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REPORT NO.\_\_\_\_/14xxH

# DRAFT PROJECT PERFORMANCE EVALUATION REPORT ON

## PROJECT NAME (PROJECT CODE), COUNTRY

MONTH 14XXH MONTH 20XXG

### INDEPENDENT EVALUATION DEPARTMENT (IEvD)

Questions on this report should be referred to: Independent Evaluation Department Email: eval@isdb.org

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### **Document Information**

Document Title	Project Performance Evaluation Report on xxxx
Document File Name	PPER-Project Name-Date-Version
Revision Number	V0.1
Issued By	Independent Evaluation Department –
	Islamic Development Bank
Issue Date	mm dd yyyyH (mm dd yyyyG)
Total Number of Pages	Total number of pages of the main report (minus annexes/appendices)
Status	Draft

## **Document Revision History**

Version	Date	Author (s)	Comment/Description of Change		
Zero Draft V0.0	mm/dd/yy	XXXX	Initial Rough Draft		
First Draft V0.1	mm/dd/yy	XXXX	First Draft		
Second Draft V0.2	mm/dd/yy	XXXX	Peer-annotated draft		
Third Draft V0.3	mm/dd/yy	XXXX	Edited draft incorporating peer review comments		
Fourth draft V0.4	mm/dd/yy	Manager/ Lead,	Manager/ Lead cleared draft		
		PSE			
Fifth draft V0.5	mm/dd/yy	Director, IEvD	Director-approved draft for onward submission to		
			Operations Directorate		
Sixth draft V0.6	mm/dd/yy	XXXX	Revised draft incorporating Operations Comments		
Seven draft V0.7	mm/dd/yy	Manager /Lead,	Manager/ Lead cleared draft after incorporating		
		PSE	Operations Comments		
Final Draft V1.0	mm/dd/yy	Director, IEvD	Director Sign-off Report (internal distribution)		
Published draft V1.1	mm/dd/yy	XXXX	Report shared with Country		

## Document Distribution Log

Distributed to:	Date
Country	
Office of the Chairman, IsDB Group	mm/dd/yyyy
XXXX Department	mm/dd/yyyy



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#### **NOTE FOR EVALUATORS**

#### [This section does not constitute part of the PPER body]

This new template covers the preparation of performance evaluation reports for Islamic Development Bank (IsDB) projects, programs, and technical assistance (TA) in the public sector. It replaces the current PPER template, and its implementation will facilitate the process of harmonizing the IsDB Group's evaluation reporting process with those of its major development partners.

The guidelines have been developed, which accompany this template, for the purpose of facilitating the evaluators in preparing the report in a comprehensive, coherent, and consistent manner. Before using this template in preparing/reviewing the PPER report, evaluator is required to read the guidelines that are essential part of IEVD reporting system and provide guidance to the authors and reviewers for preparing the reports and will ensure consistency of IEVD reporting system.

The template is based on the evaluation principles and operational practices of ECG-GPS. It provides the structure of Project Performance Evaluation Report (PPER) comprising four chapters (*Background, Criteria-Based Assessment, Performance of Stakeholders,* and *Issues, Lessons & Recommendations*). The proposed contents for each chapter have been outlined. The Template contains standardized formats of annexes and tables which are essential for substantiating and/or clarifying the findings presented in the text of the PPER. All other annexes, tables, and figures relevant to the specificities of the project should be incorporated in the Annex.

The Template should be flexible to accommodate the specificities of projects in different sectors. It does not limit the responsibility of evaluators to exercise their best judgement, avoid irreverent areas, and focus attention on significant issues. The report may quote freely from or provide cross-references to the relevant PCR. The length of the main report should not exceed 15 pages. (single spaced, excluding annexes). The fonts of the report should be as follows; text- Roboto Light 11, third level/subheadings - Roboto Light 11 bold, second level/subheadings - Roboto Light 12 bold, and main chapter heading- Oswald 16 bold. And Roboto Light 10 for tables inside the report or in the annex



#### **ACKNOWLEDGEMENTS**

This report has been prepared by a team of Independent Evaluation Department (IEvD) staff comprising xxxx (team leader), xxxx (member) and xxxx (Consultant, if applicable). The valuable inputs provided by xxxx and xxxx (assistants) are gratefully acknowledged.

The report benefited from the overall guidance of xxxx, Director and xxxx, Manager/Lead for Project and Special evaluations.

The report was peer reviewed by xxxx, xxxx, and xxxx of OE Department. The comments on the draft of this report provided by the IsDB sector department (name) were valuable in finalizing the report.

The team would like to thank officials of the Government of (member country) including members of the xxxx (EA/PMU) in xxxx (city) and EA/PMU staff at the project site in xxxx (city) as well as concerned ministries and agencies for their kind cooperation during the evaluation.



### **CURRENCY EQUIVALENTS AND LIST OF ACRONYMS & ABBREVIATIONS**

#### **Currency Equivalents**

Currency Unit: XXX (e.g. XOF) Exchange Rate of 1 USD at Key Project Dates

Currency (Use ISO	At Project	During 1st	During Last	At Project	At Post-
codes for currency	Appraisal	Disbursement	Disbursement	Completion	Evaluation
codes)	(mm/yyyy)	(mm/yyyy)	(mm/yyyy)	(mm/yyyy)	(mm/yyyy)
USD 1.00					

#### **Currencies**

ID Islamic Dinar USD United States Dollar

XXX (e.g. XOF) Name of the currency in specific country (e.g. West African CFA Franc - Communauté

Financière d'Afrique)

#### Weights and Measures

ha= hectarem³= cubic meterkg= kilogrammm= millimeterkm= kilometermn= millionm= metermt= metric ton

m<sup>2</sup> = square meter

#### **Abbreviations**

AR Appraisal Report

CASS Country Assistance Strategy Study
CTY Country Programming Department

EA Executing Agency

EIRR Economic Internal Rate of Return FIRR Financial Internal Rate of Return

OE Operations Evaluation

ICB International Competitive Bidding
KPI Key Performance Indicator
LCB Local Competitive Bidding

MCPS Member Country Partnership Strategy

OC Operations Complex
PCR Project Completion Report
PIU Project Implementation Unit
PMU Project Management Unit
PPER Project Post Evaluation Report

RRP Report and Recommendations of the President

## BASIC PROJECT DATA (up to 1 page only)

PROJECT IDENTIFICATION			PRO	JECT RADAR GRAPH
PROJECT NAME				
COUNTRY				
CONCERNED DEPARTMENT				
MODE OF FINANCING		-		
PROJECT PRECEDED BY BANK T.A.		-		
PREPARATION OF COMPLETION REPORT				
PROJECT NO		•		
SECTOR		···		
IMPLEMENTATION	DELAY IN MONTHS		EXECUTING	AGENCY
MAJOR (≥ 12 MONTHS)	MINOR (12 MONTHS)	NO	AT APPRAISAL	
			AT POST-EVALUATION	
		.4	.i	
	PROJECT COS	T IN MILLION		
	PRAISAL	T	AT COMPLETION	AT POST-
FOREIGN CURRENCY	LOCAL CURRENCY	TOTAL	71 00IIII EE IIOII	EVALUATION
				AT POST-
ECONOMIC ANALYSIS	%	AT APPRAISAL	AT COMPLETION	EVALUATION
EIRR				
FIRR				
PROJECT OUTPUTS (INDICATOR)	UNIT	AT APPRAISAL	AT COMPLETION	AT POST-
PROJECT OUTFUTS (INDICATOR)	UNIT	AT APPRAISAL	AT COMPLETION	EVALUATION
PROJECT OUTCOMES (INDICATOR)	UNIT	AT APPRAISAL	AT COMPLETION	AT POST-
, ,				EVALUATION
RATING SUMMARY	AT COMPLETION (PCR)	AT POS	ST-EVALUATION	
OVERALL ASSESSMENT	(1 011)			
EVALUATOR'S DATA				
I-EVALUATOR'S NAME			<u>i</u>	
WORK PROGRAM	YEAR(H)		QUARTER	

## **EXECUTIVE SUMMARY (UP TO 2 PAGES)**

BACKGROUND 1. 2.
MAIN FINDINGS 3 Relevance: 4. 5
6 Effectiveness: 7 8
9 Efficiency: 10
11 Sustainability: 12 13
ISSUES: 17
LESS LEARNED 18 Lesson learned 1
19 Lesson learned 2
FOLLOW-UP ACTIONS AND RECOMMENDATIONS For the IsDB:
A. Recommendation 1 B. Recommendation 2
For the Government of xxxx:
C. Recommendation 1 D. Recommendation 2 etc



## CHAPTER - 1: BACKGROUND (2 PAGES ONLY)

- 1.1 CONTEXT AND RATIONALE (UP TO 2 PARAS)
- 1.1.1
- 1.1.2
- 1.2 OBJECTIVES AND SCOPE AT APPRAISAL (UP TO 2 PARAS)
- 1.2.1
- 1.2.2
- 1.3 FORMULATION AND FINANCING ARRANGEMENTS AT APPRAISAL (UP TO 2 PARAS)
- 1.3.1
- 1.3.2

Table-1: Project's financing Plan at Appraisal

US\$ million

			0001	11111011
Sources of Financing	Local Cost	Foreign Cost	Total Cost	%
Total Cost				

- 1.4 EVALUATION PURPOSE AND PROCESS (ONE PAGE ONLY)
- 1.4.1
- 1.4.2
- 1.4.3
- 1.4.4

## CHAPTER - 2: CRITERIA-BASED ASSESSMENT (UP TO 6 PAGES ONLY)

2.1	Relevance
(a) 2.1.1 2.1.2 2.1.3	Consistency with Country Development Strategy and IsDB Group Strategy
(b) 2.1.4 2.1.5 2.1.6	Relevance of Project Objectives
(c) 2.1.7 2.1.8 2.1.9	Relevance of Project Design
(d) 2.1.10	Assessment of Relevance (One para only)
2.2	EFFECTIVENESS
(a) 2.2.1 . 2.2.2 2.2.3	Project Outputs
(b) 2.2.4 2.2.5	Project Outcomes
	The main outputs of the project are provided below while the details of planned and actual coutputs are shown in Annex-6: Planned and Actual Project Outputs.
(c) 2.2.7 2.2.8	Net Effect of the Project .
(d) 2.2.9	Assessment of Effectiveness (One para only)
2.3	EFFICIENCY
(a)	Economic and Financial Analysis
2.3.1 2.3.2 2.3.3 Return	. The main assumptions for re-estimation of the project's Economic Internal Rate of (EIRR) at post-valuation and an example of its re-estimation are shown in <b>Annex-7A: Main</b>



Assumptions for Re-Estimation of Project's Economic Internal Rate of Return (EIRR) at Post-Evaluation and Annex-7B: Reestimation of Project's Economic Internal Rate of Return (EIRR) at Post-Evaluation, respectively.

2.3.4 The main assumptions for re-estimation of the project's Financial Internal Rate of Return (FIRR) at post-valuation and an example of its re-estimation are shown in Annex-8A: Main Assumptions for Re-Estimation of Project's Financial Internal Rate of Return (FIRR) at Post-Evaluation and Annex-8B: Reestimation of Project's Financial Internal Rate of Return (FIRR) at Post-Evaluation, respectively.

(b) Cost Effectiveness (optional)

2.3.5

2.3.6

2.3.7

(c) Analysis of Cost and Schedule

Assessment of Actual Cost and Time

2.3.8

2.3.9

2.3.10 The summary of actual itemized project cost compared to appraisal estimates is shown in Table-2 below.

Table-2: Summary of Actual Itemized Project Cost Compared to Appraisal Estimates

Amount in US\$ Million

Operation	Appraised	Actual	Variation	
Component	Appraised Cost	Cost	Amount	%
Total				

Source:

2.3.11

2.3.12 Based on actual disbursements, the actual financing plan of the project compared to appraised estimates is provided in Table-3 below.

Table-3: Actual Financing Plan Compared to Appraisal Estimates

Amount in US\$ Million

	1 mile on the control of the control					
Source of	Appraised Financing Plan		Actual Financing Plan			
Financing	Amount	%	Amount	%		
Total						

Financing Ratio = 00:00

Financed Ratio = 00:00

Source:

2.3.13

2.3.14 The project implementation schedules are given in **Table-4** below:

Table-4: Project Implementation Schedules

Signing Date	Planned Completion	Actual Completion	Dolov	Variation
of Agreement	Date	Date	Delay	variation



Source:

#### ii. Review of Disbursement

2.3.15 The summary of the actual disbursed funds of the project is shown in **Table-5** below while the details of planned and actual disbursed funds are shown in **Annex-09**:.

Table-5: Summary of Actual Disbursed Funds

ID/UD\$ Million

SI. No.	Date	Amount Disbursed (ID/US\$)	%	Cumulative Disbursed (ID/US\$)	%	
	Total					

Source: Project Disbursement Report

- (d) Assessment of Efficiency (One para only)
- 2.3.16
- 2.4 SUSTAINABILITY
- (a) Sustainability of Project Benefits
- 2.4.1
- 2.4.2
- (b) Beneficiary Ownership and Commitment
- 2.4.3
- 2.4.4
- (c) Institutional Sustainability
- 2.4.5
- 2.4.6
- 2.4.7 .
- (d) Social and Environmental Sustainability
  - i. Mitigating environmental impacts
- 2.4.8
- 2.4.9
- ii. Mitigating social impacts
- 2.4.10
- 2.4.11.
- iii. Environmental safeguard measures and Mitigation of risks
- 2.4.12
- 2.4.13
- iv. Summary of Social and Environmental sustainability
- 2.4.14
- 2.4.15

#### (e) Assessment of Sustainability (One para only)

2.4.16

#### 2.5 OVERALL ASSESSMENT

**2.5.1** The overall project performance rating is based on separate assessments of the four core evaluation criteria (relevance, effectiveness, efficiency, and sustainability) which are then aggregated to produce the overall rating (see **Table-6**).

2.5.2

2.5.3

2.5.4

2.5.5 In light of the above, project performance is classified as "Successful" on an aggregate basis.

Table-6: Overall Performance Assessment

Dating	PC	CR	EVALUATION			
Rating Criterion	Rating Assessment	Rating Value (%)	Rating Assessment	Rating Value (%)		
Relevance						
Effectiveness						
Efficiency						
Sustainability						
Overall Rating						

#### 2.6 ASSESSMENT BASED ON POLICY OBJECTIVES

- 2.6.1 Attempt this section only if applicable.
  - (a) Gender and Youth Integration

2.6.2

(b) Capacity Building

2.6.3

2.6.4

(c) Technology and Innovation

2.6.5

2.6.6

(d) Synergy and Coordination between stakeholders

2.6.7

2.6.8

2.6.9

(e) knowledge generation/retention

2.6.10

2.6.11

2.6.12

2.6.13



### CHAPTER - 3: PERFORMANCE OF STAKEHOLDERS (2-3 PAGES ONLY)

- 3.1 BANK PERFORMANCE
- (a) Quality of Project Preparation
- 3.1.1
- 3.1.2 .
- (b) Use of M&E base on RBM (assessment of project M&E)
- 3.1.3
- 3.1.4
- (c) Overall Assessment of the Bank (One para only)
- 3.1.5
- 3.2 Performance of the Beneficiary of ISDB Financing
- (a) Readiness and Quality of Preparation
- 3.2.1
- 3.2.2 .
- (b) Quality of Implementation Arrangements
- 3.2.3
- 3.2.4
- **3.2.5** . The organizational chart of the EA at post-evaluation is depicted in **Annex-10**: **Organizational Chart** of the **Executing Agency at Post-Evaluation**
- (c) Compliance with Covenants and Safeguards
- 3.2.6.
- 3.2.7
- **3.2.8 Table-7** below lists the status of compliance with covenants in PPER compared with that of PCR.

Table-7: Status of Compliance with Covenants in PPER compared with PCR

- (	PC	CR	PPER					
Type of Covenant*	Complied With (No.)	Partly Complied With (No.)	Not Complied With (No.)	Complied With (No.)	Partly Complied With (No.)	Not Complied With (No.)		
Regulatory	X			Х				
Financial	X				X			
Institutional								
Social	X			X				
Environmental	X			X				
Other								
Total								

Source:

3.2.9

3.2.10



- (d) Responsiveness to Bank Supervision
- 3.2.11
- 3.2.12
- (e) Effectiveness of Measures for Project Sustainability
- 3.2.13
- 3.2.14
- (f) Overall Assessment of the Executing Agency (One para only)
- 3.2.15
- 3.3 Performance of other Stakeholders
- (a) Assessment of consultant
- 3.3.1 Attempt only if applicable.
- 3.3.2
- (b) Assessment of contractor
- 3.3.3 Attempt only if applicable.
- 3.3.4
- (c) Assessment of other stakeholders if applicable:
- 3.3.5 Attempt only of applicable.
- 3.3.6

## CHAPTER - 4: ISSUES, LESSONS AND RECOMMENDATIONS (2 PAGES)

- 4.1 ISSUES
- 4.1.1
- 4.1.2
- 4.1.3
- 4.2 LESSONS LEARNED (3-4 LESSONS)
- 4.2.1 Lesson Learned 1
- 4.2.2 Lesson Learned 2
- 4.2.3 Lesson Learned 3...

## 4.3 FOLLOW-UP ACTIONS AND RECOMMENDATIONS (3-4 FOLLOW-UP ACTIONS AND 3-4 RECOMMENDATIONS)

#### 4.3.1 Follow-up Actions

#### For the IsDB:

A. Follow-up Action 1.....

B. Follow-up Action 2....

-----

#### For the Government of xxxx:

C. Follow-up Action 1....

D. Follow-up Action 2 ...

#### 4.3.2 Recommendations

#### For the IsDB:

A. Recommendation 1.....

B. Recommendation 2....

----

#### For the Government of xxxx:

C. Recommendation 1....

D. Recommendation 2 ...

-----



## **ANNEXES**

## ANNEX-1: PROJECT LOCATION MAP



## **ANNEX-2: PHOTOGRAPHS OF PROJECT FACILITIES**

## Annex-3: List of Persons Met

Sl. No.	Name	Institution	Position
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			
11			
12			
13			
14			
15			
16			
17			

### **ANNEX-4: LIST OF DOCUMENTS REVIEWED**

- A. General Documents for all Operations
- B. Specific Documents
- C. Miscellaneous Documents
- D. Websites Visited

## ANNEX-5: RETROFITTED LOG-FRAME



## **ANNEX-6: PLANNED AND ACTUAL PROJECT OUTPUTS**

### [Outputs of a hypothetical road project are shown as examples]

Sl. No.	Planned	Actual
1	Rehabilitation of 125 kilometers of secondary roads under the project	A total of 105 kilometers of secondary roads were rehabilitated including a bridge damaged by floods and not part of the original design. Fewer kilometers were rehabilitated than envisaged at appraisal, as the 20 km segment was transferred to another project due to floods in the country.
2	Provision for various road maintenance equipment and award of maintenance works to private contractors	<ul> <li>Road maintenance equipment were provided was of high quality although considered to be expensive to operate and maintain.</li> <li>Maintenance works were awarded to private contractors.</li> <li>Private sector was able to hire equipment from the pool.</li> </ul>
3	Implementation of necessary road infrastructure reforms: Organization of road sector institution, Road Safety Acts, etc.	<ul> <li>Road sector institution was organized, i.e., ministerial and departmental functions defined.</li> <li>National Safety Road Council was established.</li> <li>The Road Safety Acts are currently being enacted. While formally complied with, there is no specific framework that has been prepared or implemented.</li> <li>Customs facilities at the border were improved.</li> </ul>



# ANNEX-7A: MAIN ASSUMPTIONS FOR RE-ESTIMATION OF PROJECT'S ECONOMIC INTERNAL RATE OF RETURN (EIRR) AT POST-EVALUATION

[The case of an education project is shown as illustration; calculations not shown]

The development of the project will benefit the country's economy at large by providing a pool of better-trained graduates, thereby making a useful contribution to the economic development process, especially in the region.

The main assumptions for re-estimation of the project's Economic Internal Rate of Return (EIRR) are given below:

- 1. The normal exchange rate used is (local currency) per US\$ 1.
- 2. The standard conversion factor is assumed to be 0.81. Investment cost is multiplied by this conversion factor to obtain the effective investment cost.
- 3. The average tuition fee is estimated dividing the total tuition revenue by the total number of students enrolled in academic year 20XX. It is about (local currency) or US\$ --- per year per student.
- 4. The expected incremental salary of graduates is assumed to be around (local currency) or UD\$ --- per month. This is the average of the earnings of the cohort of graduates from different universities. For instance, in the project appraisal document of a similar project of the World Bank, a lower figure US\$ --- was used due to variance in the quality of university graduates. This benefit is received by students who graduate starting from 20XX or the second year of the project. The total benefit is the cumulative incremental salaries received by previous graduates' cohort plus the benefit received by the present cohort.
- 5. The study cost is assumed to be around (local currency) or US\$ --- per month. The length of the study is assumed to be 5 years. This is the average time of study in (member country) at the bachelor's degree.



### ANNEX-7B: RE-ESTIMATION OF PROJECT'S ECONOMIC INTERNAL RATE OF RETURN (EIRR) AT POST-EVALUATION

[The case of an education project is shown as illustration; calculations not shown]

The benefits realized from this project would be:

- 1. Improvement in the teaching system in the university which leads to better quality of graduates.
- 2. Increased revenues from research activities conducted by the university due to better research facilities.
- 3. Increased salary received by the graduates in the labour market due to better quality.
- 4. Increase in local economic activities due to the increase in the university's enrolment capacity. More students are expected to spend their allowances in the local economy to fulfil their needs.

The first and fourth benefits are difficult to quantify while the rest are able to be quantified. The third benefit is actually the expected incremental salary of graduates of the university due to better quality which is the primary benefit of the project.

The economic costs are the investment cost, operational and maintenance cost, and the teaching cost of the graduates during their study in the university. The discount rate used is 7% which is higher than the prevailing mark-up of the ISDB's financing (around 6%).

The result of the economic analysis is the Economic Internal Rate of Return (EIRR) of the project which is estimated at 9.60% with a discount rate of 7%. Since the EIRR is higher than the discount rate, the project is very sensitive to the change in the graduates' earnings. An increase/decrease of 25% of graduates' earnings results in increase/decrease of EIRR of 16.7% and 4.4%, respectively.

Sensitivity analysis also shows that the increase in study cost will reduce the economic benefit of the project. An increase in study cost by 25% reduces the EIRR to 9.5% which is still higher than the discount rate.

However, there is still another benefit which cannot be estimated as mentioned before. This benefit is derived from the impact of the student activities on the local economy. Facilities such as photocopying, manuscript typing, printing, restaurants, and housing are commonly spread out around the university campus. Moreover, the improvement of the enrolment capacity and development of new campus will cause some multiplier effect on the local economy.



# ANNEX-8A: MAIN ASSUMPTIONS FOR RE-ESTIMATION OF PROJECT'S FINANCIAL INTERNAL RATE OF RETURN (FIRR) AT POST-EVALUATION

#### [The case of a railway project is given as illustration]

The main assumptions for re-estimation of the project's Financial Internal Rate of Return (FIRR) are given below:

		Unit	At Appraisal	At Post-Eval
i.	The revenue per passenger/km	Riyal	43	100.8
ii.	The revenue per freight/ton/km	Riyal	100	234.5
iii.	Current volume of passenger/km from Tehran to Mashhad	billion km	5.556	7.22
iv.	Current volume of freight/ton/km	billion km	2.5	1.11
٧.	Current exchange rate	1 US\$ = Riyal	8000	10700
vi.	Based on the above exchange rate, the current passenger revenue	billion Riyal	238.908	728.31
vii.	Based on the above exchange rate, the current freight/ton/km revenue	million US\$ billion Riyal	29.86 250	68.07 260.5764
	neight/ ton/km revenue	million US\$	31.25	24.35
viii.	Expenses per passenger/km	Riyal	18	42.21
			100.008	304.874388
	Total Expenses	million US\$	12.50	28.49
ix.	Expenses per freight/ton/km	Riyal	23.7	55.58
			59.25	401.4
	Total Expenses	million US\$	7.41	37.52

- x. The passenger traffic is expected to grow by 20% during the 1<sup>st</sup> year and 9.24% for the remaining life of the project. The freight traffic is expected to grow by 15% during the 1<sup>st</sup> year and 7.18% for the remaining life of the project.
- xi. There is a demand which is not being met by the current supply. It is assumed that when a new system is in place it will generate a higher demand.



## Annex-8B: Re-estimation of Project's Financial Internal Rate of Return (FIRR) at Post-Evaluation

[The case of a railway project is given as illustration]

	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Incre.																		
revenues &																		
expenses																		
Incremental																		
revenues:																		
Revenues:						50.40	54.33	58.57	63.14	68.07	73.38	79.10	85.28	91.93	99.11	106.84	115.18	124.17
Passengers						30.40	04.00	30.37	00.14	00.07	70.00	19.10	00.20	91.90	99.11	100.04	110.10	124.17
Revenues:						23.40	23.64	23.87	24.11	24.35	24.87	25.40	25.94	26.49	27.05	27.63	28.22	28.82
Freights						20.40	20.04	20.01	24.11	24.00	24.07	20.40	20.94	20.49	21.00	21.00	20.22	20.02
Total						73.80	77.97	82.44	87.25	92.42	98.25	104.50	111.22	118.42	126.16	134.47	143.39	152.98
revenues						70.00	11.51	02.44	07.20	32.72	30.20	104.00	111.22	110.42	120.10	104.41	140.03	102.50
Operating																		
expenses:						23.44	24.61	25.84	27.14	28.49	30.72	33.11	35.70	38.48	41.49	44.72	48.21	51.98
passengers																		
Operating																		
expenses:						30.86	32.41	34.03	35.73	37.52	38.31	39.13	39.96	40.81	41.68	42.56	43.47	44.39
freights																		
Total																		
operating						54.31	57.02	59.87	62.87	66.01	69.03	72.24	75.66	79.29	83.16	87.29	91.68	96.37
expenses																		
Net operating						19.49	20.95	22.57	24.39	26.41	29.22	32.26	35.56	39.13	43.00	47.18	51.71	56.61
income						19.49	20.90	22.37	24.39	20.41	29.22	32.20	33.30	39.13	43.00	47.10	31.71	30.01
Investment																		
outflows																		
ISDB	0.00	0.00	9.05	28.00	0.00													



disbursement																		ļ <b>ļ</b>
GOI contribution	18.80	27.68	37.96	20.00	3.48													
Total investment outflows	18.80	27.68	47.01	48.00	3.48													
Net cash flows	-18.80	27.68	47.01	48.00	3.48	19.49	20.95	22.57	24.39	26.41	29.22	32.26	35.56	39.13	43.00	47.18	51.71	56.61
Project's FIRR	12.50%																	



#### Protected

PROJECT PERFORMANCE EVALUATION REPORT ON XXXX PROJECT, XXX



### **Annex-09: Planned and Actual Disbursed Funds**



### ANNEX-10: ORGANIZATIONAL CHART OF THE EXECUTING AGENCY AT POST-EVALUATION



#### APPENDIX I: RATING MATRIX

CORE CRITERIA	SUB-CRITERIA	SUMMARISED EVALUATION FINDINGS RELATING TO EACH SUB-CRITERIA	OVERALL CORE- CRITERIA SCORE
	Consistency of project objectives with country overall development strategy and with the beneficiaries' needs and with the ISDBG's Member Country Partnership Strategy (MCPS)		
1. RELEVANCE	Relevance of Project Objectives and Coherence between outputs and outcomes (including the modified ones): It is an assessment of the internal logic of the results chain of the operation and the validity of underlying assumptions. It assess 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.		#DIV/0! #DIV/0! #DIV/0!
	Relevance of the design at entry, this includes technical, financial and development related design. <i>It assesses the relevance of the technical options and solutions adopted, to the beneficiaries needs. If applicable; relevance of the design at closing (including the modifications) is also assessed.</i>		
	Total Relevance		
2. EFFECTIVENESS	Achieved of project outputs and outcomes compared to planned targets.  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		#DIV/0! #DIV/0!
	Total Effectiveness		



•	Cost- benefit Analysis of the project (Did the benefits of the project (achieved or expected to be achieved) exceed project cost?)	#DIV/0!
3. EFFICIENCY	Cost Effectiveness (Were the benefits of the project achieved at least cost?)	#DIV/U!
	Total Efficiency	
	Technical, Financial, Economic soundness of the project results (including O&M facilitation, availability of recurrent funding, spare parts, workshop facilities etc.)	#DIV/0!
4.	Beneficiary commitment, including supportive legal/regulatory framework and socio-political/stakeholder support	#DIV/0! #DIV/0!
SUSTAINABILITY	Institutional sustainability (organizational and management effectiveness)	#DIV/0!
	Resilience of the project results to exogenous factor	
	Total Sustainability	
	AGGREGATED PROJECT DEVELOPMENT OUTCOME (APDO)	



## APPENDIX II: VALIDATION PROCESS FOR PPER (PROJECT CODE)

Sl. No.	Comments of the Relevant Complex	Evaluator's Comments
1		
2		
3		
4		
5		
6		

