



ISLAMIC DEVELOPMENT BANK  
Independent Evaluation Department (IEvD)

TERMS OF REFERENCE (ToR)

FOR CONSULTANCY SERVICE FOR THE PREPARATION OF SYNTHESIS REPORT ON  
THE PROJECT COMPLETION REPORT VALIDATION NOTES (PCR-VNs)

## 1. BACKGROUND AND INTRODUCTION

1.1 The Independent Evaluation Department (IEvD) of the Islamic Development Bank (IsDB) reports directly to the IsDB's Board of Executive Directors (BED). IEvD is an independent and specialized organ of the Bank responsible for planning, designing, and conducting evaluations of operations financed by IsDB, in line with internationally recognized evaluation principles. The primary objective of the IEvD is to conduct project, sector, corporate, thematic, process, program, and Country Engagement Evaluations covering the activities of the IsDB. These evaluations provide a robust assessment of the relevance, effectiveness, efficiency, and sustainability of the Bank's interventions and development results.

1.2 The IEvD is seeking the services of an evaluation consultant, preferably familiar with the evaluation systems of Multilateral Development Banks (MDBs), to prepare a Synthesis Report on Project Completion Report Validation Notes (PCR-VNs) conducted by IEvD during 2022-2023. The assignment will be executed by the consultant under the general supervision of assigned team leader staff from the IEvD.

## 2. RATIONALE AND OBJECTIVE OF THE ASSIGNMENT

2.1 The operations departments of the Bank prepare a Project Completion Report (PCR) at the completion of a financed project to summarize the development outcomes and assess the relevance, effectiveness, efficiency, and sustainability of the project as well as the performance of the stakeholders (the Bank, Beneficiary, executing agency etc.) and summarize the development lessons learned and recommendations from the project. Each PCR gives a rating to the development results of the project.

2.2 The independent Evaluation Department (IEvD) conducts validation of the PCRs with the intent to enhance the quality of the PCRs and the robustness of its methodology and ratings, and improve the accountability for results. The objectives of the PCR-VNs are to validate and adjust, if

necessary, the PCR ratings, to assess the quality of the PCR (particularly the conclusions, lessons learned and recommendations), and to recommend whether the project should be subject to further evaluative work.

2.3 The IEvD completed 47 PCR-VNs from the Annual Work Program (AWPs) of 2021, 2022, and 2023. These PCR-VNs were 12 for 2021, 19 for 2022 and 16 for 2023 and covered projects in multiple sectors such as education, health, energy, infrastructure, agriculture and rural development, water and sanitation and thematic areas such as youth development, fragility and disaster risk management. The PCR VNs were for projects implemented in 27 countries in Africa and Asia and they covered successful and unsuccessful projects.

2.4 The key findings and lessons learned in the PCR-VNs produced in specific period are consolidated in a synthesis report. The PCR VNs synthesis report draws from a thorough analysis of the past PCR VNs and presents key findings and lessons learned from the completed validations. The synthesis report will inform the IsDB Management, operations departments and concerned IsDB business units about key findings for improving the design, preparation, and implementation of the future projects as well as for strengthening the quality of the future PCRs. The synthesis report will serve as an addition to the IEvD repository for key evaluation findings. It will identify the gaps and problems (if any) with IsDB's overall approach to interventions in Member Countries. This is part of a series of learning synthesis based on reviewing the findings of the IEvD products. This will be the second IsDB Synthesis Report on the PCR VNs; the first synthesis report was developed by the Bank and covered the PCR VNs of the years 2018, 2019 and 2020.

2.5 The report shall provide a synthesis of key findings (achievement of outputs and outcomes, lessons learned and recommendations) from the completed validations. In particular, the report shall synthesize specific findings on: (i) Ratings of PCRs and PCR-VNs (comparative analysis), (ii) gaps in PCRs as identified in PCRs-VNs, (iii) quality assessment of PCRs as reflected in the PCR-VNs, (iv) lessons learned and recommendations in the PCR-VNs. In addition, the report shall provide overall recommendations to enhance the quality of PCRs and PCR-VNs.

### 3. APPROACH AND MAIN TASKS

3.1 The Synthesis Report should include a summary analysis of generic and common issues in the projects identified by the validations, including systemic and institutional issues, as well as an identification and differentiation of best practices and success stories. The report should adhere to the evaluation criteria outlined by the IEvD (i.e., relevance, effectiveness, efficiency, sustainability). A summary of the main lessons drawn from the validations, and the relevant recommendations should be included. The report should be forward-looking and facilitate the strengthening of the design and implementation of the IsDB operations. The consultant will also lay out the main quality issues observed in the PCRs and propose recommendations to strengthen their quality.

3.2 The consultant is expected to complete the following tasks:

- i) Review the PCR-VNs, the draft Approach Paper and relevant background documents such guidelines for the preparation of PCR-VN, relevant PCRs and guidelines for the preparation of the PCR.

- ii) Finalize the draft approach paper (attached) and detail in it the methodology for undertaking the assignment.
- iii) Review the PCR-VNs findings for achievement of outputs and outcomes, performance ratings, findings on the evaluation criteria including relevance, effectiveness, efficiency, and sustainability; lessons learned and recommendations.
- iv) Carry out a comparative analysis for the ratings of the PCRs and PCR-VNs, identify the gaps and quality issues in the PCRs.
- v) Submit both a Draft and a Final Synthesis Report with a summary of the outputs, outcomes and impact achieved by the projects, an analysis of generic and common issues in the projects and identification of best practices and success stories; main lessons drawn and pertinent recommendations to improve the delivery of IsDB operations; and an analysis of PCRs' quality and overall recommendations to strengthen the future PCRs and PCR-VNs.
- vi) Prepare dissemination materials including one comprehensive Power Point presentation on the Final Synthesis Report in addition to a Digest (summary of the report of maximum 6 pages) and to support the dissemination of the reports to different stakeholders.

3.3 The consultant shall be provided with the relevant background information such as the Project Performance Evaluation Reports (PPERs), Country Assistance Evaluations (CAEs), Project Appraisal Reports, and other related documents by the evaluation team leader.

#### **4. DELIVERABLES OF THE CONSULTANT**

- 4.1 The main deliverables of this assignment are:
- (a) Conduct desk review, consultations and finalize the draft Approach Paper which was prepared by the IEvD for the assignment.
  - (b) Produce the draft Synthesis Report.
  - (c) Produce the final Synthesis Report (main body of the report should be around 45 pages).
  - (d) Produce a Digest including two fliers of maximum (two pages each) for dissemination: one on the overall IsDB development results, key lessons, recommendations, and implications for IsDB, particularly operations departments; and the second is one on the comparative analysis of the ratings of PCRs and PCR-VNs, overall quality issues of the PCRs and recommendations. The Digest should also include summary paper (maximum 6 pages) highlighting the main findings of the synthesis report and their related implications at policy and strategy levels.
  - (e) Produce a comprehensive Power Point presentation reflecting the content of the Final Synthesis Report.

#### **5. DURATION AND TIMELINE**

5.1 The duration for the synthesis report is 10 weeks from the signing of the consultancy contract. The Consultant is expected to be on board by September 1<sup>st</sup>, 2024, and the assignment should be completed by November 10<sup>th</sup> 2024. The consultant will have the option to carry out the assignment by being home-based.

5.2 The Consultant is expected to deliver the main outputs of this assignment within the following tentative timeframe:

N.	Submission Date	Deliverables
1	14 September 2024	Finalize the Desk Review and finalize the IEvD prepared draft Approach Paper for the assignment
2	14 October	The draft synthesis report after completing interviews with operation staff and preparing tables on performance ratings, and other necessary data for comparison and review analysis
3	10 November 2024	The final synthesis report in addition to the Digest and the power point presentation.

## 6. PAYMENT FOR THE ASSIGNMENT

6.1 The distribution of working days during this period will be flexible. The Consultant will receive a lump sum payment of USD 16,000, which includes all allowances, benefits, and related expenses that may be imposed on the Consultant.

6.2 The payment breakdown will be as follows:

- i) The first instalment of USD 9,000 (60%) will be disbursed after successful completion and acceptance of deliverables (a) and (b) – as highlighted in section 4.
- ii) The final instalment of USD 6,000 (40%) will be disbursed after successful delivery and acceptance of deliverables (c), (d) and (e) as highlighted in section 4.

## 7. QUALIFICATION

7.1 The required consultant qualifications include: (i) Relevant academic background in development studies, development planning, public administration, rural development, economics or a related field (with at least master's degree) (ii) at least ten years of work experience in development evaluation in Multilateral Development Banks (MDBs) (including experience in validation of project completion reports, sectoral and thematic areas evaluations and validation of country partnership strategy framework reviews) (iii) excellent oral and written communication skills in English (iv) computer skills in word processing, data analysis and presentations.

## 8. EXPRESSION OF INTEREST

8.1 The IEvD is seeking eligible consultants to express their interest in providing the services mentioned above. Interested consultants must provide the following:

- (i) Availability information for the expected services.
- (ii) An indicative approach to achieve the objective of the evaluation.
- (iii) Curriculum Vitae (CV), including relevant publications and assignments. Samples of similar work.

## 8.2

- Interested Consultants are invited to submit a technical & Commercial proposal no later than Dated 22<sup>nd</sup> August 2024 3:00 p.m., Jeddah time to the following designated email address : General - BCC2024-061 Individual Consultant for Project Completion Reports Validation Notes Synthesis Report \_16245\_ [ec201c90.isdb.org@emea.teams.ms](mailto:ec201c90.isdb.org@emea.teams.ms)
- For any Clarification or General Queries please contact thru given email: EOI Submission - BCC2024-061 Individual Consultant for Project Completion Reports Validation Notes Synthesis Report \_16245\_ [1dfb7895.isdb.org@emea.teams.ms](mailto:1dfb7895.isdb.org@emea.teams.ms)
- Additionally, and most importantly, IsDB currently Implemented the Procure to Pay Solution with SAP Ariba, you are kindly required to register yourself/Esteemed Firm through Self registration link as follows for the RFP/TOR and future Business with IsDB. <http://isdb.supplier.mn2.ariba.com/ad/selfRegistration/>

## 9. ABSENCE OF CONFLICT OF INTEREST

9.1 As per IsDB regulations, the Consultant must not have participated in the design, implementation, supervision, coordination, or received benefits from the program or project (or theme) under evaluation. The Consultant will be required to sign a declaration confirming that they have not worked on this program in any capacity.

**Appendix B**  
**Expression of Interest (EOI) by Applicant**

Date: \_\_\_\_\_

I have read carefully your Invitation for Expression of Interest for the captioned assignment and find the Terms of References (TOR) and Scope of Work match my skill mix and experiences for providing the services required in the TOR. I would like to express my interest for being considered for the assignment. I understand that IsDB does not have an obligation that I must be selected.

I have attached to this EOI my Curriculum Vitae (CV) for your consideration along with two writing samples. Some of the key information is highlighted below:

**Personal Profile**

Nationality:
Date of Birth:
Permanent Address:
Phone No.:
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 lead consultant or as member of a team?)	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 (attached), 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 never 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*