

TERMS OF REFERENCE
(SCOPE OF SERVICES AND ASSIGNMENTS OF THE CONSULTANT)

I- Objectives of the assignment

1. The Project Completion Report (PCR) is a basis for comparing the project's expected state at the time of appraisal and its actual state at the time of completion. It is a vital document that records how the project was implemented to allow the post-evaluation team to draw lessons to be learnt by IsDB and its beneficiary(s) to improve future projects' design and performance. Thus, it constitutes the first step of the post-evaluation exercise. This self-evaluation instrument provides primary data against which the IsDB may assess its progress over time and benchmark its performance against other financing institutions.
2. The objective of the assignment is to recruit a consultant **to prepare a Projects Completion Reports (PCRs) for:**
 - a. **The Support to Equipping State Sanitary and Epidemiological Supervision Centers (SSESCS) With Laboratory Equipment Project (UZB0073) and**
 - b. **Support the Development of the Oncology Services Project in the Republic of Uzbekistan (UZB0063)**in accordance with IDB standards, guidelines and procedures (template of PCR provided in the Annex-1 and 2)

II- Scope of the assignment

1. Preparation of PCRs Draft 1 (Inception Report) and Tele/video-conference Review. Based on projects documents (Project Appraisal, Financing Agreement, Contracts, Project Implementation Assessment Reports, Disbursements, etc..) provided by IsDB and initial contact with projects stakeholders in the country.
2. Field Mission. Following clearance of PCRs Draft 1 and IsDB's decision to proceed with the exercise, the Consultant will conduct field visits to safe areas, depending on the consultant's judgement on the prevailing circumstances in the area.
3. Preparation of PCRs Draft 2. The Report is a further elaboration and completion of the inception report and should point out and explain the eventual variations in terms of projects cost, implementation schedule, financing plan and

stakeholders' performance. On top of updating the information that is in the inception report, it should include, among other things:

- (i) Evaluation of the performance of the executing agency.
4. The Consultant should share the draft with the Executing Agency for review and comments and capture the EA's view of the challenges met during implementation and recommendations for future intervention. Completing the step, the Bank and the Consultant will remotely review this report through available means.
5. The Consultant should take quality photos during the field visit and provide visual evidence of the work.
6. Prepare one case study for each project comprising a share knowledge product, including photos and PCRs brief for each project highlighting the Bank's impact.
7. The final drafts will be presented to the Bank first by the Human Development Division (HDD) Team for its review and comments prior to approval and onward presentation to the ESID Monthly Departmental Meeting.

III- Duration – Deliverable - Reporting:

The Assignments will be completed by the presentation of detailed reports, to be provided to the IsDB with required annexes as follows:

- The PCRs Draft 1 shall be submitted to IsDB within 7 days (for each PCR) starting from the date of receiving Project Documentation from IsDB.
- The PCRs Draft 2 shall be submitted to the Executing Agency within 7 days (for each PCR) after the Mission for comments.
- The Drafts with Executing Agency's comment shall be submitted to IsDB within 3 days (for each PCR) after receiving the comments.
- One case study for each project comprising a share knowledge product, including photos and PCR brief for each project highlighting the Bank's impact.

6. **Project Task Team Leader:** Team Leader Name: Dr. Ammar Abdo Ahmed
Position: Lead Global Health Specialist
Islamic Development Bank
Email Address: General - BCC2023-010 PCRs for _UZB0073_
And _UZB0063_ 72102c04.isdb.org@emea.teams.ms

IV- Payment:

3. For indication, the payment of **16,000 USD** (US Dollars **Sixteen Thousand** only) will be paid for the preparation of the PCRs, as a lump sum which includes all the expenses, travel (airfare), accommodation and meals during the mission.

No.	Item	Qty	Unit Cost (US\$)	Total (US\$)
1	Professional fees PCRs consultancy services, including report preparation (unit rate) per day ¹	30 days	400	12,000
2	Field visit expenses, including travels for international and local consultant	10 days	300	3,000
3	Travel Cost (Including flight ticket, accommodation and transportation)	One return ticket	1,000	1,000
	Grand Total			16,000

4. The remuneration the Consultant perceives includes all his costs and profit and any tax obligations that may be imposed on the Consultant.
5. The payment schedule for the preparation of the PCRs will be as follows:
- a) First payment in the amount of 20% of the Contract Price upon receipt by the Bank of:
 - a1. Signed contract and
 - a2. The first drafts of the Projects Completion Reports (PCRs) with professional editing.
 - b) Second progress payment in the amount of 30% of the Contract Price upon receipt and written acceptance by the Bank of:
 - b1. Validation workshop's final reports and
 - b2. The first drafts of the Case Study (for each PCR) as detailed in Appendix-A by the Bank; and

¹ Includes any overhead costs while working at place of residence.

- c) The final payment is 50% of the Contract Price upon receipt and written acceptance of the Final PCRs and the Final Drafts of the Case study with professional editing by the Bank.

Instruction to the consultant for submission of the EOI:

ESI Department invites eligible consultants to indicate their interest in providing the above-mentioned services. Interested consultants must provide the following:

- a. Information on availability for the expected services.
- b. Curriculum Vitae, including relevant publications and assignments.
- c. Sample of similar works Interested candidates are requested to submit their Expression of Interest through IsDB Procurement system and designated email addresses for submission as given under:
- d. Interested candidates are requested to submit their Expression of Interest through email to the following addresses

For Queries and Clarification: General - BCC2023-010 PCRs for _UZB0073_ And _UZB0063_ 72102c04.isdb.org@emea.teams.ms

EOI Submission: Eoi Submission - BCC2023-010 PCRs for _UZB0073_ And _UZB0063_ 1d227a4e.isdb.org@emea.teams.ms

- e. The deadline for the submission of the EOI is on or before 23/03/2023 at 08:00 PM GMT.

ANNEX -I EoI



ISLAMIC DEVELOPMENT BANK (IsDB) GROUP
Economic and Social Infrastructure Department (ESID)

REQUEST FOR EXPRESSION OF INTEREST (EOI) FOR TWO
SHORT-TERM CONSULTANTS "STCs" ASSIGNMENTS

FOR PREPARATION OF THE PROJECTS COMPLETION REPORTS

FOR

The Support to Equipping State Sanitary and Epidemiological
Supervision Centers (SSESCS) With Laboratory Equipment Project
(UZB0073)

AND

Support the Development of the Oncology Services Project in the
Republic of Uzbekistan (UZB0063)

March 2023

Invitation for Expression of Interest (IEOI) – Short-term Consultant

Invitation for Expression of Interest

Date: March 2023

[The Support to Equipping State Sanitary and Epidemiological Supervision Centers (SSESCS) With Laboratory Equipment Project (UZB0073)
AND
Support the Development of the Oncology Services Project in the Republic of Uzbekistan (UZB0063)]

1. The Islamic Development Bank (IsDB) has approved an administrative budget for financing consulting services *(to prepare Four Projects Completion Reports (PCRs) for The Support to Equipping State Sanitary and Epidemiological Supervision Centers (SSESCS) With Laboratory Equipment Project (UZB0073), and Support the Development of the Oncology Services Project in the Republic of Uzbekistan (UZB0063))* for the above project. The Services' Terms of Reference (TOR) are in Appendix A. The Services will be provided by a team of consultants who may be self-employed professionals or employees of a consulting firm. IsDB will select and engage the Consultants in accordance with the IsDB Corporate Procurement Policy (Policy).
2. IsDB now invites Expression of Interest (EOI) from potential applicants for consideration by IsDB in determining a shortlist of candidates to be invited to submit proposals. Depending on the number of the EOIs received and the qualifications of the applicants, IsDB may or may not short list all applicants who have submitted EOIs.
3. As highlighted in the TOR, the consultancy team will comprise an individual Consultant for both PCRs.
4. Applicants who wish to submit an EOI should complete the EOI Form in Appendix B and submit it along with a copy (ies) of CVs through IsDB's online IEOI facility or by email, fax or courier to the following authorized representative of IsDB by the **18th of March 2023**:

EOI submission email Address:

For Clarification & General Information Email:

Past Consultancy Assignment References

[Notes to consultant: Please select most relevant consultancy assignments you have recently completed to demonstrate your technical qualifications and experience.]

Period	Client	Project	Country	Your role (As a Senior Consultant, Research Assistant or Regional Consultant)	Value of the Contract

III. Availability

I shall be available for the services from _____ to _____.

IV. Eligibility Declaration

I, the undersigned, certify to the best of my knowledge and belief:

- I have read terms of reference (TOR) and Scope of Work (Appendix A), for this assignment.
- I confirm that the project references submitted as part of this EOI accurately reflect the experience of myself.
- I confirm that I have ever been convicted of an integrity-related offense or crime related to theft, corruption and fraud.

I understand that any misrepresentations that knowingly or recklessly mislead, or

Attempt to mislead may lead to the automatic rejection of the proposal or cancellation of the contract, if awarded, and may result in further remedial action in accordance with IsDB's Integrity and Anti-corruption Policy.

Signature:

Name of the Applicant

Curriculum Vitae (CV)

Position Title and No.: *{e.g., Senior Consultant, Research Assistant or Regional Consultant}*

Name of Expert: *{Insert full name}*

Date of Birth: *{day/month/year}*

Country of Citizenship/Residence: ----

Contact information:

Education: *{List college/university or other specialized education, giving names of educational institutions, dates attended, degree(s)/diploma(s) obtained}*

Employment record: *{Starting with present position, list in reverse order. Please provide dates, name of employing organization, titles of positions held, types of activities performed and location of the assignment, and contact information of previous clients and employing organization(s) who can be contacted for references. Please mark if the assignment is considered relevant to the assignment.}*

Period	Employing organization and title/position. Contact information for references	Country	Summary of activities (Comment if relevant to the Assignment)

Membership in Professional Associations and Publications:

Skills (language, technical, computer, others): _____

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification and/or sanctions by the Bank.

Name of Expert	Signature	{day/month/year}
		<i>Yes No</i>
<i>(i) I am employed by the concerned Agency/(ies) related to this consultancy assignment</i>		<input type="checkbox"/> <input type="checkbox"/>
		<input type="checkbox"/> <input type="checkbox"/>
<i>(ii) I was involved with preparation of the terms of reference for this consultancy assignment</i>		<input type="checkbox"/> <input type="checkbox"/>

Appendix-C: Consultant Evaluation Criteria

Criteria	Scores
General Qualification	30
▪ Academic Qualification	20
▪ French Language Proficiency	5
▪ English Language Proficiency	5
Adequacy for the Assignment	50
▪ Similar Assignment report prepared before	20
▪ Area of Expertise related to the assignment mentioned in the ToR	30
Experience in the Sector	20
▪ Specific Experience related to the assignment mentioned in the ToR	10
▪ Multi-lateral/International Organization	5
▪ Regional Exposure	5
Technical Scores	100
<i>(Cut-off point for consideration is 75 points)</i>	

ANNEX-II PCR TEMPLATE:



Project Completion Report

Project Title	
Project Code	
Country	
Department	
Division	
PCR Team Leader	

PCR Team Members	
Date of PCR Preparation	
Date of PCR Approval	

	Name	Designation / Department	Signature & Date
Originate (O)		Assigned ESID staff	
Review and Contribute (RC)		RH Manager	
Clearance (C1)		Manager HDD	
Approval (A)		Director ESID	

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Project Map

Executive Summary

PROJECT CONTEXT AND BACKGROUND

Provide a short description of the project background and context as envisaged in the project approval document.

PROJECT SCOPE AND OBJECTIVES

Provide a short description of the project scope, objectives and outputs as stated in the Result Based Framework / Theory of Change. (extract from the approved project document)

PROJECT COMPONENTS, COST AND FINANCING

Describe the major project components, cost and financing plan (both planned and actual) as well as actual disbursements.

Include the financiers if other development partners are involved.

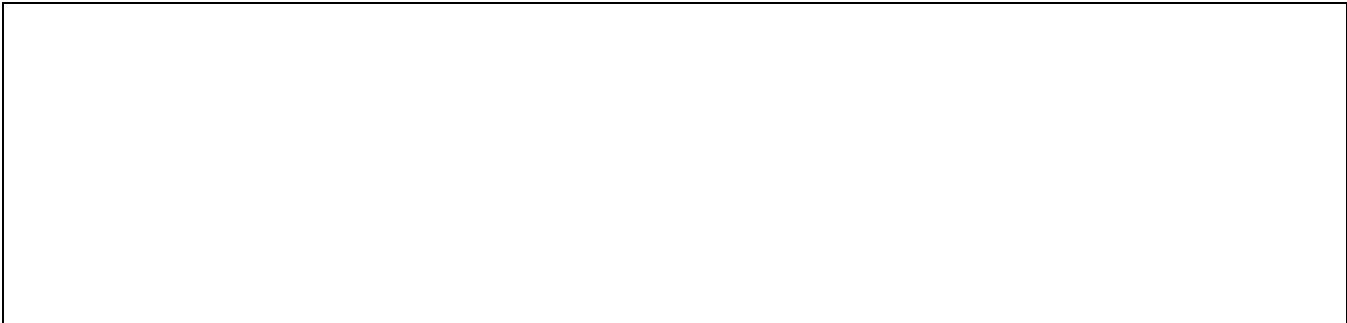
PROJECT PERFORMANCE ASSESSMENT

Project Score and Rating

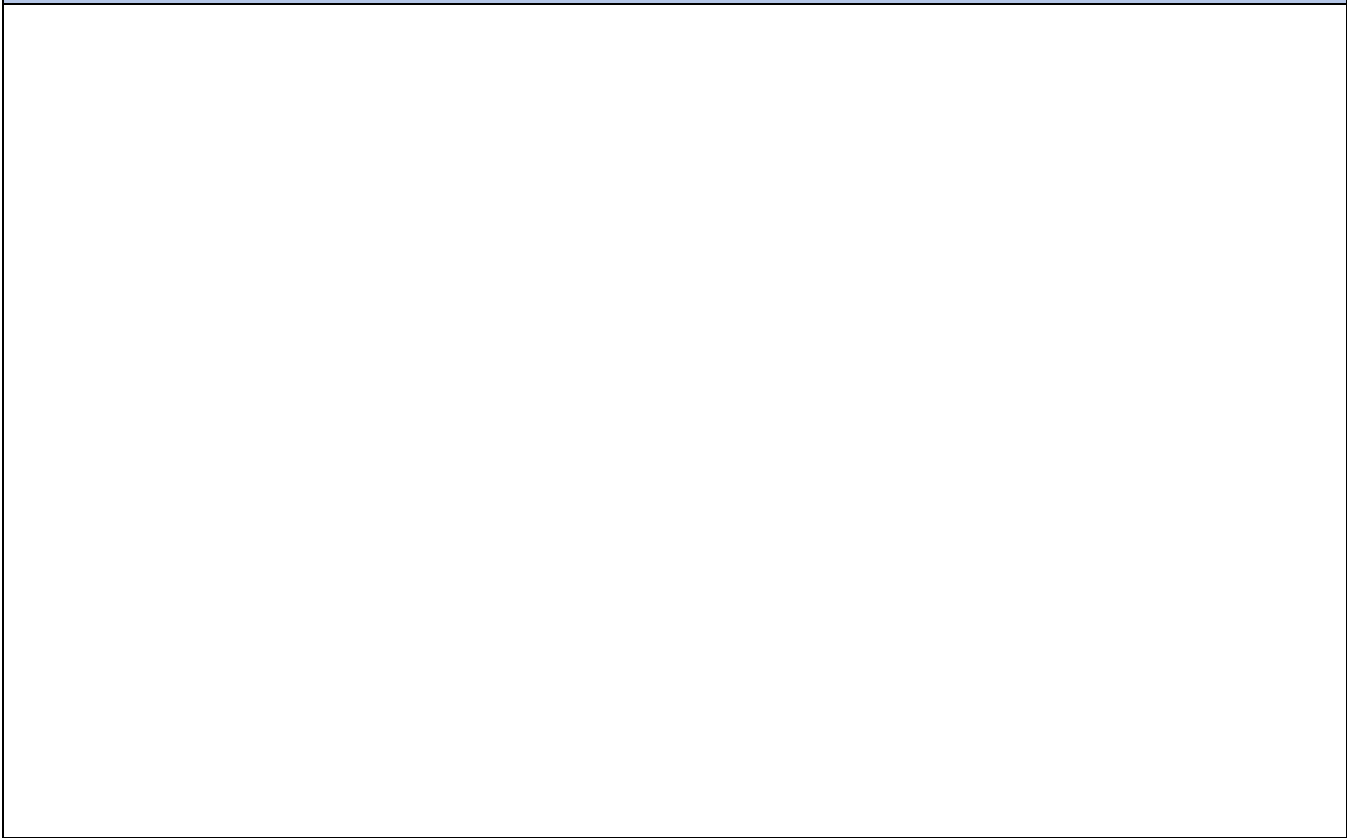
Insert Score

Insert Rating*

PROJECT RESULTS, CONTRIBUTION TO SDGS AND ISDB/CSIs



PROJECT STAKEHOLDERS PERFORMANCE



RISKS TO DEVELOPMENT OUTCOME(S)

Describe key risks that may affect achievement of the development outcomes

- 1.
- 2.
- 3.

FOLLOW-UP ACTIONS AND RECOMMENDATIONS

Provide specific recommendations on project follow-up and sustain sustainability of the benefits.

- 1.
- 2.
- 3.

LESSONS LEARNT

Outline the main lessons learnt from the project/program.

- 1.
- 2.

3.

A. Project Information

This section is to be completed by the Regional Hub staff prior to the declaration of project physical completion, drawing upon project record in OMS, PIASRs, EA reports and other reports /documents. The information must be verified independently by PCR Team Leader using data from OMS and other sources.

1. Responsible Bank Staff

Positions	At Appraisal	At Completion
Operation Team Leader		
Country Operation Manager		
Regional Hub Manager		
Sector Division Manager		
PCR Team Leader		
PCR Team Members		

1. Project Data

Project Title	
Project OMS Code	
Project Country	
Project City / Province	
Sector /Sub-Sector	
Thematic Area	
Financing Recipient	
Executing Agency	
Total Project Cost	
IsDB Contribution	
Project Implementation Duration	
OMS Status (Date)	

2. Key Dates

Milestone	Operation 1		Operation 2	
	Planned Date	Actual Date	Planned Date	Actual Date
Date of Official Request				
Date of Preparation				
Date of Appraisal				
Date of Approval				
Date of Signature				
Date of Effectiveness				
Date of First Disbursement				
Date of Last Disbursement				
Date of Physical Completion				
Extended Gestation End Date				
Extensions of Last Date of Disbursement (with Dates)				
Implementation Delays in months				

3. Project Financing by Mode (All Financiers)

Source of Financing	Currency	Amount at Approval	Adjustment (Increase or Decrease)	Amount at Completion*	Disbursed Amount (Actual)	Project Savings
		(a)	(b)	(c) = (a) + (b)	(d)	(e) = (c) – (d)
IsDB (Total for All Modes)						
Insert Mode 1						
Insert Mode 2						
Insert Mode N						

Component / Contract Title	Contract Number	Mode of Procurement	Date of Tender	Contract Award Date	Contract Completion Date	No. of Contract Extensions	Contract Currency	Contract Amount (Initial)	Contract Amount (Final)
Goods									
Services									
Goods									

* Insert planned dates from the most recent Procurement Plan (e.g. PAD, RRM, Implementation Manual)

6. Disbursement Plan (only for IsDB Financing)

Mode	Disbursement Number	Currency	Planned		Actual	
			Date	Amount	Date	Amount
Insert Mode 1 (e.g. Istisna, Instalment Sale, Loan, Leasing)	1					
	2					
	3					
	Total (mode 1)					
Insert Mode 2 (e.g. Istisna, Instalment Sale, Loan, Leasing)	1					
	2					
	3					
	Total (mode 2)					
Insert Mode 3 (e.g. Istisna, Instalment Sale, Loan, Leasing)	1					
	2					
	3					
	Total (mode 2)					
Total (All Modes)						

All planned amounts should be as per the approved RRM.

7. PIASR Ratings

PIASR	Date	PIASR Rating
PIASR 1		
PIASR 2		
PIASR 3		

PIASR N		
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8. Project Audits

	Audit Type	Planned Date	Actual Date	Audit Rating	Remarks
1.					
2.					
3.					
4.					
5.					

A. Project Performance Assessment

1. Relevance

Criteria	Score
1.1. Relevance of Project Development Objective(s) <ul style="list-style-type: none"> Assess the relevance of the project/program in terms of strategic consistency and alignment with the MCPS (if any) and other relevant Bank strategies and sector policies, the country's development priorities and objective(s) and sector/thematic objectives at the time of completion, such as: <ul style="list-style-type: none"> To what extent are the objectives in line with the country's development priorities and strategies? To what extent are the objectives consistent with the end-beneficiaries' needs? To what extent are the objectives in harmony with the IsDB's strategies and policies (10Ys, MCPS, sector policies). Also add reference to relevant to other funds if the if the project is funded by other source different from IsDB Ordinary capitals, etc. To what extent is the project complementary to other IsDB investments in the country and investments of other MDBs and donors in the country/sector/region Has the project contributed to IsDB corporate cross-cutting goals: (reverse linkages; promotion of the Islamic Finance Industry; intra-OIC trade and economic integration)? To what extent is the project relevant to SDGs in addition to the country development agenda/plan? 	0-1
1.2. Coherence of the Results Chain	0-1

<ul style="list-style-type: none"> Assess the coherence between outputs and outcomes and the extent to which the project's objectives were clearly stated and focused on outcomes. Assess the validity of the results chain and the underlying assumptions in current circumstances and country context? To what extent were the activities and outputs of the project consistent with the intended outcomes? Were the causal relationships between outputs and outcomes clear and consistent? How realistic were the objectives and intended outcomes given the country's circumstances and context? 		
1.3. Relevance of Project Objectives and Design		0-1
<ul style="list-style-type: none"> Assess the soundness of the project design and implementation strategy, and the underlying assumptions, for achieving the intended outcomes and meeting the beneficiaries' needs To what extent did the project design and implementation adopt the most appropriate solution(s) to the identified development challenge? To what extent did the project design and implementation factor in the institutional (policy), technical, financial and socio-cultural considerations? To what extent was the financing modality suitable for the project requirements? Were the modifications to the project design (if any) during implementation appropriate and timely for the beneficiaries needs? 		
Average Score and Rating (Relevance)	Insert Score	Insert Rating*

* *Highly Relevant (≥0.85)/ Relevant (0.60-0.85)/ Partly Relevant (0.30-0.60)/ Not Relevant (<0.30)*

2. Effectiveness

Criteria	Score
2.1. Progress Towards Output(s)	0-1
Output 1: Insert RRM Output Statement and indicators here	0-1
<ul style="list-style-type: none"> Assess the extent to which the anticipated outputs were achieved Provide output indicator targets vs achievements Explain the reasons for under /over achievement 	
Output 2: Insert RRM Output Statement and indicators here	0-1
<ul style="list-style-type: none"> Assess the extent to which the anticipated outputs were achieved Provide output /indicator targets vs achievements Explain the reasons for under /over achievement 	
Output 3: Insert RRM Output Statement and indicators here	0-1

<ul style="list-style-type: none"> Assess the extent to which the anticipated outputs were achieved Provide output indicator targets vs achievements Explain the reasons for under /over achievement 	
Output 4: Insert RRM Output Statement and indicators here	0-1
<ul style="list-style-type: none"> Assess the extent to which the anticipated outputs were achieved Provide output indicator targets vs achievements Explain the reasons for under /over achievement 	
2.2. Progress Towards Outcome(s)	0-1
Outcome 1: Insert RRM Outcome Statement and indicators here	0-1
<ul style="list-style-type: none"> Assess the extent to which the anticipated outcomes were achieved Provide outcome indicator targets vs achievements Explain the reasons for under /over achievement If actual achievement data is not available, assess intermediate outcomes and the likelihood of achievement of outcome targets Provide data sources / means of verification 	
Outcome 2: Insert RRM Outcome Statement and indicators	0-1
<ul style="list-style-type: none"> Assess the extent to which the anticipated outcomes were achieved Provide outcome indicator targets vs achievements Explain the reasons for under /over achievement If actual achievement data is not available, assess intermediate outcomes and the likelihood of achievement of outcome targets Provide data sources / means of verification 	
2.3. Net Effect of the Project	0-1
<ul style="list-style-type: none"> Assess the extent to which the project achieved its goal / impact / overall objective Assess the project's contribution to human development, SDGs and poverty reduction in the target communities/ regions Explain any external factors that contributed to or undermined the project's effectiveness. 	

Average Score and Rating (Effectiveness)	Insert Score	Insert Rating*
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* Highly Effective (≥ 0.85)/ Effective (0.60-0.85)/ Partly Effective (0.30-0.60)/ Not Effective (< 0.30)

3. Efficiency

Criteria		Score
3.1. Timeliness		0-1
Planned Project Duration (as per the RRP/PAD)	Actual Implementation Time (Effectiveness to Physical Completion)	Difference
XX Months	XX Months	XX Months
<ul style="list-style-type: none"> Assess the extent to which the project was implemented within the approved timeframe Assess the timeliness of the procurement plan, disbursement plan and contractor deliverables Explain the reasons for delays, if any. 		
3.2. Resource Use Efficiency		0-1
Total Approved Cost (as per RRP)	Actual cost	Difference
<ul style="list-style-type: none"> Assess the project's utilization rate of approved budget (overall and IsDB financing) Assess budget vs. actual utilization for each project component Explain the reasons for major (>20%) under /over utilization, if any. 		
3.3. Compliance with Financing Covenants/PIASR and Audit Recommendations		0-1
<ul style="list-style-type: none"> Assess the project/EA's compliance with conditions/covenants of financing Assess the project/EA's compliance with PIASRs recommendations Assess the project/EA's compliance with audit recommendations Explain the reasons for non-compliance or delayed implementation, if any. 		
		0-1

3.4. Cost Benefit Analysis		
Parameter	At Appraisal	At Completion
Financial Internal Rate of Return (FIRR)		
Economic Internal Rate of Return (EIRR)		
<ul style="list-style-type: none"> Re-estimate the Financial Internal Rate of Return (FIRR) and compare it with the FIRR at approval Re-estimate the Economic Internal Rate of Return (EIRR) and compare it with the EIRR at approval If the project experienced any delays or early delivery, what is their likely impact on FIRR/EIRR? Explain the reasons for changes in the FIRR/EIRR values (compared to those estimated at the time of project appraisal), if any. Provide details in the Appendix. 		
Average Score and Rating (Efficiency)		Insert Score
		Insert Rating*

* Highly Efficient (≥ 0.85) / Efficient (0.60-0.85) / Partly Efficient (0.30-0.60) / Not Efficient (< 0.30)

4. Sustainability

Criteria	Score
4.1. Technical and Financial Soundness of the Project Results	0-1
<ul style="list-style-type: none"> Assess the sustainability of project structures and outputs in terms of their technical design and soundness (e.g. choice of technology, availability of spare parts, service and maintenance) Assess the sustainability of project's financial model in terms of recovering service fees for economic infrastructure, or through availability of public finances for social infrastructure To what extent is the operating entity of the project able to leverage the financial resources (budgetary, donations, etc.) to sustain the project operation after its completion? To what extent is there an adequate O&M system to run the project facilities? Was there an exit strategy and plan since the design that would support the project after its completion? 	
4.2. Beneficiary Commitment	0-1
<ul style="list-style-type: none"> Assess the extent to which the project EA is committed to sustaining the project structures, outputs and benefits after the end of the Bank's financing 	

<ul style="list-style-type: none"> To what extent are the project end-beneficiaries committed to sustaining project benefits, e.g. by paying service fees, setting-up local organizations to manage the facilities, or through other means? 			
4.3. Institutional Sustainability		0-1	
<ul style="list-style-type: none"> Has the EA/project put in place appropriate institutional and coordination mechanisms to ensure the long-term sustainability of the project structures and outputs? To what extent are the domestic laws / policies / regulations, and the institutional and national/international context conducive to maintaining the results of the project? Does the EA have sufficient technical expertise and capacity to operate, maintain and to regularly service all the facilities of the project? 			
4.4. Environmental and Social Safeguards		0-1	
<ul style="list-style-type: none"> To what extent were the social concerns and safeguards integrated in project design, implementation and sustainability plans? To what extent were the environmental concerns/risks and safeguards integrated in project design, implementation and sustainability plans? Identify any outstanding environmental and social actions that need to be addressed by the Bank, the EA, or any other stakeholders. 			
4.5. Integration of Cross-Cutting Issues (Resilience, Climate Change, Civil Society, Women, Youth and Vulnerable Groups)		0-1	
<ul style="list-style-type: none"> To what extent has the project addressed resilience and disaster risk reduction in project design, implementation and sustainability plans? To what extent has the project addressed the needs of women, youth and vulnerable groups in project design, implementation and sustainability plans? Assess the expected impact of the project on climate change. If the project has introduced any climate change adaptation or mitigation actions, assess their sustainability and likelihood of success. 			
Average Score and Rating (Sustainability)		Insert Score	Insert Rating*

* Highly Likely Sustainable (≥ 0.85)/ Likely Sustainable (0.60-0.85)/ Likely Partly Sustainable (0.30-0.60)/ Likely Not Sustainable (< 0.30)

B. Project Stakeholders Performance

1. Bank's Performance

Criteria	Assessment*	Score
Quality of Bank's Input during the Preparation	<p>Assess the quality and adequacy of inputs provided by the Bank at Qualification and Prioritization (QnP), project preparation and design to ensure readiness for implementation.</p> <p>Assess the quality of risk analysis and adequacy of mitigation measures, quality of financial and economic analysis, effectiveness of exit strategy in place and the extent of use of past lessons while designing the project and the inclusion of cross cutting aspects like woman integration, the monitoring system and synergy. Also, assess the extent to which the project was innovative since the design.</p>	0-1
Quality of Supervision and Monitoring	Assess the quality of support to EA during project start-up, skills-mix and frequency of supervision missions, problem-solving, responsiveness to changing conditions, adequacy of follow-up of recommendations and decisions made during supervisions and in PIASRs.	0-1
Timeliness of Project Procurements	Assess the timeliness and compliance with Bank's procurement policies and procedures and note any significant issues that affected project implementation	0-1
Timeliness of Project Disbursements	Assess the timeliness of Bank response to procurement requests and compliance with Bank's disbursement policies and procedures and note any significant issues that affected project implementation	0-1
Compliance with IsDB Operations Policies	Assess the project's compliance with the IsDB Operations Policies and note any significant issues that affected project implementation	0-1
Compliance with IsDB Visibility and Branding Guidelines	Assess the project's compliance with the Bank's visibility/branding and communication policy and guidelines	0-1
Timeliness of Exceptions and Waivers	Assess whether the exceptions and waivers requested by the EA were approved by the Bank in an effective and timely manner, and in accordance with the Bank's operations policies and procedures.	0-1
Adequacy of the Results-based M&E design	Assess the quality of the Results Based Logical Framework, use of the relevant CSIs, use of baseline data and targets, project monitoring plan, quarterly progress reports, follow-up on findings of PIASRs, etc.	0-1
Average Score and Rating (Bank Performance)		Insert Score
		Insert Rating**

* While making an independent assessment of the Bank's performance, the PCR team should take into account the PCR submitted by Executing Agency, specifically their assessment of Bank's performance.

** Highly Satisfactory (≥ 0.85)/ Satisfactory (0.60-0.85)/ Partly Satisfactory (0.30-0.60)/ Not Satisfactory (< 0.30)

2. Beneficiary's Performance

Criteria	Assessment	Score
Quality of Preparation	Assess the extent of government ownership and commitment of beneficiary's participation, macro-economic policies, sector policies, institutional arrangements, provision of counterpart funding and time taken for project effectiveness.	0-1
Quality of Implementation Arrangements	Assess the capacity of EA and PMU/PIU and key staff assigned to project, adherence to costs, time and to procurement process and procedures	0-1
Timeliness of Project Procurements	Assess the timeliness and compliance with Bank's procurement policies and procedures and note any significant issues that affected project implementation	0-1
Compliance with Project Covenants and Safeguards	Assess the compliance with covenants of financing agreement(s), reporting requirements and environmental and social safeguard policies.	0-1
Responsiveness to Bank's PIASR Recommendations	Assess the responsiveness to findings and recommendations of the Bank's supervision and capacity to effect necessary mid-course adjustments.	0-1
Timeliness and Follow up of Project Audits	Assess whether the EA commissioned timely audits of the special account and other project components as required under the financing agreement. Assess whether the audit recommendations were implemented in a satisfactory and timely manner.	0-1
Effectiveness of Measures Taken to Ensure Satisfactory Operations at Completion and Sustainability	Assess the effectiveness of measures taken for proper handing-over and to ensure skills transfer to the operating entities for satisfactory operations after project completion and sustainability. Assess the extent to which project risks were identified and mitigation measures were implemented	0-1
Average Score and Rating (Beneficiary Performance)		Insert Score Insert Rating**

** Highly Satisfactory (≥ 0.85)/ Satisfactory (0.60-0.85)/ Partly Satisfactory (0.30-0.60)/ Not Satisfactory (< 0.30)

3. Other Stakeholders' Performance

Criteria	Assessment	Score
Performance of Consultants	Assess the performance of consultants in terms of their technical capacity, timeliness, quantity and quality of the deliverables, replacement of experts, etc.	0-1
Performance of Contractors/ Suppliers	Assess the performance of the contractors/suppliers in terms of compliance with time, cost and quality in the delivery of goods and services.	0-1
Average Score and Rating (Beneficiary Performance)		Insert Score Insert Rating**
Performance of Other Co-financiers (if applicable)	Review the contribution made by other co-financiers in terms of the additionality they brought to the project – e.g. their financial, technical and other commitments.	Unrated Criteria

** Highly Satisfactory (≥ 0.85)/ Satisfactory (0.60-0.85)/ Partly Satisfactory (0.30-0.60)/ Not Satisfactory (< 0.30)

C. Overall Score and Rating²

	Criteria	Score	Rating
1	Relevance (Average score in percentage)	Insert Score	Insert Rating
2	Effectiveness (Average score in percentage)	Insert Score	Insert Rating
3	Efficiency (Average score in percentage)	Insert Score	Insert Rating
4	Sustainability (Average score in percentage)	Insert Score	Insert Rating
Overall Score /Rating		Insert Score	Insert Rating
Bank's Performance		Insert Score	Insert Rating
Beneficiary and Executing Agency's Performance		Insert Score	Insert Rating
Other Stakeholders' Performance		Insert Score	Insert Rating

² Overall Score and Rating - The overall score would be the simple un-weighted average of scores for 4 indicators/criteria. The numerical average will then be converted into descriptive ratings as Highly Successful (HS), Successful (S), Partly Successful (PS) and Unsuccessful (U) as described in Appendix 1 and Appendix 2.

D. Risks, Lessons and Recommendations

1. Risks to Development Outcome(s)

Describe key risks that may affect achievement of the development outcomes. The actions are for entities that have in ensuring the successful operation and sustainability of the project. Where relevant, the PCR team leader should consult with the Bank's Risk Management Department to ensure focus and consistency with the Bank's Risk Management framework. The risk mitigation actions should be included in the following section: Follow up Actions and Recommendations.

	Risk	Probability /Likelihood	Impact / Consequence
1.		Likely	Major
2.		Probable	Moderate
3.		Unlikely	Minor
4.			
5.			

2. Recommendations

Recommendations are specific actions that are necessary for the project's successful physical and financial completion. These are proposals aimed at enhancing the relevance, coherence, effectiveness, efficiency, impact or sustainability of the intervention; at redesigning the objectives; or reallocating resources. Recommendations should be based on findings and conclusions. The PCR team leader /consultant should discuss the recommended actions and timelines with the responsible EA official /entity as well the project OTL, COM and RH Manager.

	Recommendations	Responsible Official / Entity	Due Date

1.			
2.			
3.			
4.			
5.			

3. Lessons Learned

Lessons learnt generalise findings and translate analysis into relevant knowledge that should support decision making, improve performance and promote the achievement of better results in other settings. Frequently, lessons highlight strengths or weaknesses in the preparation, design, and implementation of interventions that affect their performance, outcomes, and impact. A lesson may be positive or negative.

	Lesson	Category*	Type**
1.			
2.			
3.			
4.			

* *Relevance, Effectiveness, Efficiency, Sustainability, Bank Performance, Beneficiary Performance*

** *Project design, supervision, procurement, PMU, EA, financial management, results framework, etc.*

APPENDIX 1: RESULTS FRAMEWORK TARGETS VS. ACHIEVEMENTS

Results Statement	Indicator and Target (as per the approved RRM)	Project Achievement (at Completion)	Date Source
IMPACT			
Impact statement			
OUTCOMES			
Contribution to SDGs	Insert relevant SDG indicator and its code	Provide overall achievement and disaggregated data by target group (male/female/age group, etc), where relevant	
Outcome 1			
Outcome 2			
OUTPUTS			
Contribution to IsDB Core Sector Indicators	Insert relevant IsDB Core Sector Indicator	Provide overall achievement and disaggregated data by target group (male/female/age group, etc), where relevant	
Output 1			

Output 2			
Output 3			
ACTIVITIES			
Activities			

APPENDIX 2: PROJECT IMPLEMENTATION STRUCTURE

APPENDIX 3: EIRR/FIRR SCORES AND ASSUMPTIONS

This table provides a basic model for estimating EIRR and FIRR and may be expanded, modified based on each project’s situation.

Year	Project Costs (US\$)			Project Benefits (US\$)			Net Benefits (US\$)		Net Present Value (US\$)	
	Direct Cost /Investment	Private and Opportunity Cost	Total Cost	Financial Benefits	Social Benefits	Total Benefits	Financial	Economic	Financial	Economic
	(a)	(b)	(c) = (a) + (b)	(d)	(e)	(f) = (d) + (e)	(g) = (d) – (a)	(h) = (f) – (c)		
0										
1										
2										
3										
4										
5										
6										
7										
8										
9										
10										
11										
12										
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14										
15										
16										
17										

18										
19										
20										

Parameter	At Appraisal (as per RRM)	At Completion		
		Base Case	Scenario 1	Scenario 2
Financial Internal Rate of Return (FIRR)				
Economic Internal Rate of Return (EIRR)				
Assumptions				
1.				
2.				
3.				
4.				
Notes				
1. Direct Costs /Investment include				
2. Private and Opportunity Costs include				
3. Financial benefits include				
4. Social benefits include				
5. Net present value is calculated as Value of Net Benefit in Year n / (1 + discount rate) ⁿ				

APPENDIX 4: REFERENCE DOCUMENTS

#	Document /Report Title	Prepared By	Published Date
1			
2			
3			
4			
5			

APPENDIX 5: PCR MISSION DATES AND PERSONS MET

List of missions carried out at various stages including at identification, preparation, appraisal, supervision, and PCR (with dates, number of persons, composition of mission, staff days)

Date	Event /Meeting Title	Names and designations of Persons Met

APPENDIX 6: PROJECT EVENTS, MISSIONS AND MILESTONES

List all the project events and IsDB mission dates e.g. Preparation Mission, Appraisal Mission, Monitoring Missions, PIASR, PCR, etc.

Date (from)	Date (to)	Event /Mission	IsDB Staff (names and designations)

APPENDIX 7: PROJECT PHOTOGRAPHS AND BENEFICIARY TESTIMONIALS

APPENDIX 8: PERFORMANCE RATING SCALE AND METHODOLOGY

Average Score	≥ 0.85	$< 0.85 \text{ \& } \geq 0.60$	$< 0.60 \text{ \& } \geq 0.30$	$< 0 \text{ \& } > 0.30$
Relevance	Highly Relevant	Relevant	Partly Relevant	Irrelevant
Relevance of Development Objective	The project Purpose remained fully aligned with the Bank's and Country's development strategies	The project purpose was largely aligned with the Bank's and Country's development strategies	The project purpose was not aligned with one of the following: (i) Bank's strategy (ii) Country's development strategies	The project purpose was not aligned with any one of the following: (i) Bank's strategy (ii) Country's development strategies
Coherence between outputs and outcomes	The outputs contributed directly to the achievement of outcomes	The outputs largely contributed to the achievement of outcomes	The outputs contributed partly to the achievement of outcomes	The outputs did not contribute directly to the achievement of outcomes
Relevance of Project Design	From approval to closure, the design was highly conducive to achieving the project results	From approval to closure, the design was consistently conducive to achieving the project results	From approval to closure, the design was largely conducive to achieving the project results	From approval to closure, the design was not conducive to achieving the project results
Effectiveness	Highly Effective	Effective	Less Effective	Ineffective
Outputs	≥ 0.90 or more of the target is being met	$0.60 \leq \text{outputs} < 0.90$ of the target is being met	$0.35 \leq \text{outputs} < 0.60$ or more of the target is being met	Less than 0.35 of the target outputs is being met
Outcomes	≥ 0.90 or more of the target is being met	$0.60 \leq \text{outcomes} < 0.90$ or more of the target is being met	$0.35 \leq \text{outcomes} < 0.60$ or more of the target is being met	Less than 0.35 of the target outcomes is being met
Net effect of the project (as compared with counterfactual) and project externalities	The project outputs contributed more than expected to the project objectives (including positive externalities)	The project outputs directly contributed to the project objectives as planned	The project outputs partly contributed to the project objectives as planned	The project outputs did not contribute to the project objectives as planned (including

Average Score	≥0.85	< 0.85 & ≥0.60	<0.60 & ≥0.30	<0 & >0.30
				negative externalities)
Efficiency	Highly Efficient	Efficient	Less Efficient	Inefficient
Time	<6 months delay	6-12 months delay	12-18 months delay	>18 months delay
Cost	Less than 10% variation	Less than 40% variation	Less than 65% variation	More than 65% variation
Compliance with Conditions/ Covenants of Financing	Less than 10% variation	Less than 40% variation	Less than 65% variation	More than 65% variation
Cost-Benefit Analysis	Less than 10% variation	Less than 40% variation	Less than 65% variation	More than 65% variation
Sustainability	Most Likely	Likely	Less Likely	Unlikely
Technical and Financial Soundness of Project Results	The project has put in place robust mechanisms for technical and financial sustainability to ensure continued flow of benefits	The project has put in place sufficient mechanisms for technical and financial sustainability to ensure continued flow of benefits	The project has put in place some mechanisms for technical and financial sustainability to ensure continued flow of benefits	The project has not put in place any mechanisms for technical and financial sustainability to ensure continued flow of benefits
Beneficiary commitment, including supportive legal/regulatory framework and socio-political/	The project has been very effective at involving all the relevant stakeholders and there is a strong sense of ownership	The project has been effective at involving all the relevant stakeholders and promoting a sense of ownership amongst the beneficiaries	The project has involved only a small number of stakeholders and there is limited ownership amongst the beneficiaries	The project has not been effective in involving relevant stakeholders and there is no sense of ownership amongst the beneficiaries

Average Score	≥0.85	< 0.85 & ≥0.60	<0.60 & ≥0.30	<0 & >0.30
stakeholder support	amongst the beneficiaries			
Institutional Sustainability	The project was critical in building institutional capacity in the concerned sector/area of intervention	The project significantly contributed to building institutional capacity in the concerned sector/area of intervention	The project marginally contributed to building institutional capacity in the concerned sector/area of intervention	The project did not contribute to building institutional capacity in the concerned sector/area of intervention
Integration of Cross-Cutting Issues (Resilience, Climate Change, Gender, Youth and Vulnerable Groups)	The project has fully integrated cross-cutting issues and put in place appropriate mitigation measures.	The project has partially integrated cross-cutting issues and put in place appropriate mitigation measures.	The project has integrated cross-cutting issues and put in place minima/limited mitigation measures.	The project has not integrated cross-cutting issues nor put in place the required mitigation measures.
Overall Rating	Highly Successful	Successful	Partly Successful	Unsuccessful