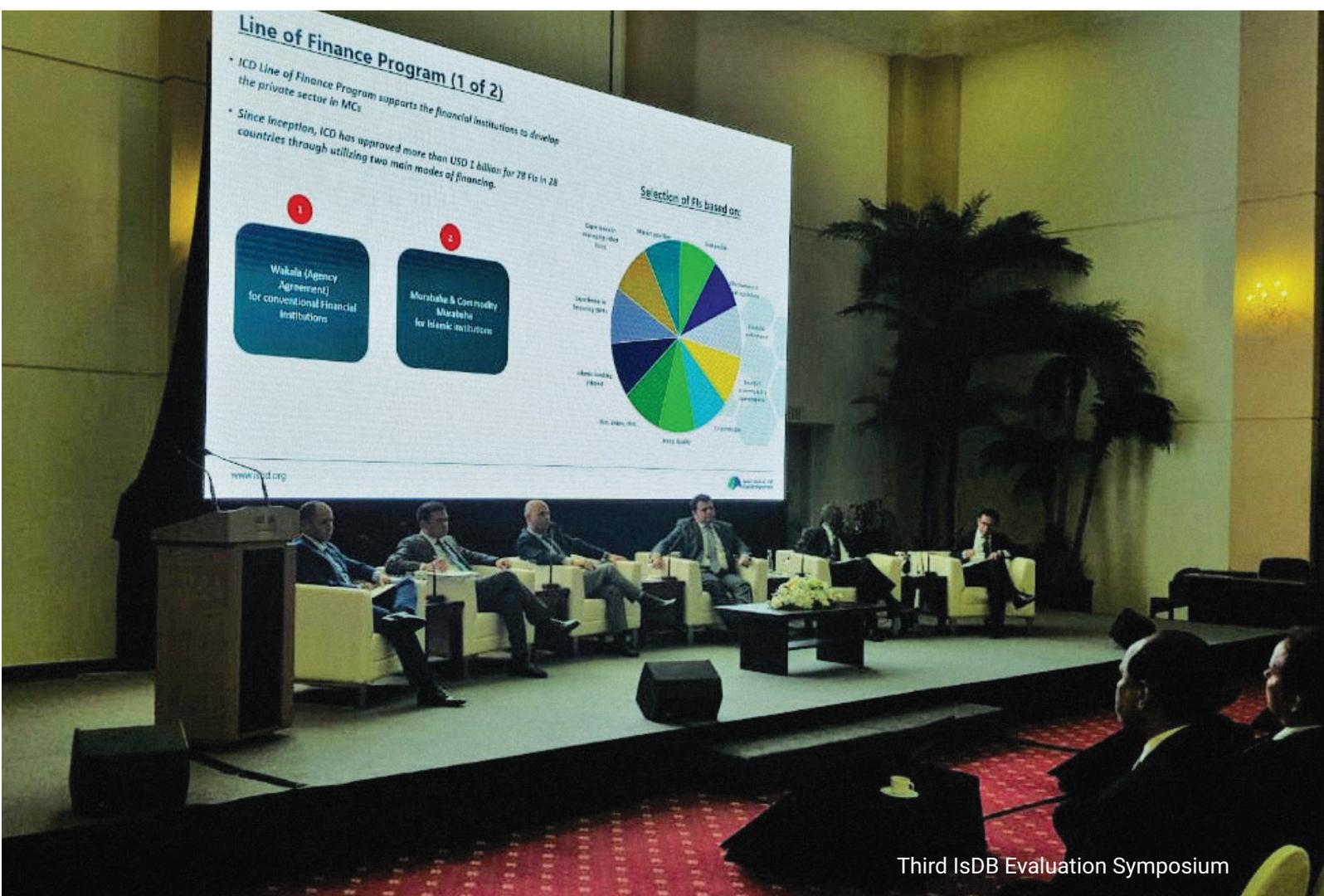
The Operations Evaluation Department, in partnership with the Economic Research and Institutional Learning (ERIL) and the Operations Quality and Results Division (OQR), organized a two-day symposium (24-25 October 2018) with the theme "Old Habits Die Hard: Lessons for Successful Transformation." The event brought together leading operations and evaluation professionals from IsDB and other MDBs. Representatives from other MDBs shared the transformation experiences of their institutions and pointed to valuable lessons learned, from which IsDB could also learn. Participants stressed the importance of working together to bolster the success of an on-going transformation through dissemination of evidence-based best practices and promotion of development effectiveness within the Bank.

Evidence-led transformations are a global concern. To successfully support member country aspirations, stressed throughout the conference was the need for IsDB to promote the mainstreaming of a results-based culture across all IsDB operations and to improve quality at all stages of programs and project life cycles.

The symposium also highlighted the need for a large majority of the institution to have a clear and shared vision of the change needed and commitment and ownership of the transformation process. Results of learning from the intended vision are development of institutional capacity and effective execution of objectives, introduction of a robust monitoring and feedback process, and use of independent evaluation for accountability, and learning on the results of the intended transformation.

Key takeaways from the symposium can be summarized as follows:

- **Mainstreaming a results-based culture across all IsDB operations and ensuring quality at all stages of program and project life cycles should be a priority for the Bank.**
- **Transformation of the Bank cannot effectively take place and produce the intended results unless processes are innovative and new approaches are adopted in all aspects of Bank operations, replacing the old habit.**



Third IsDB Evaluation Symposium

- **IsDB Group members should enhance synergy and play a key role in promotion of Islamic social finance in member countries and continue helping them enhance their regulatory environments to harmonize with shariah rules.**
- **In the face of the challenges posed by transformation, the entire IsDB Group needs to act with synergy to boost results and to provide solutions that integrate knowledge needs of member countries.**
- **Gender and climate issues need to be mainstreamed in project and program life cycles.**

B. DISSEMINATION THROUGH KNOWLEDGE PRODUCTS

As per its mandate, the Department disseminates its findings, lessons learned, and recommendations through knowledge products shared with staff, management, and member countries so as to enhance learning and increase accountability.

In this regard, OED continued updating and disseminating its Recommendations & Lessons Learned Database, hosted on the IsDB Intranet Portal. For every evaluation conducted, the department produces a Knowledge Series (K-Series) or an Executive Dissemination Note that highlights the main findings and lessons learned from the evaluation. In 2018, OED produced seven articles on various evaluations, eleven (11) Knowledge Series (brochures), and fourteen (14) Executive Dissemination Notes. Every quarter, the department produces a quarterly e-newsletter that summarizes all evaluation activities undertaken during the previous quarter and provides staff with access to all knowledge products produced during the previous quarters. In 2018, the department also issued four (4) quarterly newsletters.



Dr. Mtaabih

Compact

ANNEXES

ANNEX-A: Main Indicators for Operations Evaluated in 2018

ANNEX-B: Evaluated Projects with Major Changes in Scope in 2018

ANNEX-C: Evaluated Projects with Implementation Delays in 2018

ANNEX-D: Cost Variations in Evaluated Projects in 2018

ANNEX-E: Criteria-Based Rating for Evaluations in 2018

ANNEX-F: Recommendations from 2018 Evaluations

ANNEX A:

Main Indicators for Projects Evaluated in 2018 (ORDINARY PROJECT LEVEL EVALUATION)

S.N.	Country	Project Code	Project Name / Title
1	Jordan	2JO 0102	Queen Alia airport, rehabilitation, expansion and operation
2	Pakistan	2PAK0137& 2PAK0138	Foundation Wind Project
3	Tunisia	2TUN0106	Youth Employment Support Program
4	Lebanon	2LE 0067	Development of Mkalles Roadway Interchange Project
5	Cote d'Ivoire	2IVC0018	Support to the Post-Conflict Reconstruction Program for Center-North-West Zones
6	Indonesia	2IND0129 & 2IND0130	Development and Upgrading of the State University of Jakarta Project
7	Mauritania	2MAU0124	Guelb II Expansion Project (Tranche 1)
8	Uzbekistan	2UZB0071& 2UZB0070	Purchasing of Two Airplanes for Uzbekistan Airways Project
9	Iran	2IRN0065	Tehran Power Transmission Project*
10	Malaysia	2MA 0104	Kuala Lumpur to Selangor Toll Expressway (KLS)**
11	Uzbekistan	2UZB0027	Construction and Equipping of Vocational Colleges Project
12	Kyrgyz Republic	2KYR0024	Reconstruction of Taraz-Talas Suusamyrdarya Road
13	Guinea	3GUI0107 & 3GUI0108	IsDB-Malaria Control Program - Quick Win Program
14	Mali	2MLI0119	Millennium Village Program (MVP) Phase 2

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	Sector	Mode of Finance	Disb Approved (M USD)	Disb Actual (M USD)	% Disb	Implementation Delay (months)
	Transportation	Leasing	125	125	100%	24
	Energy	Leasing & Leasing	139.871	128.7	92%	6
	Agriculture	Pr.Sh & Equity	50.32	50.038	99%	17
	Transportation	Istisnaa	15.5	13.05	84%	19
	Water, Sanitation & Urban Services	Loan	20.11	18.61	93%	27
	Education	Istisnaa & Loan	24.97	17	68%	12
	Industry and Mining	Leasing	108	107.98	100%	30
	Transportation	Leasing & Leasing	346.89	346.89	100%	0
	Energy	Leasing	57.31	56.77	99%	65
	Transportation	Istisnaa	300	274.75	92%	0
	Education	Loan	10.5	8.26	79%	61
	Transportation	Loan	11.2	10.3	92%	17
	Health	Loan & Grant	8.441	7.414	88%	17
	Multi-sectorial	Loan	8	8	100%	12

ANNEX B:

Evaluated Projects with Major Changes in Scope in 2018

S. N	Country	Project Code	Project Name / Title
1	Tunisia	2TUN0106	Youth Employment Support Program
2	Indonesia	2IND2 & 0129IND0130	Development & Upgrading of the State University of Jakarta Project
3	Guinea	3GUI3 & 0107GUI0108	IsDB-Malaria Control Program - Quick Win Program



Sector	Implementation Scope	Reasons for Change in Scope
Agriculture	<p>Project scope included supporting finance benefiting 2,130 enterprises, i.e., survival for five categories: income-generating activities; micro and very small enterprises; small and medium enterprises for groups; micro and very small enterprises in agricultural projects; and basic services for productive households, and training 150,000 young entrepreneurs in market-oriented skills.</p>	<p>Of the five initially targeted categories, financing was limited to the «micro and very small enterprises» and «small and medium enterprises» categories. The remaining three categories could not be included in the financing. This change in scope was due to 2011 changes in the microfinance legislation and the Ministry of Finance’s restructuring of the financial sector.</p>
Education	<p>Project scope included construction of three new buildings including a) an Information & Computer Technology Center (ICTC), b) a Learning Resource Center (LRC), and c) a Center for Language Education Development (CLED), along with renovation of fifteen existing buildings and reconstruction of campus infrastructure. Scope also included procurement of laboratory & teaching equipment, furniture, project financial auditing, and set-up of a project management unit (PMU) and project start-up workshop. Soft components included upgrading of academic curricula and capacity building (training) for teaching staff.</p>	<p>Initial project scope was reduced due to delays in procuring an international consultant. In particular, the curriculum development and equipment components were cancelled.</p>
Health	<p>Project scope entailed four components: prevention of malaria, management of malaria cases, capacity building, and support for the project management unit.</p>	<p>Two sub-components of the malaria-prevention intervention were not implemented: (i) indoor residual spraying (IRS) in selected areas and (ii) information, education, communication (IEC), and social mobilization.</p>

ANNEX C:

Evaluated Projects with Implementation Delays in 2018

S.N	Country	Project Code	Project Name / Title	Sector	Mode of Finance	Disb Approved Mn USD	
1	Jordan	2JO 0102	Queen Alia airport, rehabilitation, expansion and operation	Transportation	Leasing	125	
2	Pakistan	2PAK0137& 2PAK0138	Foundation Wind Project	Energy	Leasing & Leasing	139.871	
3	Tunisia	2TUN0106	Youth Employment Support Program	Agriculture	Pr.Sh & Equity	50.32	
4	Lebanon	2LE 0067	Development of Mkalles Roadway Interchange Project	Transportation	Istisnaa	15.5	
5	Cote d'Ivoire	2IVC0018	Support to the Post-Conflict Reconstruction Program for Center-North-West Zones	Water, Sanitation & Urban Services	Loan	20.11	

	Disb Actual Mn USD	% Disb	Implementation Delay (months)	Reasons for Delay
	125	100%	24	Change in the design change to increase the capacity of the terminal
	128.7	92%	6	<p>The signing of EPA delayed due to additional time needed by the stakeholders to finalize the financing agreement and familiarize themselves with requirements of Islamic financing. During implementation, NTDC consumed more time for generator design approval, which led to procurement delay and thus late deliveries of equipment.</p> <p>Resolution of Taxation issues with GoP were prolonged, which delayed custom clearance. Installation of FWEL-I fell within high wind season due to delays above. It was agreed to delay erection of towers and turbines to circumvent possible damage to the turbine and other equipment due to high seasonal wind. Reliability Run Test outcomes caused further delays for FWEL-1.</p>
	50.038	99%	17	The overall delay is mainly due to interruptions in the procurement process of the international consultant who was supposed to assist BTS in implementing the Program, and the subsequent termination of his contract.
	13.05	84%	19	The main factors that contributed to the slippage in the schedule are change of scope and design as a result of soil investigation in addition to the procedural snafus observed in receiving the Mayor's permit to proceed with the works on the site.
	18.61	93%	27	Delay in setting up coordination unit, financial and technical weaknesses of some contractors, availability of counterpart financing and post-electoral crisis in 2011

6	Indonesia	2IND0129 & 2IND0130	Development and Upgrading of the State University of Jakarta Project	Education	Istisnaa & Loan	24.97
7	Mauritania	2MAU0124	Guelb II Expansion Project (Tranche 1)	Industry and Mining	Leasing	108
8	Uzbekistan	2UZB0071 & 2UZB0070	Purchasing of Two Airplanes for Uzbekistan Airways Project	Transportation	Leasing & Leasing	346.89
9	Iran	2IRN0065	Tehran Power Transmission Project*	Energy	Leasing	57.31
10	Malaysia	2MA 0104	Kuala Lumpur to Selangor Toll Expressway (KLS)**	Transportation	Istisnaa	300
11	Uzbekistan	2UZB0027	Construction and Equipping of Vocational Colleges Project	Education	Loan	10.5
12	Kyrgyz Republic	2KYR0024	Reconstruction of Taraz-Talas Suusamyrdarya Road	Transportation	Loan	11.2
13	Guinea	3GUI0107 & 3GUI0108	IsDB-Malaria Control Program - Quick Win Program	Health	Loan & Grant	8.441
14	Mali	2MLI0119	Millennium Village Program (MVP) Phase 2	Multi-sectorial	Loan	8

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	17	68%	12	Prolonged time taken to procure the services of a Detailed design Consultant.
	107.98	100%	30	The delay is mainly due to technical challenges encountered in the completion of 3 out of the 8 sectors that make up the beneficiation plant. The company in charge of the assembly and installation of all the lots experienced challenges and could not complete the work by the deadline.
	346.89	100%	0	There were no delays
	56.77	99%	65	The delay was due to (i) higher contract value and the approval process for supplementary financing; (ii) extended procedure in opening the opening the Line of Credit (L/C) due to impact of sanctions; (iii) equipment installation supervisor from Korea could not visit Iran due to the impact of sanctions; (iv) complications in land acquisitions for the transmission lines; and (v) difficulty in accessing to work permits from Tehran municipality to work in densely populated areas.
	274.75	92%	0	There were no delays
	8.26	79%	61	Procurement delays due to retendering; inadequate capacity of the PMU and the supervisory consultant to manage the project.
	10.3	92%	17	The main contributing factors for the delay was the time lag for the harmonization of the two loan agreements and the thorough review of the design.
	7.414	88%	17	Late reception of the LLITNs due to a custom issue at port and absence of budget to cover the custom cost.
	8	100%	12	The non-completion of activities such as the micro finance component by the initial project end date

ANNEX D:

Cost Variations in Evaluated Projects in 2018

S.N	Region	Country	Project Code	Project Name / Title	Sector
1	MENA & Europe	Jordan	2JO 0102	Queen Alia airport, rehabilitation, expansion & operation	Transportation
2	Aisa	Pakistan	2PAK0137& 2PAK0138	Foundation Wind Project	Energy
3	MENA & Europe	Tunisia	2TUN0106	Youth Employment Support Program	Multi-sector
4	MENA & Europe	Lebanon	2LE 0067	Development of Mkalles Roadway Interchange Project	Transportation
5	SSA	Cote d'Ivoire	2IVC0018	Support to the Post-Conflict Reconstruction Program for Center-North-West Zones	Multi-sector
6	Asia	Indonesia	2IND0129 & 2IND0130	Development & Upgrading of the State University of Jakarta Project	Education

	Mode of Finance	Cost at Appraisal (MUSD)	Cost at Completion (MUSD)	Variation (MUSD)	Variation %	Type of Variation	Reasons for Variation
	Leasing	900	971	71	7.9%	Overrun	Project design change and project delay resulted in the change in the project cost. Initially, the capacity of the terminal was 9 million and then changed to 12 million passengers per year.
	Leasing	279.76	257.23	-22.53	-8.1%	Underrun	Appraisal estimates included some of the cost heads, which did not incur, such as cost for working capital and letter of credit charges. Besides, some of the actual costs were lesser compared to estimated cost (such as insurance expenses).
	Pr.Sh & Equity	75	74.72	- 0.28	-0.4%	Underrun	Procurement process of the international consultant who was supposed to assist Executing Agency (EA) was interrupted. This led contract termination. Consequently, only USD 38,542 of the USD 320,000 TA grant was disbursed to the EA.
	Istisnaa	15.5	13.05	- 2.45	-15.8%	Underrun	Change in Project Scope
	Loan	36.3	35.58	- 0.72	-2.0%	Underrun	Appreciation of local currency (XOF) against the US Dollar (USD).
	Istisnaa & Loan	38.7	28.9	- 9.8	-25.3%	Underrun	Reduction in project scope (two components - curriculum development and, teaching & research equipment) were cancelled.

7	MENA & Europe	Mauritania	2MAU0124	Guelb II Expansion Project (Tranche 1)	Industry & Mining
8	Asia	Uzbekistan	2UZB0071 & 2UZB0070	Purchasing of Two Airplanes for Uzbekistan Airways Project	Transportation
9	MENA & Europe	Iran	2IRN0065	Tehran Power Transmission Project*	Energy
10	Asia	Malaysia	2MA 0104	Kuala Lumpur to Selangor Toll Expressway (KLS)**	Transportation
11	Asia	Uzbekistan	2UZB0027	Construction & Equipping of Vocational Colleges Project	Education
12	Asia	Kyrgyz Republic	2KYR0024	Reconstruction of Taraz-Talas Suusamyrdarya Road	Transportation
13	SSA	Guinea	3GUI0107 & 3GUI0108	IsDB-Malaria Control Program - Quick Win Program	Health
14	SSA	Mali	2MLI0119	Millennium Village Program (MVP) Phase 2	Multi-sector

*Euro **RM

Leasing	684	815.48	131.48	19.2%	Overrun	Modification of the Flowsheet on one of the lots/sections resulted in additional costs relating to concrete, framing, equipment, and cables. Also, the cost of some of the equipment exceeded the planned budget.
Leasing	346.89	346.89	0	0.0%	Exact	Not Applicable (Cost planned is same as cost at completion).
Leasing	137.78	160.75	22.97	16.7%	Overrun	Project delay led to increase in commodity prices (copper), led to higher cost of production for electric cables.
Istisnaa	1434.88	1256.95	- 177.93	-12.4%	Underrun	Land acquisition cost was lower than planned. Also, lower mark-up during construction
Loan	12.75	9.19	- 3.56	-28.0%	Underrun	Saving was made in the procurement of equipment and furniture for the colleges under a bulk procurement process.
Loan	12.8	12	- 0.8	-6.3%	Underrun	Saving was made as a result of prudence in contracting (discount through negotiation).
Loan	9.057	7.64	- 1.42	-15.7%	Underrun	Project scope entails four components: Prevention of Malaria, Management of Malaria Cases, Capacity Building as well as Support to the Project Management Unit. However, two sub components of the Prevention of Malaria were not implemented.
Loan	8	2.98	- 5.02	-62.8%	Underrun	Change in Project Scope

ANNEX E:

Criteria-Based Rating for Evaluations in 2018

S.N	Country	Project Code	Project Name / Title	Sector	Mode of Finance
1	Jordan	2JO 0102	Queen Alia airport, rehabilitation, expansion and operation	Transportation	Leasing
2	Pakistan	2PAK0137& 2PAK0138	Foundation Wind Project	Energy	Leasing & Leasing
3	Tunisia	2TUN0106	Youth Employment Support Program	Agriculture	Pr.Sh & Equity
4	Lebanon	2LE 0067	Development of Mkalles Roadway Interchange Project	Transportation	Istisnaa
5	Cote d'Ivoire	2IVC0018	Support to the Post-Conflict Reconstruction Program for Center-North-West Zones	Water, Sanitation & Urban Services	Loan
6	Indonesia	2IND0129 & 2IND0130	Development and Upgrading of the State University of Jakarta Project	Education	Istisnaa & Loan
7	Mauritania	2MAU0124	Guelb II Expansion Project (Tranche 1)	Industry and Mining	Leasing
8	Uzbekistan	2UZB0071& 2UZB0070	Purchasing of Two Airplanes for Uzbekistan Airways Project	Transportation	Leasing & Leasing
9	Iran	2IRN0065	Tehran Power Transmission Project	Energy	Leasing
10	Malaysia	2MA 0104	Kuala Lumpur to Selangor Toll Expressway (KLS)	Transportation	Istisnaa
11	Uzbekistan	2UZB0027	Construction and Equipping of Vocational Colleges Project	Education	Loan
12	Kyrgyz Republic	2KYR0024	Reconstruction of Taraz-Talas Suusamyrdarya Road	Transportation	Loan
13	Guinea	3GUI0107 & 3GUI0108	IsDB-Malaria Control Program - Quick Win Program	Health	Loan & Grant
14	Mali	2MLI0119	Millennium Village Program (MVP) Phase 2	Multi-sectorial	Loan

	Relevance	Effectiveness	Efficiency	Sustainability	Overall
	Highly relevant	Effective	Efficient	Likely	Successful
	Highly relevant	Effective	Efficient	Likely	Successful
	Highly relevant	Effective	Efficient	Likely	Successful
	Highly relevant	Highly effective	Efficient	Likely	Successful
	Highly relevant	Highly effective	Efficient	Unlikely	Successful
	Relevant	Effective	Efficient	Likely	Successful
	Highly relevant	Effective	Less Efficient	Likely	Successful
	Relevant	Highly Effective	Highly Efficient	Most Likely	Highly Successful
	Highly relevant	Effective	Less Efficient	Most Likely	Successful
	Partly Relevant	Less Effective	Efficient	Likely	Partly Successful
	Relevant	Effective	Less Efficient	Likely	Successful
	Relevant	Effective	Efficient	Likely	Successful
	Highly relevant	Effective	Less Efficient	Likely	Successful
	Relevant	Less Effective	Less Efficient	Less Likely	Partly Successful

ANNEX F:

Recommendations from 2018 Evaluations

Country/ Project Code	Title	Sector	
Uzbekistan/ 2UZB00027	Construction and Equipping of Vocational Colleges Project	Education	
Chad	MCPS IR	Country Evaluation	
Mauritania	MCPS	Country Evaluation	

Follow-up Action/ Recommendation	Status of Implementation
<p>IsDB Field Office should monitor the educational sector reforms and other reforms in Uzbekistan that could have implications on this and other projects in terms of longer-term sustainability.</p>	<p>The Recommendation well noted, and the FR was requested officially to implement this recommendation. The OTL of the project will follow up the implementation of the recommendation with the FR.</p>
<p>Enhance client relationship management by significantly increasing field supervisions to support the PMUs in planning, procurement and disbursement matters.</p>	<p>The recommendation is well noted. The OTL of the projects will follow up the implementation of the recommendation in conjunction with the Field Representative in Chad.</p>
<p>Maintain the focus of reverse linkages efforts on institutional capacity building in bilingual education and ophthalmology to ensure their effectiveness and long- term benefits and include the Islamic finance sector too.</p>	<p>The recommendation is well noted. A reverse linkage is currently being processed for Chad in Water Management.</p>
<p>IsDB should adopt norms for Client Relationship Management (CRM) including standard response time and tracking system for each service for clients.</p>	<p>Pending the set-up of a formal CRM, the RHR since its operationalization has managed to improve responsiveness to its clients, which has had very positive impact on the ongoing projects implementation.</p>
<p>Rabat Regional Hub should ensure the regularity of supervision missions and the execution of familiarization visits, including in case of change of PMU staff.</p>	<p>With the operationalization of the RHR, supervision missions have become more regular than before. In addition, many Executing Agencies staffs from MCs under RHR's constituency have visited the RHR to resolve matters related to projects implementations.</p>







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TAB. E10

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418A

Electricity Project, Jordan

