

Economic and Social Infrastructure Department

# Project Completion Report Compendium 2020



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**Project Completion Report  
Compendium  
2020**

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## Foreword



The IsDB mission to promote comprehensive human development through alleviating poverty, improving health, promoting education, improving governance, and prospering people remain intact. One of the ways the IsDB is achieving its mission is through the provision of financial and technical support towards the design and implementation of developmental projects in the member countries (MCs) and non-MCs.

The IsDB President's 5 Year Program (P5P) stressed the importance of creating awareness about our roles in helping MCs achieve comprehensive human development. The Project Completion Report (PCR) is a valid documentation of our developmental projects in the MCs. The PCR is a valuable body of knowledge that provides the review of the project's life cycle (what happened, what was learned, what went well or not, and assessments of the process and the results for the benefit of subsequent projects).

Every year, projects are completed, and PCRs are prepared and archived. This needs to be reversed and the information shared with all stakeholder as soon as the reports are ready. In this light, the idea of the PCR compendium was initiated by the Economic and Social Infrastructure Department. The compendium is a compilation of the snapshot of PCRs completed in the year. It presents a great avenue to further create awareness on how the Bank is delivering impactful changes in the MCs.

I would like to thank everyone who contributed to the development of this compendium.

A handwritten signature in blue ink that reads "A. Diallo". The signature is stylized and cursive.

Amadou Thierno Diallo  
Director, Economic & Social Infrastructure Department  
Islamic Development Bank Group

# Acknowledgements

The Project Completion Report (PCR) Compendium is a compilation of PCR briefs extracted from the PCRs finalized in 2020. The PCRs are very important knowledge products for IsDB as they highlight key project elements, such as financial standing at completion, performance assessment and results, stakeholders' performance, key factors that affected implementation and outcomes, risks to development outcome, lessons learnt, and follow-up actions and recommendations.

The PCR compendium was developed by the Economic and Social Infrastructure Department in cooperation with the Knowledge Management and Institutional Learning division, with the support of Amadou Thierno Diallo, Areef Suleman, Waref Karachouli, Nur Abdi, Mohammed Alsayed Ahmad, Sami Faruqi, and Mohammad Noman Siddiqui.

The 2020 edition (maiden) of the PCR Compendium comprised of 21 PCR briefs from seven sectors (agriculture & rural development, education, energy, health, ICT, transport and urban), cutting across the IsDB three regions (Africa & Br Latin America, Asia and MENA & Europe).

We are very grateful to all those who have taken their time to review and edit this work while it is being developed until it reached the reader with this beautiful picture.

Special thanks go to all the staff of the Bank that contributed to the development of the different PCR briefs, including Alagi Basiru Gaye, Ammar Abdo Ahmed, Bandar Alhoweish, El Elbashier Sallam, Ima Arit Kashim, Jawara Gaye, Khalid Abdelrahman, Momodou Lamin, Muzahid Ali, Omar Mehyar, Ougfaly Badji, Papa Abdoulaye SY, Sabri ER, Saeed Mohamed, Shaharyar Jawaid, Umar Kamarah, Bashir Jama, Yousef Yousef, Noura Kaki and Bassam Yahya Ali.

Profound thanks go to the project management and coordination team comprising Biola Kazeem Badmos (Project Lead), Mohamad Naamani, Omar Mehyar, Muzahid Ali, Yazan Alsayed, Mohamed Rizk, Mohammad Anamul Haque, Sharjeel Ahmad, Sahal Ali Al-Marwai and Fakhreddine Khelifi.

# Guide

## Sectors

A grid of eight icons representing different sectors. Each icon is accompanied by its sector name below it:

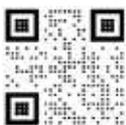
- Agriculture & Rural Development:** A green tractor icon.
- Energy:** A blue lightning bolt icon inside a circular arrow.
- Transport:** A blue bus icon.
- Urban Development:** A blue multi-story building icon.
- Information and Communications Technology:** A black globe icon with circuit lines.
- Education:** A black icon of a teacher at a whiteboard with students.
- Health:** A teal heart icon with a white ECG line.
- Water:** A green water drop icon.

## Sustainable Development Goals (SDGs)

A grid of 17 icons representing the Sustainable Development Goals (SDGs). Each icon includes a number, a title, and a representative symbol:

- 1 NO POVERTY:** Red icon with a family silhouette.
- 2 ZERO HUNGER:** Yellow icon with a bowl of food.
- 3 GOOD HEALTH AND WELL-BEING:** Green icon with a heart and ECG line.
- 4 QUALITY EDUCATION:** Red icon with an open book and pencil.
- 5 GENDER EQUALITY:** Red icon with a female symbol and male symbol.
- 6 CLEAN WATER AND SANITATION:** Blue icon with a water tap and drop.
- 7 AFFORDABLE AND CLEAN ENERGY:** Yellow icon with a sun and power symbol.
- 8 DECENT WORK AND ECONOMIC GROWTH:** Maroon icon with a bar chart and upward arrow.
- 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE:** Orange icon with stacked blocks.
- 10 REDUCED INEQUALITIES:** Pink icon with a double-headed arrow and horizontal lines.
- 11 SUSTAINABLE CITIES AND COMMUNITIES:** Yellow icon with buildings.
- 12 RESPONSIBLE CONSUMPTION AND PRODUCTION:** Orange icon with a circular arrow.
- 13 CLIMATE ACTION:** Green icon with a globe and flame.
- 14 LIFE BELOW WATER:** Blue icon with a fish and waves.
- 15 LIFE ON LAND:** Green icon with a tree and birds.
- 16 PEACE, JUSTICE AND STRONG INSTITUTIONS:** Blue icon with a dove and scales.
- 17 PARTNERSHIPS FOR THE GOALS:** Dark blue icon with interlocking circles.

## QR Codes

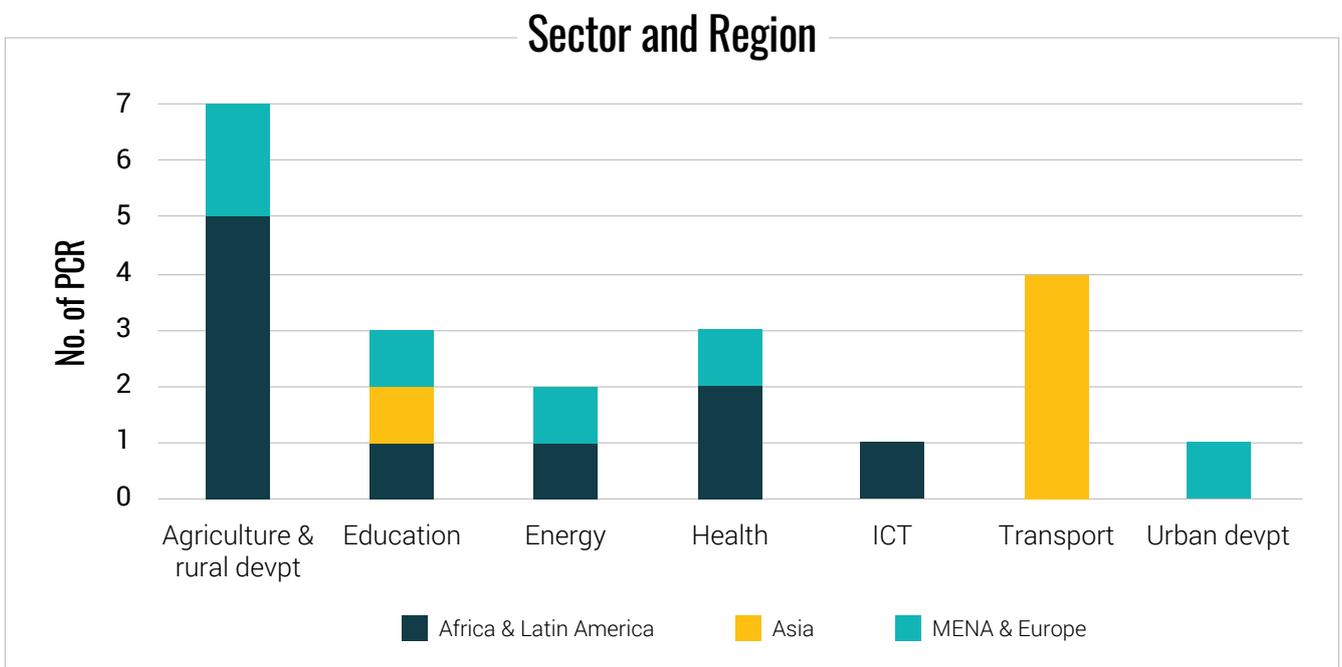
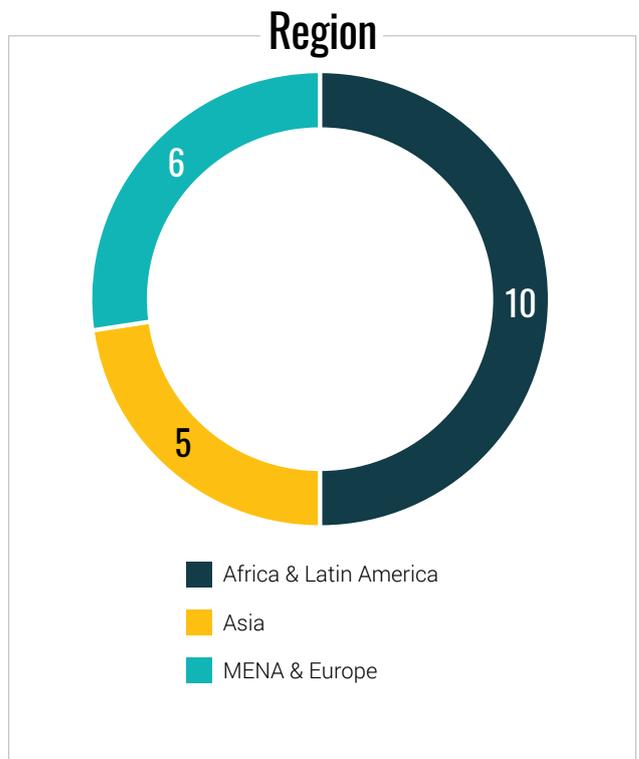
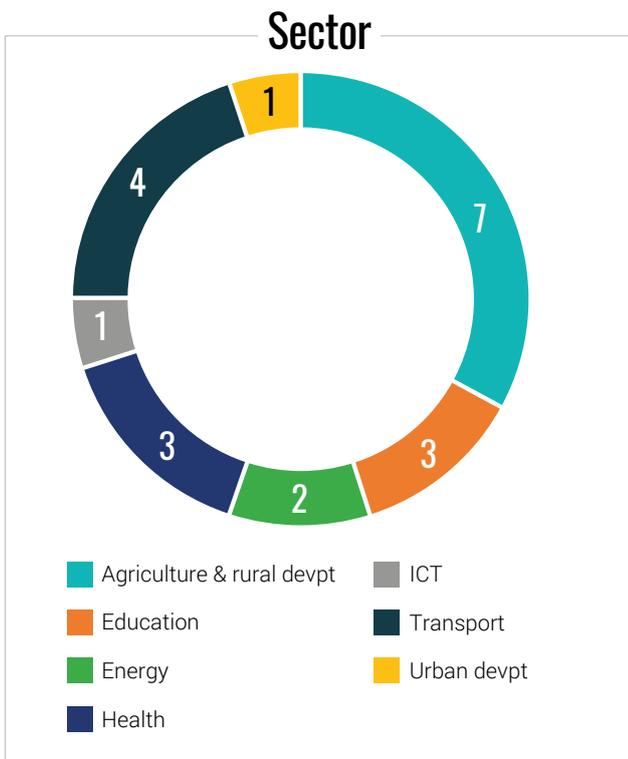


Next to each brief, is a QR code that may be scanned for a quick access to the full Project Completion Report.

## Units

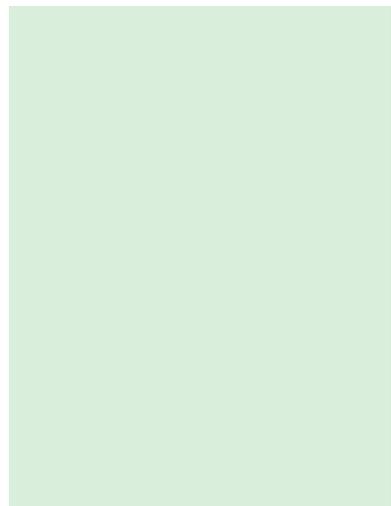
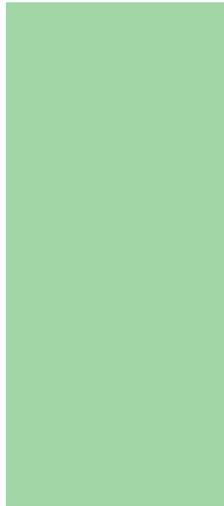
Gbps	Gigabits per second
GWh	Gigawatt hours
ha	Hectare
km	Kilometer
MCUM	Million Cubic Meters

MW	Megawatt
MWe	Megawatt electrical
TEU	Twenty-Foot Equivalent Unit
ton	Tonne



# Agriculture Infrastructure

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# Islamic Republic of Iran

## East Tehran Grain Silo Project



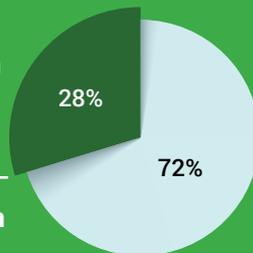
### Project Overview

Following the implementation of the Iranian government's wheat self-sufficiency plan and agricultural support policies, wheat production in Iran has reached around 12 million tons while total grain production (including barley, maize, and rice) reached 18 million tons in 2009. Since most production comes from rain fed agriculture, total grain production is variable depending on climate conditions. This highlights a need to store surplus grain to act as a buffer during periods of drought. As wheat is a food staple in Iran, its storage is therefore crucial to food security in the country. The Islamic Development Bank supported the Iranian government to improve food security by financing the construction of grain silo facilities in East Tehran.



### Project Funding

- **IsDB** Euro 16.38 million
- **Govt.** Euro 6.37 million



**Total Euro 22.75 Million**

### Project Timeline



### Results

The construction of a 100,000-ton capacity silo, which has enhanced wheat storage and reduced post-harvest losses. The project is expected to reduce the post-harvest losses at the storage stage by 10%, therefore allowing saving of around 20,000 tons of wheat annually.

Item	Planned	Achieved
→ Silo	100,000-TCS *	100,000-TCS *

\* Ton capacity silo



<b>Relevance</b> 78%	<b>Effectiveness</b> 67%
<b>Efficiency</b> 67%	<b>Sustainability</b> 75%
<b>Overall Performance: 72%</b>	



## Lessons learned

- One of the reasons for the significant delay in project implementation was the late transfer of funds to the contractor, along with local currency depreciation. The IsDB was unable to send money directly to contractors due to international sanctions on Iran and instead sent funds to the Central Bank of Iran (CBI).
- The contractors struggled to complete the construction work because local currency depreciation led to price hikes. A review carried out by the IsDB brought this issue to the attention of the government and the CBI compensated the contractors affected by price hikes.
- All elements of project implementation, including engineering design, procurement, and contractor selection, were conducted smoothly. The Project Management Unit (PMU) was set up prior to project approval and Project Management Consultants (PMC) were recruited, resulting in smoother project implementation.



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# Côte d'Ivoire

## Hydro-Agricultural Development Project in the Haut-Sassandra and Fromager regions



### Project Overview

The rural sector is a strong pillar of Côte d'Ivoire's economy, serving as a source of livelihood for most of the country's active population. Investing in the rural sector is therefore likely to significantly reduce high rates of poverty. The regions of Haut-Sassandra and Fromager have been experiencing severe food insecurity and high levels of poverty, coupled with erratic and insufficient rainfall.

The Islamic Development Bank supported Côte d'Ivoire's government to improve food security, boost economic growth, and reduce poverty through:

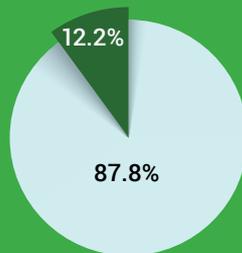
- Construction of rural infrastructure;
- Land development;
- Establishment of storage facilities;
- Rehabilitation of roads, and;
- Capacity building to improve farmers' agricultural knowledge and skills.



### Project Funding

- **IsDB** USD 15.37 million
- **Govt.** USD 2.14 million

**Total USD 17.51 Million**



### Project Timeline



### Results

Item	Planned	Achieved
→ Water retention dams	3	3
→ Land developed & improved	333 ha	332 ha
→ Storage facilities	3	3
→ Access roads	212 km	210 km

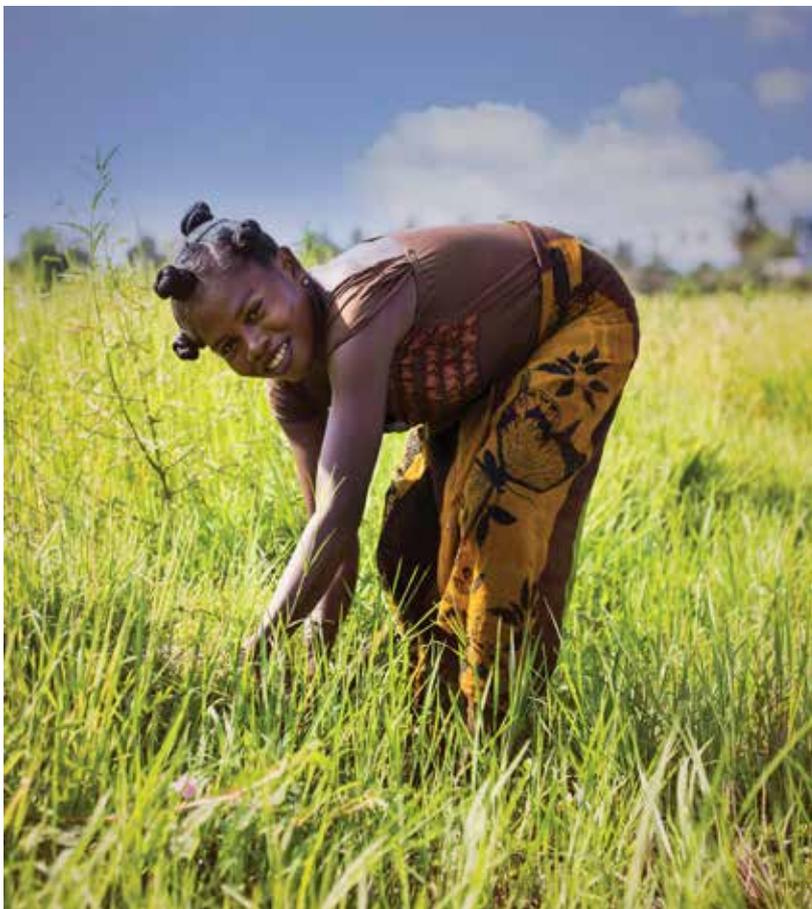
The project provided WITA 9 (a high yielding rice variety), significantly contributing to solving the critical problem of rice production by increasing yields from 1.5 tons/ha to 6 tons/ha with an average of 5.075 tons/ha. The infrastructure built as part of the project, along with the development of lowland and the construction and rehabilitation of access roads significantly improved beneficiaries income and food security. This was achieved through increased rice production, enhanced mobility of goods and people, and improved access to developed irrigation land.

<b>Relevance</b> 93%	<b>Effectiveness</b> 80%
<b>Efficiency</b> 75%	<b>Sustainability</b> 80%
<b>Overall Performance: 82%</b>	



## Lessons learned

- Involvement of administrative and customary authorities on land related issues go a long way in ensuring project success and sustainability.
- Direct and early engagement of the rural communities, farmers' organizations and the Water Users Associations (WUAs) through systematic awareness and capacity development programs helps to enhance project sustainability.
- To make efficient use of mechanization, especially in relation to the management and maintenance of agricultural equipment by smallholder beneficiaries, the presence of service provider in mechanization is required to optimize its use and for maintenance purposes.



## Testimonials

- "Before this project, our food reserves were exhausted by January but now it lasts longer."
- "Being members of farmer organizations, which include women, adds value to the rice through the process of parboiling, which enables selling to major cities in Cote d'Ivoire, including Yamoussoukro."
- "The earth dams constructed allow us to use water to produce more rice and other key crops thus enabling us to earn more income."



Umar Kamarah



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# Burkina Faso

## Integrated Rural Development Project in Central Plateau Region



### Project Overview

The rural sector is a strong pillar of Burkina Faso's economy, serving as a source of livelihood for the majority of the active population. However, the rate of poverty in the country's rural regions is still very high. Investing in the rural sector will therefore likely translate into a significant reduction of poverty. The Central Plateau Region (CPR) of Burkina Faso has been experiencing severe food insecurity and high levels of poverty, as well as erratic and insufficient rainfall, all of which has detrimentally impacted the rural population.

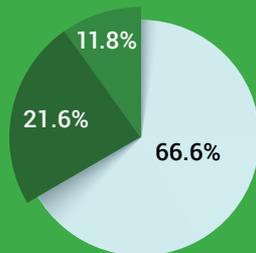
The Islamic Development Bank supported Burkina Faso's government to improve food security, boost economic growth, and reduce poverty through:

- Construction and rehabilitation of rural infrastructure;
- Provision of basic inputs (seeds, fertilizer artificial insemination, and vaccinations);
- Microfinance loans to smallholder producers, the active rural poor, or those involved in small agricultural businesses; and
- Provision of capacity building to improve farmers agricultural knowledge and skills.

### Project Funding

- **IsDB** Euro 10.41 million
- **Govt.** Euro 3.38 million
- **Partner** Euro 1.85 million

**Total Euro 15.64 Million**



### Project Timeline



### Results

Item	Planned	Achieved
→ Water retention earth dam	6	6
→ Irrigation Perimeters	290.6 ha	290.6 ha
→ Ponds	4	4
→ Marketing Inf	10	10
→ Access roads	185.2 km	185.2 km
→ Land improved	358 ha	154.16 ha

The infrastructure built as part of the project, along with the development of lowland and construction of rural roads, all contributed to increasing beneficiaries' income and improving their food security through:

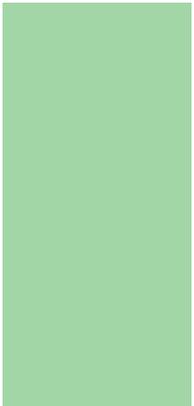
- Increased crop and livestock production
- Enhanced mobility of goods and people; and
- Improved access to developed irrigation land.

<b>Relevance</b> 80%	<b>Effectiveness</b> 76%
<b>Efficiency</b> 75%	<b>Sustainability</b> 75%
<b>Overall Performance: 77%</b>	



## Lessons learned

- Before starting, the project team met with members of the local community to discuss the project, but there was no written consent from any of these beneficiaries or their local leaders (traditional, religious, and political). As a result, the project encountered land-ownership issues during the implementation phase. Engaging local leaders and securing their consent formally resolved this issue.
- The project was only able to disburse €0.23 million (16.4%) of the planned €1.39 million worth of microfinance loans, with 186 out of the targeted 1,119 people receiving a loan. This impacted farmers' yields and anticipated income gains. The low disbursement of loans was linked to lengthy procurement procedures for the recruitment of the microfinance institution and the Islamic finance expert.



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# Sierra Leone

## Linking Farmers to Market Project



### Project Overview

Linking Smallholder Farmers to the Market Project (LFM) was a flagship program of the Ministry of Agriculture, Forestry and Food Security in Sierra Leone from 2010 to 2014.

The LFM project was implemented across the districts of the Western Area, Bombali, Tonkolili, Bonthe and Bo. Its key objective was to increase the income of smallholder farmers and reduce household food insecurity by improving the farmers production and marketing capacity.

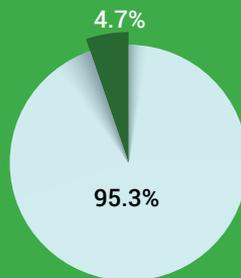
The Islamic Development Bank supported the Government of Sierra Leone through:

- Building smallholder farmers production and marketing capacity;
- Construction and establishment of Agriculture Business Centers (ABCs);
- Development of new agricultural land and small-scale irrigation facilities;
- Rehabilitating feeder roads for better access to markets;
- Capacity building and training for Ministry of Agriculture & Forestry (MAF) frontline extension agents and;
- Provision of labor saving, post-harvest technologies, and agricultural inputs.

### Project Funding

- **IsDB** USD 17.66 million
- **Govt.** USD 0.86 million

**Total USD 18.52 Million**



### Project Timeline



### Results

Item	Planned	Achieved
→ Rural feeder roads	600km	600km
→ Main crossing bridges	6	6
→ Agriculture Business Centers (ABCs)	25	25
→ Development of Inland Water Swamps (IVS)	500 ha	500 ha
→ Transportation Trucks	10	10
→ Agriculture Inputs	1340 tons	1340 tons

By providing access to reliable infrastructure, inputs, machineries and extension services, there has been a significant increase of agricultural production. The development of feeder roads linking agricultural communities to market centers has substantially increased trade of agricultural commodities. This has increased the farmers profit margin, and thus improved their livelihoods. The development of the Inland Valley Swamps (IVS) has also encouraged farmers to cultivate their fields more than once every farming year.



## Lessons learned

- The project faced several implementation challenges from the start, mainly related to the direct disbursement of the first set of civil work contracts, including Feeder Roads and Inland Valley Swamps Development. This impacted the project's progress and resulted in delay. IsDB changed the direct disbursement arrangement to be paid through the project's special account, which then accelerated the pace of progress.
- The scattered project sites presented accessibility issues and created challenges for management, administration, monitoring and supervision activities. It is recommended that such integrated agriculture projects adopt a focused area design approach to achieve high impact and efficient delivery.
- In terms of capacity development and extension activities, the engagement of international technical partners who have a strong presence and operations in the country, could have added value and better efficiency.

## Testimonials

- "The rural roads are constructed everywhere around the district. We can reach to the markets and neighboring centers very easily now." Villager, Bombali District
- "In the past and during the rainy season we are completely isolated and can't reach anywhere. The new rural roads have improved our livelihood conditions with better access to the social services and markets." Farmer, Bo District
- "Thanks to IsDB and the government, the Agriculture Business Centers (ABCs) were built and the associated processing equipment were supplied. The ABCs have had a positive impact on our farmers. They have helped them improve their farms productivity and organized the storage and selling activities. The farmers of our district are now getting better prices collectively." District Agriculture Officer, Tonkolili District



Khalid Abdelrahman



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# Mali

## Djenné Agricultural Development Project



### Project Overview

The Djenné Agricultural Development Project was planned within the strategic context of implementing CSCR 2012/2017; a nationwide framework focused on increasing agricultural production and productivity for sustainable growth and poverty reduction.

The Islamic Development Bank supported the Government of Mali to enhance agricultural production and food security, alleviate poverty, and improve the living conditions of beneficiaries through the development of:

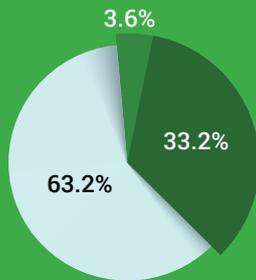
- Irrigation infrastructure, involving the construction of a mobile sill dam in Djenne with a reservoir;
- Agricultural land development;
- Construction of paved roads.



### Project Funding

- **IsDB** USD 32.25 million
- **Govt.** USD 1.83 million
- **Partner** USD 16.97 million

**Total USD 51.05 Million**



### Project Timeline



### Results

Item	Planned	Achieved
→ Land development under flood irrigations	14000 ha	14000 ha
→ Development of full water control surface irrigation scheme	1000 ha	1000 ha
→ Construction of paved road	25.6 km	25.6 km
→ Construction of upstream and left side protection	54 km	54 km
→ Development of agriculture land	6654 ha	6654 ha

Substitution of cash crops, such as cotton with irrigation infrastructure for rice helped off-season cultivation and gardening thus contributing to food security.



<b>Relevance</b> 88%	<b>Effectiveness</b> 80%
<b>Efficiency</b> 80%	<b>Sustainability</b> 75%
<b>Overall Performance: 81%</b>	



## Lessons learned

- Financial compensation of PMU staff was key for the delivery of the Djenne Agriculture Development Project; therefore adjusting pay scales to attract the right skills for PMU may benefit non-performing projects.
- The secondment of qualified sector department staff was also vital to the continuity and sustainability of the project. The key PMU/PIU staff were seconded from the Ministry of Agriculture.
- Co-location and co-financing of the project, if coordinated adequately, can result in high impact without inserting much additional financial and supervision constraints on each country, as well as the sector, which may result in delays.

## Testimonials

The construction of the dam has allowed the local community to rear livestock with ample food and water availability all year round, as well as enabling surrounding communities to benefit from reliable electricity supply.



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# Tamani Tien Konou Rural Development Project



## Project Overview

Due to havoc wrought by intermittent droughts and locusts between 2003 and 2004, Mali was struggling to supply its population with staple food items. Subsequently, the country came to rely on imported food.

In order to boost national food production, the government put an emphasis on irrigation under full water control. The Islamic Development Bank supported the Government of Mali to improve food security, drive economic growth and reduce poverty by:

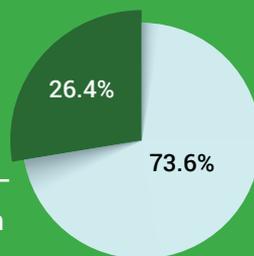
- Developing land under full water control irrigation and improving the hydraulic system;
- Bolstering agricultural production and the autonomy and management capacities of farmers and women’s associations;
- Developing a decentralized rural financing system and setting up a line of micro credit;
- Building social infrastructure, including boreholes and health centers.



## Project Funding

- **IsDB** USD 24.50 million
- **Govt.** USD 08.80 million

**Total USD 33.30 Million**



## Project Timeline

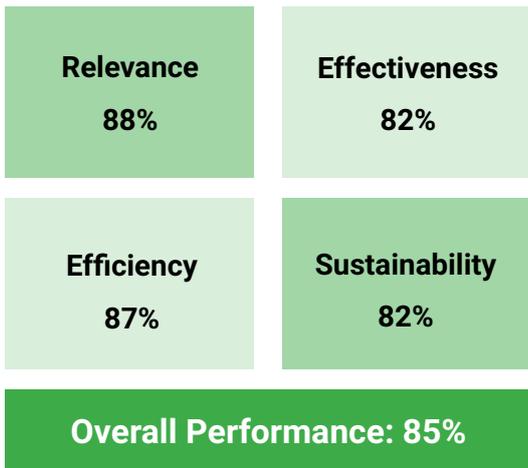


## Results

Item	Planned	Achieved
→ Retrofitting the Dioro supply channel	21 km	20.47 km
→ Tien-Konou irrigation perimeters with full water control	1300 ha	1347 ha
→ Tamani irrigation scheme under controlled flooding	2200 ha	2200 ha
→ Boreholes construction	20	20
→ Community health center	5	5
→ Decentralized financing system developed for 16 villages	16	16

Improved project infrastructure, including production systems, irrigation schemes and upgrading of the hydraulic system, along with the implementation of the Islamic micro credit line helped to sustainably expand and diversify agricultural production under full water control irrigation and controlled submersion in the zone.

This significantly contributed to ensuring food security in a country where 63% of the population lives below the poverty line. The development of income-generating activities improved food security and increased beneficiaries income through increased crop and livestock production.



## Lessons learned

- Proactively identifying and resolving problems at various stages of the project cycle and modifying the design as necessary to respond to changing circumstances e.g. retrofitting Dioro’s main canal was key to the project’s success.
- Investing in irrigation schemes to enhance farming systems also improved population stability by reducing rural migration.
- Promoting stakeholder participation strengthened project ownership. The involvement of various government departments, including the Segou Rice Agency, as well as beneficiaries proved crucial for successful project implementation.



## Testimonials

- “Before this project, our food reserves would get exhausted by February. For decades, and very often, Mali has been struggling to supply its population with staple food items due the havoc wrought by intermittent droughts and locusts between 2003 and 2004.” Segou Rice Agency
- “Subsequently, a significant proportion of food needs is covered by imports. In a climate of uncertainty, this project has boosted national food production by emphasizing irrigation under full water control. The full water control now allows us to produce more crops (rice, legumes, and other staple crops) and raise livestock thus enabling us to earn more income from the sales our crops produce.” Dr Dramane, Project Coordinator
- “The microfinance line enables the decentralized financing system managed by the Banque Internationale du Mali (BIM) to support 80 women’s groups to breed small ruminants.” Farmer Association

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# Sudan

## Water Harvesting Project for Agro-Pastoral Development in the State of Al Gadarif



### Project Overview

The Government of Sudan expressed interest in accelerating the development of the agricultural sector, given that it is the leading sector of the country's economy. Within the context of the agriculture acceleration program, the leadership of the Al Gadarif State turned to water harvesting to solve the water shortage problem and regulate its high variability in agriculture as well as for nomads, and to support efforts towards the conservation and better management of water resources.

The Al Gadarif state is considered one of the largest producers of food in Sudan. Animal-based foods constitute an essential part of Al Gadarif's natural resources.

The Islamic Development Bank assisted the Sudanese government to secure enough water during the dry season for both human and livestock needs, to improve the living conditions of the rural population and to boost their incomes from livestock and agricultural production.

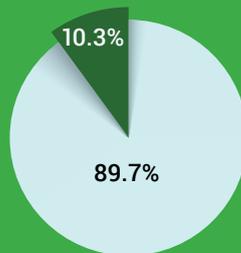
This was to be achieved through the:

- Construction of water structures (water ponds and dams);
- Erosion control and forestry activities;
- Veterinary services.

### Project Funding

- **IsDB** USD 12.38 million
- **Govt.** USD 1.42 million

**Total USD 13.80 Million**



### Project Timeline



### Results

Item	Planned	Achieved
→ Water Storage	6 MCUM *	6.5 MCUM *
→ Veterinary centers	6	6
→ Mobile clinic with medicines	1	1
→ Maintenance machinery	4	5
→ Forestry	6000 ha	6000 ha

The project has contributed to improving the living conditions of agro-pastoral groups in the State of Al Gadarif. An estimated 275,000 residents benefited from the project, while the number of animals is estimated at 2.5 million. The herders primarily benefited from improved access to potable water and veterinary services. Moreover, conflicts between rainfed farmers and herders over land and water have been reduced.

The project has contributed substantially to addressing the critical water scarcity issue of the Al Gadarif region in eastern Sudan. When visiting the sites, the benefits and overall impact on the rural communities in the region and their livestock and agriculture activities is clear.

\* Million Cubic Meters



## Lessons learned

- The regionally-focused development approach has proved successful and effective by maximizing the impacts on rural beneficiaries. IsDB invested significantly to deliver integrated rural and regional development in the Al Gadarif region, which is considered one of the main agriculture production zones in the country (primarily cereals and livestock).
- Recently, in the same region, IsDB financed the multipurpose Dam Complex of Upper Atbara Project (\$150 million - \$1.3 billion) which has had a huge impact on the national economy. IsDB is also continuing to finance the Water Supply Project in Al Gadarif city (\$80 million), taking water from DCUAP.
- To ensure sustainability and create a sense of project ownership, there is a need to directly engage rural communities and water committees early on in the project through systematic awareness and capacity development programs.
- It is important to set baselines at an early stage in the project to benchmark performance against indicators and adopt a sound monitoring and evaluation framework.
- The project aimed to secure water and veterinary services for agro-pastoral communities and their livestock. However, it is equally important in such interventions to understand and address gaps in the processing and market stages of the agriculture and livestock value chain.

## Testimonials

- “The project has changed our lives for the better and ended the suffering of migrating long distances with the herds searching for drinking water.” Herder, Al Fao Locality
- “Now we have the “Hafir” water pond next to our village. Our children are now using their time to go to school instead of searching for water all day long.” Villager, Galabat
- “Thanks to the Islamic Development Bank water veterinary center project, our cattle and sheep are more productive and healthier than before.” Herder, South of Al Gadarif
- “Water means life; we can’t settle and grow without having year-round access to it. We have observed clearly how livestock and horticulture around the Rashid dam has flourished in the last two years.” Community leader, Rashid



Khalid Abdelrahman

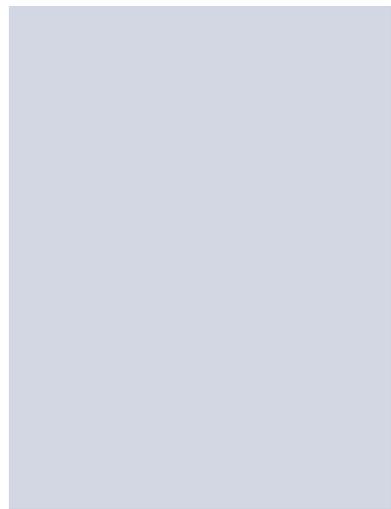
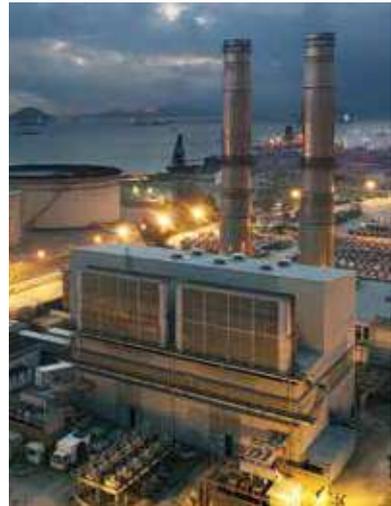


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# Economic Infrastructure

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# Turkmenistan

## Bereket - Etrek Railway Project



### Project Overview

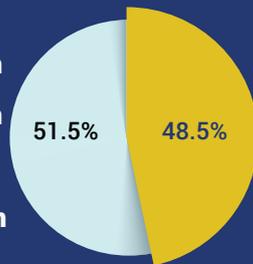
The railway system in Turkmenistan was developed based on the economic structure of the former Soviet Union. The railway is a major transportation mode, especially for commercial freight in Turkmenistan, but the network was not balanced in terms of territorial coverage, and affected the country's ability to meet its economic development needs.

The Islamic Development Bank supported the Government of Turkmenistan in the construction of a new railway line: Bereket - Etrek - Turkmenistan - Iran Border. The aim of the Bereket - Etrek Railway Project was to make Turkmenistan into a major transit route for freight traffic by connecting Central and Northern Asian countries of Russia and Kazakhstan with Gulf countries.

The project sought to enhance regional economic integration between Kazakhstan, Turkmenistan and Iran through better transport infrastructure. This involved the construction of specialized equipment in Etrek station to enable a fast and safe connection between the wide Russian standard gauge in the former Soviet Republics and the standard gauge in Iran, which serves as a transit network for the rest of the region.

### Project Funding

- **IsDB** USD 330.16 Million
  - **Govt.** USD 310.42 Million
- Total USD 640.58 Million**



### Project Timeline



### Results

The project resulted in the construction of 256.5 km of main railway lines, 69.1 km of auxiliary lines and 8 train stations. This is expected to increase regional trade between Kazakhstan, Turkmenistan and Iran, and contribute to substantial reduction in freight and passenger costs, as well as passenger travel time. It will also enhance rural access and create additional new job opportunities in the region.

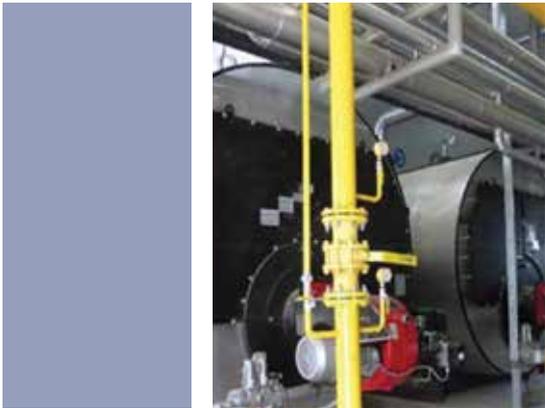


<b>Relevance</b> 93%	<b>Effectiveness</b> 66%
<b>Efficiency</b> 50%	<b>Sustainability</b> 80%
<b>Overall Performance: 72%</b>	



## Lessons learned

- The role of Execution Agency in project design and implementation cannot be overemphasized. Hence, a detailed assessment of their technical capability should be carried out prior to the commencement of project.
- The establishment of centralized Project Implementation Unit is essential for the proper management of large project. Such implementation unit helps to ensure smooth implementation, and minimize implementation related delays.
- Understanding the country's regulation, local laws and procedures are critical for project success. For, instance the last contractor faced delays due to the need to register with the local government. This was not envisaged, otherwise, the time required to register with the local government could have been factored into the project schedule plan. Alternatively, the process could have been fast-tracked.



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# Tajikistan

## Kulyab to Kalaikhumb Road Project



### Project Overview

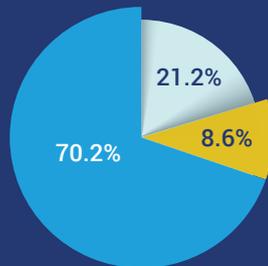
The road connecting Kulyab to Kalaikhumb is a vital corridor for the Government of Tajikistan. Its construction and rehabilitation linked Tajikistan with the Karakorum Highway in China through Kulma Pass, providing crucial access to the sea port of Karachi in Pakistan. This significantly enhanced trade and the flow of passengers and freight traffic between Tajikistan, Afghanistan, Kyrgyz Republic, Uzbekistan and China.

The Islamic Development Bank supported the Government of Tajikistan in the construction of a single carriage way section i.e. Shurabad - Shagon. The road met the increasing demand for freight and passenger traffic on the Kulyab to Kalaikhumb corridor. This improved the living conditions of the population and supported the economic growth of the country by providing a reliable direct land transport service between the western and eastern regions of Tajikistan, in addition to connectivity between regional countries.



### Project Funding

- **IsDB** USD 19.32 Million
  - **Govt.** USD 7.81 Million
  - **Partner** USD 63.91 million
- Total USD 91.04 Million**



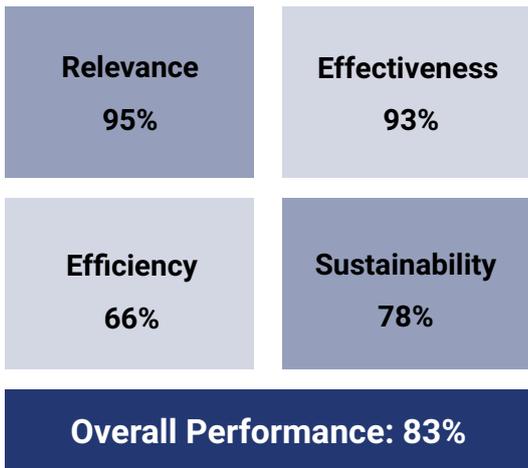
### Project Timeline



### Results

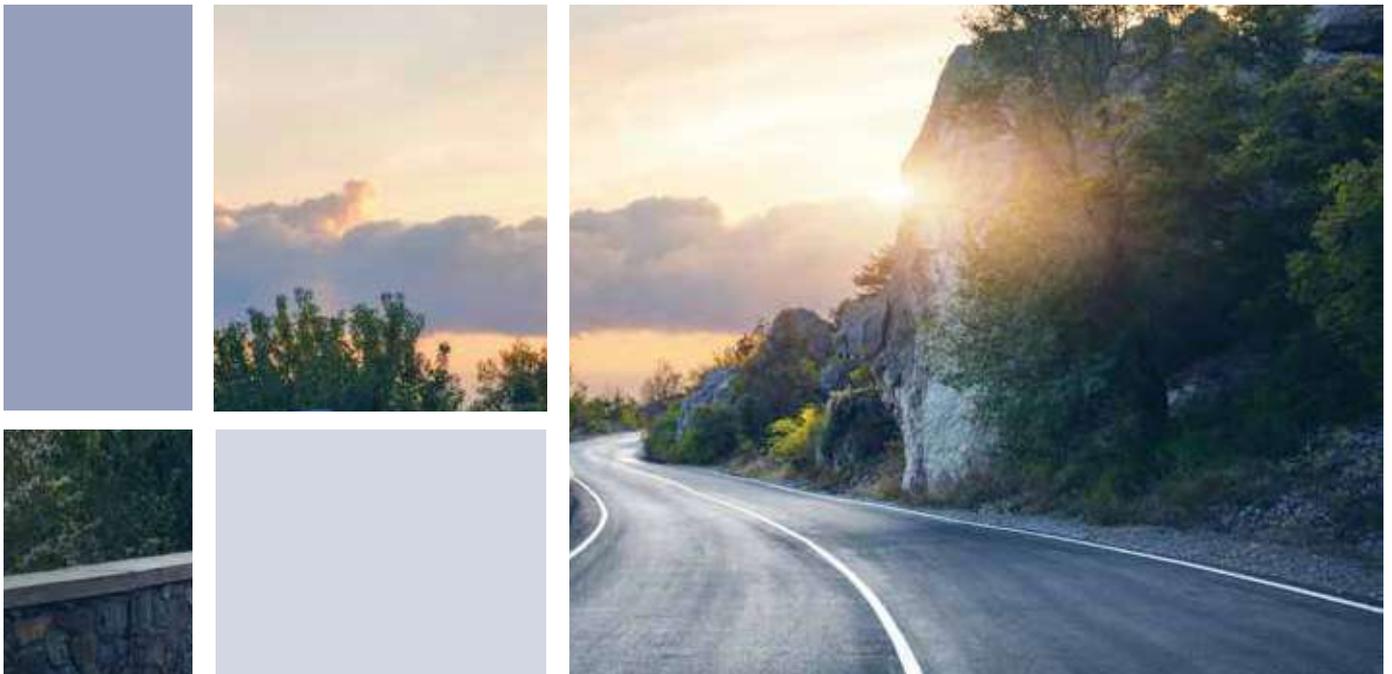
The project resulted in the construction a 39 km road, nine new bridges, 85 new culverts and the rehabilitation of an existing bridge. These outcomes ensured uninterrupted traffic flows and a significant reduction in vehicle operating costs, traffic accidents, and travel time.





## Lessons learned

- A thorough assessment should be applied when deciding the length of project implementation; considering factors such as delays due to working in areas with harsh weather conditions.
- Other procurement methods should be considered to ensure the contractor hired is fully capable with experience, personnel, and equipment to execute large scale projects.
- Large projects, despite delays, enable executing agencies (EAs) to gain experience in project implementation. This can be built upon with more capacity building for EAs in general.
- Internal coordination among all stakeholders is critical to ensure successful project implementation.



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# Republic of Indonesia

## Port of Belawan Expansion Project



### Project Overview

The Port of Belawan is one of the most important shipping terminals in the world. The strait is the main shipping channel between the Indian Ocean and the Pacific Ocean, linking major East Asian economies such as China, Japan, South Korea, and Taiwan with South Asian and Middle Eastern economies.

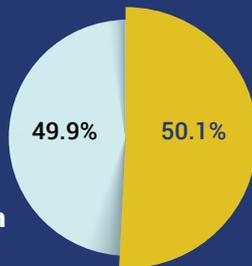
Over 60,000 vessels pass through the strait per year, carrying about one third of global trade and half of the world's oil shipments, mainly from Gulf suppliers to Asian markets. The port is situated 27 kilometers from Medan, the capital city of the province of North Sumatra. The province's economy is heavily dependent on the port, which serves as the main channel for the islands' commodity imports and exports.

Increasing the capacity of the container terminal in Belawan would enable the port to accommodate a larger number of container vessels with higher loading capacities. To this end, the Islamic Development Bank provided financing for the expansion of the Port of Belawan.

### Project Funding

- **IsDB** USD 51.48 Million
- **Govt.** USD 51.76 Million

**Total USD 103.24 Million**



### Project Timeline



### Results

The project extended the existing container terminal berth by 350m in length and 30m in width, and the existing container yard by 157,700sq/m. The Port of Belawan is now able to accommodate a larger number of container vessels with a higher loading capacity, thus contributing to the overall economic growth of the province of North Sumatra. The project also created around 100,000 new jobs. Between 2007 and 2020, the yearly carrying capacity of the port increased from 440,000 to 1,000,000 TEU an Asterix for domestic cargo, and from 330,000 to 652,000 TEU for international cargo.



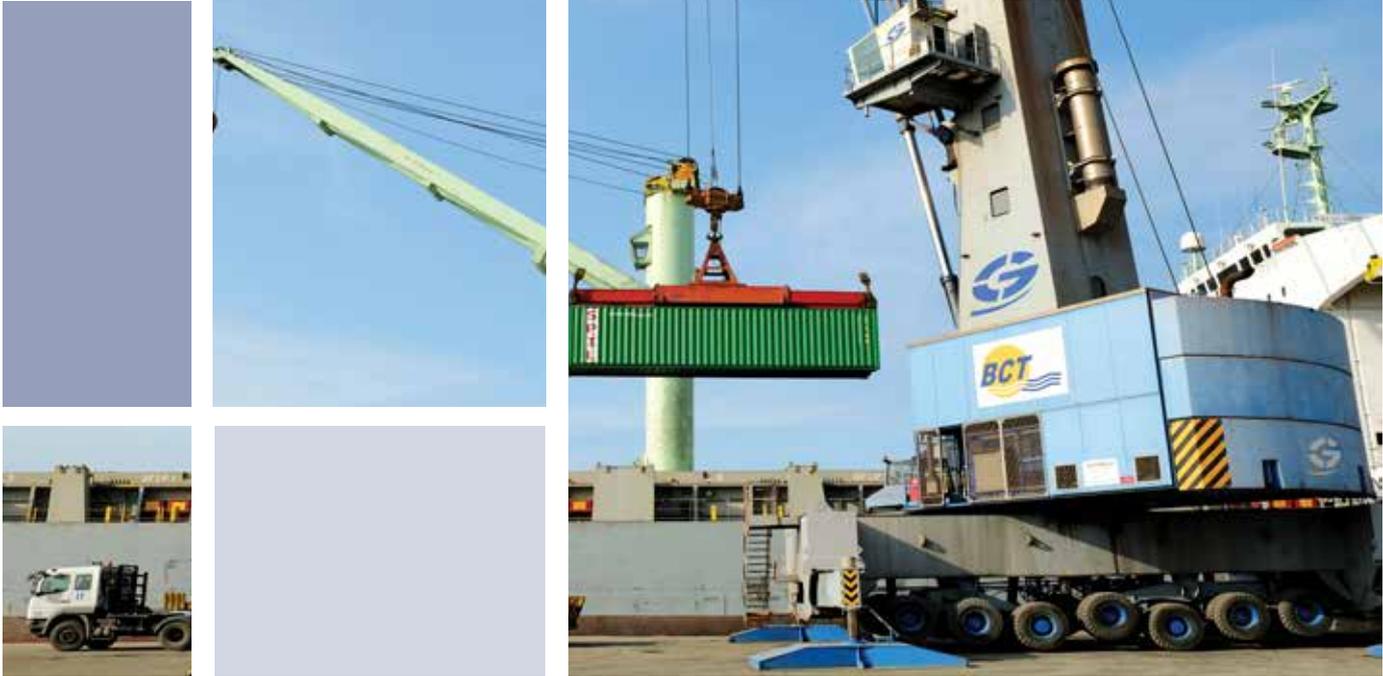
\* TEU - Twenty-Foot Equivalent Unit

<b>Relevance</b> 83%	<b>Effectiveness</b> 85%
<b>Efficiency</b> 63%	<b>Sustainability</b> 78%
<b>Overall Performance: 77%</b>	



## Lessons learned

- The four-year time frame for project completion proved too ambitious due to unforeseen issues, such as changes in design and scope, procurement challenges, and a change of funding partners. These developments, among others, led to a major delay.
- For transparency purposes, financial audits should always fall within the IsDB’s remit. This was not the case in this project, which had to be carried out by an official government institution.
- The project should have considered the impact of any work on the surrounding areas to improve traffic circulation to and from the port. Once the port is operational, there will be significant traffic congestion challenges that will need to be addressed.



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# Republic of Indonesia

## Regional Roads Development Project



### Project Overview

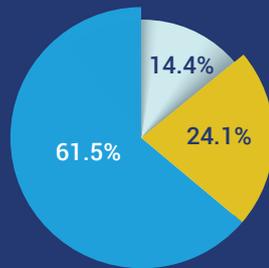
The Indonesian government was seeking to promote sustainable economic growth by significantly increasing infrastructure investment. To achieve more equitable development across the country, the government recognized the need to improve transport accessibility in less-developed areas, which would reduce poverty in local communities and expand long-term growth opportunities; and attract investment through the development of stronger trade ties under regional cooperation initiatives.

In line with the government’s strategy for economic growth and poverty reduction, the Islamic Development Bank supported the:

- Development of national and strategic roads, including the rehabilitation, improvement, or new construction of roads in four provinces; and
- Design and implementation of a development program to improve road safety, road investment planning, and overloading control; as well as the capacity development of road sector agencies.

### Project Funding

- **IsDB** USD 36.48 Million
  - **Govt.** USD 61.20 Million
  - **Partner** USD 156.20 million
- Total USD 253.88 Million**



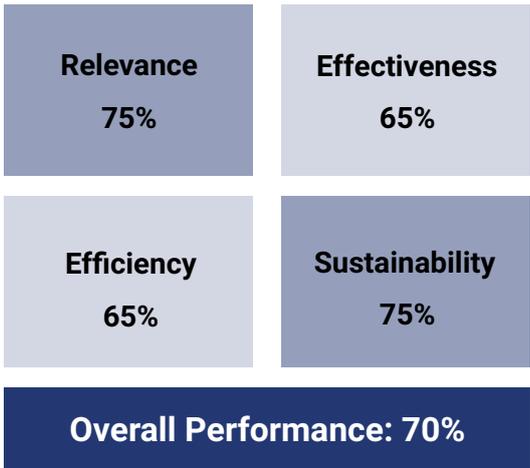
### Project Timeline



### Results

The project built 400 kilometers of national and strategic roads, which improved overall transport accessibility and connectivity in the country. This not only boosted transport efficiency and road safety, but also streamlined the road transportation network. The volume and capacity ratio in southern Java road corridors reduced from 0.8 to less than 0.5, and the number of road accidents decreased from 9.9 deaths per 10,000 registered vehicles to less than 7.





## Lessons learned

Healthier management of the procurement process and better mechanisms for the clarification and follow up of tenders is required. Having solid communication protocols at the start of the project would also help to avoid delays. Providing capacity building for staff through training and educational courses would result in a better understanding of what the process requires. A detailed project design should be made available to avoid delays in the mobilization of contractors, and IsDB staff should continue follow up and supervision missions, as well as the development of the PIASRs. Lastly, the public should be involved in the process to ensure social and environmental safeguarding.



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# Djibouti

## Regional Submarine Telecommunications Project

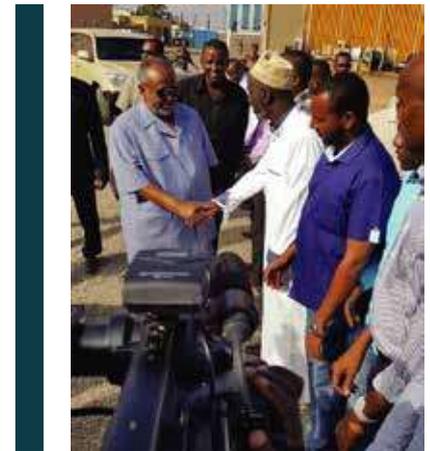


### Project Overview

To attain its 'Vision 2035', Djibouti must diversify its sources of growth and reduce its dependence on ports and related services. Since telecommunication services contribute up to 7% to the GDP of the country, the Government of Djibouti recognized its potential to generate additional fiscal revenues.

To help it achieve its goals, the Islamic Development Bank supported the Government of Djibouti to develop a regional ICT hub offering its neighbors (especially Ethiopia, Somalia and Eritrea) the opportunity to have telecommunication access as an intermediary.

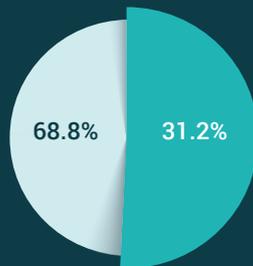
A submarine cable system was developed to meet the growing demand of international voice and data communication by connecting Djibouti to South East Asia – Middle East – Western Europe-5 (SEA-ME-WE-5 or SMW-5). The new cable allows an additional capacity of 500 Gbps (from 35 Gbps in 2014) and will contribute to the socio-economic development of the Republic of Djibouti by providing efficient and reliable Information & Communication Technology Services.



### Project Funding

- **IsDB** USD 16.5 Million
- **Govt.** USD 7.5 Million

**Total USD 24 Million**



### Project Timeline



### Results

Upon the completion, the submarine telecommunication ultimate bandwidth capacity increased by 500 Gbps through the SMW-5 system. Further upgrades are possible and will enable subsequent improvements in technology use.

Item	Planned	Achieved
→ New submarine cable from Haramous, Djibouti to SMW-5 cable connected	100 km	100 km

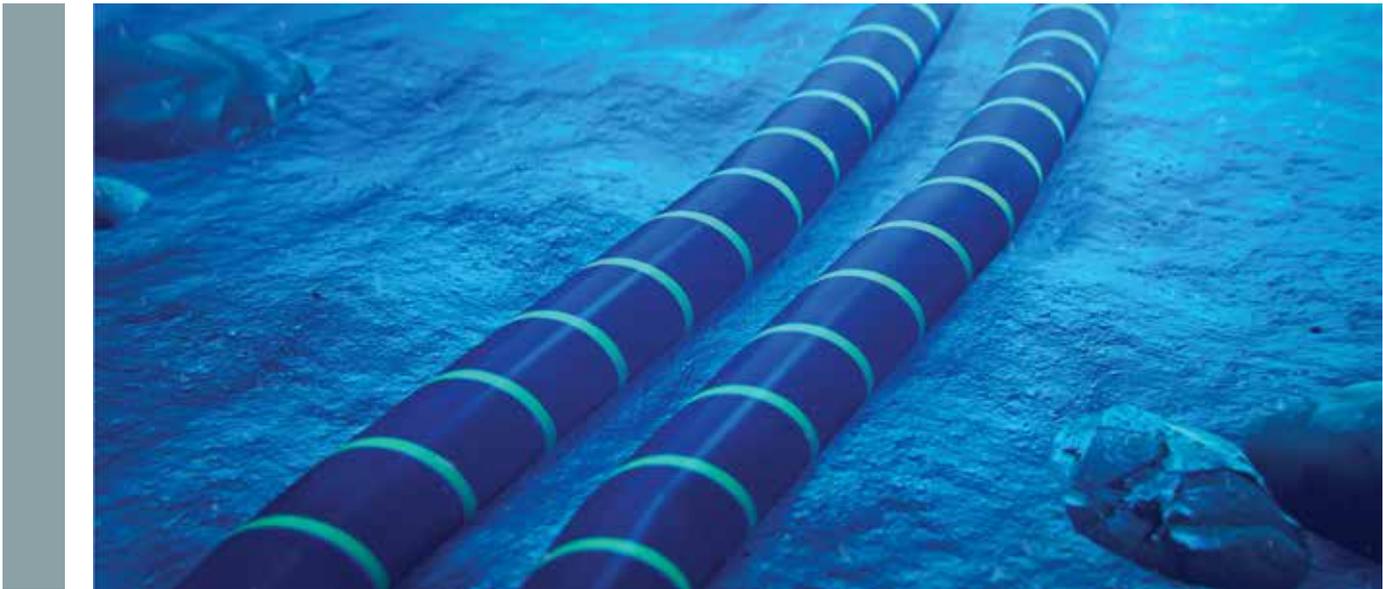


<b>Relevance</b> 95%	<b>Effectiveness</b> 95%
<b>Efficiency</b> 87%	<b>Sustainability</b> 90%
<b>Overall Performance: 92%</b>	



## Lessons learned

- Among the members of the SMW-5 consortium, many companies had considerable experience of managing submarine cable projects which helped the project complete successfully in time.
- Close coordination between consortium members was also a key success factor as the project was implemented by companies from 18 countries. Procurement Group (PG) of SMW-5 consortium played a vital role in coordinating the implementation process.
- Advanced stage of readiness enabled the project to be completed in time and on budget.
- Timely availability of counterpart funding also helped with successful implementation.
- The supply and construction of the submarine cable and supporting equipment was procured through Limited International Bidding (LIB), as there are only a few reputable companies in the world specialized in this field where the construction of a 20,000 km of submarine cable is involved. Although the procurement process was conducted using LIB, certain steps common in private sector selection process were not fully in line with the IsDB's procurement process. However, the selection of supplier was approved by IsDB on an exceptional basis since the process follows private sector practices and the same tender process was previously approved by IsDB in Regional Submarine Telecommunications Project, Bangladesh (2BD-0171).



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# Turkey

## Cekerek Hydro Electric Power Plant Project



### Project Overview

The energy sector is pivotal to Turkey's economy and society, which is why the country has an ambitious goal to achieve energy supply security by increasing the share of renewable energy in the overall energy mix, and reducing its import dependence for power generation.

The Islamic Development Bank supported the Government of Turkey to achieve a significant milestone in its pursuit to become energy secure and support economic growth through:

- Supporting a financial intermediary (a local development bank) who was a key stakeholder in the renewable energy industry;
- Assisting the Turkish private sector to take a lead in constructing, operating and maintaining eight run-of-river power plants;
- Preventing significant amount of carbon dioxide emissions and;
- Achieving significant socio-economic benefits for surrounding communities through building bridges and irrigation water channels used by local farmers.

### Project Funding

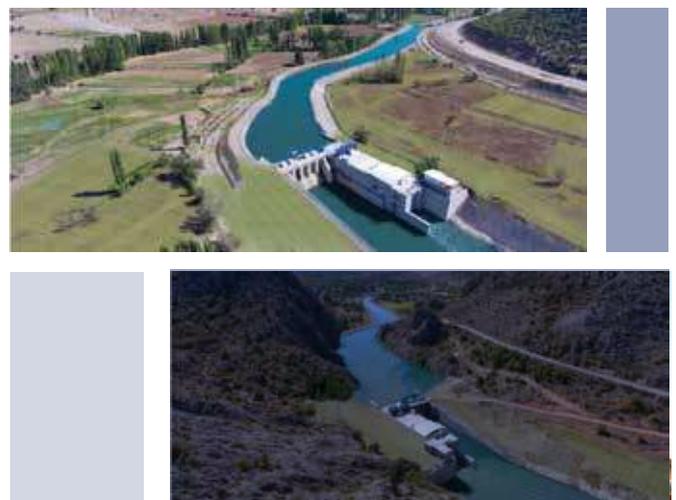


### Project Timeline



### Results

The project resulted in the installation of 8 power plants with a total generation capacity of 25.34 MWm/24.02 MWe. The Electricity generation of Cekerek is in the range of 95-100 GWh/year as opposed to the planned 78 GWh/year. This level of power generation prevented 66,857 tons of CO2 emissions during the first year while the plan was to prevent 44,460 tons/year of CO2 emissions on average. Eleven bridges were built on the river which facilitated the mobility of the surrounding local population. Fountains were also built in nearby villages, mosques were repaired, and local cemetery walls reconstructed. 10 kms of irrigation open channels were built for the use of local farmers while 200 acres of unusable swamp private land was rehabilitated and transformed into arable land.

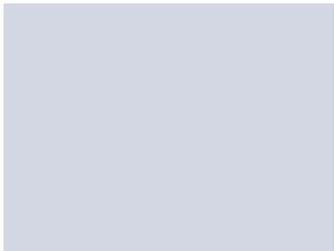
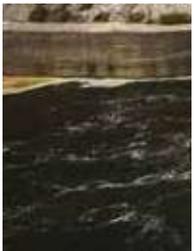
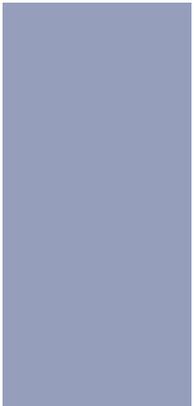


<b>Relevance</b> 83%	<b>Effectiveness</b> 96%
<b>Efficiency</b> 73%	<b>Sustainability</b> 92%
<b>Overall Performance: 86%</b>	



## Lessons learned

- Investing in proper project preparation especially in the design phase is a key success factor and cannot be underestimated. This project faced severe delays for not properly anticipating the expropriation costs and as a result, another design had to be approved.
- The major challenge of the new design was the significant amount of excavation works needed to regulate the existing river bed thus requiring significant time to complete the relevant civil works. Moreover, it was evident that securing the surrounding communities' authorization was critical and required proper attention.
- The project sponsor extended project benefits by including local communities in building the bridges; offering jobs during both construction and operation, and providing farmers with better access to irrigation resources.



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# Republic of Benin

## Maria Gleta Power Plant Project - Phase 1



### Project Overview

The availability of adequate and reliable electric power supply is essential to the socio-economic development of Benin. However, the shortfall in generation capacity coupled with the near total dependence on imported electricity (about 91% in 2014) increasingly became a threat to the country's economy. As well as this, countries exporting power to Benin had also started facing deficits in electricity supply.

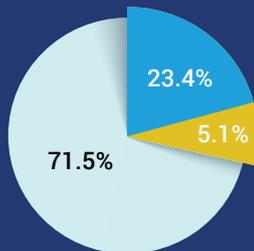
To address this, the Islamic Development Bank supported the Government of Benin to alleviate the electricity supply shortage in the interconnected electricity grid of Benin and improve the reliability of supply through the commissioning and installation of a power plant. The project aimed to act as a catalyst for sustained economic growth in Benin and contribute towards improving the living conditions of the population by meeting electricity demand.



### Project Funding

- **IsDB** Euro 99.5 million
- **Govt.** Euro 7.1 million
- **Partner** Euro 32.59 million

**Total Euro 139.19 Million**



### Project Timeline



### Results

The project resulted in the successful installation of a 127 MW power plant, which produced 782.48 GWh of electricity against a target of 581 GWh after one year of operation.



<b>Relevance</b> 100%	<b>Effectiveness</b> 84%
<b>Efficiency</b> 90%	<b>Sustainability</b> 84%
<b>Overall Performance: 90%</b>	



## Lessons learned

- The use of international competitive bidding (ICB) with the support of a reputable international consultant (Tractebel), secured a competitive offer from the contractor resulting in significant financial savings of more than 20 million euros. This also led to efficiency improvements, adding a further 7 MW to the original power plant capacity of 120 MW.
- Initially the project beneficiary requested for a change of the procurement method believing that an ICB will take a long time to implement. An open ICB process should always be the first option for any project of this scope, with the exception of a crisis situation such as the COVID-19 pandemic.
- Strong government ownership is key to ensure the successful implementation of such projects. This was demonstrated by the expedient process in the acquisition of land for the project site and the mobilization of counterpart funds to implement the Environmental and Social Management Plan (ESMP) activities, including compensation for the people affected by the project.
- Compliance issues to national procurement laws and local approval of counterpart funding led to some delays in implementation. Such local issues should be understood and addressed in the initial phase of the project.



Alagi Basiru Gaye

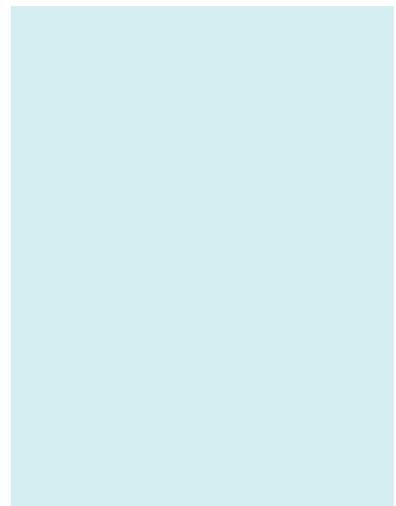
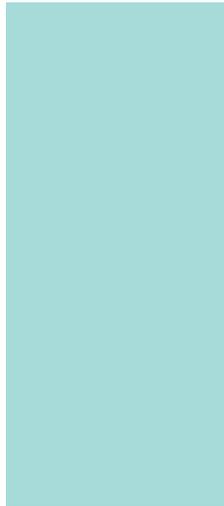


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# Social Infrastructure

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# Uganda

## Development of A Specialized Maternal and Neonatal Health Care Unit at Mulago National Referral Hospital, Kampala



### Project Overview

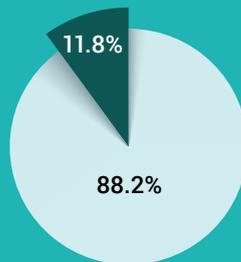
A key objective in Uganda's first National Development Plan 2010/11-2014/15 (NDP I) and NDP II 2015/16-2019/20 was to increase access to quality social services and reduce maternal and child morbidity and mortality rates. Given the country's high maternal mortality ratio (MMR) of 438 per 100,000 live births in 2011, the target under the NDP I, and the Health Sector Strategic and Investment Plan (HSSIP) 2010/11-2014/15 was to reduce this to 131 deaths per 100,000 live births.

The Islamic Development Bank supported the Government of Uganda to develop a specialized maternal and neonatal health care unit to contribute to the fulfilment of one of the main objectives of the first NDP: to increase access to quality social services, including reproductive health services.

The support provided by the IsDB was focused on improving access to specialized maternal and neonatal services through the construction of a healthcare unit and improving the quality of services by training staff in specialized maternal and neonatal skills and developing hospital management protocols.

### Project Funding

- **IsDB** USD 30.55 Million
  - **Govt.** USD 4.08 Million
- Total USD 34.63 Million**



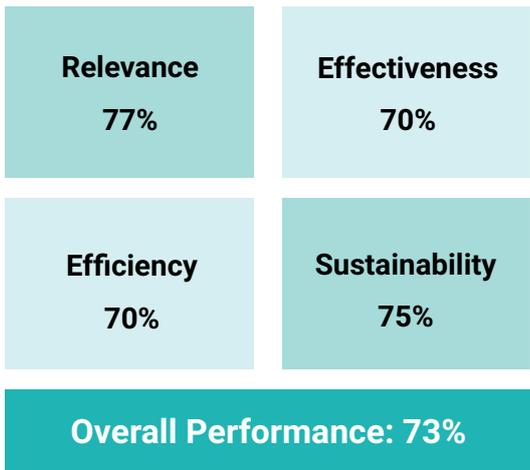
### Project Timeline



### Results

A 452-bed national maternal and neonatal unit fully equipped with state-of-the art medical equipment was established. Records show a steady increase in clientele for deliveries and OB/GYN surgeries at the hospital.





## Lessons learned

- Project supervision consultants are vital resources in ensuring smooth project implementation. Therefore, they should be involved in the project at the early stage of project design.
- Procuring a 2-year service contract and 1-year warranty by manufacturers for the hospital equipment was useful in ensuring the continuity of services as the hospital began operations.
- Debriefing government authorities on emerging issues throughout the evaluation phase really enabled them to immediately undertake mitigation measures.
- End user participation during site meetings of contractors and consultants during the course of the civil works was a first and created a collaborative environment
- A clear vision of the role of the hospital in providing regional specialized care was achieved by developing the hospital's public image to enhance medical tourism. Pictures of native flora and fauna of Uganda on the premises attracted visitors and garnered positive feedback.



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# Mauritania

## Development of the National Cardiology Center in Nouakchott



### Project Overview

Cardiovascular diseases (CVDs) were one of the major causes of death in Mauritania. Due to a lack of facilities in the country offering adequate treatment for cardiovascular diseases, patients often had to travel abroad for surgery, which was both expensive and time consuming. To address this, the Islamic Development Bank approved financing for the development of the National Cardiology Center (NCC) in Nouakchott; in line with the Government of Mauritania's National Health Development Plan to reduce CVDs linked mortalities.

The project aimed to increase access to quality CVDs care and decrease the number of patients undergoing treatment abroad through:

- Construction of a new, fully equipped National Cardiology Centre (NCC) in Nouakchott;
- Training to medical, paramedical and administrative staff.

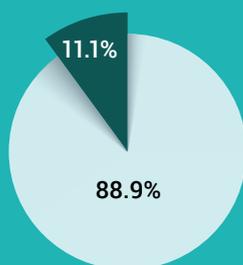


### Project Funding

● **IsDB** USD 19.88 Million

● **Govt.** USD 2.49 Million

**Total USD 22.37 Million**



### Project Timeline



### Results

A 101 beds capacity cardiovascular center facility was built compared to planned 80 beds, and 163 medical, paramedical and administrative staff benefited from training abroad compared to planned 86.

The number of open-heart surgeries increased by 83 in the first year of NCC operation and were predicted to increase by 50 more operations per year over the next 8 years. At this rate, the external evacuation for cardiovascular care services abroad will reduce by more than 80% over 3 years.

The NCC has become a centre of excellence, attracting regional professional agencies, such as the Saudi Heart Association to share experiences and transfer knowledge, including performing specialized cardiac operations for Mauritians for free. As a result of the NCC, Mauritania is on its way to gaining autonomy in the management of cardio-surgical cases.

**Relevance**

**97%**

**Effectiveness**

**89%**

**Efficiency**

**63%**

**Sustainability**

**75%**

**Overall Performance: 81%**



## Lessons learned

- A thorough assessment of medical equipment needs to be carried out during preparation and appraisal stage before project approval. This will help overcome issues with equipment criteria identification and consequent procurement delays.
- A thorough assessment of suppliers and consultants' financial and technical capacities i.e. biomedical background and experience would facilitate better specification of relevant equipment and prevent procurement delays.
- Engagement of consultants with medical background for medical equipment procurement would permit better specification of required equipment and overcome delays due to differences between proposed equipment during project preparation and that proposed after technical files had been finalized.



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# Cameroon

## Maternal, Newborn and Child Health Support Project



### Project Overview

Cameroon has one of the highest maternal mortality ratios (MMR) in the world; with 782 deaths per 100,000 live births (DHS, 2011). This is higher than the average MMR in Sub-Saharan Africa of 500 deaths per 100,000 live births. Cameroon is also one of the few countries where MMR has actually increased in the last decade.

In July 2014, the Islamic Development Bank supported the Government of Cameroon in the financing of the Maternal, New-born and Child Health Support Project. This sought to contribute to Cameroon's National Multi-sectorial Program for Maternal, New-born and Child Health (MNCH) 2014 - 2020 through the improvement of MNCH services thereby reducing maternal, neonatal and infant mortality rates in the country.

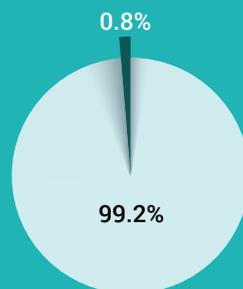
The project aimed to:

- Improve the quality of MNCH services in 34 health districts and;
- Promote MNCH services seeking behaviour and solidarity-based micro-takaful through community mobilization.



### Project Funding

- **IsDB** USD 23.70 Million
  - **Govt.** USD 0.20 Million
- 
- Total USD 23.90 Million**



### Project Timeline



### Results

- 85 IHC delivery rooms, 21 DH maternal and neonatal services, and 3 training clinical sites - all fully equipped and functional;
- Training provided to 609 peer educators promoting essential family practices in maternal, newborn and infant-juvenile health, as well as 2,533 health workers;
- 11 ambulances and 165 motorbike ambulances;
- Equipping IHCs with 35 bore holes and modern latrines;
- 208,794 families educated on MNCH;
- MNCH promoted through 26 TV and radio channels;
- 11 health districts enrolled into micro-takaful schemes for poor pregnant women.

The project contributed to an increase in prenatal consultations and live births attended to by skilled health personnel. There was also an increase in the number of under 5 years children with suspected pneumonia receiving anti-biotics. Furthermore, the number of health facilities in the region delivering quality MNCH services increased, as well as the number of pregnant women accessing them.

**Relevance****97%****Effectiveness****75%****Efficiency****85%****Sustainability****85%****Overall Performance: 86%**

## Lessons learned

- Lengthy centralized procurement processes resulted in the delay of achieving some of the project targets and were often related to administration within the Ministry's Procurement system. This can be off-set with a more decentralized structure.
- Inter-agency agreement (MoU's) signed between UNFPA and UNICEF enabled flexibility around transfer of funds, which helped speed up the implementation of activities and permitted the exploitation of each agency's comparative advantages on various issues.
- The pull system used in the disbursement of funds whereby a request for no-objection is imperative, can creates delays in project implementation if not properly handled. A more operational mechanism involving a pull and push system, whereby disbursements can be made systematically on a pre-defined frequency that takes into consideration the consumption rate in the field and the result achieved, could be useful, especially if accompanied by a pull system in case of emergency finance. The request for no-objection as a control measure for certain expenditures could be better maintained with the introduction of a clause in the procedure whereby, the absence of a reply from the hierarchy beyond a certain period, to be determined consensually, is implicitly considered a no-objection.



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# Uganda

## National Education Support Project - Phase 2



### Project Overview

The Ugandan government introduced the Skilling Uganda program to mark a paradigm shift in skills development with the intention of transforming Business, Technical and Vocational Education and Training (BTVET) into a comprehensive system of skills development for employment, enhanced productivity and growth. The main objective of the program is to provide beneficiaries with employable skills and competencies relevant to today's labor market.

The program was created to tackle the challenges of the TVET system in Uganda, which was characterized by three key weaknesses:

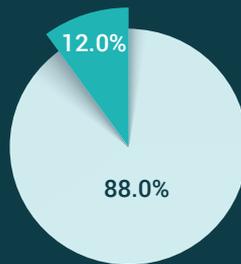
- Irrelevance to labor market needs and its limited practical oriented training offer;
- Low quality of skills training and the shortage of qualified instructors, dilapidated infrastructure, and lack of sufficient training equipment; and
- Weak governance structure, fragmented management and limited involvement of the private sector in program design and training.

The IsDB supported the Skilling Uganda program by: (i) improving access to and quality of vocational/technical education at tertiary level by expanding and upgrading three existing Ugandan Technical Colleges (UTCs); and (ii) strengthening capacity to provide improved vocational and technical education at UTCs.

### Project Funding

- **IsDB** USD 12.63 Million
- **Govt.** USD 1.73 Million

**Total USD 14.36 Million**



### Project Timeline



### Results

Item	Planned	Achieved
→ Higher National Diploma Curricula developed	3	3
→ Staff Training courses	6	6

Following the completion of both phases in December 2016 and June 2019 respectively, the improved physical infrastructure, higher quality training workshops, and laboratory equipment have helped shift public opinion of TVET and led to a rise in enrolment numbers. At the three technical colleges supported in the second phase, enrolment increased from 1,370 in 2012/2013 to 1,659 in 2019/2020 (a 21% increase). Female enrolment over the same period increased from 129 to 244 (representing an 89% increase). Thus, the proportion of girls' enrolment has increased from 9% to 15% over this period.

<b>Relevance</b> 90%	<b>Effectiveness</b> 80%
<b>Efficiency</b> 60%	<b>Sustainability</b> 80%
<b>Overall Performance: 78%</b>	



## Lessons learned

- To ensure sustainability, the project design processes should include effective forward planning that takes in account recurring costs such as staffing, operations, and maintenance requirements.
- The effective placement of students in the industry requires robust regulatory guidelines to ensure that all parties are incentivized to participate and facilitate the relationship between industry providers and training institutions.
- The measure of government commitment is not merely how much money is granted to a project, but also the efficiency and timely release of such allocations. This is because any delay may contribute significantly to prolonging project implementation, especially those of a civil nature.



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# Republic of Indonesia

## Quality Improvement of the Vocational Training Centers



### Project Overview

By 2030, Indonesia is expected to experience significant population growth, particularly of its working age population (those aged 15-64), which is expected to reach around 70% of the population. This increase in workforce will raise the country's economic value, especially if it can be sufficiently up-skilled and managed.

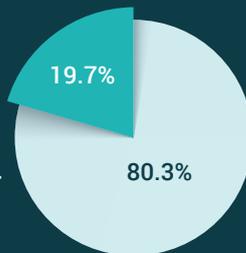
There were previously 156 Vocational Training Centers (VTCs) across the country which were not consistently applying competency-based training. The VTCs were also lacking adequate infrastructure, facilities, competent human resources, and high-quality teaching. Moreover, graduates of the centers were ill equipped to respond to the rapid development of the employment sector and the market demand.

The Islamic Development Bank supported the Government of Indonesia to develop its vocational and technical education offering by expanding the facilities and infrastructure of VTCs. It achieved this by constructing new buildings and improving the VTCs' quality of teaching, market relevance, and learning environment. This involved the development of skills training, high tech equipment, and a new focus on entrepreneurship.



### Project Funding

- **IsDB** USD 28.61 Million
  - **Govt.** USD 7.03 Million
- Total USD 35.64 Million**



### Project Timeline



### Results

The project constructed 12 new VTCs and renovated 3 buildings that are now fully equipped to provide high-quality teaching. About 165 VTC teachers and staff received a blend of relevant local and international training. The overall enrollment of students into the VTCs increased significantly from 9,931 in 2010 to 21,510 students in 2016 (a 116% increase), and again to 54,938 students (336%) in 2019, and the VTCs are now using industry-standard methods.



Relevance

86%

Effectiveness

92%

Efficiency

77%

Sustainability

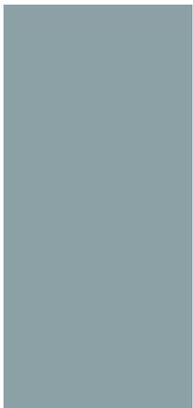
75%

**Overall Performance: 83%**



## Lessons learned

- Sustained channels of communication should be maintained between the EA and the Bank to ensure that all issues are resolved as they arise, thus preventing unnecessary delays.
- The PMU and the Bid Committee need to be trained regularly in IsDB's procurement guidelines and familiarized with DIPA budgeting mechanisms to ensure smooth procurement processes and avoid unnecessary delays.
- To ensure smooth communication between the PMU and the Bank, it is essential to carry out detailed assessment project management and communication skill of the PMU staff.
- Regular follow-up on project components or activities financed by other parties help to ensure that overall project progress according plan.



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# Turkey

## School Development Program in Istanbul



### Project Overview

The country's vocational and technical education sub-sector was not able to contribute significantly to the socio-economic development of Turkey due to various challenges, which include skills mismatch, low educational attainment, low quality of education, and lack of vocational training in certain disciplines. To address these, the Islamic Development Bank approved financing for the school development program; in line with Government of Turkey Strategy for the development of vocational education sector and seismic risk mitigation activities in Istanbul.

The project aimed to improve the access, quality and relevance of vocational and high schools in through:

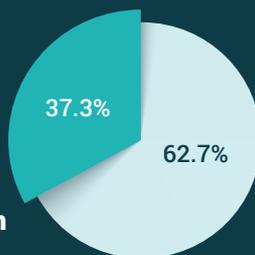
- Construction of vocational training school campuses along with supporting infrastructures;
- Development of curriculum based on knowledge, skills and competencies;
- Public awareness campaigns on seismic risks, in the preparedness and mitigation measures.



### Project Funding

- **IsDB** USD 103 Million
- **Govt.** USD 54.17 Million

**Total USD 164.23 Million**



### Project Timeline



### Results

25 fully furnished and equipped schools were constructed compared to 13 initially planned. The project provided the requisite equipment to enhance skills matching of trainees with market needs. Following the completion of the project, access to vocational education and training improved. The intake capacity of the schools increased by 44% from 25,657 to 36,954, students per teacher ratio reduced from 20 to 16 as a result of 50% increase in the number of teachers. The teachers also reported that the new schools met the educational needs better than the old schools.



<b>Relevance</b> 83%	<b>Effectiveness</b> 85%
<b>Efficiency</b> 60%	<b>Sustainability</b> 89%
<b>Overall Performance: 79%</b>	



## Lessons learned

- Early involvement of project beneficiaries and stakeholders in project planning and design is important for a successful project implementation and higher stakeholder satisfaction.
- Subnational and the autonomous structure of the executing agency was instrumental in achieving a successful project execution. However, this impacted ministry's ability to internalize and adopt the project knowledge for the sustainability purposes.
- A consistent structure and mechanism should be established between the project objectives, activities and the log-frame to ensure that monitoring and evaluation systems are functional and aligned with appropriate measurable indicators.
- Inclusions of innovative standards such as energy efficiency (meeting LEED standards), paint-free buildings, and practical green building principles make disaster risk reduction investments for public facilities and assets more cost effective and sustainable.



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# Kingdom of Morocco

## Expansion of Water Supply Project for Fes and Rural Communities in Taza Province



### Project Overview

In 2010, the drinking water requirements of Fes and its surrounding area could no longer be met by existing water supply infrastructures thus creating an increasingly dire situation for local communities. To address this, the Government of Morocco requested assistance from the Islamic Development Bank to finance the expansion of a water supply project for Fes and its rural communities in the province of Taza, in favour of the National Office for Potable Water (ONEE).

The Government of Morocco's intervention strategy in the water sector was focused on the integrated and rational management of water resources and the development of infrastructures to facilitate and support the country's economic and social development. The project's objectives were consistent with this strategy, as well as the National Water Plan, which sought widespread access to drinking water for the entire rural population of the Kingdom.

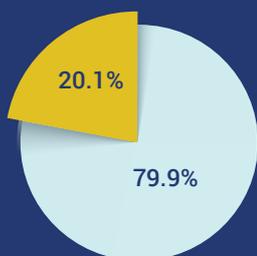
The project included the construction of the following:

- Treatment plant
- Reservoirs
- Electrical lines with substations
- Pumping stations
- Break pressures
- Water pipelines
- Standpipes

### Project Funding

- **IsDB** USD 43.90 Million
- **Govt.** USD 11.06 Million

**Total USD 54.96 Million**



### Project Timeline



### Results

Item	Planned	Achieved
→ Intake (unit)	1	1
→ Treatment plant (unit)	1	1
→ Pipelines (km)	467	603.8
→ Pumping stations (unit)	27	52
→ Reservoirs (unit)	40	62
→ Public fountains (unit)	252	311

The project enabled the upgrading of water provisions in terms of quality, availability, and pressure in the distribution network to address the needs of many important rural communities. It also:

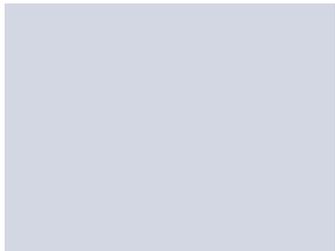
- Provided the rural population with quality safe water service compliant with WHO standards, improving their well-being and living conditions;
- Reduced the time spent fetching drinking water in Taza and Taounate provinces;
- Improved access to drinking water in rural areas and boosted economic activities.

<b>Relevance</b> 90%	<b>Effectiveness</b> 79%
<b>Efficiency</b> 60%	<b>Sustainability</b> 83%
<b>Overall Performance: 78%</b>	



## Lessons learned

- The project was mainly designed to deliver drinkable water through standpipes. However, some communes refrained from accepting this, with the desire to have individual connections. To address such issues, extensive stakeholder engagement should be carried out during project design to ensure the needs of all stakeholders are adequately captured.
- Raising awareness of the project and its integration among both public institutions and national, private sector is important for sustainable operation and maintenance of the built infrastructures.
- Utilizing water technology, which was fast-to deploy and easy-to manage by Moroccan operators was an appropriate decision to quickly meet the acute shortage of water in rural areas.
- The project leveraged the opportunities of synergy between the water treatment plant, transmission pipelines, pumping stations and storage tanks for better coordination and construction of drinking water facilities to benefit from the economy of scale in carrying out the works thus boosting sub-sector performance.



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