



Guidance Note
For
Preparing Project Completion Report -
Validation Note (PCR VN)

Independent Evaluation Department (IEvD)

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ABBREVIATIONS

EA	Executing Agency
HS	Highly Successful
ID	Islamic Dinar
IsDB	Islamic Development Bank
IEvD	Independent Evaluation Department
MCPS	Member Country Partnership Strategy
PCR	Project Completion Report
PCR-VN	Project Completion Report - Validation Note
PIASR	Project Implementation Assessment and Support Report
PIU	Project Implementation Unit
PMU	Project Management Unit
PS	Partly Successful
RBLF	Results-Based Logical Framework
RRP	Report and Recommendations to the President
SU	Successful
TA	Technical Assistance
US	Unsuccessful
USD	United States Dollars

1. INTRODUCTION

1.1 The Independent Evaluation Department (IEvD) of the Islamic Development Bank has a mandate to independently validate and assess the quality of project completion reports (PCRs) prepared by the Operations Departments. The purpose of this note is to guide IEvD staff in the validation of PCRs and preparation of the PCR Validation Notes (PCR-VN) and to ensure that they apply a standard method and make consistent judgments against common standards.

2. PURPOSE AND OBJECTIVE OF THE PCR VALIDATION

2.1 The Operations Departments prepare the PCR at project completion (or nearing completion), which summarizes the project's contribution to development outcomes and assesses it against the criteria; a) Relevance, b) Effectiveness, c) Efficiency, and d) Sustainability of the project. It also assesses the Bank's and the Beneficiary, Executing Agency, and Project Management Unit (PMU) as well as other partners' performance, including compliance with relevant safeguards and cross-cutting policies. As a result, the PCR provides a basis for accountability, lessons for improving future operations, and the foundation for independent evaluations at project and macro levels. The IEvD will not prepare PCR-VNs for projects that the IEvD independently evaluated or plans to evaluate.

2.2 The objective of the PCR validation is:

2.2.1 To review the ratings and confirm whether the evidence is sufficient to support the performance ratings and adjust the PCR ratings when it is found not to be substantiated based on a desk review of the evidence, interviews with the operations team, and field visits if required.

2.2.2 To contribute to improving future PCRs by assessing the quality of the PCR, particularly the PCR's conclusions, lessons learned, and recommendations. Also, the PCR-VN provides additional lessons and recommendations, if appropriate.

3. SCOPE OF THE PCR VALIDATION

3.1. The PCR validation is based on a comprehensive desk review of the project documents by the Evaluator with or without support from the consultant (if recruited). The evaluator is expected to review the documents and prepare the draft validation note using the PCR-VN within 5 days in total, notwithstanding the time required for collecting the data and available documents. The documents review includes, but is not limited to an analysis of the following project-related documents:

- a) Identification, preparation, and appraisal reports.
- b) Financing agreements,
- c) Correspondence files,
- d) Contracts,
- e) Progress reports on project implementation,
- f) Project implementation assessment and support reports,
- g) Back to office reports,
- h) Mid-term review reports,
- i) Audit reports,
- j) Project completion report by the Beneficiary,
- k) Project completion report by the Bank,
- l) Project completion report by consultants,
- m) Disbursement records,
- n) Member Country Partnership Strategy (MCPS),

- o) Bank policies,
- p) Country portfolio performance review,
- q) BTOR of PCR Mission, and
- r) Summary of Board/Management deliberations on the project.

3.2. Additionally, the **IEvD can decide to undertake a field visit to verify the PCR findings**, lessons learned, and recommendations in case there is limited document evidence on the factors contributing to the achievements of the projects.

3.3. The maximum number of pages for the PCR-VN is **8-10 pages without the appendices**. If the draft PCR-VN is more than the maximum number of pages, it should be returned to the evaluator for revision to ensure the page requirements.

3.4. The PCR-VN assesses the performance of the project based on the evaluation criteria of Relevance, Effectiveness, Efficiency, and Sustainability. The PCR-VN reviews and validates the assessment of the relevance of the project objectives and design and provides comments on the quality of results and feedback on improving the quality of projects in the future. The quality assessment of the PCR includes the objectivity and logical consistency of the individual parts of the PCR and its annexes. The PCR-VN reviews and validates the key findings, lessons learned, follow-up actions, and recommendations of the PCR.

3.5. The Evaluator should consider the following key factors during the validation of the quality of PCR:

- a) Quality and completeness of evidence and analysis to substantiate ratings.
- b) Adequacy of the evidence from the PCR and other data provided.
- c) Consistency with the PCR Guidelines and relevant operational guidelines.
- d) Internal consistency of the PCR across different sections.
- e) Soundness of the methodology of data collection, analysis, and drawing conclusions.
- f) Adequacy of explaining causes.
- g) Identification of exogenous factors affecting results.
- h) Clarity and conciseness of the report; and
- i) Quality of lessons and recommendations.

3.6. The PCR validation rating methodology to be used is presented in Appendix 1. A and 1.B, which takes into consideration the Good Practice Standards for Evaluation of Public Sector operations set by the MDBs-Evaluation Cooperation Group.

3.7. The PCR validation will provide justification for any proposed adjustments to the PCR score and ratings and for the quality assessment. (See Appendix 2), as well as an assessment of compliance with the PCR Guidelines.

4. THE PCR VALIDATION PROCESS

4.1 Upon the availability of a PCR, the Manager of the Project and Program Evaluations Division assigns it to an Evaluator for the preparation of the PCR-VN (with the support of a Consultant, if necessary) and designates an internal peer reviewer. The Evaluator will be responsible for collecting relevant project reports and data, and critically reviewing the PCR and project documents discussed in 3.1.

4.2 The assigned Evaluator is responsible for the final quality PCR-VN in line with 4.1.

4.3 The Evaluator will extract relevant evidence/information from the available project documents and discussions with the staff of the operational departments (including but not limited to project preparation and implementation team and PCR team) and if necessary, with the

executing agency, in order to validate (and adjust if needed) the PCR score and ratings, to assess the PCR quality, to bring out the key findings, lessons, follow-up actions, and recommendations. For this, the Evaluator prepares the PCR-VN using the PCR Validation Note template and sends it to a peer reviewer for review.

4.4 The Evaluator is encouraged to communicate directly with the PCR team leader and/or project officer to seek information, documentation, or clarification where necessary.

4.5 The Evaluator:

1. Reviews pertinent project documents/reports to generate evidence.
2. Interviews the relevant Bank staff including the PCR team leader and/or project officer to seek information and clarification and to discuss the project implementation and performance.
3. Uses evidence from documents and staff discussions/interviews to prepare the First Draft (V0.1) PCR-VN using the PCR-VN template and in line with the Guidance Note for Preparing the PCR-VNs. If the draft is prepared by a consultant, the Evaluator should review and proofread the document before submitting it for peer review.
4. Submits the First Draft (V0.1) of the PCR-VN for a peer review.
5. Attends discussions with a Peer Reviewer, if necessary; revises the Second Draft (V0.2) of the PCR-VN based on the peer reviewer's comments; and submits the Third Draft (V0.3) of the PCR-VN for the Lead Project and Program Evaluation Specialist's review and clearance.
6. Revises the document based on comments received from the Lead and/or Manager, if any, and submit a revised version to the Lead.
7. Updates the report based on the comments and suggestions of the relevant Operations Department and submits a Final Draft (V1.0) of the PCR-VN to the Lead for clearance.

4.6 Peer Reviewer:

1. Reviews the First Draft (V0.1) of the PCR-VN: critically assesses the quality and evidence base of the content (especially the findings, lessons, and recommendations).
2. Provides appropriate comments and suggestions (written and/or verbal) as needed for ratings, internal consistency, logic, completeness, language, and presentation (Second Draft V0.2¹).
3. Meets with the Evaluator to clarify comments, if necessary.

4.7 Lead Evaluator:

1. Discusses with the Evaluator and the Peer Reviewer their different views/comments on the First Draft (V0.1) of the PCR-VN.
2. Reviews and checks the Third Draft (V0.3) of the PCR-VN for quality assurance and compliance with the PCR-VN Guidelines. Also ensures that the comments and suggestions of the peer reviewer are adequately incorporated/addressed.
3. Clears and submits the Fourth Draft (V0.4) of the PCR-VN to the Manager for approval for onward submission to the relevant Operations Department or their review and comments.
4. Clears and submits the Sixth Draft (V0.6) of the PCR-VN to the Manager for approval.

¹ This version is the peer annotated version based on the First Draft (V0.1)

4.8 The Manager:

1. Assigns an Evaluator for the preparation of the PCR-VN and a Peer Reviewer for the PCR-VN.
2. Approves the Fifth Draft (V0.5) of the PCR-VN to share with the relevant Operations Department.
3. Approves the Final Version (V1.) of the PCR-VN and notifies the Director, IEvD.

5. DISSEMINATION

- 5.1 The final PCR-VN will be distributed to the Operational Departments concerned and will be posted at the IEvD's portal "LEARN."
- 5.2 This Guidance Note is entered into force on the date of its approval by the Director, IEvD.

6. REVISION

- 6.1 This guideline will be revised every three years.

Appendix 1. A: PERFORMANCE RATING SCALE AND METHODOLOGY

Overall Score	≥ 0.85 & =1	< 0.85 & ≥ 0.60	< 0.60 & ≥ 0.30	< 0 & > 0.30
Overall Rating	Highly Successful	Successful	Partly Successful	Unsuccessful
Relevance				
Sub-rating	Highly Relevant	Relevant	Partly Relevant	Irrelevant
Relevance of Development Objective	The project Purpose remained fully aligned with the Bank's and Country's development strategies	The project purpose was largely aligned with the Bank's and Country's development strategies	The project purpose was not aligned with one of the following: (i) Bank's strategy (ii) Country's development strategies	The project purpose was not aligned with any one of the following: (i) Bank's strategy (ii) Country's development strategies
Coherence between outputs and outcomes	The outputs contributed directly to the achievement of outcomes	The outputs largely contributed to the achievement of outcomes	The outputs contributed partly to the achievement of outcomes	The outputs did not contribute directly to the achievement of outcomes
Relevance of Project Design	From approval to closure, the design was highly conducive to achieving the project results	From approval to closure, the design was consistently conducive to achieving the project results	From approval to closure, the design was largely conducive to achieving the project results	From approval to closure, the design was not conducive to achieving the project results
Effectiveness				
Sub-rating	Highly Effective	Effective	Less Effective	Ineffective
Outputs	≥ 0.90 or more of the target is being met	$0.60 \leq$ outputs < 0.90 of the target is being met	$0.35 \leq$ outputs < 0.60 or more of the target is being met	Less than 0.35 of the target outputs is being met
Outcomes	≥ 0.90 or more of the target is being met	$0.60 \leq$ outcomes < 0.90 or more of the target is being met	$0.35 \leq$ outcomes < 0.60 or more of the target is being met	Less than 0.35 of the target outcomes is being met
Net effect of the project (as compared with existing or constructed counterfactual) and other Project externalities (unintended consequences positive, negative, or specific problem solved/created)	The project outputs contributed more than expected to the project objectives (including positive externalities)	The project outputs directly contributed to the project objectives as planned	The project outputs partly contributed to the project objectives as planned	The project outputs did not contribute to the project objectives as planned (including negative externalities)
Efficiency				
Sub-rating	Highly Efficient	Efficient	Less Efficient	Inefficient
Time	<6 months delay	6-12 months delay	12-18 months delay	• >18 months delay
Cost	Less than 10% variation	Less than 40% variation	Less than 65% variation	More than 65% variation
Compliance with Conditions/ Covenants of Financing	Less than 10% variation	Less than 40% variation	Less than 65% variation	More than 65% variation
Cost-Benefit Analysis	Less than 10% variation	Less than 40% variation	Less than 65% variation	More than 65% variation
Sustainability				
Sub-rating	Most Likely	Likely	Less Likely	Unlikely

Technical and Financial Soundness of Project Results	The project has put in place robust mechanisms for technical and financial sustainability to ensure continued flow of benefits	The project has put in place sufficient mechanisms for technical and financial sustainability to ensure continued flow of benefits	The project has put in place some mechanisms for technical and financial sustainability to ensure continued flow of benefits	The project has not put in place any mechanisms for technical and financial sustainability to ensure continued flow of benefits
Beneficiary commitment, including supportive legal/regulatory framework and socio-political/stakeholder support	The project has been very effective at involving all the relevant stakeholders and there is a strong sense of ownership amongst the beneficiaries	The project has been effective at involving all the relevant stakeholders and promoting a sense of ownership amongst the beneficiaries	The project has involved only a small number of stakeholders and there is limited ownership amongst the beneficiaries	The project has not been effective in involving relevant stakeholders and there is no sense of ownership amongst the beneficiaries
Institutional Sustainability	The project was critical in building institutional capacity in the concerned sector/area of intervention	The project significantly contributed to building institutional capacity in the concerned sector/area of intervention	The project marginally contributed to building institutional capacity in the concerned sector/area of intervention	The project did not contribute to building institutional capacity in the concerned sector/area of intervention
Integration of Cross-Cutting Issues (Resilience, Climate Change, Gender, Youth and Vulnerable Groups)	The project has fully integrated cross-cutting issues and put in place appropriate mitigation measures.	The project has partially integrated cross-cutting issues and put in place appropriate mitigation measures.	The project has integrated cross-cutting issues and put in place minima/limited mitigation measures.	The project has not integrated cross-cutting issues nor put in place the required mitigation measures.

Appendix 1B: Overall Project Performance Assessment Rating Scale

Rating	Score
Highly Successful	≥ 0.85
Successful	≥ 0.60 & < 0.85
Partly Successful	≥ 0.30 & < 0.60
Unsuccessful	< 0.30

Appendix 2: Project Performance Rating Matrix

This table should be filled using an Excel file [Link](#) and the evaluator copy the completed table as an Appendix into the report. The below table is given for guidance only.

Core Criteria	Sub-criteria	Methodological Approach (Sub-Questions)	PCR Score 0-1	PCR - VN Score 0-1	Reason for Disagreement and/or Comments	
1.1 RELEVANCE: Relevance of project objectives and design to achieve those objectives.	<i>1.1.1 Consistency of project objectives with country overall development strategy, with the beneficiaries' needs and with the IsDB's Strategy</i>	1.To what extent are the objectives in line with the country's development priorities and strategies?				
		2.To what extent are the objectives consistent with the end-beneficiaries' needs?				
		3.To what extent are the objectives aligned with the IsDB's strategy (vision, strategic thrusts, cross-cutting goals, main pillars, and member's country partnership strategy), and policies (P5P, 10Ys, sector policies)? Has the project contributed to IsDB corporate cross-cutting goals: (reverse linkages; promotion of the Islamic Finance; intra-OIC trade and economic integration)? Add reference relevant to other funds if the project is funded by other source different from IsDB.				
		4.To what extent is the project complementary to other IsDB investments in the country and investments of other MDBs and development partners in the country/sector?				
		5.To what extent is the project relevant to SDGs?				
	<i>1.1.2 Relevance of Project Objectives and Coherence between outputs and outcomes (including the modified ones): It assesses the extent to which the project's objectives are clearly stated and focused on outcomes rather than outputs. Also, the realism of intended outcomes in the country's current circumstances.</i>	1. Are the project's objectives clearly stated and focused on outcomes as opposed to outputs?				
		2. Are the causal relationships between outputs and outcomes in the results chain clearly linked and consistent?				
		3. How realistic are the objectives and intended outcomes given the country's current circumstances?				
		4. Was the target end-beneficiary group properly selected?				
	<i>1.1.3 Relevance of the design at entry, this includes technical, financial and development related design. It assesses the relevance of the technical options and solutions adopted, to the beneficiaries needs. If applicable; relevance of the design at closing (including the modifications) is also assessed.</i>	1. To what extent did the project design adopt the appropriate solutions to the identified problems? (It is an assessment of the internal logic of the operation -the results chain- and the validity of underlying assumptions)				
		2. To what extent were the financing modality and financing arrangements were appropriate (grant financing, co-financing, and other blended finance options) to the project objectives?				
		3. Is the design still relevant to the circumstances prevailing at the time of the evaluation?				
		4. Were the modifications to the project design (if any) during implementation appropriate and timely for the beneficiaries needs? Were the undertaken modifications still relevant at completion?				
			<i>Average Score in Percentage:</i>			
	1.2. EFFECTIVENESS: The extent to which the project has attained its objectives.	<i>1.2.1 Achieved project outputs compared to planned targets.</i>	1. Were the project inputs fully utilized to generate the outputs?			
2. Did the project realize its planned activities (including the modified ones)?						
3. Did project activities lead to the desired outputs (as intended in the results chain – and whether the assumptions materialized)?						
4. To what extent did the project outputs lead to the achievement of the intended outcomes (as planned in the results chain)?						

Core Criteria	Sub-criteria	Methodological Approach (Sub-Questions)	PCR Score 0-1	PCR - VN Score 0-1	Reason for Disagreement and/or Comments
	<i>1.2.2 Achieved project Outcomes compared to planned targets.</i>	1. Did the project outputs led to the achievement of the intended outcomes (as planned in the results chain)? 2. Did the project lead to any unanticipated positive or negative outcomes?			
	<i>1.2.3 Net effect of the project (as compared with existing or constructed counterfactual) and other Project externalities (unintended consequences positive, negative, or specific problem solved/created)</i>	1. To what extent did the Project achieve its Goal / Overall Objective compared to expectations? 2. Did the project lead to any unanticipated positive or negative outcomes? 3. Are the achievement of Project Goals/ Overall Objective a direct result of the project's outcomes (counterfactual analysis)? (<i>Analyze factors other than the project which have contributed and/or hindered the effectiveness of the project</i>)			
		<i>Average Score in Percentage:</i>			
1.3. EFFICIENCY: The extent to which the project has converted its resources economically into results.	<i>1.3.1 Timeliness</i>	1. To what extent the project outputs were delivered in a timely manner and according to the approved implementation time frame, including the procurement plan, disbursement plan and contractor deliverables? 2. Did the project experience delays or early delivery and what was their effect on costs and benefits?			
	<i>1.3.2 Resource Use Efficiency</i>	1. Was the project implemented within the planned cost? 2. Were the outputs achieved with a least cost and in a cost-effective manner (in comparison with similar projects and/or programs funded by the Government/other donors in the country)? 3. Are the outputs achieved fully utilized by the intended beneficiaries? *			
	<i>1.3.3 Compliance with Financing Covenants</i>	1. Did the project fully comply with financing covenants?			
	<i>1.3.4 Cost Effectiveness (Were the benefits of the project achieved at least cost?)</i>	1. Re-estimated Financial and/or Economic rates of return (FIRR; EIRR), (did they exceed the planned or sector threshold?)			
		<i>Average Score in Percentage:</i>			
1.4. SUSTAINABILITY: The extent to which the project can cope with risks.	<i>1.4.1 Technical and Financial, soundness of the project results (including O&M facilitation, availability of recurrent funding, spare parts, workshop facilities etc.)</i>	1. Has there been an adequate O&M system to run the project facilities?			
		2. To what extent is the operating body of the project able to leverage the financial resources (budgetary, donations, etc.) to sustain the project operation after its completion?			
		3. Is there sufficient technical expertise and training to operate, maintain and to regularly service all the facilities of the project?			
	<i>1.4.2 Beneficiary commitment, including supportive legal/regulatory framework and socio- political/stakeholder support</i>	1. Is there sufficient local ownership of the beneficiaries of the project's outputs?			
		2. To what extent are the beneficiaries committed to contribute to the sustainability of the project outcomes on the long-term (including by paying regular fees and by setting-up local organizations to manage the facilities if applicable)?			
		3. To what extent are the domestic laws / policies / regulations, and the institutional and national/international context conducive to maintaining the results of the project?			
	<i>1.4.3 Institutional sustainability (organizational and management effectiveness)</i>	1. Are there appropriate institutional arrangements to ensure the long-term sustainability of the project?			
		2. Does the authority in charge of the operation of the project have the necessary capacity to adapt to any changes and challenges?			
<i>1.4.4 Social Sustainability (Social integration, voice and</i>	1. Is there any concern for a lack of consideration for the socially disadvantaged groups, such as				

Core Criteria	Sub-criteria	Methodological Approach (Sub-Questions)	PCR Score 0-1	PCR - VN Score 0-1	Reason for Disagreement and/or Comments
	<i>participation, social resilience and security)</i>	women, youth and the poor, that is hindering/or is likely to hinder their access to the developmental outcomes of the project (e.g. public goods and services, market opportunities, access to information, etc....)?			
		2. Did the project provide a voice and ensure an active and meaningful participation for socially excluded groups?			
		3. Did or is the project likely to increase vulnerability of the poor and affected people to social risks (e.g., through involuntary resettlement, or other adverse social impacts)? Or increase their exposure to socio-economic shocks (e.g. exchange rate fluctuations, global market prices, external trade barriers)?			
	<i>1.4.5 Resilience of the project results to exogenous factor</i>	1. Are there any other cultural/political challenges that are hindering/are likely to hinder the sustainability of the developmental outcomes of the project?			
		2. Are there any particular environmental concerns (or lack of social safeguards) that would jeopardize the overall sustainability of the project, and if so, are there necessary steps in place to tackle it?			
		<i>Average Score in Percentage:</i>			

Appendix 3A: PCR Quality Assessment Rating Matrix

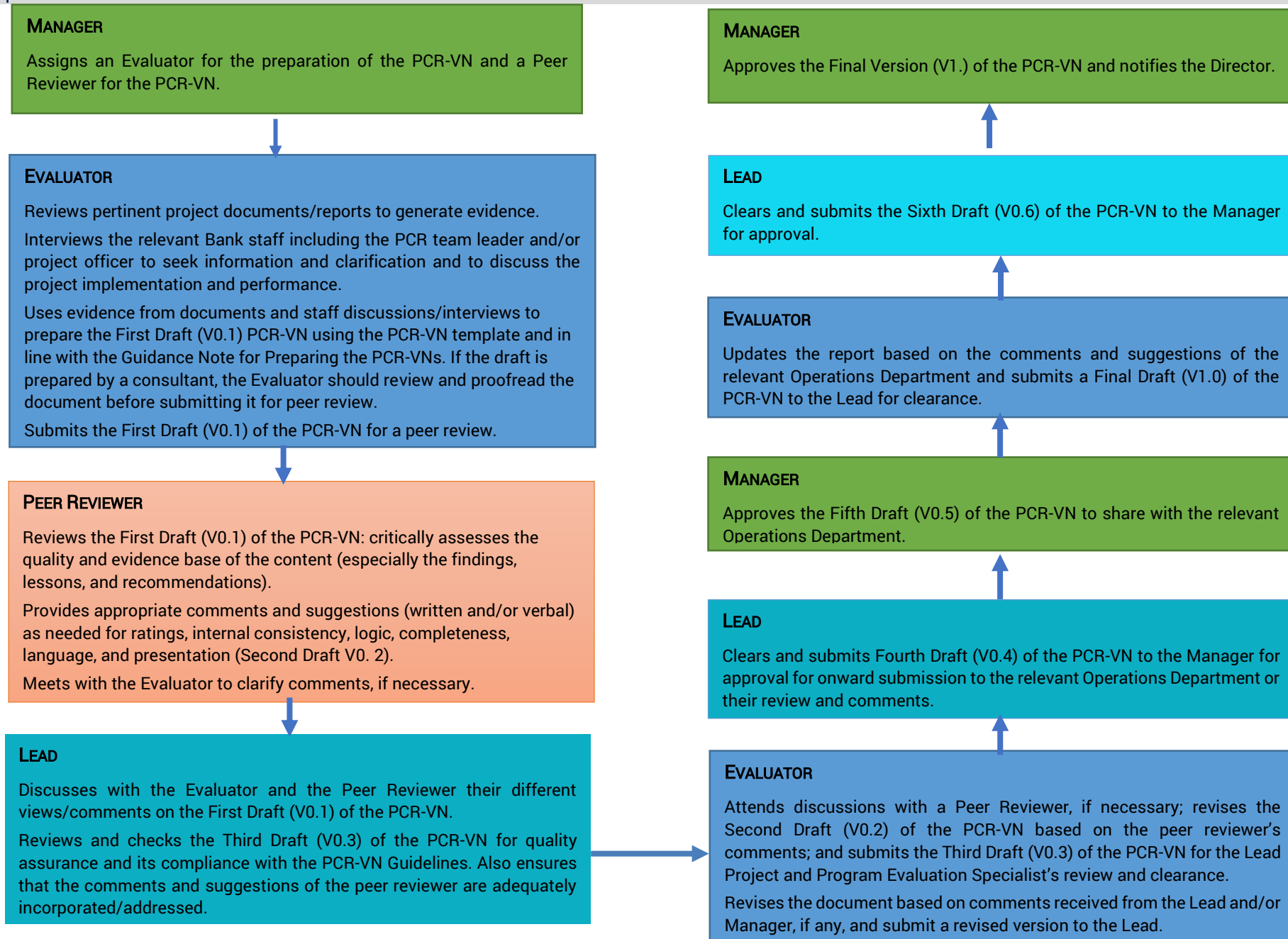
This table should be filled using an Excel file [Link](#) and the evaluator copy the completed table as an Appendix into the report. The below table is given for guidance only.

Criteria	Evaluator's Score (0-1)	Comments
1. Extent of quality, soundness and completeness of the PCR evidence and analysis to substantiate the ratings of the various sections:		
2. Extent of internal consistency of PCR assessment ratings; inaccuracies; inconsistencies (in various sections; between texts and ratings; consistency of overall rating with individual component ratings)		
3. Extent of identification and assessment of key factors (internal and exogenous) and unintended effects (positive and negatives) affecting design and implementation:		
4. Adequacy of treatment of safeguards, fiduciary issues, and alignment and harmonization		
5. Extent to which lessons learned (and recommendations) are clear and based on the PCR assessment (evidence & analysis):		
6. PCR Preparation Process and Timeliness (On time, i.e. PCR is prepared within 6 months after the project completion = 1)		
7. Extent of participation of Government, EA and PMU as well as co-financiers and regional hub in PCR preparation		
PCR Quality Score (%): The overall score would be the simple un-weighted average of scores (in %) for the seven indicators/criteria above.		
PCR Quality Rating: (according to the rating scale in Appendix 3B)		

Appendix 3B - PCR QUALITY RATING SCALE

Rating	Score
Exemplar	≥ 0.8
Significant	≥ 0.60 & < 0.85
Moderate	≥ 0.30 & < 0.60
Negligible	< 0.30

Appendix 4 - PCR-VN PREPARATION PROCESS FLOWCHART



Annex 1 - Terms of Reference for Recruitment of Consultant for PCR-VN

Background

As per its annual work program, the Independent Evaluation Department (IEvD) of the Islamic Development Bank (IsDB) plans to hire a consultant to prepare a Project Completion Report Validation Note (PCR-VN) as per the IEvD's guidelines for preparing PCR-VNs. the PCR Review and Validation.

The PCR-VN assesses the performance of the project based on the evaluation criteria of Relevance, Effectiveness, Efficiency, and Sustainability. The PCR-VN reviews and validates the assessment of the relevance of the project objectives and design and provides comments on the quality of results and feedback on improving the quality of projects in the future. The quality assessment of the PCR includes the objectivity and logical consistency of the individual parts of the PCR and its annexes. The PCR-VN reviews and validates the key findings, lessons learned, follow-up actions, and recommendations of the PCR.

Objective of the PCR Validation

- (i) To review the ratings and confirm whether the evidence is sufficient to support the performance ratings and adjust the PCR ratings when it is found not to be substantiated based on a desk review of evidence, interviews with operations team, and field visits, if required.
- (ii) To contribute to improving future PCRs by assessing of the quality of the PCR, particularly the PCR's conclusions, lessons learned, and recommendations. Also, the PCR-VN provides additional lessons and recommendations, and proposes follow-up evaluative action(s).

Scope of the PCR Validation

The PCR validation is based on a comprehensive desk review of the project documents by the Evaluator with or without support from the consultant (if recruited). The evaluator is expected to review the documents and prepare the draft validation note using the PCR-VN template within 5 days in total, notwithstanding the time required for collecting the data and available documents. The documents review includes, but is not limited to an analysis of the following project-related documents:

- a) Identification, preparation, and appraisal reports.
- b) Financing agreements,
- c) Correspondence files,
- d) Contracts,
- e) Progress reports on project implementation,
- f) Project implementation assessment and support reports,
- g) Back to office reports,
- h) Mid-term review reports,
- i) Audit reports,
- j) Project completion report by the Beneficiary,
- k) Project completion report by the Bank,
- l) Project completion report by consultants,
- m) Disbursement records,
- n) Member Country Partnership Strategy (MCPS),
- o) Bank policies,
- p) Country portfolio performance review,
- q) BTOR of PCR Mission, and
- r) Summary of Board/Management deliberations on the project.

The maximum number of pages for the PCR-VN is **8-10 pages without the appendices**. If the draft PCR-VN is more than the maximum number of pages, it should be returned to the evaluator for revision to ensure the page requirements.

The Evaluator should consider the following key factors during the validation of the quality of PCR:

- a) Quality and completeness of evidence and analysis to substantiate ratings.
- b) Adequacy of the evidence from the PCR and other data provided.
- c) Consistency with the PCR Guidelines and relevant operational guidelines.
- d) Internal consistency of the PCR across different sections.
- e) Soundness of the methodology of data collection, analysis, and drawing conclusions.
- f) Adequacy of explaining causes.
- g) Identification of exogenous factors affecting results.
- h) Clarity and conciseness of the report; and
- i) Quality of lessons and recommendations.

The PCR validation will provide justification for any proposed adjustments to the PCR score and ratings and for the quality assessment.

Tasks

The Consultant prepares the PCR-VN using the PCR-VN template:

1. Reviews pertinent project documents/reports to generate evidence.
2. Interviews the relevant Bank staff including the PCR team leader and/or project officer to seek information and clarification and to discuss the project implementation and performance.
3. Uses evidence from documents and staff discussions/interviews to prepare the First Draft (V0.1) PCR-VN using the PCR-VN template and in line with the Guidance Note for Preparing the PCR-VNs. If the draft is prepared by a consultant, the Evaluator should review and proofread the document before submitting it for peer review.
4. Submits the First Draft (V0.1) of the PCR-VN for a peer review.
5. Attends discussions with a Peer Reviewer, if necessary; revises the Second Draft (V0.2) of the PCR-VN based on the peer reviewer's comments; and submits the Third Draft (V0.3) of the PCR-VN for the Lead Project and Program Evaluation Specialist's review and clearance.
6. Revises the document based on comments received from the Lead and/or Manager, if any, and submit a revised version to the Lead.
7. Updates the report based on the comments and suggestions of the relevant Operations Department and submits a Final Draft (V1.0) of the PCR-VN to the Lead for clearance.

Outputs/Deliverables:

1. The deliverables are (i) the draft PCR-VN and (ii) final PCR-VN.