



Islamic Development Bank Group
Group Operations Evaluation Department

ANNUAL EVALUATION REPORT

FOR THE YEAR 1435H



Questions on this report should be referred to:

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Table Of Contents

Acknowledgements	III
Acronyms and Abbreviations	IV
Executive Summary	1

CHAPTER - I : INTRODUCTION

A. Background and Objectives	4
B. Evaluation Planning, Methodology and Criteria	6
C. Enabling Activities	8
D. Structure of the Report	8

CHAPTER - II : PERFORMANCE ANALYSIS

A. Overview	10
B. Overall Assessment	11
C. Criteria-based Analysis	13
D. Higher Level Evaluation Products	17

CHAPTER - III : DEVELOPMENT RESULTS

A. Human Development	22
B. Agriculture and Rural Development	26
C. Infrastructure (Industry and Mining, Water, Transport, Energy, ICT)	27
D. Financial Sector	32

CHAPTER - IV : LESSONS LEARNED, FOLLOW-UP ACTIONS AND RECOMMENDATIONS

A. Learning Theme # 1: Need for Improving Quality at Entry	34
B. Learning Theme # 2: Stakeholder Consultation is Instrumental in Strengthening Project Design and Delivery	39
C. Learning Theme # 3: Importance of Risk Analysis for Ensuring Sustainability	42
D. Synthesis of Follow-up Actions and Recommendations	47
E. Implementation of Follow-up Actions and Recommendations	51

ANNEX A: Main Indicators for Projects Evaluated in 1435H	53
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ANNEX B: Evaluated OCR Projects with Implementation Delays in 1435H	54
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ANNEX C: Cost Variations in OCR Projects Evaluated in 1435H	56
--	----

ANNEX D: Criteria-Based Rating for Evaluations in 1435H	58
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ANNEX E: Follow-up Actions and Recommendations from 1435H Evaluations	59
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LIST OF TABLES

Table II 1: Projects Evaluated by Sector during 1435H	11
Table II 2: Sector-wise Performance Ratings of Evaluated OCR Projects in 1435H	12
Table II 3: Re-estimation of EIRR for Evaluated OCR Projects in 1435H	16

LIST OF FIGURES

Figure II 1: Number of Project Evaluations during 1431H-1435H	11
Figure II 2: Evaluated OCR Projects by Success Rate in 1435H	12
Figure II 3: Trends in OCR Project Success Rate	13
Figure II 4: Distribution of Relevance Assessment in 1435H	13
Figure II 5: Distribution of Effectiveness Assessment in 1435H	14
Figure II 6: Implementation Delays of Evaluated Projects in 1435H	15
Figure II 7: Distribution of Efficiency Assessment in 1435H	15
Figure II 8: Distribution of Sustainability Assessment for Evaluated OCR Projects in 1435H	16

LIST OF BOXES

Box III 1 Diversification and Employment in KSA	27
Box III 2 Mixed Achievement of Results of Tunisia Ben-Ghayadah Development Project	28
Box IV 1 Implications of Inaccurate Demand Estimation	36
Box IV 2 Poor Feasibility Study Resulted in Project Implementation Delay and Cost Over Run	37
Box IV 3 Non-Implementation of Phase-B Hampered Effectiveness of Phase-A of Project	38
Box IV 4 Needs Assessment through Stakeholder Consultation is Key to Appropriate Design	41
Box IV 5 Establishment an Effective PMU and Maintaining it for Future Projects	41
Box IV 6 Importance of Supplementing Hard Components through Partners and Stakeholders	43
Box IV 7 A Strategic Project with Sustainability Concerns	44
Box IV 8 Importance of Training the Beneficiary's Staff in Maintenance of the System of the Machinery and Equipment - Uzbekistan	46
Box IV 9 Subsidized Terms not Necessarily Serving Effective Operations and Reducing Sustainability of Microfinance Schemes	47
Box IV 10 Opportunities for Reverse Linkages in Member Countries	48
Box IV 11 Other Opportunities in Member Countries for Programming	49

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Acronyms and abbreviations

AER	Annual Evaluation Report	H	Hijri Year
AfDB	African Development Bank	HDE	Human Development Development
AfrEA	African Evaluation Association	HL	Higher Level
ARD	Agriculture and Rural Development	HLF4	Fourth Higher Level Forum
AsDB	Asian Development Bank	IaDB	Inter-American Development Bank
BED	Board of Executive Directors	ICD	Islamic Corporation for the Development of the Private Sector
BEP	Bilingual Education Program	ICIEC	Islamic Corporation for the Insurance of Investment and Export Credit
BML	Bank of Maldives	ICT	Information and Communications Technology
BSTDDB	Black Sea Trade and Development Bank	ID	Islamic Dinar
CAE	Country Assistance Evaluation	IDB	Islamic Development Bank
CASS	Country Assistance Strategy Study	IDR	Indonesian Rupiah
CCD	Co-operation & Capacity Development	IFAD	International Fund for Agricultural Development
CD	Country Division	IFC	International Finance Corporation
CTY	Country Programs Department	IMF	International Monetary Fund
DAC	Development Assistance Committee	INF	Infrastructure
EA	Executing Agency	IPDET	International Program for Development Evaluation Training
EBRD	European Bank for Reconstruction and Development	IRTI	Islamic Research and Training Institute
ECG	Evaluation Cooperation Group	ISESCO	Islamic Educational, Scientific and Cultural Organization
EIB	European Investment Bank	ISFD	Islamic Solidarity Fund for Development
EIRR	Economic Internal Rate of Return	ISO	International Organization for Standardization
EPZ	Export Processing Zone	ITFC	International Islamic Trade Finance Corporation
FIRR	Financial Internal Rate of Return	JICA	Japanese International Cooperation
FOC	Fiber Optic Cable	km	Kilo meter
FPB	Fast Patrol Boats	kV	Kilo Volt
G	Gregorian Year	KWh	Kilowatt-hours
Gbps	Gigabits per second	LDMC	Least Developed Member Country
GCC	Gulf Cooperation Council	LIBOR	London Interbank Offered Rate
GDP	Gross Domestic Product	M&E	Monitoring and Evaluation
GER	Gross Enrolment Rate	MC	Member Country
GOE	Group Operations Evaluation	MCPS	Member Country Partnership Strategy
GPEDC	Global Partnership for Effective Development Cooperation		
GPS	Good Practice Standards		
GOS	Government of Senegal		
GOI	Government of Indonesia		

MDB	Multilateral development bank	TAP	Technical Assistance Program
MDG	Millennium Development Goals	TAPER	Technical Assistance Project Evaluation Report
MENA	Middle East and North Africa	UN	United Nations
MFI	Micro Finance Institution	UNEG	United Nations Evaluation Group
Mg	Million Gallon	UNESCO	United Nations Educational, Scientific and Cultural Organization
MT	Metric Tons	UNICEF	United Nations Children's Fund
MTBP	Medium Term Business Plan	US\$	US Dollar
MTBS	Medium Term Business Strategy	WP	Work Program
MW	Mega Watt	WTO	World Trade Organization
NCB	National Competitive Bidding		
NGO	Non-Governmental Organization		
OC	Operations Complex		
OCR	Ordinary Capital Resources of IDB		
OECD-DAC	Organization of Economic Cooperation & Development – Development Assistance Committee		
OIC	Organization of Islamic Cooperation		
OIF	International Organization of Francophone Countries		
Op	Operation		
OPSD	Operations Policy and Services Department		
PCR	Project Completion Report		
PDU	President Delivery Unit		
PIASR	Project Implementation Assessment and Support Report		
PL	Project Level		
PMU	Project Management Unit		
PPER	Project Post Evaluation Report		
PPP	Public Private Partnership		
QaE	Quality at Entry		
SDG	Sustainable Development Goals		
SME	Small and Medium Enterprise		
SMW-4	South East Asia-Middle East- Western Europe-4 (SMW-4)		
SPE	Special Assistance Operation		
SSA	Sub-Saharan Africa		
TA	Technical Assistance		

EXECUTIVE SUMMARY

The present 1435H Annual Evaluation Report (AER) is a synthesis of the overall findings of the evaluations carried out by Group Operations Evaluation (GOE) Department during the year 1435H, highlighting the performance of Islamic Development Bank (IDB) Group interventions covered and the key lessons and emerging recommendations.

During the year, the GOE Department carried out post-evaluations for 23 projects financed from the Ordinary Capital Resources (OCR) of the Bank across various sectors in 17 different countries. In addition, GOE Department conducted post-evaluations of 4 Special Assistance Projects and one private sector intervention by the Islamic Corporation for the Development of the Private Sector (ICD). With regards to the higher-level evaluations, in 1435H, the Department has completed one Country Assistance Evaluation (CAE) in Guinea and its related sector studies. In addition, the CAEs for Bahrain and The Gambia have been initiated. The Department has also initiated one Technical Assistance (TA) Evaluation Synthesis Report and one Health Sector review. The Department has also finalized the evaluation study of the Bilingual Education Program in Niger and Chad.

The OCR projects evaluated were rated as follows: 4% 'Highly Successful', 70% 'Successful', 22% 'Partly Successful' and 4% 'Unsuccessful'. On an overall basis 74 % of the projects that were post-evaluated in 1435H were rated as either 'Successful' or 'Highly Successful'. Two Special Assistance projects were rated as 'Highly Successful' and another two were rated as "Successful".

The report includes examples of the contribution of the evaluated interventions in terms of development results. Under Human Development, the IDB interventions in the education sector have contributed to Member Countries such as Benin, Indonesia, Chad, Niger and Muslim communities in Non-Member countries such as Canada in achieving socioeconomic outcomes, and enhancing their reputation in the international arena for

improving their quality of learning and teaching. On the other hand, the evaluated projects under the Agriculture and Rural Development (ARD) sector in Burkina Faso and Sudan, despite contributing to improved living conditions and increased incomes for the farmers, were limited in achieving the development results at full potential as the failure to procure all necessary machinery and limited scope of rehabilitation constrained the outcomes of the agricultural interventions.

With regards to the evaluated Infrastructure projects, there were considerable outcomes generated from the Industry and Mining, Energy, Transport, Information and Communications Technology (ICT), and Water & Sanitation projects. The evaluated project in the Industry and Mining sector in Saudi Arabia led the construction of Phosphoric Fertilizer Plant, which expanded the industrial base in Arar and Traif areas, to increased employment (1,469 jobs) for local population and economic activity in the northern regions of the country. Similarly the Water and Sanitation sector projects evaluated in four different countries (Bahrain, Bangladesh, Pakistan and Tunisia) contributed to positive outcomes such as the provision and upgrading of water supply systems and sanitation services in the countries mentioned. The rural and urban water supply as well as housing and sanitation projects contributed to i) increasing the supply of potable water, ii) improving health conditions, iii) improving the housing and sanitation conditions and iv) reducing the rural-urban migration of the populations.

In Transport sector, 7 projects in different countries (Albania, Bahrain, Bangladesh, Chad, The Gambia, Togo and Uzbekistan) covering both the roads

and sea transport subsectors were evaluated. The outcomes were generally positive in most projects, such as in Bangladesh, where the construction of the Sylhet feeder roads significantly contributed to the improvement of the rural population's livelihood in the project area. However, the Trade Gateway and Free Zone initiatives in The Gambia did not fully achieve the desired outcomes.

At the same time the project evaluated in the Energy sector (in Uzbekistan) was found to contribute to increasing the reliability and capacity of electricity transmission from Syrdarya to Sogdiana sub-station with the doubling of the total capacity of electricity transmission. Similarly, in the ICT sector, the sub-marine cable project in Bangladesh enabled the country to enhance the quality and increase the number of circuits for international communications.

This year, the GOE Department was able to post-evaluate 4 projects in the private sector, including one from ICD, which are: Investment in Syarikat Takaful Malaysia; Microfinance project for Bank of Maldives (BML); Financial support for micro and small enterprises in Senegal and a Lease finance arrangement by ICD. The performance of IDB interventions in the finance sector was found to be mixed. It did lead to modest promotion of Shariah Compliant modes of financing in member countries. At the same time, the ICD intervention was found to contribute to increased employment opportunity, increased presence of Islamic modes of finance for the private sector, and greater export earnings.

A number of important and strategic lessons learned and recommendations were generated

and have been summarized under three themes that are coherently interlinked to the steps in the project cycle. The first theme being **Weak Quality-at-Entry (QaE) of projects and programs** has been a recurrent finding in GOE evaluations, and for the third year it was the most dominant issue. In particular, the evaluations conducted during 1435H found the lack of quality in feasibility studies as a pre-dominant issue. This contributed to inaccuracies in costs estimation, demand, and other elements of project feasibility and designs.

The second learning theme is that stakeholders' consultation is instrumental in strengthening project design and delivery. Stakeholders can range from governments, implementation partners, co-financiers, and ultimate beneficiaries, to name a few. The evaluations show that continuous stakeholders consultation can strengthen project design and implementation and improve efficiency; while absence of stakeholders consultation can lower quality of implementation and result in inefficiency. There is a need to further enhance the engagement of stakeholders for improvement in development effectiveness.

The third learning theme relates to identifying the main threat to sustainability of evaluated projects, which was found to be *lack of sufficient risk analysis and planning to put in place risk mitigation measures*. The necessary sustainability measures need to be listed at the design stage of projects and implemented after completion to ensure reaching and sustaining targeted outcomes. Even the most effective results do not last if institutional and organization arrangements are missing.

Lastly, the follow-up actions and recommendations, supported by evidence-based facts, emanating from the evaluations were addressed to the IDB Group Departments and Members to undertake the necessary strategic and operational actions. Overall, management responses show commitment of IDB Group to implement the follow-up actions and recommendations emerging from the evaluations.



CHAPTER 1: INTRODUCTION

A. Background and objectives

The primary objective of the Group Operations Evaluation (GOE) Department is to enhance the development effectiveness of the Islamic Development Bank (IDB) Group's interventions by promoting learning and accountability. In this regard, the GOE Department conducts post-evaluation of the IDB Group's interventions in Member Countries (MCs) for the purpose of assessing the development results and drawing lessons and recommendations that feed into the planning of new engagements with MCs for effective development efforts. According to the IDB Group's organization structure, the GOE Department reports directly to the Board of

Executive Directors (BED), and for administrative matters, to the Chairman of the IDB Group. GOE Department's role covers all IDB Group activities, including the evaluation of operations of the Bank itself, the Islamic Research and Training Institute (IRTI), the Islamic Corporation for the Insurance of Investment and Export Credit (ICIEC), the Islamic Corporation for Development of the Private Sector (ICD) and the International Islamic Trade Finance Corporation (ITFC)¹. The activities of GOE Department also include dissemination of the

¹ The IDB Group members and year of inception is as follows: IRTI (1981), ICIEC (1994), ICD (1999), ITFC (2008)

evaluation findings and development of evaluation capacity of Member Countries. In addition, GOE Department endeavors to harmonize evaluation policies, procedures and methodologies with other Multilateral Development Banks (MDBs).

IDB Group's Operations Outlook in 1435H

The IDB Group's support for fostering economic development in Member Countries was demonstrated by the upward trend in the volume of financing in 1435H crossing US\$ 10.9 billion representing an increase of 11.7% over the previous year. Net approvals totaled US\$ 10.9 billion in 1435H, of which US\$ 5.04 billion was financed by IDB's Ordinary Capital Resources (IDB-OCR), US\$ 5.45 billion by other Group Members, mainly: ITFC - US\$ 5.11 billion; ICD – US\$ 487 million; and US\$ 129.3 million by special funds (Unit Investment Fund– US\$ 65.5 million and Awqaf Properties Investment Fund– US\$ 63.8 million). Bangladesh, Turkey, Egypt, Morocco, and Pakistan were the top five beneficiaries of the Group financing during the year 1435H.

Between 1396H and 1435H, the Bank Group approved 7,613 operations (net of cancellations) for an amount of US\$ 101.7 billion. This figure excludes ICIEC's insurance commitments totaling US\$ 23.8 billion and business insurance operations for US\$ 22.2 billion. Of these Group approvals, IDB-OCR accounted for 41.8%, while ITFC and ICD accounted for 23.1% and 2.7% respectively. In 1435H, the total IDB Group disbursements were US\$ 5.2 billion and repayments stood at US\$ 3.8 billion. Since inception up to the end of 1435H, Group's total disbursements reached US\$ 66.7 billion while repayments totaled US\$ 49.5 billion resulting in net resource transfer of US\$ 17.2 billion.

Development Effectiveness and Results

The evaluation results – findings, conclusions and recommendations – are primarily addressed to IDB Group Management, in addition to recipient governments, line ministries, executing agencies, and other specialized users, as well as the wider public. The evaluation findings are important for both accountability and learning, to point out the way for future improvements. There is currently a global consensus that donor agencies and recipient countries should be accountable to each other for demonstrating results produced in accordance with the Paris Declaration on Aid Effectiveness. In the same vein, Accra Agenda of Action and the Fourth High Level Forum (HLF4) in Busan, South Korea, emphasized the concept of expanded development cooperation with greater focus on delivery of results. The key principles agreed in the global development agenda are: (i) Country led and country owned development agenda; (ii) Strengthening institutional capacity of countries to lead and sustain the development process; (iii) Increased use of country systems; and (iv) Mutual accountability for delivery of development results. The first High-Level Meeting of the Global Partnership for Effective Development Cooperation (GPEDC) held on April 2014 in Mexico, reaffirmed the importance of development effectiveness and encouraged more efforts to support effective development cooperation including South-South Cooperation.

As the Millennium Development Goals (MDGs) deadline approaches, around 1 billion people still live on less than US\$ 1.25 a day, and more than 800 million people do not have enough food to eat.

Estimations from the intergovernmental committee of experts on sustainable development financing have put the cost of providing a social safety net to eradicate extreme poverty at about US\$ 66 billion a year, while annual investments in improving infrastructure (water, agriculture, transport, power) could reach up to a total of US\$ 7 trillion globally. In this regard, the sustainable development goals (SDGs) are a new, universal set of goals, targets and indicators that will be used by United Nations (UN) member states to frame their agendas and policies over the next 15 years.

B. Evaluation planning, methodology and criteria

Planning Process

GOE Department discharges its duties and conducts evaluations and disseminates findings and lessons learned from its evaluations based on an annual Work Program (WP) approved by the Audit Committee of the BED. The GOE Department's Work Program for 1435H was prepared in accordance with the provisions of its Medium Term Business Strategy 2.0 (MTBS 2.0) and three-year rolling WP for the period 1434H-1437H, which highlights its strategic priorities, human resource requirements and budgetary resources needed to implement the WP.

Selection of Completed Projects under Ordinary Operations for Post-Evaluation

As per the practice in the past four years, GOE Department selected OCR projects to be post-evaluated on a random basis. The long list of

projects eligible for post-evaluation was prepared based on the following criteria:

Time factor: Projects completed during the period 1428H-1432H (2007-2011G) and approved after 1423H (2002G) have been considered as pertinent for the purpose of post-evaluation to provide sufficient and accurate information that enhances the quality of the post-evaluation reports. The reason for excluding projects that have been completed after 1432H is that they would not have been in operation for a sufficient period to have outcome and impact on the ground and encounter any sustainability issue. The objective of excluding projects that have been approved before 1423H (2003) is two-fold: (a) the data and information on the implementation of these projects would be difficult to trace; and (b) these projects were appraised long time ago and the project cycle has evolved significantly since then, making lessons drawn from these projects less relevant to the current operational processes of the Operations Complex of the IDB.

Exclusion of projects financed under lines of financing: The projects financed under lines of financing are excluded as these are small projects. However, the lines themselves may be covered in the future as a thematic evaluation.

Exclusion of projects that have already been post-evaluated: All projects already post-evaluated or covered under special or thematic evaluation have been excluded.

Status of Implementation of 1435H Work Program

During the year, the GOE Department carried out 23 OCR project post-evaluations across various sectors in 17 different member countries. In addition, GOE Department conducted post-evaluations of 4 Special Assistance Projects and one private sector intervention by a Group Member. The Department has completed one Country Assistance Evaluation (CAE). In addition, two CAEs were also initiated. The Department has also initiated one Technical Assistance (TA) Evaluation Synthesis Report and one Sector review. The Department has also finalized the evaluation study of the Bilingual Education Program. In addition, the Department also continued its participation in the follow-up of the assessment of IDB Group over the past 40 years through the formulation of the Rapid Steps Goals and Actions and providing the necessary technical support to the set-up and activities of the President Delivery Unit (PDU).

Compliance with Evaluation Good Practice Standards

In assessing public sector projects, the Department follows the widely accepted evaluation criteria of the Organization of Economic Cooperation and Development-Development Assistance Committee (OECD-DAC), namely Relevance, Efficiency,

Effectiveness and Sustainability. The OECD-DAC criteria enable to assess whether IDB interventions were aligned with the recipient country's priorities and development strategies, as well as with the IDB's own vision and strategic agenda. The evaluation criteria also assess whether the targeted results set at the entry stage (appraisal) were achieved, how efficient was the achievement of the results, and what is the sustainability of the development results - so that the impact of these results would be realized.

On the other hand, the GOE Department adheres to the Good Practice Standards (GPS) in both public and private sectors set by the Evaluation Cooperation Group² (ECG), which is an international body formed by the evaluation departments of multilateral development banks (MDBs).

Contribution versus Attribution

As development is a multi-faceted and multi-dimensional process, development results can hardly be attributable to a single assistance. Many intended or unintended factors contribute to achieving results. For that purpose, the achievements documented in this report represent the IDB Group's contribution to the progress made through complementing the efforts of the recipient countries and their developmental partners.

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

Credibility of the Evaluation Findings

In addition to the compliance with the GPS in conducting the evaluation activities, the GOE Department ensures the credibility of the information and data being used in the evaluation exercises through several measures. First, due attention is given to evaluation design and active engagement with stakeholders since early stages. One of the most important measures is that the evaluation findings go through several validation processes throughout the evaluation exercise. The first validation is carried out at the end of the evaluation mission during the wrap-up meetings with the executing agencies and the government representatives; the second validation is carried out at the GOE Department Weekly Meeting; the third is conducted through a rigorous peer review process where at least three GOE evaluators review the draft evaluation report and provide their comments for improvement; the fourth validation is done by the concerned Department/Member of the IDB Group; the fifth validation is done by sharing the report with the concerned beneficiaries for comments before the report is officially issued as a GOE Department's evaluation product.

C. Enabling activities

During 1435H, the GOE Department embarked on piloting its evaluation tool box for the public sector project evaluation guidelines and the related rating systems and templates for the public sector Project Performance Evaluation Reports (PPERs). Besides, the draft evaluation policy was submitted to the Policy Committee and cleared for final submission and endorsement by the



Board. Being a full member of the ECG, the GOE Department participated in ECG activities. Capacity building activities of GOE Department staff were undertaken, including familiarization visit to Inter-American Development Bank (IaDB) on the Evaluability Assessment mechanism, participation in the 7th African Evaluation Association (AfrEA) conference in Cameroon and in the "Innovation and Learning in a Changing Asia" forum organized by the Independent Evaluation Department of Asian Development Bank (AsDB). In addition, two staff of GOE Department attended the Mini International Program for Development Evaluation Training (Mini-IPDET) in Kosovo and Slovakia.

D. Structure of the report

In addition to this chapter, the report includes three other chapters namely, Performance Analysis, Development Results and Lessons Learned, Follow-



up Actions and Recommendations. The following paragraphs highlight the main features of each chapter.

Chapter II introduces the criteria-based evaluation and looks into the performance of the post-evaluated projects over the last few years. The projects overall development outcomes in the public sector were rated using the GOE Department's four-point scale, based on their relevance, efficiency, effectiveness, and sustainability. The chapter brings together the considerable experience accumulated by the GOE Department in the area of project evaluation, drawing on the good practice standards of evaluation agencies. Pertinent project performance issues, such as change of scope, delays and sustainability, were discussed in addition to the performance of the Bank, the beneficiary, the contractors, the consultants and the executing agencies. Moreover, sectoral and regional trends in project ratings were analyzed. In addition, the

chapter also includes an overview of the higher-level evaluations.

Chapter III outlines the development results of the interventions evaluated in 1435H. It discusses the outputs, outcomes, and impacts of the evaluated interventions in each sector. The sectorial results provided in the chapter encapsulate both the project level evaluations and the higher-level evaluations that were conducted during the year 1435H. Success factors as well as development challenges are also highlighted.

Lastly, Chapter IV focuses on the lessons learned, follow-up actions and recommendations drawn from the evaluations undertaken during 1435H. In this chapter, the lessons learned were synthesized in three learning themes that emerged from the 1435H evaluations. Finally, a synthesis of the follow-up actions and recommendations of 1435H evaluations is provided at the end of the chapter.



CHAPTER 2: PERFORMANCE ANALYSIS

A. Overview

During 1435H, the Group Operation Evaluation Department conducted a total of 32 evaluations, same as undertaken in 1434H. These included 23 OCR projects post-evaluations across various sectors in 17 different member countries, as shown in Figure II-1. Details on the main indicators for post-evaluated projects in 1435H are given in **Annex-A**.

Among the 23 OCR projects evaluated³, one project (4%) was rated 'Highly Successful', 16 projects (70%) were rated 'Successful', five projects (22%) were rated 'Partly Successful' and one project (4%)

was rated as 'Unsuccessful'. Thus, on an overall basis, 74% of the OCR projects that were post-evaluated this year were rated as either 'Successful' or 'Highly Successful'. In addition to the 23 project evaluations, GOE Department also conducted post-evaluation of four Special Assistance projects in one non-member country. Two of these projects were rated as 'Highly Successful' and the other two were rated as "Successful". Moreover, one private sector operation financed by ICD was also post-evaluated and rated as "Mostly Unsuccessful" on an overall basis using the private sector rating scale⁴.

³ The GOE Department is using four-point scale criteria to measure project's overall development outcome: Highly Successful: Score > 85%; Successful: 60% < Score ≤ 85%; Partly Successful: 30% < Score ≤ 60%; Unsuccessful: Score ≤ 30%.

⁴ The private sector project performance assessment is measured on a six-point scale (Highly Successful, Successful, Mostly Successful, Unsuccessful, Mostly Unsuccessful, Highly Unsuccessful).



Figure II 1: Number of Project Evaluations during 1431H-1435H

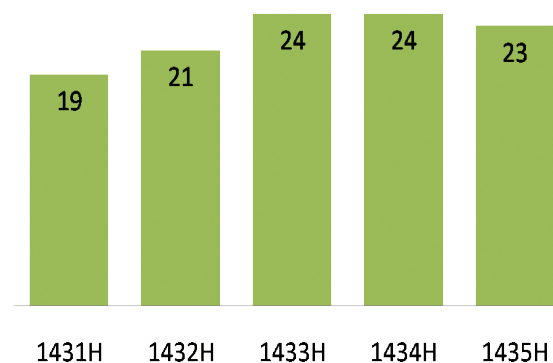


Table II 1: Projects Evaluated by Sector during 1435H

Sector	Total	%
Transportation	7	30%
Water, Sanitation and Waste Management	4	17%
Finance	3	13%
Education	3	13%
Agriculture	2	9%
ICT	1	4%
Industry and Mining	1	4%
Energy	1	4%
Public Administration	1	4%
Total	23	100%

In terms of mode of financing wise distribution of the evaluated projects, Loan and LDMC Loan accounted for majority of all modes of financing at 39% of all evaluated operations, followed by Istisna'a at 19%, then Instalment Sale and Leasing at 13% each respectively. In terms of sector-wise distribution of the evaluated projects of 1435H, transportation projects accounted for the largest segment of evaluated projects, with 7 projects constituting 30% of all post-evaluations, as can be seen in Table II-1 followed by 4 projects in Water, Sanitation, and Waste Management sector accounting for 17% of all project evaluations. This year, no project from the Health sector was selected for evaluation as it did not figure in the random sampling list used to generate eligible projects ready for evaluations. To compensate for this, a desk review synthesis of all evaluations in the health sector was initiated and will be completed in 1436H. On the other hand, 3 projects from the education sector were covered.

B. Overall assessment

The performance assessment of the evaluated projects was based on the four-point rating scale, namely 'Highly Successful', 'Successful', 'Partly Successful', and 'Unsuccessful'. The performance ratings are summarized sector-wise in Table II-2.

As shown in Figure II-2, 74% of the 23 post-evaluated projects were rated as either 'Highly Successful' or 'Successful' and they have yielded significant and tangible results (for further details, please see Chapter-III). On the other hand, this year the percentage of projects rated as 'Partly Successful' was 22% and one project (4%) was rated 'Unsuccessful'. The criteria based ratings of all post-evaluated projects are shown in **Annex-E** and underlying reasons and analysis for such performance of the projects will be further explored in Chapter - IV.

The performance of the evaluated projects taken as a whole has remained more or less the same. This is reflected in the overall success rating of the projects

Figure II 2: Evaluated OCR Projects by Success Rate in 1435H

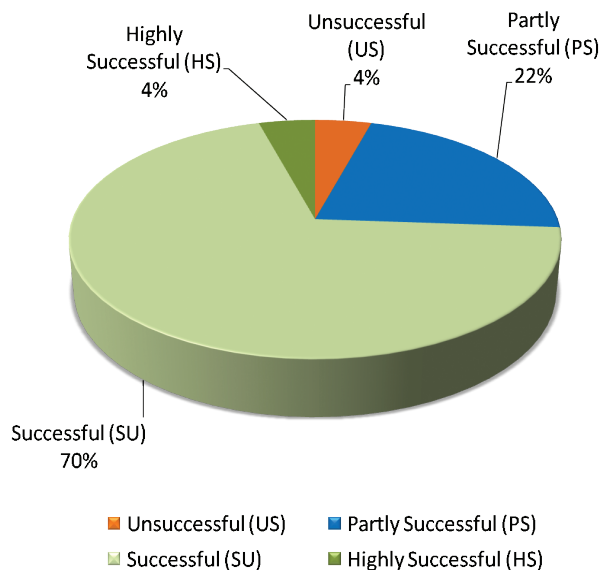


Table II 2: Sector-wise Performance Ratings of Evaluated OCR Projects in 1435H

Sector	Unsuccessful	Partly Successful	Successful	Highly Successful	Total	%
Transportation	0	0	7	0	7	30%
Water, Sanitation and Waste Management	1	0	3	0	4	17%
Finance	0	2	1	0	3	13%
Education	0	0	3	0	3	13%
Agriculture	0	2	0	0	2	9%
ICT	0	0	1	0	1	4%
Industry and Mining	0	0	0	1	1	4%
Energy	0	0	1	0	1	4%
Public Administration	0	1	0	0	1	4%
Total	1	5	16	1	23	100%
%	4%	22%	70%	4%		100%

where this year in 1435H, it was assessed to be 74%, which is slightly lower than what was achieved in the last three years, 1434H (78%), 1433H (75%), and 1432H(75%), but higher than what was achieved in 1430H (72%) and 1431H (72.2%) (See Figure II3). Year on year comparison of ratings should be done with the caveat that projects evaluated in a particular year do not have the same date of approval and completion.

C. Criteria-based analysis

The projects were assessed based on the following internationally accepted evaluation criteria: (i) Relevance; (ii) Effectiveness; (iii) Efficiency; and (iv) Sustainability. In addition, the stakeholders’ performance in the implementation of these projects was also assessed separately. The lessons drawn from these assessments are analysed in Chapter-4.

Relevance

Relevance is defined as the extent to which the objectives of a development intervention are consistent with beneficiaries’ requirements, country needs, global priorities, and partners’ and donors’ policies.

The vast majority of the evaluated projects were found to be relevant to Member Countries’ strategic priorities. This is reflected in the fact that 44% of projects were rated as ‘Highly Relevant’ and a further 52% as ‘Relevant’⁶ shown in Figure II-4. The Special Assistance projects in the non-Member Country were also found to be in line with the needs and priorities of the concerned Muslim communities and hence were rated as ‘Relevant’.

Figure II 3: Trends in OCR Project Success Rate

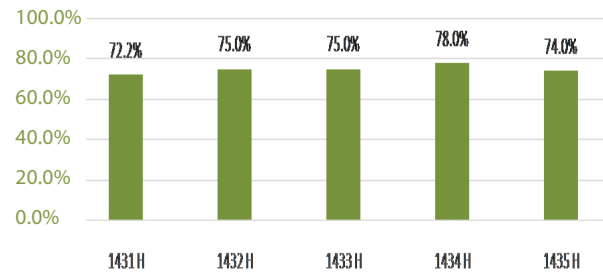
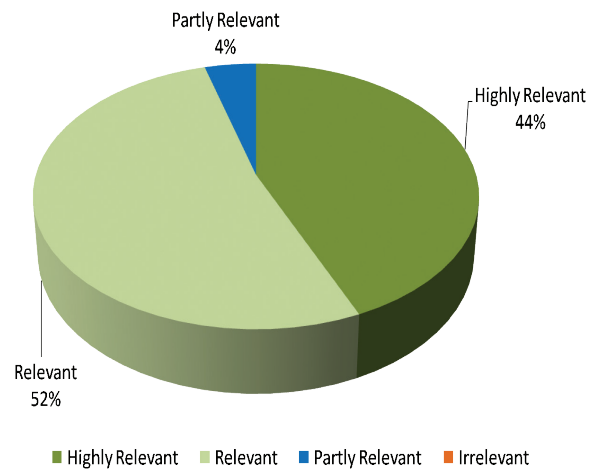


Figure II 4: Distribution of Relevance Assessment⁵ in 1435H



5 Scoring: Highly Relevant: Score >85% _Relevant: 60% < Score ≤85% Partly Relevant 30% < Score ≤60% || Irrelevant: Score ≤ 30%

6 Scoring: Highly Relevant: Score =100% || Relevant: 67≤Score <100% || Partly Relevant: 33≤Score <67% || Irrelevant: Score <33%

Effectiveness

Effectiveness is defined as the extent to which the development interventions' objectives were achieved, or are expected to be achieved, taking into account their relative importance.

In terms of effectiveness, four (or 17%) of the projects experienced major changes in scope. For the projects that suffered major changes in their design and scope, the main reason appears to be either poor project design at entry, or a failure to commit to the pre-agreed co-financing from the government.

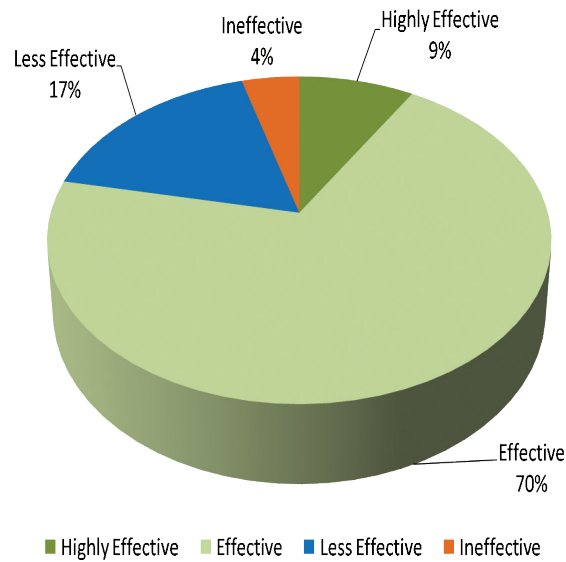
Most of the post-evaluated projects have contributed towards achieving their related outcomes. The analysis of the extent to which the intended developmental objectives were achieved for the evaluated projects in terms of their outputs, outcomes and potential socio-economic impact, is provided in Chapter – III. The overall distribution of effectiveness assessment for the post-evaluated projects can be seen in Figure II-5. It is observed that 79% of the evaluated projects were found to be either 'Effective' or 'Highly Effective'.

Efficiency

Efficiency is defined as a measure of how economically resources/inputs (funds, expertise, time, etc.) are converted into developmental results.

7 Scoring: Highly Effective: Score >85% || Effective: 60% < Score ≤ 85% || Less Effective 30% < Score ≤ 60% || Ineffective: Score ≤ 30%

Figure II 5: Distribution of Effectiveness Assessment⁷ in 1435H



Implementation Duration

On average the delay in the implementation of the evaluated OCR projects in 1435H was found to be 24.9 months, which is less than the 26.8 month average found in 1434H and 31.7 month average delay found in 1433H. Figure II-6 depicts the implementation delay of the evaluated projects. It shows that 22% of the evaluated projects were completed with an implementation delay of more than three years. As a matter of comparison, the same parameter averaged 38% for the period 1432-1434H. This indicates a slight improvement in terms of project implementation and completion. Out of the evaluated projects in 1435H, only one project was completed within the specified schedule (delay of less than 6 months), four projects (17%) were implemented with a delay of 6 to 12 months and thirteen projects (57%) were implemented with delays between 12 to 36 months.

Figure II 6: Implementation Delays of Evaluated Projects in 1435H

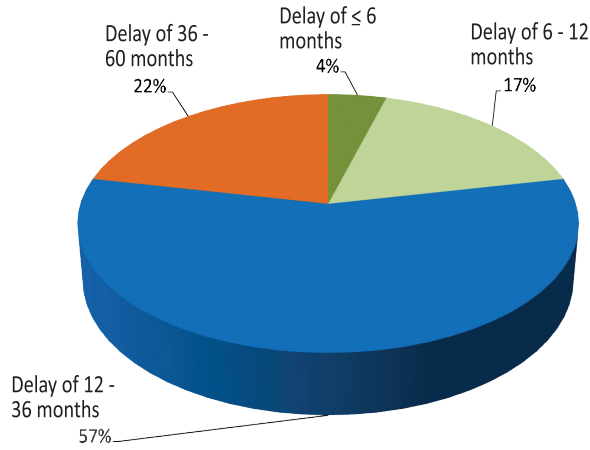
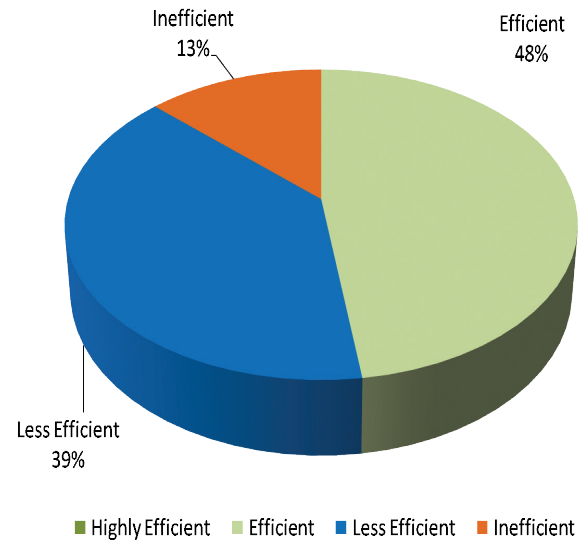


Figure II 7: Distribution of Efficiency Assessment⁸ in 1435H



In general, delays in implementation were mostly caused by poor design and poor quality at entry, leading to a start-up delay. Other reasons cited for delays in implementation included slow procurement process, delays in project start-up due to the lack of familiarity with IDB procurement procedures and guidelines; lack of coordination and ineffective communication between the Executing Agency, the Consultant, the Contractor, the PMU and the IDB; and poor stakeholder coordination. Details of the specific nature of causes behind implementation delays in evaluated projects are given in **Annex-B** and the relevant learning from experience are analysed in Chapter-IV.

Project Cost

In 1435H, 10 of the evaluated projects (43%) experienced cost over-runs, five of which experienced significant cost variation (by more than 25%). For

instance, the Massaguet-Massakory Road Project in Chad, encountered a cost increase of US\$29.7 million (+99%), mainly due to under-estimation of costs and quantities of materials at appraisal and changes in the design of the pavement.

A further ten projects (43%) encountered cost under-runs, out of which three projects suffered from major cost under-runs of more than 20% of their estimated cost. The cost under-runs are mainly attributed to the down scoping of planned civil works, lower than expected operational costs and cheaper than anticipated procurement. The complete details of all the cost variations in the evaluated projects are shown in **Annex-C**.

⁸ Scoring: Highly Efficient: Score > 85% || Efficient: 60% < Score ≤ 85% || Less Efficient: 60% < Score ≤ 30% || Inefficient: Score: ≤ 30%

Cost-Benefit Analysis

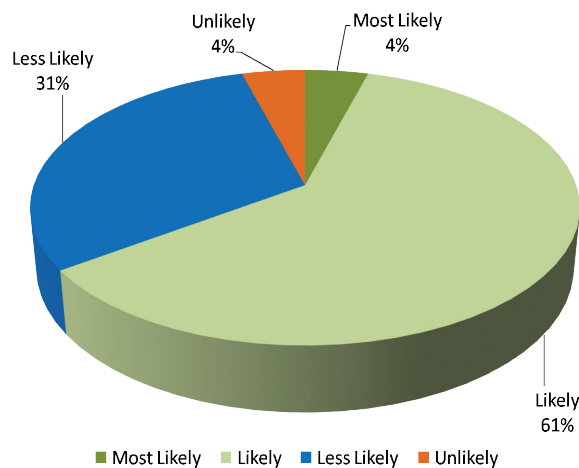
The financial and economic performance of the projects have been evaluated – whenever feasible (5 out of 10 possible projects were re-estimated) – using the Economic Internal Rate of Return (EIRR) and Financial Internal Rate of Return (FIRR). Table II-3 below compares both the values estimated during appraisal with those calculated ex-post in 1435H.

The overall distribution of efficiency assessment for the post-evaluated projects can be seen in Figure II-7. As can be observed, 48% of projects are ‘Efficient’ and no project is ‘Highly Efficient’.

Sustainability

Sustainability is defined as the continuation of benefits from a development intervention after it has been completed. It covers the probability of continued long-term benefits and the resilience to risk of the next benefit flows over time.

Figure II 8: Distribution of Sustainability Assessment⁹ for Evaluated OCR Projects in 1435H



In terms of sustainability, this year, 65% of the evaluated OCR projects were found to be ‘Most Likely’ or ‘Likely’ sustainable. 7 projects were considered ‘Less Likely’ to remain sustainable and considered ‘Unlikely’ to remain sustainable. A thorough examination of the underlying causes

Table II 3: Re-estimation of EIRR for Evaluated OCR Projects in 1435H

Ser No.	Country	Project Title	Calculation of EIRR		
			Appraisal	Post Evaluation	Change
1	Bahrain	Water Transmission Project Of Al-Hidd Station (Phase-III)	9.20%	9.40%	0.2 %
2	Bangladesh	The Submarine Cable Telecommunications	27.40%	13%	-14.8 %
3	Uzbekistan	500 kV (kilo Volt) Syrdarya - Sogdiana Transmission Line	NA	5.90%	
4	Chad	Massaguet-Massakory Road Project	22.00%	-12%	-34.0%
5	The Gambia	Westfield-Sukuta Road	38.79%	9%	-29.8%

⁹ Scoring: Most Likely: 75% < Score || Likely: 50% < Score ≤ 75% || Less Likely: Score: 25% < Score ≤ 50% || Unlikely: Score ≤ 25%

affecting the sustainability of these projects is discussed in Chapter-III & Chapter-IV, however in summary some of the issues that reduced the likelihood of sustainability in OCR projects relate to: lack of allocation of funds for operational maintenance of project facilities, poor technical capacity to undertake regular maintenance, obsolete equipment, and often times lack of a dedicated maintenance unit at project sites. The overall distribution of sustainability assessment for the evaluated OCR projects is shown in Figure II-8.

D. Higher level evaluation products

With regards to the higher-level evaluations, in 1435H, the Department has completed 1 (one) CAE in Guinea and its related sector studies. In addition, the CAEs for Bahrain and The Gambia have also been initiated. The Department has also initiated 1 (one) TA Evaluation Synthesis Report and 1 (one) Health Sector review. The Department is finalizing the evaluation study of the Bilingual Education Program in Niger and Chad.

Country assistance evaluation of Bahrain

Since 1974, IDB Group approved for Bahrain a total of US\$ 1.93 billion, including US\$ 1.46 billion Ordinary Operations, US\$ 196 million Private Sector Projects by ICD, US\$ 329 million Trade Operations by ITFC, in addition to US\$ 1.25 billion insurance commitments by ICIEC. Sector-wise, out of the total IDB financing, the highest percentage went for operations in the Energy sector with 38% (US\$ 536 million), followed by Water and Sanitation 28% (US\$

413 million), Finance 20% (US\$ 294 million), while Transportation sector ranked 4th at 12% (US\$ 154 million). As of May 2014, the overall disbursements from the ordinary operations portfolio have reached US\$ 904 million representing 62% of approvals.

Relevance: IDB Group interventions were assessed to be highly relevant and appreciated well by the Government and beneficiaries in Bahrain. All projects were aligned with the Bank's strategic agenda and with the government's priority areas. IDB Group has consistently supported and been the lead development partner for the country in its infrastructure development through IDB's intervention in water and sanitation, transport, energy and power sectors.

Efficiency: Most of the completed projects in the energy and water sectors experienced implementation delays, mainly due to delay in effectiveness of the financing agreement, timely acquisition of land, delays in awarding the contracts. Additionally, the Sitra Bridge project could not meet the time and cost targets due to reassessment of diversions and protection needs which resulted in significant scope changes. Nevertheless, the new seaport and causeway bridge projects were completed on time without any major changes in either scope or design.

Effectiveness: The energy sector projects supported by IDB achieved their targets in enhancing reliable and affordable access to electricity supply. IDB-financed water sector projects have also achieved their targets; and ensured that adequate potable water supply is provided to all consumers, reduced dependence

on ground water, and increased efficiency in water usage. IDB financed projects in the transport sector contributed in relieving existing traffic congestion by providing adequate road network capacity. For instance, Khalifa Bin Salman seaport is now capable of handling large vessels (containers and general cargo) and provides an excellent level of service to the shipping lines. In terms of interventions in the Islamic Finance sector, IDB operations consisted mainly of equity investments in Islamic commercial and investment banks. IDB founded the first Islamic commercial bank in Bahrain, in 1979, which is currently the second largest Islamic Bank in terms of market capitalization and bank teller network and serving over 100,000 active account holders through its 13 branches in Bahrain.

Sustainability: IDB's interventions in Bahrain are in general expected to be sustainable. The Electricity and Water Authority is sustaining its facilities in the energy and water sectors by adopting and implementing a maintenance policy that follows best practices such as: condition assessment, preventive maintenance, corrective maintenance and fault maintenance. Similarly, the Ministry of Works conducts routine inspections and preventive and corrective maintenance. Additionally, transportation projects were evaluated to be successful in capacity building and knowledge transfer. These achievements should ensure that the results attained through IDB activities are sustained.

Overall, IDB Group's interventions in Bahrain were highly relevant, less efficient, highly effective and likely to remain sustainable.

Country assistance evaluation in the Gambia

GOE Department launched the CAE exercise in The Gambia in late 1435H. As of May 2014, the Bank approved 53 ordinary operations (US\$ 283.35 million), of which 20 operations (US\$ 175.36 million) are currently active. The sectorial distribution is as follows: 12 projects in Agriculture (17.5%), 10 projects in Health (8%), 8 projects in Transportation (21.6%), 7 Projects in Education (10.9%), 6 projects in Water, Sanitation and Urban Services Sector (7.2%), and 5 projects in Energy (16.3%). The rest are in finance, public administration, industry and mining. In addition to public sector operations, the IDB Group has a private sector portfolio in The Gambia comprising 28 approved trade financing operations (US\$248 million), and 1 ICD equity project (US\$1.15 million). Moreover, the portfolio includes one technical assistance operation by ICIEC, 5 training courses by IRTI and 30 operations by Capacity Development Department.

Relevance: Overall, all IDB Group interventions have been highly relevant; aligned with the Bank's strategic agenda and with the government's priority areas, and well appreciated by the Government and the people of The Gambia. IDB Group has consistently supported strategic sectors such as agriculture (which accounts for around 20% of Gross Domestic Product (GDP) and employs 70% of the population), transport, education and infrastructure, and has been one of the leading development partners in the country. The IDB assistance to the health sector addressed some of the challenges such as high infant mortality (75/1000 live birth), diarrheal diseases, acute respiratory tract infections, and low quality of health care services. IDB Group has also contributed to the improvement

of access to clean water and indirectly to economic growth by improving road network connectivity and accelerating trade.

Efficiency: Most of the completed projects in the country, in every sector, experienced implementation delays, mainly due to lengthy processes of procurement, lack of counterpart funding, slow consultant recruitment and late declaration of project effectiveness. In addition, the delays in implementation of the projects were exacerbated by some suspension of disbursement by the IDB Group due to overdues. Moreover, lack of coordination and harmonization with other donors contributed to implementation delay.

Effectiveness: The energy sector projects supported by IDB achieved their targets in enhancing access to electricity especially in rural areas. However, Brikama I Power Station Project experienced significant scope reduction (only one third of appraised capacity was installed). The power plant is currently not operating due to major breakdown. In addition, the social sector projects fell short of achieving their intended objectives. On the other hand, IDB financed agriculture projects achieved their targets. The low land horticulture project affected farmers positively by facilitating multiple harvests per year and increasing their income significantly (up to US\$ 700 for each production cycle). Water supply projects were also effective in achieving their targeted outcomes with 600,000 people benefitting from the projects in terms of access to safe drinking water, improved living conditions and sanitation.

Sustainability: The sustainability of the outputs and outcomes is at risk due to weak institutional

capacity of the public service institutions and the budget constraints of the country. There is also lack of proper supervision and maintenance which makes the projects' sustainability less likely. However, there are some good examples for sustainability arrangements as in agriculture and water point projects. There is also a strong sense of ownership towards the facilities among beneficiaries. The local institutions such as "Village Water Committees" are availing the necessary budgetary and human resources needed for maintenance and repairs.

Thus, on an overall basis, IDB Group's interventions in The Gambia were highly relevant, less efficient, less effective (except in Agriculture and Water sectors) and less likely to be sustainable.

Program evaluation on bilingual education in Niger and Chad

The Bilingual Education Program (BEP) in Chad and Niger focused on expanding access to basic and secondary education. IDB financed the schooling infrastructure, training institutes, classroom furniture and the recruitment of teaching staff. BEP also focused on increasing the capacity of teaching staff and the institutional capacity of the concerned ministries.

Relevance: The objectives and the strategy of the BEP were "Highly Relevant" and consistent with national government strategies in the education sector, and in line with the poverty reduction and human development strategy of IDB. The choice of the target population was designed to incorporate beneficiaries from different areas and income levels, and therefore facilitated the nations' agenda of providing education for all.

Effectiveness: The program outputs have mostly been achieved although the scope was reduced in some cases due to the increase in prices of construction materials and services and the depreciation of the West African Franc (CFA) against the US Dollar. Overall, the BEP recruited teachers, built classrooms, latrines and in few cases built equipped wells, and administration offices in the schools. It also financed preparation and design of manuals and books, mostly in Arabic. In both countries, the BEP contribution is seen in the increasing enrolment rates. In Niger, the primary school gross enrolment rate (GER) grew from 18% in 1990 to 58% in 2008 and to 67% in 2012; in Chad it reached 95 % in 2012, from 47% in 1994 and 79% in 2008.

Efficiency: Though the program did not have any major overspending and remained within its budget, the actual implementation period in both countries was nearly double of the planned one, translating into a subsequent reduction of outputs as mentioned earlier. Delays of several months and sometimes years in some projects' start-up, implementation and payments have been frequently noticed, mainly attributed to unrealistic project work plans and inefficient and slow procurement management from both the beneficiaries and IDB. The non-realistic project work plans coupled with limited focus on coordination, inefficient procurement management from beneficiaries and IDB, and low quality control make the program "Less Efficient".

Sustainability: The governments in both countries have demonstrated commitment to building a long term national bilingual education system, which makes the program "Likely Sustainable". For

instance, in Niger, the Government has transferred the payment of salaries of the teachers hired under BEP to Government payroll. Similarly in Chad, local support is also being provided for hiring of two-thirds of teachers into the BEP stream. However, the recruitment policy for teachers in Chad and the insufficient budget for operations in both countries along with a general low capacity of quality assurance pose challenges to long term sustainability.

Synthesis of technical assistance (TA) evaluation

The Synthesis of the TA evaluation was based on a review of eighteen Technical Assistance Post-Evaluation Reports (TAPERs) and Project Performance Evaluation Reports (PPERs) from eight sectors, spanning fifteen countries. The synthesis report reviewed the recurrent issues and best practices of IDB's TA operations along with recommendations for enhancing its contribution in technical assistance.

Relevance: The assessment found that the relevance of the TAs was found to be higher when it was context specific, responsive to the needs of beneficiaries, and set objectives that were valid beyond the duration of the TA implementation. On an overall basis, almost all the TAs were found to be either 'Highly Relevant' or 'Relevant', and none was found to be Irrelevant.

Effectiveness: The synthesis report showed that 76% of the TAs were 'Highly Effective' or 'Effective', whereas the remaining 24% were either found to be 'Less or Completely Ineffective'. Niger has most of the TA operations which were declared 'Highly



Effective' and 'Effective', followed by Jordan which had four TA operations which were 'Effective'. The majority of 'Highly Effective' and 'Effective' TA were from education sector and multi-sector. Conversely, the 'Ineffective' TA were from Cameroon, Niger and Mauritania.

Efficiency: The review assessed that 57% of the TAs were either 'Highly Efficient' or 'Efficient' in terms of achieving the milestones within the stipulated time and available resources, whereas, the remaining 43% were assessed to be either 'Less Efficient' or 'Inefficient'. The majority of the TAs declared less efficient and inefficient were from Niger and Jordan in multi-sector and education sector. The main reason for this high number of TAs being inefficient is the excessive delay in the implementation. More specifically, the reasons for the delay included factors such as poor management and tracking of TAs from IDB, lack of coordination and ownership from the beneficiary side. Countries with less

efficient and inefficient TA performance included Yemen followed by two each from Cameroon, Mauritania and Niger. The agriculture sector constituted the majority of the 'Less Efficient' and 'Inefficient' TAs followed by the sector focusing on public administration.

Sustainability: The assessment of TAs on sustainability indicates that 24% of the TAs had substantial evidence to remain sustainable. Another 38% were found to have moderate evidence to remain sustainable and the remaining 38% of the TAs were deemed to be unlikely to remain sustainable. The major reasons behind the problems relating to sustainability include a lack of ownership by Executive Agencies, issues pertaining to the availability of funds after completion. Jordan has the most TAs which fell in the category of being unlikely to remain sustainable. In addition, multi-sector TAs were more prone to be less sustainable followed by agriculture.



CHAPTER 3: DEVELOPMENT RESULTS

The overall performance assessment of the evaluated projects by sector was summarized through their corresponding performance ratings in Chapter II. Some illustrative development results for the evaluated projects in 1435H can be seen below.

A. Human development

Education sector

GOE Department evaluated 3 projects in the education sector. In addition, GOE also conducted 1 program evaluation of the BEP in Chad and Niger, and a cluster Evaluation of 4 Special Assistance education projects in Canada. The projects ranged from basic education support in Benin to upgrade of universities in Indonesia.

In the Integrated Diponegoro University Project in Indonesia, IDB financed the infrastructure expansion and integration of academic programs of the university. The main component included construction, furnishing and equipping of 12 academic buildings for development of 5 new Faculties in the university. In addition, a Training Center and a 300 bed Teaching Hospital were also constructed on the new campus of Diponegoro University. All classrooms were equipped with state of the art pedagogical equipment. The university increased its teaching programs from 83 to 112 (both degree and none degree programs), and had a commensurate increase in teaching staff from 873 to 1,022 between appraisal (2005) and post evaluation (2014). This enabled the university to increase enrollment from 31,000 students to

43,000. The university has cemented its place as one of the best regional universities, and it is ranked among the top ten universities in research (6th) and academics (8th) in Indonesia. In addition, all 47 degree programs are accredited and rated A, the highest rating, by the National Accreditation Board. The 22-acre integrated campus is green and environmentally friendly; the Universitas Indonesia Green metric ranking for environmentally conscious universities ranks the Diponegoro University as 5th in Indonesia and 90th worldwide.

In another university development project of the University of Alauddin Makassar in Indonesia, the construction of 7 faculty buildings, 4 support buildings, and 1 dormitory led to upgrading of an Islamic institute to a full-fledged Islamic university. The newly constructed facilities enabled the university to expand to seven faculties and offer a graduate program. Since 2008, the university has increased enrollment from 6,300 to over 20,000 students. The number of university lecturers doubled to 770 as of 2013. With the new human resources, the university has witnessed a threefold increase in research output with 100 publications as of 2013. The university has quickly established a regional reputation as a center of excellence, attracting students from the community of South Sulawesi and eastern Indonesia.

Both the university projects in Indonesia have lasting socioeconomic outcomes. They contributed to increased economic activity in the area – with more businesses and housing complexes opening to cater for increased demand by students. Moreover, the universities increased the supply of trained human resources to contribute to the growing economy of

Indonesia. A survey demonstrated that on average, 70% of the graduates from the universities are employed within the first year of graduation. In Benin, IDB supported “National Action Plan for Education for All” for improved access to schools for 25,000 students. The project outputs included construction of 393 new classrooms, rehabilitation of 104 classrooms, construction of 129 toilet blocks, construction of 26 water tanks and 77 school gates, a teacher training college, and 17 houses for teachers. In addition, 1,000 teachers and teacher trainers were trained at the National Training Institute. The project contributed to increased access and quality of education, as indicated by the increase in enrollment rate (from 90% to 94%) and the successful completion rate of 71.5%.

Special Assistance Cluster Evaluation in Canada

The GOE conducted a cluster evaluation of 4 education projects in Canada. The four school projects included: (i) Purchasing of a Building for Olive Grove School; (ii) Expansion of Regina Huda School, Saskatchewan; (iii) Construction of Edmonton Islamic Academy; and (iv) Construction of Scarborough Islamic School. Currently, over 2,500 students are enrolled in the four schools. The beneficiary organizations used the grant amounts to purchase existing buildings or construct new facilities to expand their schools. The projects’ outputs included classrooms (more than 50), administration blocks, libraries, science and computer labs, gymnasiums, prayer halls and multipurpose rooms. The total built areas range from 2,132 m² to 8,500 m². The four beneficiary schools are currently in operation and offering education from kindergarden to high school (Grade 12) level.



The number of students attending these schools range from 330 in Regina Huda, 660 in Olive Grove and 950 in Edmonton Islamic schools. These three schools teach their respective provincial curriculum in addition to Islamic studies and Arabic language. The fourth school in Scarborough, focuses entirely on Islamic studies curriculum. There are about 125 full-time students and more than 500 students attending the evening classes. In addition, there were more than 200 teachers employed with these schools, the majority of them are certified through Canadian certification bodies.

Similarly, the expansion of Regina Huda School demonstrated that integrating effectively Islamic studies with the host country curriculum is possible. This was achieved through strong partnership between home and school, dedicated teaching staff and support from the Provincial Education Authority. Regina Huda School now ranks among the top three schools in the Saskatchewan Province in terms of academic achievements. Thus overall, the schools are

providing quality education. Their students often score high in national standardized tests, and many of those who graduated from high school have joined universities in various fields.

Bilingual Education Program

The BEP in Chad and Niger sponsored bilingual primary and secondary schools that offer classes in both Arabic and French. The operations under the BEP achieved construction of 1,326 classrooms, 9 Qur'anic shelters, 2 teacher training institutes, 8 administrative blocks, and 7 housing units for school directors. The operations also recruited 6,845 teachers in both countries (against 5,870 planned), constructed 846 latrines (against 940 planned) and, in 33 cases, built equipped wells, and administration offices in the schools and provided 32,561 desks and benches. The program also financed the preparation and printing of 207,226 manuals and books, mostly in Arabic, and recruitment of 138 pedagogic counsellors and 21 school inspectors.

About 66,300¹⁰ pupils were enrolled in BEP schools during the academic year 2013 and much more benefitted directly from the program since its inception. Furthermore, it is estimated that about 20,000 students from the public and community schools program benefit annually from the bilingual education provided by trained teachers from the program. The program also contributed to strengthening institutional capacity of the Education Ministries in both countries. In addition, it contributed positively to the long-term strategy and direction of bilingual education in both countries by supporting the restructuring efforts of Ministries, and improving Monitoring and Evaluation (M&E) capacity at executive and operational levels.

Particularly in Chad, the program supported the Ministry of Education to undertake a major internal re-structuring to create a general directorate of bilingual education at central level and related administrative units in each region. It also provided basic equipment and training to the heads of departments in selected regions. Such an achievement demonstrated the significant progress and success in formalizing and integrating the bilingual education in the national education system. Similarly in Niger, the program provided capacity building in planning and management

of education system to 41 high-level staff of the ministry through participation in training, study tours, regional and domestic conferences, and provision of technical assistance.

Through cooperation with the United Nations Educational, Scientific and Cultural Organization (UNESCO), the program provided overall strategy and directions for long-term development of the bilingual program. The government formally created two full-fledged departments of Franco-Arabic education, one in the Ministry of Primary Education, Literacy, Promotion of National Language and Civic Education, and the second one in the Ministry of Secondary Education. Such an achievement demonstrates significant progress and success of the program in integrating the bilingual education in the national education system.

In terms of impact, these IDB interventions in the Education sector generally created conditions for improved access to education for the 11% of overall student population in Niger and 5% of students in Chad. Enrolment rates in project areas increased significantly (66,300 students enrolled in BEP schools built by IDB), contributing positively to human development at grassroots levels.

In addition to the achievements in improvement of infrastructure, improvement in quality of the education services in the two countries was partially achieved with respect to service delivery and pedagogical requirements. It was expected that UN Agencies and other bilateral cooperation agencies would have complemented IDB's effort by taking up the soft components of the program. Therefore, the program's contribution to improving

10 With an estimated average of 50 pupils per class in the BEP's schools, the direct beneficiaries of the program derived from 1,326 classes is 66,300 students (22,500 in Chad and 43,800 in Niger). The estimation using number of desks / benches is also close to the same figures.

teachers' competencies and students learning proficiency has not been commensurate with the increased enrolment rates in the beneficiary schools. The program's strategy to increase the capacity of schools and the number of teachers without adequate investments in the soft components limited the program's contribution to education quality.

Overall, the IDB interventions in the education sector, illustrated by the upgrading of two universities in Indonesia, helped Member Countries increase their research productivity and overall quality of learning and teaching. IDB support for Muslim Communities in non-member countries as well as through the achievements from the BEP provided access to modern education to a wide range of beneficiaries.

B. Agriculture and rural development

The GOE Department evaluated two projects in Agriculture sector; one in Burkina Faso and the other in Sudan. The evaluated agriculture project in Burkina Faso resulted in a significant number of outputs: construction of three dams with larger storage capacity than planned (58 million cubic-meter instead of 19 million cubic-meter planned); drilling of six boreholes (instead of nine planned); and development of 30 ha of land at Andekhanda (against 410 ha planned at appraisal). However, the project failed to achieve all the other important outputs stated at appraisal, mainly due to poor cost estimation at the planning stage.

In terms of outcomes, the project created water storage capacity of 58 million cubic meters, enough to irrigate 1,100 hectares of land, and to benefit 69,000 people living in the area. However, due to budget shortfall, the land development, a key component of the project, was only nominally achieved, developing 30 ha as opposed to 410 ha planned. On the other hand, 400 ha irrigable land was developed independently by local farmers, which reported higher yields. Furthermore, the local fishermen benefitted from production of fish, earning up to US\$ 15 per day per fisherman from the new water reservoirs.

The main outputs of the evaluated project in Sudan are; upgrading of pumping station, procurement of 16 agricultural machineries, rehabilitation of 7 irrigation blocks, development of 1,300 new feddans of land (instead of 2,475 feddans planned) and provision of extension services to farmers. Through these outputs, the project contributed to decreased cost of pumping from Sudanese Pound 3000 to Sudanese Pound 1000, increased availability of water during peak demand season, and increased yields of main crops like onions and sorghums in project areas.

Overall, the agriculture projects contributed to a certain extent in improving the living conditions for the farmers. However, the projects were limited in achieving the development results as anticipated. The complete scope of land development was not achieved in both Burkina Faso and Sudan. Moreover, the failure to procure all necessary machineries and the limited scope of rehabilitation constrained the outcomes of agricultural interventions.

C. Infrastructure (industry and mining, water, transport, energy, ICT)

Industry and mining sector

Only one project in the Industry and Mining Sector was evaluated during 1435H. The Ma'aden Phosphoric Fertilizer Complex in Saudi Arabia contributed to government's policy of diversifying economic base, capitalizing on rich mineral resources of the country, and expanding industrial activity to all areas of the Kingdom, especially in the least industrialized areas in the northern region. The project built an integrated facility for production of Diammonium Phosphate – one of the essential fertilizers – with a capacity of 180,000 tons per month. The complex included mining and ore processing plant as well as power generation and water well facilities. The project achieved production levels representing 120% of the design capacity. At the time of evaluation, the plant was producing 222,000 tons of Diammonium Phosphate at a cost 14% less than appraisal estimates. The Ma'aden Plant expanded the industrial base in Arar and Traif areas, provided 1,469 job opportunities for local population and enhanced the economic activity in the northern region. The project induced establishment of new businesses, which increased port activity and construction of new housing facilities. It also offered educational opportunities and other social programs. The project also has an ongoing training and development program for its technical workforce.

Box III 1: Diversification and Employment in KSA

The choice of Ras-Al-Khair is a natural consequence of the government's desire to expand employment opportunities rather than narrowly focus on a few selected cities for all economic activity. Another important policy issue addressed by this project is the diversification and development of non-hydrocarbon based businesses. Instead of exporting phosphorus ore or concentrate, it implemented a fully integrated complex where both Diammonium Phosphate and excess ammonia ore is exported. The end product is on the highest point of the value chain for fertilizers. The new port also gradually increased in size and profile as new industrial units are completed and started exporting their production.



Water and sanitation sector

Four Water and Sanitation sector projects in four different countries were evaluated in Bahrain, Bangladesh, Pakistan and Tunisia. The areas covered under these evaluations included rural water supply, urban water supply, construction of housing and amenities and urban sanitation services. In the rural water supply, about 1,756 water points including deep/shallow tube wells, and pond sand filters were constructed in the coastal belt of Bangladesh and 26.4 ha of lake was dredged in Tunisia. In the urban water supply, 68.7km of ground water transmission pipeline, a storage tank with a capacity of 556 million litres and 7 distribution stations were constructed and upgraded in Bahrain. Moreover, about 30,860 new houses with sanitary facilities (toilets), water and electricity were supplied to 190,000 victims of the 2005 earthquake in Pakistan.

The water transmission project in Bahrain helped to improve the reliability of water supply in terms of both quantity and quality. Prior to the project, water was being supplied at maximum pressure lasting 5 hours per day. After the project, the water is being supplied 24 hours at the maximum pressure. Quality wise, total dissolved solids decreased from 1,425 part per million to 577 part per million. There has also been a reduction in the consumption of ground water reserves from 35 Mg per day to 15 Mg per day. Security of supply has also been enhanced through increasing storage capacity (from 1 to 3 days storage).

In Bangladesh, the IDB financed water supply facilities has significantly enhanced the access and use of safe water to rural population. About 13,500

Box III 2: Mixed Achievement of Results of Tunisia Ben-Ghayadah Development Project

The project undertook the dredging and earth filling of 26.4 ha lake having 2 to 4 meters depth and provided 3.2 km concrete quays and construction of 2.5 km ring road and a bridge on northern canal. It also constructed various networks (3.9 km pipeline of potable water), 2.5 km for each of electricity, telecommunication and natural gas); and deviation of 4.7 km principal sewerage network for the evacuation of used and rain waters to the treatment station of Mahdia. However, one canal was constructed and not opened to the sea. The construction of the second canal was postponed to the next phase of the project and its specifications will depend on size of boats to be using the marina.

families have access to safe and clean drinking water through the installation of the various watering points. After the project, the ratio of families per water point improved significantly (from 20 to 13 families per Deep Tube Well; 10 to 4 families per Shallow Shrouded Tube Well; 25 to 18 families per Pond Sand Filter; 10 to 1 family per Rain Water Harvesting Unit; and 70 to 50 families per Mini Piped Water Supply System). The installation of more water points reduced distances and time to obtain safe drinking water from 1,000 meters to about 100 meters. The reduction in distance has led to time savings of nearly 1.5 hour per household per day.

Overall, the evaluated projects in this sector contributed to the provision and upgrading of water supply systems and sanitation services in the countries mentioned. The rural and urban water supply as well as the housing and sanitation projects contributed to i) increasing the supply of potable water, ii) improving public health conditions, iii) improving the housing and sanitation conditions and iv) reducing the rural-urban migration of the populations. While the project in Bahrain contributed to improved public health and enhanced national water security, the water supply project in Bangladesh contributed to a reduction in the under-five child mortality rate (per 1,000 live births) from 146 in 1990 to 44 in 2011. Infant mortality rate (per 1,000 live births) for the same period was also reduced from 92 to 35. In Tunisia, the non-implementation of Phase B did not enable the project to have a significant contribution to the social aspect except creation of about 200 job opportunities during construction period. Therefore, the project has very limited environmental impact which was its main objective.

The housing reconstruction project in Pakistan provided technical training to one thousand artisans resulting in a paradigm shift in housing construction culture. The incorporation of earthquake resistant standards and designs in housing reconstruction has been a major project impact. At the same time, the supply of potable water and provision of sewage systems resulted in the reduction of water borne diseases such as diarrhea. Better health conditions through availing new water and sanitation schemes including sewage systems have led to improvement of school enrolment rates among the targeted population.

Transport sector

In the transport sector, 7 projects were post-evaluated in 7 different countries (Albania, Bahrain, Bangladesh, Chad, The Gambia, Togo and Uzbekistan). These projects were in the roads and sea transport subsectors. A total of 90.3 km of paved roads with the associated drainage, lightening, bridges, and crossing works were constructed in four countries while 276.2 km of feeder roads were constructed in Bangladesh. In addition, renovation and upgrading of existing Asphalt Crushing Plants were undertaken, and construction equipment were supplied in Uzbekistan and a new seaport constructed in Bahrain.

The post-evaluated roads projects contributed significantly to enhancing accessibility, improving road safety and boosting the economic activities in the project areas. In Albania, the construction of the 5.6 km road with four-traffic-lanes out of the 173 km long Durres-Morine Road Corridor provided the first and only direct link between the north-western parts of Albania, including the capital Tirana, and the eastern part of the Balkan region. The constructed road significantly reduced travel time and vehicle operating cost for the regional users leading to tourism promotion at the Albanian Adriatic coast. With this project, there has also been an improvement in the Average Daily Traffic, with an increase from 8,800 vehicles in 2010 to 12,000 in 2014.

In Bahrain, the construction of the Khalifa Bin Salman Sea Port has led to berth productivity growth from 15.8 moves/hour in 2006 (old Mina Salman) to 39.5 moves per hour in 2009 at the first year of opening of

sea port and to 64.2 moves/hour in 2012. Moreover, the container handling capacity also grew from 238,000 per year in 2006 to 525,000 per year in 2012. The total export and import moves grew similarly from 85,000 in 2006 to 109,000 in 2012. However, the general cargo witnessed a decline from 1,069 Tons in 2009 to 442 Tons in 2012.

In Bangladesh, the construction of the Sylhet feeder roads significantly contributed to the improvement of the rural population's livelihood in the project area. Particularly in Sylhet Sadar sub-district, the number of commercial vehicles moving per day has increased from 1,350 to 3,221, whereas the indirect benefits of the project included facilitating the increase in agriculture productivity from 4.5 Tons/ha to 5.5 Tons/ha on average. Students' enrolment in the sub-district has also risen from 27,205 to 45,510, while female students' enrolment has increased from 14,150 to 23,360. However, it was observed that the project lacked a comprehensive integrated rural development approach (focusing on roads and markets only), while the demand for social services (schools & health centers) was equally increasing.

In Chad, the Massaguet-Massakory road allowed access between Massaguet and Massakory during the rainy season (which used to be quasi impossible), reduced the travel time from 3 hours to 1 hour and reduced the cost of transportation between Massaguet and Massakory by half (from 2,000 CFA to 1,000 CFA per round trip). It also promoted agriculture activities by facilitating farmers' access to markets to sell their products, thereby contributing to better food security as fresh products are being supplied timely to the markets. The project is the first in the series of road development projects for trans-

Saharan roadway connecting Chad and Niger along the Lake Chad region.

Similarly in Togo in the bituminous concrete surfacing of the Aflao-Hillacondji road, it is worthy to note that no traffic counts were made on regular basis on this road section and no axle loads control is being instituted. In spite of this, the annual traffic registered at the tollgates on the national road between Ghana and Benin borders was 1.35 million in 2012, 1.26 million in 2013 and 0.36 million in the first quarter of 2014 for all vehicle types (light vehicles, minibuses, heavy vehicles). The project also created about 800 temporary jobs in the project area during implementation. In The Gambia, the Trade Gateway and Free Zones initiatives, which the project was supposed to serve, did not materialize. Meanwhile, the project contributed to boosting the economic activities along the roadsides (number of shopping centers, petrol stations and other businesses). In addition, the project facilitated access to the two newly established health centers and increased land values in the project area by a factor of five.

The evaluated project in Uzbekistan contributed to the improvement of the conditions of the city of Tashkent roads resulting in faster transportation service. The total number of passengers transported on average per day increased from 1.27 million in 2010 to 1.46 million in 2013, while the freight volume increased from 102 to 146 (million tons). Also, severe traffic accidents have been reduced from 44 in 2010 to 25 in 2013.

Energy sector

For the period under review, the GOE Department evaluated one project in the Energy Sector in

Uzbekistan. The infrastructure provided by the project include: 638 towers over a distance of 218 km single circuit 500 kV overhead transmission line from the existing 3,000 MW Syrdarya Thermal Power Plant to the Sogdiana sub-station. However, the route of the transmission line was changed slightly so that it does not pass through Tajikistan as initially planned. Extension of outdoor switch yards of both Syrdarya Power Plant and Sogdiana substation were also delivered as planned.

In terms of outcomes, the project has contributed to increasing the reliability and capacity of electricity transmission from Syrdarya to Sogdiana sub-station with the doubling of the total capacity of electricity transmission. Transmission losses on the existing 500 kV line have been reduced from 2.32% before the project completion to 1.55% on average. Similarly, the project also contributed to decreasing transmission losses in the power supply transmission system of the entire Samarqand-Bukhara region from 4.35% to 3.86% levels on average. Thus, the above-mentioned outcomes generated by the project have directly contributed to a 12.48% increase in the number of electricity customers (from 850,965 in 2010 to 957,176 in 2013) and 8.59% increase (from 5,245,595 in 2010 to 5,696,430 in 2013) in Samarqand-Bukhara region and Uzbekistan respectively. Overall, the project has contributed to increased security and welfare of the society due to uninterrupted electricity supply.

Information and telecommunications technology (ICT) sector

The GOE Department evaluated one project in the ICT sector in Bangladesh. The sub-marine cable project produced the following outputs: 1,065



km submarine Fiber Optic Cable (FOC) link; Cable landing station at Cox's Bazar; new 129 km Cox's Bazar-Chittagong FOC link and upgraded 250 km Chittagong-Dhaka FOC link; and International Trunk Exchange and Trunk Automatic Exchange in Dhaka.

The provision of this telecommunication infrastructure has enabled Bangladesh to enhance the quality and number of circuits for international communications. The number of overseas circuits has increase from 7,000 (before the project) to 52,000 (almost 7.5 times) that is directly attributable to the infrastructure built under the project. The increase in circuits has reduced the call traffic congestion thereby resulting in improved quality of voice and reduced international call charges. The use of submarine fiber optic cable system has reduced to about half on average the cost of telecommunication service, particularly tariff on international call charges and Internet usage. At the same time, it has provided reliable telecommunication services and improved quality of voice communication using latest technology of South East Asia-Middle East-Western Europe-4 (SMW-4).

In terms of outcomes, the submarine cable was the backbone to massive growth in telecom sector in Bangladesh. The number of mobile phone users increased from merely 3 million in 2004 to 116 million in 2013 (73% of Bangladesh population). The country currently receives an average of more than 40 million international incoming call minutes per day. On the other hand, the number of Internet users increased from 617,300 in 2009 to 37 million in 2013 (covering 23% of Bangladesh population).

D. Financial sector

Promotion of Islamic Finance is one of the cross cutting themes of IDB's Vision 1440. In 1435H, GOE Department evaluated three projects in the financial sector. The projects were designed to increase access to financial services – banking, microfinance, and insurance – in addition to mainstreaming Islamic modes of financing in Member Countries. The finance sector interventions were expected to bring socio economic progress among population in member countries by promoting business activities for disadvantaged segments of population. The evaluated projects included Investment in Syarikat Takaful Malaysia, Microfinance project for the Bank of Maldives, and financial support for micro and small enterprises in Senegal.

IDB participated in the equity capital expansion of Syarikat Takaful Malaysia at a time when the takaful company was setting up for expansion in Malaysian market.

In The Maldives, IDB extended a US\$ 3.4 million loan to finance a microfinance scheme for 1,500 micro and small businesses, procurement of mobile banking units, and capacity building of local banking sector on topics of Islamic Banking and Finance. Using this financing, Bank of Maldives (BML) disbursed US\$ 2.25 million worth of loans to 180 borrowers, mainly in the fisheries sector. The components related to mobile banking units and capacity building were not implemented.

The Micro and Small Enterprise Support project in Senegal offered financial support to Micro Finance Institutions (MFI) in the country. The fourteen MFIs



supported, in turn, were to extend micro loans of US\$ 300 each to create 33,000 micro enterprises in the country, mainly for the poor and financially underprivileged. The project achieved complete utilization of the US\$ 2.8 million line of financing for micro credit. Overall, 1,200 micro enterprises were created using the funds, with an average loan size of US\$ 2,800 instead of US\$ 300 as per plan. The project also contributed to sensitization and training of 594 end beneficiaries on topics in Islamic Finance. Further, half of the project beneficiaries in the country were women. The project contributed to the extension of Islamic financial services in Senegal through the use of Murabaha based financing. The resulting impact on broader understanding of principles of Islamic finance was, at best, limited.

The two micro finance projects improved financial access for around 1,400 beneficiaries directly

and contributed to economic wellbeing of over 25,000 people in The Maldives and Senegal. The interventions in Senegal primarily benefitted financially disadvantaged and created over 3,000 direct jobs. While the direct socioeconomic outcomes of Syarikat Takaful are hard to measure, the company had a lasting imprint on the Islamic financial sector in Malaysia. Since IDB's capital participation in Syarikat, the company has grown into a major Takaful provider in the country, creating a nationwide network manned by 2,000 agents.

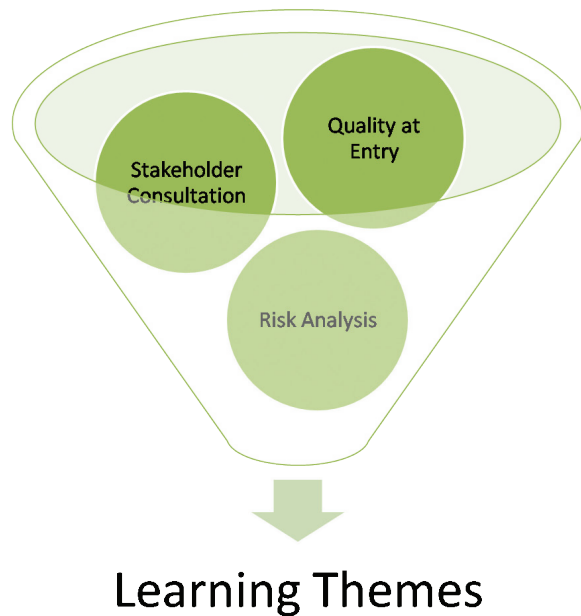
IDB interventions in finance sector had a gentle nudge to promotion of Shariah Compliant modes of financing in member countries. Syarikat Takaful served a strong need of Shariah compliant insurance products in Malaysia. The Senegal intervention was noted to have introduced Islamic micro finance in the country.

CHAPTER 4: LESSONS LEARNED, FOLLOW-UP ACTIONS AND RECOMMENDATIONS

Lessons Learned are the critical element of Development Evaluations. Lessons Learned take a stock of what was done, how it could have been done better, and how can it be used in development programming and project design. For the evaluations performed in 1435H, three common themes emerged: quality at entry, particularly the accuracy of information in project design; stakeholder consultation for improved design and implementation; and the importance of risk analysis in ensuring sustainability of results.

A. Learning theme # 1: Need for improving quality at entry

Weak Quality-at-Entry (QaE) of projects and programs has been a recurrent finding in GOE evaluations, and for the third consecutive year, it was the most dominant issue. This is a major obstacle to effective delivery and sustainability of development results. In particular, the evaluations conducted during 1435H found the lack of quality in feasibility studies as a major issue. This has contributed to



inaccuracies in project costs estimation, demand analysis, and overall project design. As detrimental as it is, inaccuracy in project design is an avoidable issue. The projects that were designed on up-to-date, comprehensive, evidence based, and carefully reviewed feasibility studies were found to perform better. The projects that were designed in the absence of feasibility studies or on studies that were outdated – both in terms of data and relevance of design – performed much lower. Inaccuracy of information used in the design stage was often a result of a poor quality or outdated feasibility studies.





Box IV 1: Implications of Inaccurate Demand Estimation

Appropriate estimation of market demand could have helped in avoiding unutilized bandwidth capacity in the Submarine Cable Telecommunications Project, Bangladesh. As a member of SMW-4 Consortium, Bangladesh Submarine Cable Company Limited received a total bandwidth upgrading of 200 Giga bits per second (Gbps) in 2012. However, only

about 20% of the available bandwidth capacity (40 Gbps) is currently being utilized. The process of enhancing bandwidth capacity has not been commensurate with the market demand. Furthermore, the company is currently facing severe competition due to the liberalization of the ICT industry affecting its operating performance. With the recent decision to install a

second alternative submarine cable system, the country's bandwidth capacity is expected to reach 1,400 Gbps. Although the company has adopted an appropriate business strategy with regard to pricing and diversification of its client base as well as opening new local and export markets for sale of its excess bandwidth, it is a matter of concern how best this goal could be achieved.

The following findings stemming from evaluations conducted in 1435H illustrate some of the QaE issues faced by IDB financed projects as illustrated in the Boxes above.

One of the underlying causes of poor QaE is insufficient technical expertise available to both the Bank and the Member Countries. The relevant stakeholders often lack the capacity to stress test the technical design of the project proposed in the feasibility study, which leads to inaccurate data,

unrealistic assumption, and unfeasible planning and administrative setup. To avoid this, workforce allocation by the Bank and in Member Countries needs to be re-assessed to achieve higher QaE at project appraisal.

The Rehabilitation and Upgrading of Aflao-Hillacondji Road Project, Togo, is a case in point, where outdated feasibility study caused financial gaps and down-scoping. At appraisal time, it was planned to rehabilitate and upgrade



Box IV 2: Poor Feasibility Study Resulted in Project Implementation Delay and Cost Over Run

The availability of a sound feasibility study could have avoided implementation delay and cost overrun in the Hydro-Agricultural Development in Northern Region Project, Burkina Faso. At appraisal time, the project design was based on poor feasibility study. As a result, there was a project start up delay of about six (6) months, because

at commencement of works, in December 2006, the supervision consultant recommended that additional geotechnical and geological studies had to be undertaken for the foundation of Andekanda dam. The storage capacities of the three dams were also revised and there were additional requirements to increase the project safety

measures. The use of this poor feasibility resulted in a major under estimation of the cost of project's components (mainly civil works) resulting in big cost overrun during the project implementation. For instance, the cost of the construction of 3 dams, doubled from US\$ 7.72 million at appraisal to about US\$ 14.12 million at the bid evaluation stage.

two existing roads totaling 24.2 km. For more efficient project implementation, the project cost should have been based on recent and up-to-date studies to allocate proper funds to be covered from IDB portion of financing, as well as counterparts funds from government and contributions from other financiers. When the new estimates were made, the project faced funding challenges, since the old ones were made 10 years ago. Due to this, during the project implementation, only 9.2 km were rehabilitated and upgraded instead of 24.2 km planned at appraisal. This directly affected the project scope and its financing arrangements, and

thereby contributed to its lack of achievement of outcomes.

A similar experience was the Water Supply Facilities in Coastal Belt-Phase-II Project in Bangladesh, where the selection of sites for various water facilities was not informed neither by technical/hydro-geological study nor by consultation with beneficiaries. This resulted in reduction of the scope of the project. The selection of the project locations to provide particular types of water facilities was not based on expressed demand or priority. This should have

been determined after assessing areas of scarcity of safe drinking water and hydro-geological conditions. The lack of adequate consultation with beneficiaries also led to the design and selection of water facilities for some communities that were either not suitable for the geology of the area, or not acceptable to the beneficiaries. For instance, the decision to provide Mini Piped Water Supply Systems to some communities without prior adequate consultation, led to rejection of the facility type by them. This resulted in the reduction

in the outputs from 60 to only 8 Mini Piped Water Systems provided. The inconsistency in respect of need of the local people and the national policy guidelines resulted in the scaling down of some of the water facilities that were inappropriate for certain locations. Hence, **the selection of water facilities for communities should be informed based on consultations with beneficiaries, backed by reliable and accurate data from feasibility study.**

Box IV 3: Non-Implementation of Phase-B hampered Effectiveness of Phase-A of project

At the appraisal of the Ben-Ghayadah Sebkhah Development Project, Tunisia, the risk of non-implementation of Phase-B and its consequences were not properly assessed. The scope of the project at appraisal was to comprise two phases: Phase A (financed by IDB) for environment works and a Phase B (to be financed by Government) consisting of land development. Phase A comprised of works to develop the Sebkhah into an artificial lake. After the implementation of Phase-A successfully, Phase-B of the project was not implemented at all. This

resulted in lack of usage of IDB financed components which also require costly maintenance and are currently under the risk of deterioration. Phase-B was fundamental for the success of the project in order to achieve its objectives and to ensure its sustainability as it was appraised by the Bank in 2004 (as an integrated program consisting of phases A and B). The non-implementation of Phase- B prevented the project to contribute effectively to the economic and social development of the area and has hampered the viability of the project. As such: (i) there was

no elimination of public health hazards that emanate from pollution; (ii) the protection of the seashore from erosion could not be ensured; (iii) Mahdia area could not be provided with touristic, housing and social infrastructure to improve the living conditions of the population. Even the protection of environment that is to be ensured by a new cleaned lake, implemented within Phase A financed by IDB, is at high risk because the site is not protected and project area (Phase A) is used presently for dumping all kinds of solid waste and garbage from public.

Another recurring issue for weak QaE is the absence of setting baseline indicators and clear targets. Although, developing a log-frame for the project at appraisal is a step in right direction, it has to be supplemented by setting clearly defined indicators. The achievement of desired results in a project can only be measured when precise indicators are mapped against the project objectives and the relevant baseline data is included. The baseline data in turn serves as a benchmark to track project progress. It also helps with setting realistic and feasible targets. In addition, a comprehensive feasibility study feeds into a project appraisal that covers all these aspects thoroughly. On the flipside, absence of indicators and their baselines can limit the ability to measure the project achievement of results.

For instance, the Sylhet Feeder Roads Upgrading (Phase V) Project, in Bangladesh, aimed at alleviating poverty of the rural population of the Sylhet division by increasing agriculture production and generating employment opportunities through the construction of feeder roads and rural markets. When visiting the project sites and discussing with the project beneficiaries, it was clearly evidenced that the project did contribute to alleviating poverty and creating jobs in the region. However, the full benefits of the project could not be quantified using a comparator due to the absence of baseline indicators and clear development targets set at project appraisal. **Hence, setting measurable development indicators at appraisal with clear baseline and targets is of paramount importance to facilitate measuring the projects' contribution to development.**

B. Learning theme # 2: Stakeholder consultation is instrumental in strengthening project design and delivery

Active stakeholder consultation is a key pre-requisite to ensuring development effectiveness. Stakeholders can range from governments, implementation partners, co-financiers, and ultimate beneficiaries. The 1435H evaluations show that continuous stakeholder consultation can strengthen project design and implementation and improve efficiency. On the contrary, absence of stakeholder consultation can lower the quality of implementation and result in project inefficiency and utilization of benefits. The GOE evaluations found the need to further enhance the engagement of stakeholders for improvement in development effectiveness. This section illustrates the issue with evidence from the evaluations carried out in 1435H.

Stakeholder participation at the design stage ensures that the project includes appropriate technical specification, which is relevant to the operational context. The technical design also needs to be compatible with the capacity of the Executing Agency (EA). A complicated design can run the risk of implementation delays. Meanwhile, lack of close coordination with the stakeholders on the ground can reduce efficiency of implementation, and eventually, service delivery (See Box IV-4). This was evidenced in the Khalifa Bin Salman Sea Port Project in Bahrain, where the implementation plan was neither well-designed nor well-managed, resulting in lack of coordinating of the works of different stakeholders. As a result, during project implementation, there

were numerous coordination problems during the construction between the building contractor and the infrastructure contractor. There was also a delay in the provision of permanent power supply, as the operating agency was not able to synchronize its plans with project implementation milestones.

Likewise, in the case of the Islamic University of Alauddin Makassar Project in Indonesia, the key to the success of the project was effective communication and coordination between the stakeholders led by an able PMU that tackled several implementation issues of the project successfully. The project PMU continued to communicate with IDB headquarters in Jeddah, IDB regional office in Kuala Lumpur, and IDB field representative in Jakarta. Besides, the PMU also maintained good coordination with the government and the other stakeholders. Additionally, the PMU was successful in complying with the procurement and disbursement regulations of IDB and of the government. Contrary to the mandate of many other PMUs in other projects, the PMU of Alauddin University was not only dealing with physical works but also working on capacity building programs. For another success story regarding a capable PMU, see Box IV-5.

Co-financiers and Governments are other important stakeholders. Close consultation is needed to ensure timely and appropriate financing arrangements for project implement. On the other hand, delay in counterpart funding can affect quality of project implementation and result in implementation delays, as witnessed in the Primary Education Development Project in Benin. In this project at the pre-start-up stage,

the approval, signing and effectiveness process of the project agreement was carried out without any hindrance. However, delays started at the start-up stages and during implementation mainly because of the delay in payment to the contracted firms by the Government due to non-availability of budget. This situation hampered the implementation plans of the contractors to execute the works on time. **Thus, ascertaining availability of counterpart funding by the Bank before declaration of agreement effectiveness or starting project implementation is necessary for timely project implementation.**

Lastly, external partners are key stakeholders that bring additionality to the design of the intervention. Working closely with external partners and co-financiers not only diversifies the scope of the project – by bringing additional components – but it also enables adaption of best practices. The evaluation of the BEP in Niger, revealed the importance of IDB's cooperation with UNESCO, International Organization of Francophone Countries (OIF), United Nations Children's Fund (UNICEF) and Islamic Educational, Scientific and Cultural Organization (ISESCO) to be able to provide soft components besides the hard components in such programs (See Box IV-6).

Despite the positive leverage of infrastructure funding for BEP due to IDB's engagement, the BEP's scale-up can prove to be limited, as major development partners (such as UN agencies, bilateral cooperation agencies and international NGOs) are not yet embarking on financing quality improvement component in the bilingual schools. At the launching of the program, IDB cooperated successfully with UNESCO to provide the overall strategy and directions for the long-term

Box IV 4: Needs Assessment through Stakeholder Consultation is Key to Appropriate Design

Consultation with end beneficiaries during the design stage of the project would have ensured the desired outputs in the Strengthening of the Customs Capability Project, Indonesia. The project aimed at strengthening the capability of the Customs and Excise Department to fight smuggling and illegal activities by acquiring 3 new Fast Patrol Boats (FPB) and improving the existing support facilities. The boats were of a particular design and had to be custom built and that led to some implementation delay. After their delivery, their overall operation levels was less than satisfactory. None of the three boats remained fully operational for more than a year. At the time of evaluation, one of the boats (BC30001) was being repaired by the contractor. The second boat (BC30002) had to be



grounded since August 2010 for having a faulty gearbox. The third boat (BC30003) was docked after facing water leakage problems due to faulty propulsion system which significantly reduced its patrolling capabilities. The underlying reason for all these issues was that the technical design of all three boats was not based on the technical needs of the beneficiaries, such as the lack of installation of ballast systems and faulty propulsion system reducing the stability of the boats and

making them prone to water and fuel tank leakage. This also made them unsuitable for use in rough water and weather conditions. The overall design of the project lacked sufficient stakeholder consultation at the time of appraisal when the beneficiaries would have informed the project design. The nature of the boats required by the EA at the appraisal was also inconsistent with the nature of boats eventually supplied by the project.

Box IV 5: Establishment an Effective PMU and Maintaining it for Future Projects

The evaluation of the Durres-Morine Road Project in Albania demonstrated that establishing an effective PMU and maintaining it for future projects is crucial for the continuous success of subsequent infrastructure projects. When the subject

project was approved, an existing PMU with prior experience in the sector and in dealing with IDB procedures (implementation of 11.1 km long road from Vore to Fushe Kruje) was re-assigned the task to manage the project. The use of an experienced PMU

boosted the institutional capacity in terms of preparation, execution, and supervision of infrastructure development projects. Therefore, further utilization of the valuable experience gained by the PMU can play a key role in the success of future projects.



development of the bilingual program. Indeed, the international cooperation on bilingual education was vibrant at the early stage of the program design. Besides, the BEP played a catalyst role in attracting Arab funds as well as governments' investments through their national budgets for the construction of schools and supply of equipment, furniture and manuals. However, this role decreased over the recent years and the international cooperation and coordination with UNESCO became dormant. As a result, the momentum gained with UNESCO, OIF, UNICEF, and ISESCO is being lost. **Hence, both IDB and the beneficiary governments should play an advocacy role by revitalizing the cooperation with these institutions.**

C. Learning theme # 3: Importance of risk analysis for ensuring sustainability

The main threat to sustainability of evaluated projects of 1435H was assessed to be the lack of sufficient risk analysis and planning to put in place risk mitigation measures. The necessary sustainability measures need to be listed at the design stage of projects and implemented after completion to ensure reaching and sustaining targeted outcomes. Even the most effective results do not last if institutional and organization arrangements are missing. For instance, one of the recurrent risks to sustainability in evaluated

Box IV 6: Importance of Supplementing Hard Components through Partners and Stakeholders

The BEP has successfully improved access to education in Chad and Niger, in line with the overall strategy and direction developed in concert with UNESCO. In particular, it expanded the number of schools and increased classrooms in basic and secondary bilingual schools in the rural and urban areas. In the beginning, IDB was coordinating closely with the UN Agencies and it was expected that UN Agencies and other bilateral cooperation agencies would have complemented IDB's effort by taking up the soft components of the program. However, the coordination became slow and the soft components were only partially implemented.



projects was availability of operational funding. For example, the **Water Transmission Project of Al-Hidd Station (Phase-III), in Bahrain**, is a strategic one, but with sustainability concerns, mainly because the potential risks of pricing were not fully taken into account (See Box IV-7). The services delivered through the project were either not priced appropriately or the EA lacked mandate to raise finances.

Another case which demonstrated that subsidization may act against sustainability was the Micro finance to the Bank of Maldives Project. Again in this project, the risks that may stem from subsidized terms were not assessed properly at the design stage. Therefore, the precautionary measures were neither designed nor implemented (See Box IV-9).

Routine maintenance of equipment is another key ingredient for sustained delivery of quality services.

Box IV 7: A Strategic Project with Sustainability Concerns

The Water Transmission Project of Al-Hidd Station aimed at satisfying the growing demand for potable water in Bahrain by transmitting the water produced from Al-Hidd Power and Water Station to the consumers through the installation of transmission pipelines, pumping stations and storage tanks at various locations in Bahrain. At the time of project appraisal (October 2005), the water production capacity of Al-Hidd Power and Water Station was being increased from 30 Mg per day to 90 Mg per day. The project realized its planned outputs and contributed

to significant outcomes, including: i) Improving the reliability of water supply both in terms of quantity and quality; ii) Reducing the consumption of ground water reserves; and iii) Enhancing the security of supply in terms of storage.

Despite the strategic nature of the project and its effectiveness in achieving the outputs and outcomes, there are some sustainability concerns related to water production, distribution and subsidies:

1. Production: Al-Hidd Power and Water Station produces nearly 61% of

the total water supply in Bahrain and the station is 100% privatized and owned by Hidd Power Company; a consortium of three foreign companies: Malakoff of Malaysia, Sumitomo Corporation of Japan, and GDF SUEZ (now known as Engie) of France. The company has a concession agreement with the Government of Bahrain for 20 years (ending in 2027) to produce 90 Mg of water per day. Such arrangement brings the risk of strategic national water supply (61%) being fully entrusted to foreign private suppliers. That risk was not assessed at the beginning.

Risks to such operational feasibility need to be identified and countered during project design at the institutional, financial, and human resource level.

Roads projects sustainability should be adequately assessed at appraisal and project design should address the risk factors. However, this was not the case for **the Westfield-Sukuta Road Project, in The Gambia**. In this particular project, the National Roads Authority lacked the technical

capacity in both human resources and equipment to undertake routine maintenance activities. The Roads Fund was also not independent and still under the purview of the Ministry of Finance; the funds collected through the Roads Fund are not always fully earmarked for roads maintenance. Moreover, the funds available for periodic maintenance fell short of the required amounts by around 30%. Furthermore, the problem is exacerbated due to lack of appropriate axle load control enforcement in The Gambia leading

2. Distribution: The water distribution system in Bahrain suffers from high percentage of water losses currently standing at 37%. No sufficient precautionary measures were taken.

3. Subsidies: Water supply in Bahrain is heavily subsidized. The supply cost per cubic meter amounts to 725 Fils whereas, the consumers are charged only 25 Fils per cubic meter. Such very high subsidy can encourage wastage and irrational consumption of water. That risk was not assessed at the design stage either. These subsidies may be redirected to target the poor directly and the sector should gradually transform into being financially independent.



Box IV 8: Importance of Training the Beneficiary's Staff in Maintenance of the System of the Machinery and Equipment - Uzbekistan

Despite providing machinery and equipment that had positive socio-economic impacts on the capital city of Uzbekistan and contributing to increase of new urban settlements, the project suffered from timely maintenance and general up-keep.

According to the appraisal proposal, training in the operation and maintenance of the machinery and equipment was included in the cost breakdown. However, there was no provision of such training in the supplier's contract, and in this regard, the project has faced difficulties in maintenance of the system of the machinery. When an incident with equipment occurred, the Beneficiary had to wait several months before the specialists from Germany or other countries intervened. The training officers had to spend significant time handling administrative issues and this diverted their attention from the delivery of the training itself. This is why it is of utmost importance to train on time the Beneficiary's staff in maintenance of the system of the project machinery and equipment to ensure technical sustainability of such projects.



to accelerated deterioration of the roads. **Such non-favorable conditions for project sustainability could have been assessed properly at appraisal and measures aimed at enhancing the likelihood of sustainability (such as capacity development and/or provision of maintenance equipment)**

could have been included in the project design. The assessment of risks at appraisal alone is not the magic solution to ensure sustainability. **As the experience with Road Construction and Maintenance Equipment Project in Uzbekistan demonstrated, adequate risk mitigation**

Box IV 9: Subsidized Terms not Necessarily Serving Effective Operations and Reducing Sustainability of Microfinance Schemes

In the Microfinance to the Bank of Maldives Project, the final non-lending rate to the borrowers was designed not to be more than 8% per annum, which was realized as targeted, and was below the current market rate of around 13%. Second, average repayment period was supposed be 24 to 36 months, but the realization was 60 months. In light of that information, a relevant caveat is that implementing such microfinance scheme on highly subsidized terms may encourage opportunism and may undermine the potential impact of the loan scheme on the development of micro entrepreneurs. In this project, such terms got micro entrepreneurs to apply

for loans without thinking through their business ideas by assessing the relevant risks (like lack of sufficient fish supply for fisheries-related projects) or proper planning in terms of demand estimates. This situation resulted in three important issues: Bank of Maldives started giving priority to refinancing to its higher-scale clients (which had collateral) with less risk over its micro clients (which normally don't have collateral) bringing asymmetric information issues and therefore higher risk.

The second is that because of low-quality micro projects financed and additionally due to the difficulties in the field in sufficiently monitoring and following up on the loans, the recovery rate was only 76%,

even though 85% of the loans was channeled to refinancing operations, namely to already relatively wealthy clientele. The third issue was with financial sustainability. The Bank of Maldives has been paying 4% per annum (on local currency) to Ministry of Finance and Treasury. This leaves the Bank with 4% (8% it charges on its clients minus 4% it pays to ministry) premium, which is not even sufficient to cover the operational costs. Therefore, mark-up and other terms of the financing should be kept closer to market rates not only to inhibit sudden rush of low quality micro projects but also to develop an operationally and financially sustainable microfinance scheme.

measures need to be fully implemented to ensure sustainability. At the appraisal, in order to ensure the technical sustainability, the training in the operation and maintenance of the machinery and equipment was included in the budget. However, at the end there was still sustainability issues, because the planned training component was not implemented (See Box IV-8 for details).

D. Synthesis of follow-up actions and recommendations

The follow-up actions and recommendations raised in the evaluation reports of the GOE Department during 1435H are related to actions aiming at enhancing the following themes within IDB Group Complexes and Entities: (a) Quality at Entry; (b) Quality during Implementation; (c) Effectiveness; and (d) Programming & Reverse Linkages Opportunities. These follow-up actions and recommendations, supported by evidence-based

facts from the evaluations, suggest courses of both strategic and operational actions to be taken by IDB Group Members (See full list of Follow-up Actions and Recommendations in **Annex-E**). Some of these follow-up actions and recommendations require immediate action while others require medium to long-term implementation plan. The GOE Department solicited feedback on the status

of the implementation of follow-up actions and recommendations from the IDB Group Members and prepared a table capturing the progress made so far (See **Annex-E**).

Box IV 10: Opportunities for Reverse Linkages in Member Countries

Maldivian Banking Act came into effect in 2010, and included Islamic Banking. Secondary regulations on Islamic Banking came into force in 2011. Accordingly, Bank of Maldives opened its Islamic Banking window in January 2013 and was going to start operations in June 2014. However, the Legal Department staff have not yet received any particular training on Islamic banking. Even in the judiciary, the judges are not trained on Islamic Banking. On that aspect, Government of The Maldives and BML should be supported on such capacity improvement needs. Country Programs Department should continue spreading awareness of the importance of development of Islamic Finance legislation and institutionalization in The Maldives and sustain its ongoing cooperation with the authorities. Reverse linkages with other member countries like Bangladesh and Indonesia can be considered also.

Enhance Quality at Entry: In 1435H evaluations, there were quite a few follow-up actions and recommendations aiming at improving quality at entry of IDB Group interventions. They have been recommended mainly to IDB Operations Complex (OC) (see further details in **Annex-E**). For the OC, at the project level, the key ones are related to: the systematic implementation of start-up workshops to familiarize the executing agencies with IDB rules, procedures and regulations; ascertaining projects' readiness for implementation to avoid problems and delays experienced for land acquisition; stakeholder consultation to have a proper needs analysis; appraising projects based on a recent feasibility study including appropriate risk analysis; accurate cost estimates and having realistic implementation time lines.

Improve Quality during Implementation: In order to improve quality during implementation, some measures are suggested to OC (See further details in **Annex-E**). These include reviewing the time frame for providing no objection to the procurement and reducing the time in accordance with best practices; paying particular attention, at the procurement stage, to the workload of the contractor other than the project under consideration to ensure that the capacity of the contractor is adequate for timely and smooth implementation; being more responsive to client requests to facilitate smooth project implementation; ensuring closer supervision; having robust M&E systems at the level of Executing Agency and/or Government to make

tracking of projects results beyond outputs possible. Addressing the above-mentioned gaps will certainly boost the efficiency of IDB Group Interventions.

Enhancing effectiveness: In order to improve the effectiveness of the IDB Group interventions,

among the measures suggested for the OC are inclusion of health and education centers within the scope of the future phases of the feeder roads project; completion of the TA grant for training on Islamic finance to be a precondition of disbursing the loan to the member country in micro finance

Box IV 11: Other Opportunities in Member Countries for Programming

- Potential Projects in Transportation Sector: IDB should continue to extend additional financing to contribute to the development of transport sector in Albania, which is crucial for sustaining the recent economic growth and full membership in the European Union. Additionally, IDB should continue investing in financing regional integration projects; in particular consider initiating discussions with the Government of Togo for the potential financing of projects that are ready in terms of engineering design such as the 100 km section of "Auda-Kara" road that reaches to Burkina Faso. In The Gambia, IDB can support the maintenance capacity of the road transport sector through capacity development programs.
- Opportunity for Cooperation between IDB and ICD: Maldives Islamic Bank, co-owned by ICD and the Government of The Maldives, started operations in 2011. In future microfinance or lines of finance operations, IDB may consider cooperating with Maldives Islamic Bank.



projects; soft components (mainly training) besides procurement of the equipment to ensure technical sustainability so as to enable optimum utilization of the facilities provided by projects; ensuring better formulation of soft components (focusing on the quality of education) in education projects.

Reverse Linkages and Other Opportunities for Programming: From the evaluations undertaken in 1435H, GOE Department identified opportunities for

reverse linkages development, which could guide the OC and CCD Complex in understanding the demand for such services and thus accelerate their interventions (see further details in **Annex-E**). For a comprehensive summary of the reverse linkage opportunities in Islamic finance sectors, see Box IV-10.

Besides the reverse linkage opportunities summarized, there are other opportunities to be grasped during future programming activities of the IDB Group. Those are summarized in Box IV-11.



E. Implementation of follow-up actions and recommendations

GOE Department has followed-up with all concerned Group Members and Complexes regarding the status of implementation of follow-

up actions and recommendations emerging from the evaluation activities and progress made so far (See Annex-E). Overall, management responses show progress indicating commitment of IDB Group Members and Complexes to implement the follow-up actions and recommendations emerging from the evaluations.

ANNEXES

ANNEX-A: Main Indicators for Projects Evaluated in 1435H

ANNEX-B: Evaluated OCR Projects with Implementation Delays in 1435H

ANNEX-C: Cost-Variations in Evaluated OCR Projects in 1435H

ANNEX-D: Criteria-Based Rating for Evaluated Projects in 1435H

ANNEX-E: Follow-up Actions and Recommendations from Evaluated Project in 1435H

Annex A: Main indicators for projects evaluated in 1435H

Country	Project Code	Project Title	Sector	Overall Rating	Implementa- tion Delay (months)	Change in Design	Change in Scope	Apr.(Mn ID)	Disb (Mn ID)	% of Approved
ORDINARY PROJECT LEVEL EVALUATION										
1	Albania	ALB0022 Durres-Morine Road	Transportation	Successful	6	Minor	Minor	6.7	6.5	96.9%
		ALB0023				Minor	Minor			
2	Bahrain	BHR0035 Water Transmission Project of Al-Hidd Station (Phase-III)	Water, Sanitation, And Waste Management	Successful	61	No	No	50.97	35.9	70.5%
3	Bangladesh	BGD0138 Sylhet Feeder Roads Upgrading (Phase V)	Transportation	Successful	13	No	Minor	7	6.5	92.8%
4	Bangladesh	BGD7000 The Submarine Cable Telecommunications	Information And Communication	Successful	30	No	Minor	40.22	40.2	100%
5	Burkina Faso	BFA0091 Hydro-Agricultural Development Project In Northern Region	Agriculture	Partly Successful	7	No	Major	8.75	8.70	99.0%
		BFA0092				Minor	Minor			
6	Indonesia	IDN0109 Integrated Diponegoro University Development	Education	Successful	28	No	Minor	33	31.70	96.1%
		IDN0110				Minor	Minor			
7	Indonesia	IDN0095 Strengthening of The Customs Capability	Public Administration	Partly Successful	50	No	No	21.52	18.10	84%
8	Indonesia	IDN0117 Islamic University of Alauddin Makassar.	Education	Successful	8	Minor	Minor	6.08	5.20	85.6%
		IDN0118				Minor	Minor	17.71	17.7	99.7%
9	Saudi Arabia	SAU0031 Maaden Phosphoric Fertilizer Complex	Industry And Mining	Highly Successful	21	Minor	Minor	64.50	64.50	100%
10	Togo	TGO0014 Rehabilitation and Upgrading of Aflao-Hillacondji Road	Transportation	Successful	24	Minor	Major	7.68	7.00	97.4%
11	Tunisia	TUN0088 Ben-Ghayadah Sebkhah Development Project	Water, Sanitation, And Waste Management	Unsuccessful	44	Minor	Minor	13.14	11.8	89.6%
12	Uzbekistan	UZB0012 Road Construction And Maintenance Equipment	Transportation	Successful	35	Minor	Minor	8.51	7.50	87.7%
13	Uzbekistan	UZB0014 500 Kv Syrdarya - Sogdiana Transmission Line	Energy	Successful	39	Minor	Minor	11.70	9.7	82.8%
		UZB0015				Minor	No	5.2	5.96	114.6%
14	Bahrain	BHR0029 Khalifa Bin Salman Sea Port Project	Transportation	Successful	8	Minor	Minor	46	42.7	92.8%
15	Pakistan	PAK0107 Reconstruction of Housing For The Victims Of 2005 Earthquake	Water, Sanitation, And Waste Management	Successful	18	No	No	77.66	77.66	100.0%
16	Chad	TCD0069 Massaguet-Massakory Road Project.	Transportation	Successful	14	Minor	No	7	7.0	100.0%
17	Bangladesh	BGD0135 Water Supply Facilities in Coastal Belt-Phase-II	Water, Sanitation, And Waste Management	Successful	24	No	Minor	6.13	3.66	59.7%
18	Benin	BEN0046 Primary Education Development Project-III	Education	Successful	36	Minor	Major	10.00	9.95	99.5%
		BEN0047				Minor	Minor			
19	Sudan	SDN0117 Irrigation Development Project in 3 Regions	Agriculture	Partly Successful	35	No	Major	6.70	5.54	83.0%
20	The Gambia	GMB0064 Westfield-Sukuta Road	Transportation	Successful	15	No	No	6.100	6.10	100.0%
21	Malaysia	MY50098 Syarikat Takaful Malaysia	Finance	Successful	No	No	No	2.1	2.10	100.0%
22	Maldives	MDV0032 Micro-Finance Project to the Bank of Maldives	Finance	Partly Successful	31	Major	Major	2.19	1.97	89.9%
		MDV0033				Minor	Minor	0.118	0	0.00%
23	Senegal	SEN0083 Financial Support for Micro and Small Enterprises	Finance	Partly Successful	18	No	No	2.53	2.53	100.0%
		SEN0084								
CLUSTER EVALUATION OF SPECIAL ASSISTANCE										
		Purchasing of a Building for Olive Grove School (loan & grant)	Special Assistance Operations	Highly Successful	No Delay	No	No	0.75	0.75	100.00%
		Expansion of Regina Huda School, Saskatchewan	Special Assistance Operations	Successful	No Delay	No	Yes	0.288	0.288	100.00%
25	Canada	Construction of Edmonton Islamic Academy	Special Assistance Operations	Highly Successful	No Delay	Yes	Yes	0.28	0.271	95.00%
		Construction of Scarborough Islamic School	Special Assistance Operations	Successful	No Delay	Yes	No	0.27	0.256	94.80%

Annex B: Evaluated OCR projects with implementation delays in 1435H

Country	Project Code	Project Title	Sector	Implementation Delay (month)	Reasons for Delay
1 Albania	ALB0022 ALB0023	Durres-Morine Road	Transportation	6	(i) The change of design, (ii) The bad weather conditions during winter time, and (iii) The required additional works.
2 Bahrain	BHR0035	Water Transmission Project of Al-Hidd Station (Phase-II)	Water, Sanitation, And Waste Management	61	The unavailability of land and corridors for the construction of some pumping stations and laying the transmission pipelines.
3 Bangladesh	BGD0138	Sylhet Feeder Roads Upgrading (Phase V)	Transportation	13	(i) Procurement of the consultancy service took long time partly due to delay in obtaining clearance from IDB, (ii) Difficulties in accessing sub-projects' sites, (iii) 2007 flood affected negatively the implementation progress, and (iv) The rapid interim increase in the prices of main construction materials caused difficulties in the completion of some contracts that resulted in the termination and re-award of those contracts.
4 Bangladesh	BGD7000	The Submarine Cable Telecommunications	Information And Communication	30	(i) Prolonged preparation of tender documents and evaluation of bids, (ii) shortage of skilled manpower to execute the project; (iii) Additional time taken by the contractors to supply and install equipment.
5 Burkina Faso	BFA0091 BFA0092	Hydro-Agricultural Development Project In Northern Region	Agriculture	7	(i) Additional geotechnical and geological studies be needed for the foundation of Andekanda dam, (ii) Storage capacities of the three (3) Dams were also revised and there were additional requirements to increase the project safety measures; and (iii) Suspensions of the works due to bad weather conditions.
6 Indonesia	IDN0109 IDN0110	Integrated Diponegoro University Development	Education	28	(i) Start-up delay due to the election of new Rector, (ii) Delay in selecting the project equipment supplier, and (iii) modifications needed for the installation of medical equipment, and late No Objection Letter (NOL) from IDB.
7 Indonesia	IDN0095	Strengthening of The Customs Capability	Public Administration	50	(i) Project start-up delay of 7 months from the date of agreement signature until the declaration of the loan effectiveness from GoI; (ii) Protracted tendering process for selection of consultant and contractor took about 8 months and 12 months respectively (starting from June 2005 until June 2007); (iii) Contract with the selected local contractor had to be amended four (4) times due to the financial problems faced by the contractor.
8 Indonesia	IDN0117 IDN0118	Islamic University of Alauddin Makassar.	Education	8	(i) Long procurement procedures, (ii) Demolition of old buildings, and (iii) Delay in shipping construction material.
9 Saudi Arabia	SAU0031	Maden Phosphoric Fertilizer Complex	Industry And Mining	21	Termination of contract of phosphorus acid plant due to financial crisis impact in 2008.
10 Togo	TGO0014	Rehabilitation and Upgrading of Afiao-Hillacondjir Road	Transportation	24	Updating of detailed design and tendering process.
11 Tunisia	TUN0088	Ben-Ghayadah Sebkhah Development Project	Water, Sanitation, And Waste Management	44	Relocation of public services networks, climatic conditions, disputes between contractor and EA.
12 Uzbekistan	UZB0012	Road Construction And Maintenance Equipment	Transportation	35	Significant start-up delay of 15 months, as well as the long process taken for certification and registration of the imported equipment with several government authorities in accordance with Uzbek regulations.

Country	Project Code	Project Title	Sector	Implementation Delay (month)	Reasons for Delay
13 Uzbekistan	UZB0014 UZB0015	500 Kv Syrdaryya – Sogdiana Transmission Line	Energy	39	(i) Since the project was the first experience of the executing agency, Uzbekenergo, with IDB, there was a delay caused by lack of familiarity of the EA on IDB procedures of procurement and tendering. Moreover, no start-up workshop or familiarization visit was conducted despite being planned at appraisal and availability of budget. (ii) There was a delay in consultant selection due to prolonged negotiations between the IDB and the Uzbekenergo on the finalization of the process. This led to a delay of 17 months. (iii) The overall project implementation (particularly the civil works) was paused and delayed frequently, due to the fact that contractor for civil works was overloaded and did not have enough capacity to handle multiple projects.
14 Bahrain	BHR0029	Khalifa Bin Salman Sea Port Project	Transportation	8	(i) Scarcity of materials for construction, (ii) Labor shortages, (iii) Power supply cuts.
15 Pakistan	PAK0107	Reconstruction of Housing For The Victims Of 2005 Earthquake	Water, Sanitation, And Waste Management	18	(i) The time taken by the EA for undertaking a full-fledged Damage Assessment for the victims in order to rightly identify them, (ii) Inaccessibility of the region during winter season due to harsh weather conditions, (iii) The remoteness and difficulty of project site located in a hilly mountainous area, and (iv) Lack of adequate construction materials in some remote villages.
16 Chad	TCD0069	Massaguet-Massakory Road Project.	Transportation	14	(i) Delay in the effectiveness of the loan agreement due to the ratification process by the Parliament which took long time as they meet only twice a year in March and October; (ii) The contractual date of works commencement, which was originally on 11 th March 2008, was extended to 1 st November 2008 to take into consideration the contractor's readiness.
17 Bangladesh	BGD0135	Water Supply Facilities in Coastal Belt-Phase-II	Water, Sanitation, And Waste Management	24	(i) Issues with procurement of a consultant, (ii) Presentation of an over-ambitious implementation plan during appraisal.
18 Benin	BEN0046 BEN0047	Primary Education Development Project-III	Education	36	(i) The lengthy procedures of ratifying the loans agreements from Benin authorities and mainly late appointment of the project implementation unit (PMU), and (ii) Late processing of disbursement requests by PMU and IDB.
19 Sudan	SDN0117	Irrigation Development Project in 3 Regions	Agriculture	35	(i) Delay in the effectiveness of the loan (about 12 months); (ii) Delay of 7 months in the negotiation with the contractor of Rahad scheme rehabilitation due to a huge increase in the prices of the steel pipes (+25%) during the contracting process; (iii) Heavy rains and floods which occurred during 2009 and 2010 rainy seasons; iv) Delay in the procurement of the Dreddger for Mina Pumping Station (Rahad Scheme) from the Netherlands.
20 The Gambia	GMB0064	Westfield-Sukuta Road	Transportation	15	(i) Inadequate time allocated for project implementation, (ii) The congestion and heavy use of the road, (iii) Relocation of utilities (iv) Shifting of fences along the road corridor and (v) The rainy season.
21 Maldives	MDV0032 MDV0033	Micro-Finance Project to the Bank of Maldives	Finance	31	The confusion regarding whether BML could continue with conventional financing or must use Islamic banking modalities.
22 Senegal	SEN0083 SEN0084	Financial Support for Micro and Small Enterprises	Finance	18	(i) Long-time taken to disburse the proceeds of the financing funds by IDB due in turn to the lengthy administrative and bureaucratic process to set up internal processes and procedures for project implementation, and coordination (ii) The long-time taken by Government of Senegal to avail its counter-part funding.

Annex C: Cost variations in OCR projects evaluated in 1435H

Country	Project Code	Project Title	Appraisal (Mn US\$)	Comp (Mn US\$)	Variation	Reasons for Cost Variation
1	Albania ALB0022 ALB0023	Durres-Morine Road	47.19	55.16	16.89%	Scope change due to 6 variation orders during the implementation
2	Bahrain BHR0035	Water Transmission Project of Al-Hidd Station (Phase-III)	196.78	195.99	-0.40%	NA
3	Bangladesh BGD0138	Sylhet Feeder Roads Upgrading (Phase V)	14.83	14.68	-1.01%	NA
4	Bangladesh BGD7000	The Submarine Cable Telecommunications	75.88	68.02	-10.36%	(i) Better prices offered by the suppliers for some components of the project due to competitive bidding; (ii) Replacement/postponement or cancellation of some components such as FOC link Dhaka-Kushtia-Meherpur-Chuadanga-India border and associated equipment from the project scope.
5	Burkina Faso BFA0091 BFA0092	Hydro-Agricultural Development Project In Northern Region	14.47	18.05	0.25%	(i) The complementary studies required for a sound dams construction, (ii) The additional works and requirements to increase the project safety measures, (iii) The increase of the total water storage capacity of the three dams from 19 million cubic-meter to 58 million cubic meters or an increase of about 200%, and (iv) The increase of construction materials cost.
6	Indonesia IDN0109 IDN0110	Integrated Diponegoro University Development	40.25	39.94	-0.77%	(i) Change of scope, (ii) Low tendering bids, and (iii) The appreciation of the US dollar against the Indonesian Rupiah.
7	Indonesia IDN0095	Strengthening of The Customs Capability	38.572	29.946	-22.36%	(i) Procurement of boats at a much lower price of US\$ 26.62 million (cost saving of US\$ 3.37 million); (ii) Lower than expected amount spent by the Got on the soft-component element of the project (crew training and logistic support, safety and environment training); and (iii) Partial procurement of equipment and spare-parts.
8	Indonesia IDN0117 IDN0118	Islamic University of Alauddin Makassar.	8.88	7.84	-11.71%	local currency (Indonesian Rupiah) devaluation.
9	Saudi Arabia SAU0031	Ma'aden Phosphoric Fertilizer Complex	100	100	0.00%	NA
10	Togo TGO0014	Rehabilitation and Upgrading of Aflo-Hillacondji Road	12.8	24.7	92.97%	A large under-estimation of the project at appraisal time which was based on poor and weak feasibility study.
11	Tunisia TUN0088	Ben-Ghayadah Sebkhah Development Project	19.74	19.89	0.76%	NA
12	Uzbekistan UZB0012	Road Construction And Maintenance Equipment	14.988	12.207	18.55%	The originally allocated budget was insufficient for purchase of the full list of the road equipment, and as a result some of the machinery and equipment have not been procured.
13	Uzbekistan UZB0014 UZB0015	500 Kv Syrdarya - Sogdiana Transmission Line	42.56	74.31	74.60%	(i) The increase in the local contract price in accordance with Cabinet of Ministers Decree with the rise in inflation rate in the country which kept increasing while the project was getting delayed; (ii) Cost of labour, inputs and raw materials necessary for construction works increased during the implementation of the project; (iii) The actual total cost of the project was poorly estimated by Design Institute in the pre-feasibility study which was the basis of appraisal. However cost estimation was later revised during detailed feasibility study conducted, in 2007, after the approval by IDB.(iv) The further delay in the project implementation.

Country	Project Code	Project Title	Appraisal (Mn US\$)	Comp (Mn US\$)	Variation	Reasons for Cost Variation
14 Bahrain	BHR0029	Khalifa Bin Salman Sea Port Project	454	480.67	5.87%	Additional buildings financed by Government of Bahrain.
15 Pakistan	PAK0107	Reconstruction of Housing For The Victims Of 2005 Earthquake	93.24	90.52	-2.92%	NA
16 Chad	TCD0069	Massaguet-Massakory Road Project	29.95	59.68	99.27%	(i) The under-estimation at appraisal, of both quantities and materials prices, led to an increase of around 85% at the stage of the bid evaluation and contract awarding processes; (ii) The change in the design of pavement from Double Surface Dressing to Bituminous Concrete (which was deemed necessary, to reduce the maintenance cost of the road on the long-term) added another 20% increase to the signed contract amount.
17 Bangladesh	BGD0135	Water Supply Facilities in Coastal Belt-Phase-II	10.162	6.354	-37.47%	(i) The down scoping of some aspects of the civil works (nearly 8%); (ii) The operational cost of the project was below the planned budget at appraisal due to (a) the use of office equipment and vehicles procured under the 1st phase; (b) use of seconded staff from the Department of Public Health Engineering (DPHE) who were paid honorarium instead of full salaries; and (c) The use of local DPHE engineers for delivery of training.
18 Benin	BEN0046 BEN0047	Primary Education Development Project-III	16.86	17.91	6.23%	The price increase of building materials due in turn to the high demand of these materials in the local market.
19 Sudan	SDN0117	Irrigation Development Project in 3 Regions	17.85	14.59	-18.26%	(i) The partial achievement of the project planned activities due to the non-availability of Government counterpart funds; and (ii) The depreciation of the national currency exchange rate during the implementation period (about 10%).
20 The Gambia	GMB0064	Westfield-Sukuta Road	8.58	10.75	25.29%	Under-estimation of project cost at appraisal.
21 Malaysia	MYS0098	Syarikat Takaful Malaysia	2.1	2.1	0.00%	NA
22 Maldives	MDV0032 MDV0033	Micro-Finance Project to the Bank of Maldives	3.35 0.18	3	-10.45% -100.00%	(i) The PMU within BML did not need any extra financing, as BML used its existing staff; (ii) Moreover, procurement of two mobile banking units (vessels) was not possible, because of lack of bidders in three consecutive tenders, (iii) Audit component was financed after project closure by BML itself; (iv) Technical assistance grant was not utilized either, because BML was not willing to use it, as the implementation by the existing staff and through the conventional modalities did not require any new skills and capacity.
23 Senegal	SEN0083 SEN0084	Financial Support for Micro and Small Enterprises	3.85	3.85	0.00%	NA

Annex D: Criteria-based rating for evaluations in 1435H

Country	Code	Project Title	Sector	Overall Rating	Relevance	Effectiveness	Efficiency	Sustainability
1 Albania	ALB0022 ALB0023	Durres-Morine Road	Transportation	Successful	Highly Relevant	Effective	Efficient	Likely
2 Bahrain	BHR0035	Water Transmission Project of Al-Hidd Station (Phase-II)	Water, Sanitation&Waste Management	Successful	Relevant	Effective	Less Efficient	Likely
3 Bangladesh	BGD0138	Sylhet Feeder Roads Upgrading (Phase V)	Transportation	Successful	Relevant	Effective	Efficient	Likely
4 Bangladesh	BGD7000	The Submarine Cable Telecommunications	Information & Communication	Successful	Highly Relevant	Effective	Efficient	Likely
5 Burkina Faso	BFA0091 BFA0092	Hydro-Agricultural Development Project In Northern Region	Agriculture	Partly Successful	Relevant	Effective	Less Efficient	Less Likely
6 Indonesia	IDN0109 IDN0110	Integrated Diponegoro University Development	Education	Successful	Highly Relevant	Effective	Efficient	Likely
7 Indonesia	IDN0095	Strengthening of The Customs Capability	Public Administration	Partly Successful	Partly Relevant	Less Effective	Inefficient	Likely
8 Indonesia	IDN0117 IDN0118	Islamic University of Alauddin Makassar.	Education	Successful	Relevant	Effective	Efficient	Less Likely
9 Saudi Arabia	SAU0031	Ma'aden Phosphoric Fertilizer Complex	Industry And Mining	Highly Successful	Highly Relevant	Highly Effective	Efficient	Most Likely
10 Togo	TGO0014	Rehabilitation and Upgrading of Afao-Hillaconjji Road	Transportation	Successful	Highly Relevant	Less Effective	Less Efficient	Likely
11 Tunisia	TUN0088	Ben-Ghayadah Sebkh Development Project	Water, Sanitation&Waste Management	Unsuccessful	Relevant	Ineffective	Inefficient	Unlikely
12 Uzbekistan	UZB0012	Road Construction And Maintenance Equipment	Transportation	Successful	Relevant	Effective	Less Efficient	Likely
13 Uzbekistan	UZB0014 UZB0015	500 Kv Syrdarya - Sogdiana Transmission Line	Energy	Successful	Relevant	Effective	Less Efficient	Likely
14 Bahrain	BHR0029	Khalifa Bin Salman Sea Port Project	Transportation	Successful	Highly Relevant	Highly Effective	Efficient	Likely
15 Pakistan	PAK0107	Reconstruction of Housing For The Victims Of 2005 Earthquake	Water, Sanitation&Waste Management	Successful	Highly Relevant	Effective	Efficient	Likely
16 Chad	TCD0069	Massaguet-Massakory Road Project.	Transportation	Successful	Highly Relevant	Effective	Less Efficient	Likely
17 Bangladesh	BGD0135	Water Supply Facilities in Coastal Belt-Phase-II	Water, Sanitation&Waste Management	Successful	Relevant	Effective	Less Efficient	Likely
18 Benin	BEN0046 BEN0047	Primary Education Development Project-III	Education	Successful	Relevant	Effective	Efficient	Less Likely
19 Sudan	SDN0117	Irrigation Development Project in 3 Regions	Agriculture	Partly Successful	Highly Relevant	Less Effective	Less Efficient	Less Likely
20 The Gambia	GMB0064	Westfield-Sukuta Road	Transportation	Successful	Relevant	Effective	Efficient	Less Likely
21 Malaysia	MYS0098	Syarikat Takaful Malaysia	Finance	Successful	Highly Relevant	Effective	Efficient	Likely
22 Maldives	MDV0032 MDV0033	Micro-Finance Project to the Bank of Maldives	Finance	Partly Successful	Relevant	Less Effective	Inefficient	Less Likely
23 Senegal	SEN0083 SEN0084	Financial Support for Micro and Small Enterprises	Finance	Partly Successful	Relevant	Effective	Less Efficient	Less Likely
24 Chad		Bilingual Education Program	Education	Partly Successful	Highly Relevant	Less effective	Less Efficient	Less Likely
Niger		Bilingual Education Program	Education	Successful	Highly Relevant	Effective	Less Efficient	Likely
25 Canada		Purchasing of a Building for Olive Grove School	Education	Highly Successful	Highly Relevant	Effective	Efficient	Most Likely
26 Canada		Expansion of Regina Huda School, Saskatchewan	Education	Successful	Relevant	Highly Effective	Efficient	Likely
27 Canada		Construction of Edmonton Islamic Academy	Education	Highly Successful	Highly Relevant	Highly Effective	Efficient	Likely
28 Canada		Construction of Scarborough Islamic School	Education	Successful	Relevant	Effective	Less Efficient	Likely

Annex E: Follow-up actions and recommendations from 1435H evaluations

Country/Project Code	Project Title	Sector	Follow Up Action / Recommendation	DEP/ENTITY	Status of Implementation
Bahrain/BHR 0035	Water Transmission of Al-Hidd Station (Phase-II)	Water, Sanitation, and Waste Management	The IDB should ascertain projects' readiness for implementation to avoid lengthy delays. Due attention should be paid to land acquisition issue during appraisal.	INF**	Lessons learned from completed Water Sector Project in Bahrain are considered in new and ongoing projects in Bahrain.
			As IDB is currently formulating the sixth phase of the project, clear and measurable development targets should be identified at project appraisal and baseline surveys should be undertaken.	ARD**	The preparation of Rural Access Roads Improvement in Sylhet Division Project, Phase-VI of the earlier Sylhet Feeder Roads upgrading was undertaken simultaneously along with the evaluations by GOED. While processing the project, the recommendations of GOED were taken in to account.
			Inclusion of health and education centres within the scope of the sixth phase of the project should be considered given the high demand.	ARD**	The measurable development targets were identified and included in the Project appraisal. The baseline figures were also provided by LGED of Bangladesh and confirmed by the IDB staff during the field visit.
Bangladesh/BGD 0138	Sylhet Feeder Roads Upgrading (Phase-V)	Transportation	Rehabilitation of existing rural roads network may be considered as part of the sixth phase's scope to ensure consolidation of existing assets besides development of new sections.	ARD**	Extension of health and education centres was discussed extensively with LGED. However, as the construction of the social infrastructure is not within the mandate of LGED and the main objective of the project is pertaining to rural access, it was agreed that the criteria for identification of road access would be given priority to those sections that ensure access to both health and education centres.
			ARD may undertake a second phase of the project that will focus mainly on land development and land farming to reach the total potential of 1,100 ha of irrigable land by the dams as the latter stocking capacity (58 million cubic-meter) allows to do so.	ARD**	Following recommendations of GOED Evaluation the rehabilitation component of existing rural road network has been included in Phase-VI.
Burkina Faso/ BF 0091/BFA 0092	Hydro-Agricultural Development Project in Northern Region	Agriculture	Indonesia is moving towards applying its own procurement and tendering procedures for all donor-supported projects. The Diponegoro project suffered a lengthy delay because both IDB procurement procedures and GOI's procurement guidelines were used. It is recommended that IDB harmonize its procedures with the country system to avoid implementation delays.	HDE**	The IDB mission discussed the recommendation with the country and the Executing Agency updated the feasibility study in 2014. The Country sent an official request to IB. The new project can be processed in I436H or I437H.
Indonesia/IND 0109/IND 0110	Integrated Diponegoro University Development	Education	Although the Diponegoro University (UNDIP) Teaching Hospital is recently inaugurated, much of the medical equipment provided by the project are still in boxes. The HDE Department needs to urge the parties concerned in Indonesia (executing agency, UNDIP) to expedite the full utilization of the equipment.	HDE**	The OC is reviewing the request of the Indonesia for applying Country's procurement and tendering procedures for IDB financed projects.
					The HDE Department will follow-up with the Executing Agency regarding the full utilization of the purchased medical equipment.

Country/Project Code	Project Title	Sector	Follow Up Action / Recommendation	DEP/ENTITY	Status of Implementation
Indonesia/IND 0117/IND 0118	Islamic University of Alauddin Makassar	Education	Review the time frame for providing no objection to the procurement and reduce the time in accordance with common standards.	HDE**	The delay in procurement is mainly due to the non-compliance to IDB procedure.
Saudi Arabia/ SAU 0031	Majaden Phosphoric Fertilizer Complex	Industry and Mining	Include urban and roads construction in the design of new similar project to ensure better performance of facilities. Extend the approach of the INF-PPP division in monitoring projects to other operation complex divisions in the follow up of project progress.	HDE**	Not provided yet.
Togo/TG 0014	Rehabilitation and Upgrading of Afiao-Hillacondji Road	Transportation	With a view to avoid any project financing shortage, as it was the case in Afiao-Hillacondji road project, the Bank should appraise a project on the basis of recent, or updated studies and design with appropriate risk analysis of contingencies cost and make appropriate provisions accordingly. Continue to invest in financing regional integration projects; in particular consider initiating discussions with the Government of Togo for the potential financing of projects that are ready in terms of engineering design such as the 100 km section of 'Auda-Kara' road that reaches to Burkina Faso as highlighted by government officials.	INF/PPP**	Operations Complex is considering extending PPP Division practice in monitoring of its projects, keeping in view the existing resource constraints. Following an official request, preparatory mission visited Togo in February 2015 to assess the proposed 168 km road project (Aouda - Kara - Defale). The project is important and strategically relevant to the Burkina Faso. Engineering design for the project was reviewed during appraisal/ preparation. Also cost of this project was assessed on the basis of three projects that have been recently awarded along the same corridor. The cost was adjusted taking into consideration inflation and exchange rate fluctuations. In addition, 10% contingency is factored in for price escalation and US Dollar appreciation.
Tunisia/TUN 0088	Ben-Ghayadah Sebkhha Development Project	Water, Sanitation and Waste Management	IDB has to ensure that all fundamental phases will be implemented in due time with a view to enable the whole project to achieve its objectives. With a view to ensure a smooth implementation of similar projects as per appraisal assumptions, the Bank should undertake an appropriate follow up of the project.	INF**	The OC has noted the recommendations and will be awaiting for the Official Request of the Government for the Phase-B of the project to be considered for financing. The OC is ensuring realization of objectives of all the ongoing projects/program. The OC has increased supervision missions and follow-up on problematic projects.
Uzbekistan/UZB 0012	Road Construction and Maintenance Equipment	Transportation	During the no-objection process, IDB should ensure compliance of the proposed contract, particularly with the important aspect related to capacity building and knowledge and technology transfer from the suppliers to the Executing/Operating Agencies.	INF**	Project cost estimates and design are being reviewed thoroughly during the preparation, appraisal and approval stages in order to ensure its smooth implementation. During the approval of 'Reconstruction and Upgrading of M39-'Tashkent-Termez' Road Project. (UZB-0061)' estimated cost of the civil works was US\$159.6 million and the value of the signed contract is US\$ 115.17 million. The condition of the signed contracts are being fully complied during the implementation. Knowledge and transfer of technology is not a part of scope of the ongoing projects. However, IDB is providing the necessary technical support and assistance for implementation of project. The GOED recommendations would be incorporated in future projects.

Country/Project Code	Project Title	Sector	Follow Up Action / Recommendation	DEP/ENTITY	Status of Implementation
Uzbekistan/UZB 0014/ UZB 0015	500 kV Syrdarva-Sogdiana Transmission Line	Energy	<p>To ensure familiarity with IDB rules and procedures and to enhance mutual learning from experience, the Bank can undertake a country-level seminar of its rules and procedures for all its projects in Uzbekistan.</p> <p>Uzbekistan has a centralised Design Institute for all Energy sector projects, the IDB may consider technical assistance to raise the quality of its work and enhance the use of standards.</p> <p>Familiarization visits for the beneficiaries should include a session on sharing IDB experience in other countries for similar projects. This will enhance the project implementation and promote knowledge transfer across member countries of IDB.</p> <p>IDB should also support research activities and new pilot technologies especially those related to low cost treatment of saline and impure water. This will be useful to promote alternate technologies in place of Rain Water Harvesting, Pond Sand Filters, Very Shallow Shrouded Tube Well, etc. which either get impure or have high salinity levels, or get contaminated due to cyclones. It may be appropriate to introduce these technologies as part of disaster responsive measures especially immediately after cyclone, during which period they will create the buy-in from the communities, and can then be installed in areas with lack of access to deep tube wells.</p>	INF**	<p>A start up workshop was held in Uzbekistan for all PMUs of Energy Sector projects under the same Executing Agency. The Workshop has contributed well to the adherence to IDB procedures during the procurement activities that followed. A Regional Workshop for Central Asia was organized jointly by the Regional Office Almaty and Project Procurement Division of the OC to familiarize Countries about the IDB Procurement Procedures.</p> <p>Uzbekistan considers its Design Institute among the best in the World in terms of technical capacity and knowledge and does not consider a need for IDB to provide technical assistance in that regard.</p>
Bangladesh/BGD 0135	Water Supply Facilities in Coastal Belt (Phase-II)	Water, Sanitation and Waste Management	<p>The lack of robust monitoring and evaluation systems at the level of Executing Agency and/or Government makes tracking of projects results beyond outputs very difficult. For a project with multi-sector dimension like the subject project, it was necessary at the beginning of the project to define clearly all the health and sanitation related outcome indicators with baselines and clear targets for tracking. It was also important to identify all stakeholders responsible for the collection, analysis and reporting on these indicators so that there would not be ambiguity regarding reporting obligations. As a matter of urgency, the Operations Complex should pay attention to M&E arrangements by EAs so as not to miss the opportunity of assessing project outcomes with evidence.</p>	OP-SD/CTY**	<p>The project scope was to provide water to people in six coastal Districts. Upon completion of the project, actual coverage improved further to 103 users instead of planned 123 people per water source. The project has been completed in June 2003 and hence, lessons learned are shared and replicated in other similar projects. The use of new technologies and treatment of saline water and harvesting of rain water etc. will also be considered.</p> <p>Depending on the complexity of the project, the M&E components are included in the Project Operations Complex is strengthening planning, monitoring and assessment of development results of projects. The quality of the Project Logframe and use of the Core Sector Indicators (CSIs) is being ensured. Gradually Logframes will also cover the outcomes to be achieved by projects. Also clear baseline and targets, monitoring mechanism and risks are defined in the Logframes.</p>

Country/Project Code	Project Title	Sector	Follow Up Action / Recommendation	DEP/ENTITY	Status of Implementation
Benin/BEN 0046/BEN 0047	Primary Education Development Project-III	Education	In view of speeding up implementation of its projects, the Bank should consider reducing the delays in issuing "No Objection" letters and should speed disbursements.	HDE**	The poor quality of the bidding documents are the main reasons for delays. Reducing delay in issuing the "no objection" letters and clearance of Bid Evaluation Reports requires capacity building of PMU staffs and simplification of Bank's procurement procedures. Operations Complex is already undertaking Country workshop to familiarize the Executing Agencies about the IDB procedures and to build their capacity.
Sudan/SDN 0117	Irrigation Development Project in 3 Regions	Agriculture	ARD may undertake a second phase of the project with a more integrated approach that includes Feeders Roads, extension of drinking water facilities, storage facilities, etc. IDB should be more responsive to client requests to facilitate smooth project implementation, as delays in IDB feedback in this project were noticed.	ARD**	On the request of the Country, Operations Complex will prepare the second phase of the project which will be based on Comprehensive Community Development approach.
The Gambia/ GMB 0064	Westfield-Sukuta Road	Transportation	To avoid the recurrence of the issues faced in this project, IDB should pay more attention to quality at entry by making careful and accurate estimation of project cost and realistic implementation period. Support the maintenance capacity of the road transport sector in The Gambia through capacity development programs.	INF**	Recommendation is being implemented with greater emphasis on project readiness, especially having Detailed Engineering Design (DED) for preparing a realistic cost estimates before the project for approval.
Malaysia/MYS 0098	Syarikat Takaful Malaysia	Finance	Benefit from the Expertise of Syarikat Takaful Malaysia Berhad (STMB) to other MCs through the revise linkage initiative, through funding technical assistance interventions by STMB in boosting the expertise of other Takaful companies in MCs.	CCD Complex-Capacity Development Department^	Other donors such as European Union are assisting the country in Transport sector including support for capacity development. CDD will approach STMB to collect more information on their area of expertise. The information collected will be shared with MCs which expressed intention for such support. If demands from MCs are expressed, reverse linkage project will be explored.

Country/Project Code	Project Title	Sector	Follow Up Action / Recommendation	DEP/ENTITY	Status of Implementation
Maldives/MAL 0032/ MAL 0033	Microfinance Project to the Bank of Maldives	Finance	<p>The completion of the TA grant should be a precondition of disbursing the loan to the member country. The reason is that IDB should lead the way to train the relevant government staff and the bank staff in Islamic banking and finance to set forth the legislation and institutions needed to implement Islamic Banking in the country. Otherwise, bottlenecks experienced in this project will become repetitive in similar cases. Furthermore, the establishment of Islamic banking legislation and institutions will be delayed, while it would have been accelerated by such small interventions to pave the fundamental building blocks. The Bank needs to ensure that first the TA grant on capacity development (especially in Islamic Finance) must be implemented before starting with the micro finance scheme.</p> <p>Maldivian Banking Act came into act in 2010, which included Islamic Banking. Secondary regulations on Islamic Banking came into force in 2011. Accordingly, Bank of Maldives opened its Islamic Banking window in January 2013 and is going to start operations in June 2014. However, the Legal Department staff have not yet received any particular training on Islamic banking. Even in the judiciary, the judges are not trained on Islamic Banking. On that aspect, Government of Maldives and BML should be supported on such capacity improvement needs. Country Programs Department should continue its awareness on the importance of development of Islamic Finance legislation and institutionalism in Maldives and sustain its ongoing cooperation with the authorities. Reverse linkages with other member countries like Bangladesh and Indonesia can be considered too.</p>	ARD**	<p>Consequent to the completion of Micro finance Project to the Bank of Maldives, IDB has financed Micro, Small & Medium-size Enterprise Dev. Project (MSMED-MAL0041). During the preparation and appraisal of this project, the follow-up actions/recommendations made for MAL 0032 and MAL0033 were taken into account.</p>
Senegal/SEN . . .AF/ SEN 0084	Financial Support for Micro and Small Enterprises	Finance	<p>Maldives Islamic Bank, co-owned by ICD and the Government of Maldives, started operations in 2011. In similar microfinance or lines of finance operations, IDB may consider cooperating with Maldives Islamic Bank too.</p> <p>Strengthen the training component on Islamic products and principles in favour of the various actors (Executing agency, MFIs and end beneficiaries).</p>	ARD/CTY**	<p>The CTY Department during upcoming Country Programming Mission to Maldives will discuss possible cooperation with the Islamic Bank of Maldives in area of Islamic Banking including capacity development through Reverse Linkages.</p> <p>The project was completed almost three years back. The recommendation of strengthening the training on Islamic products and use of various Islamic mode of financing in extending the lines of financing have since been incorporated in all the Micro finance Support Projects (MFSP) processed thereafter.</p>

Country/Project Code	Project Title	Sector	Follow Up Action / Recommendation	DEP/ENTITY	Status of Implementation
Bangladesh/ICD	Rahimafrooz Globatt Limited	ICD	ITFC may study the possibility of offering structured term financing to RGL and assist the company by facilitating its entry into new markets like Saudi Arabia and Iran.	ITFC	Not provided yet.
	Purchasing of a Building for Olive Grove School (loan & grant)	Special Assistance Operations	The sponsoring organization (i.e., Muslim Association of Canada, MAC) indicated that there are still two outstanding payments from the Loan, and is requesting the IDB to convert the outstanding balance into grant. If this is not possible, MAC is asking IDB to deduct the outstanding balance from the donation made to MAC through IDB. The concerned department needs to convey the IDB decision to MAC so that it can take the next step.	CCD Complex /Special Assistance Department	Not provided yet.
Canada	Construction of Scarborough Islamic School	Special Assistance Operations	For future SA (special assistance) projects, minutes of meeting should be signed with the beneficiary at the time of appraisal to document the common understanding between the two parties regarding the project. This will help to avoid situations whereby there is a difference in the estimated costs or in the planned implementation period.	CCD Complex /Special Assistance Department	Not provided yet.
			IDB consider looking into the Scarborough International School (SIS) request for disbursing the outstanding amount for the completion of school library.	CCD Complex /Special Assistance Department	Not provided yet.

Country/Project Code	Project Title	Sector	Follow Up Action / Recommendation	DEP/ENTITY	Status of Implementation
			Continue supporting Islamic International Rating Agency because the future seems to be promising since the key success factors identified by Ernst and Young for a rating agency are being fulfilled now. IIRA has received regulatory support from Central Bank of Bahrain, it is trying to expand its outreach outside Bahrain through its collaboration with DAGONG rating agency and IIRA now has access to the highly qualified professional staff at DAGONG.	Finance Complex and GRMD	IIRA has proposed to sign an MOU with the IDB, seeking to establish a broad level framework for future cooperation. The terms of cooperation of the MOU have been cleared by the management. Subsequently, the draft MOU has been sent to IIRA for finalization. Furthermore, IIRA has also requested a Technical Assistance (TA) Grant from IDB for conducting sovereign rating of selected IDB member countries. The TA request has been approved in-principle by the management. Accordingly, President of IDB has sent a letter no. 245779 dated 9/4/2015 to IIRA reaffirming IDB's support to IIRA and advising IIRA to request IDB MCs to send their letters of interests to IDB. In parallel, IFS Department has prepared TA RRPV, which has been duly cleared by Islamic Finance Technical Assistance Team (IFTA) meeting no. 03/1436 held on 30/4/2015. Revised RRPV will be submitted for management consideration soon.
			Support Ibdar Bank in venturing into new emerging markets like the member countries in Central Asia using the extensive network and experience of ICD, as per the plans of Ibdar Bank.	ICD#	Support is ongoing. ICD maintains a strong relationship with Ibdar Bank through its tight relationship with its CEO being an ex-director at ICD. In addition, ICD's CEO is a board member in Ibdar Bank. Therefore, ICD is in continuous communication with the bank, and is open to provide whatever support Ibdar Bank may need.
Bahrain	CAE Bahrain	Country Evaluation	Do not invest further in the capital increase exercises of Ibdar Bank because it does not seem to be in a position of making profits and paying any dividends in the near future.	ICD#	No capital increase has been made. GOED comment is noted.
			IDB should not participate in the upcoming capital increase of Bahrain Islamic Bank; rather, it should hold until end of 2015 when the recommendations of BCG are implemented and then exit.	Finance Complex /IDBi	IDB did not participate in the capital increase and National Bank of Bahrain and Bahrain Pension Funds became majority shareholders. IDB will monitor the market to exit at the right price.
			IDB should exit the investment when the share price of Gulf Finance House (GFH) appreciates to receive the residual amount because the current share price of US\$ 0.175 per share is just over the book value per share of US\$ 0.16. Moreover, IDB owns a minimal stake of 0.552% and has no control over decision making of GFH. Additionally, all the founding members of GFH have already quit and GFH does not have any prospects of paying dividends in the near future despite improved profitability.	Finance Complex /IDBi	IDB has fully exited from GFH and sale proceeds have been collected.

Country/Project Code	Project Title	Sector	Follow Up Action / Recommendation	DEP/ENTITY	Status of Implementation
Chad	Evaluation of the Bilingual Education Program in Chad	Program Evaluation	<p>Re-think and redefine more comprehensively the BEP management structure within IDB in order to address the advocacy and resources mobilization issues; the education quality issues and to offer continuous advisory services (policy advice, expertise, etc.) in the field of bilingual education. Also, revitalize the international cooperation with UNESCO, International Organization for Francophone (OIF), UNICEF and ISESCO on the BEP and extend it to other stakeholders. Indeed, there was a positive leverage of the BEP funding due to IDB's engagement but yet limited as major financiers (such as UNICEF, AFD, and other bilateral cooperation agencies, etc.) are not yet embarking on financing quality outcome in the bilingual schools. Indeed, the international cooperation on bilingual education was vibrant at the early stage of the program design. However, it became dormant over the recent years. As a result, the momentum gained with UNESCO and OIF is being lost.</p> <p>Though referred to as a program, the Bilingual Education Program (BEP) represents a series of operations spread in the various countries' portfolio. In view of planned regional expansion and its specific programmatic requirement, IDB should review the BEP management structure and increase its human resources to create a specialized unit, which can effectively support a qualitative growth of the program in the region and stimulate knowledge and best practices sharing among the participating countries.</p>	HDE**	Agree on the importance of research for the amelioration of the quality of the program. A needs assessment conducted in cooperation with specialised organizations as UNESCO will support the implementation of the program in future and boost the adhesion of national and international actors.

Niger	Evaluation of the Bilingual Education Program in Niger	Program Evaluation	<p>IDB, as an important player in the education sector, should ensure its regular participation, alongside other key donor agencies, in the countries' coordination committee for education in which the strategic issues are being debated and the operational strategies are being harmonized. In addition to this, IDB should facilitate the synergy between the BEP on one hand and the YOLIP and E-Learning programs on the other hand, to enable an efficient and effective coordination and exchange between the primary education, the vocational training skills and to contribute in increasing opportunities for graduates' employment.</p> <p>While important achievements were made in terms of infrastructure and human resources for the bilingual education, the outcomes relating to teaching and learning are yet limited. There is an urgent need for a shift in focus of the Bilingual Education Program (BEP) from provision of infrastructure to improving the quality side (at student level).</p>	HDE**	<p>Concurs with the recommendation for the need for effective presence of the Bank in the coordination group of donors involved in the field of education at country level. This mechanism is the more efficient way in order to mobilize additional partners in the program.</p> <p>Accept the recommendation to focus more on quality aspects of the program. This strategic orientation is in line with the ten Years Strategy of the Bank and the Education Sector Policy.</p>
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Country/Project Code	Project Title	Sector	Follow Up Action / Recommendation	DEP/ENTITY	Status of Implementation
The Gambia	CAE The Gambia	Country Evaluation	<p>Agriculture and rural development (ARD) is at the centre of The Gambia's poverty reduction strategy and an underlying component of inclusive growth as indicated by the Program for Accelerated Growth and Employment (PAGE). IDB's experience (e.g., The Gambia Low Land Development Project (GALDEP) and water-points projects) suggests that it is possible to identify, design and implement agriculture projects with a strong positive impact on income generation and poverty reduction. Continued support to ARD, mainly through rural infrastructure, will complement the Government's efforts to alleviate poverty and help in improving rural livelihood.</p> <p>Since many of the executing agencies lack the required implementation capacities, IDB may consider providing a small project preparatory fund/ technical assistance (grants and loans) for building the institutional capacity of implementing agencies. Such provision will ensure quality design and proper readiness of the project before approval. In addition, improve IDBG service delivery through strengthening policy dialogue, partnership and more delegation of authority to the ROD in project management. Indeed, gradual delegation of project supervision to ROD has paid off in terms of solving procurement issues, providing stronger oversight over project implementation and improving portfolio performance. Hence, IDBG needs to assign a clear role for ROD in policy dialogue including coordination with donors operating in the region.</p> <p>Islamic Finance in The Gambia, which comprises Arab-Gambia Islamic Bank (AGIB) and Takeful Insurance, is at an early stage of development. IDB should support these institutions, particularly in the areas of capacity building and product development; which are crucial for the sustainability of Islamic Finance in the country.</p>	ARD**	<p>Capitalizing on IDB's experiences in The Gambia and giving impetus to the country's Poverty Reduction Strategy, AGR is currently supporting the Community Infrastructure and Livelihood Improvement Project. After a relatively slow start due to the steep learning curve associated with the paradigm shifts and innovations introduced by the Project (CDD and Demand-driven approaches), project implementation performance is progressing satisfactorily, and the project's overall development objectives are expected to be achieved at Project completion in December 2015. In addition to Community Infrastructure and Livelihood, the project has successfully provided access to grid-free renewable energy solar electricity to 120 households, under the community owned infrastructure facility.</p>
			<p>Since many of the executing agencies lack the required implementation capacities, IDB may consider providing a small project preparatory fund/ technical assistance (grants and loans) for building the institutional capacity of implementing agencies. Such provision will ensure quality design and proper readiness of the project before approval. In addition, improve IDBG service delivery through strengthening policy dialogue, partnership and more delegation of authority to the ROD in project management. Indeed, gradual delegation of project supervision to ROD has paid off in terms of solving procurement issues, providing stronger oversight over project implementation and improving portfolio performance. Hence, IDBG needs to assign a clear role for ROD in policy dialogue including coordination with donors operating in the region.</p> <p>Islamic Finance in The Gambia, which comprises Arab-Gambia Islamic Bank (AGIB) and Takeful Insurance, is at an early stage of development. IDB should support these institutions, particularly in the areas of capacity building and product development; which are crucial for the sustainability of Islamic Finance in the country.</p>	CTY**	<p>IDB may consider establishing a Project Preparation Facility (PPF), considering best practices of other MDBs, to facilitate project preparation and implementation. Developing capacity of Executing Agencies is being considered under projects. This will facilitate a seamless transition of projects from preparation to implementation. IDB has recognized that good project management capacity is necessary for project success in The Gambia. Operations Complex is looking into the delegation of authority for the field offices including for the Regional Office Dakar covering both Project Management and Country Dialogue. The delegation will help in strengthening greater partnerships and better implementation of the Bank's Operations.</p>
			<p>Islamic Finance in The Gambia, which comprises Arab-Gambia Islamic Bank (AGIB) and Takeful Insurance, is at an early stage of development. IDB should support these institutions, particularly in the areas of capacity building and product development; which are crucial for the sustainability of Islamic Finance in the country.</p>	CTY**	Not provided yet.

** The Operations Complex replied via memorandum no. 53 29 60 dated 28/05/2015

^ The CCD Complex replied via email dated 24/05/2015

‡ The ICD replied via memorandum dated 24/05/2015

† The Investment Department replied via memorandum no. 15 02 0544 dated 20/05/2015

^† The IFS Department replied via memorandum no. 35/3696, dated 11/03/2015



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