



PROJECT FINANCIAL MANAGEMENT POLICY
Islamic Development Bank

Project Financial Management Division
Country Programs Complex
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Acronyms

AAOIFI	Accounting and Auditing of Islamic Financial Institutions
ADB	Asian Development Bank
AfDB	African Development Bank
BP	Bank Policy
DFID	Department for International Development
EU	European Union
EA/IA	Executing/Implementing Agency
FM	Financial Management
FAR	Financial Audit Report
IAD	Internal Audit Department
IaDB	Inter-American Development Bank
IDA	International Development Association
IFAC	International Federation of Accountants
IFAD	International Fund for Agricultural Development
IFI	International Financial Institution
IMF	International Monetary Fund
INTOSAI	International Organization of Supreme Audit Institutions
IsDB	Islamic Development Bank
MCs	Member Counties
MDB	Multilateral Development Bank
MCPS	Member Country Partnership Strategy
OMF	Operations Manual Framework
OP	Operations Policy
OTL	Operations Team Leader
PEFA	Public Expenditure and Financial Accountability
P5P	President's Five-Year Program
10-YS	Ten-Year Strategy
PFM	Project Financial Management
PFMD	Project Financial Management Division
PFMP	Project Financial Management Policy
PFMS	Public Financial Management Systems
PIU	Project Implementation Unit
PMU	Project Management Unit
RBA	Risk-Based Approach

A. Introduction

1. Project Financial Management (PFM) is a process that brings together planning, budgeting, accounting, financial reporting, internal control, auditing arrangements, and funds flow management, with the aim of properly managing resources to achieve the intended development results.
2. Article 16 (2) of the Articles of Agreement establishing IsDB requires that the "*Bank shall take necessary measures to ensure that financing made available by it is used strictly for the purposes for which it was provided*". The IsDB is strongly committed to ensuring that all its operations and activities are governed by strict rules, procedures, and guidelines aiming to achieve the utmost regularity, transparency, integrity and legality.¹ This commitment underscores the need for PFMD role and services in all IsDB-financed projects, starting from project identification, preparation, appraisal and continuing through implementation and project completion.
3. The fiduciary responsibility has been reemphasized in the IsDB Group Principles of Corporate Governance (IDBG, December 2009). The heading of Principle 5.1b (Accountability) states that "*the roles and responsibilities in the overall process of decision-making are clearly defined and separated and that operational financial audit and shariah compliance oversights are all carried out through appropriate mechanisms in accordance with established policies, regulations, internal control rules, and procedures are in line with global best practices and relevant standards.*" while Principle 5.1(d) states that "*Preservation of the financial resources is maintained through implementation of best practices and appropriate systems of operational and financial control, internal and external audit, and risk management.*"
4. **Project Financial Management Policy Framework.** This Project Financial Management (PFM) Policy document sets forth the framework for addressing the FM risks in IsDB-financed projects in the Member Countries. It was developed within the context of the Bank's new operating model with the intention of incorporating the best practices from other MDBs and IFIs, while simultaneously ensuring that the Bank's strategy and policies are appropriately tailored to its operational needs. This PFM Policy provides a framework to working with global partners to build sustainable FM capacity and harmonize Donors' practices within the Bank's Member Countries.
5. **Engagement of Member Countries.** Within the decentralized framework, the Policy will facilitate a more intensive engagement with Member Countries through the Regional Hubs to discuss Policy and Strategy and inform investment choices and other support for the Member Countries. This Policy reinforces the Member Country Partnership Strategy (MCPS) approach through its "Whole Bank Group" principle. IsDB will address the country FM accountability into these strategies, derived from financial risks that may emerge from country portfolio analysis and public financial management assessment.

¹ IsDB's Policy Statement in Best Practices and Customer Due Diligence Standard.

B. Definitions

6. This document employs several terms of art or common usages which are defined below:

- i. **Risk** – the probability or threat of damage, injury, liability, loss, or other adverse occurrence that is caused by external or internal vulnerabilities that may be avoided through preemptive action.
- ii. **Fiduciary risk** – the risk that an agent handling funds on behalf of a borrower will not live up to his or her full fiduciary responsibility. This does not necessarily include fraud.
- iii. **Sanctionable Practices** –any of corrupt practice, coercive practice, collusive practice, fraudulent practice or obstructive practices as defined below:
 - a. **Corrupt Practice** –means the offering, giving, receiving, or soliciting, directly or indirectly, anything of value to influence improperly the actions of another party.
 - b. **Coercive Practice** –any act or omission impairing or harming, or threatening to impair or harm, directly or indirectly, any party or the property of the party to influence improperly the actions of another party.
 - c. **Collusive Practice** –means an arrangement between two or more parties designed to achieve an improper purpose, including influencing improperly the actions of another party.
 - d. **Fraudulent practice** – means any act or omission, including a misrepresentation, that knowingly or recklessly misleads, or attempts to mislead, a party to obtain a financial or other benefit or to avoid an obligation.
 - e. **Obstructive Practice**– means deliberately destroying, falsifying, altering, or concealing of evidence material to the investigation or making of false statements to investigators, in order to materially impede the Bank investigation into allegations of a Corrupt, Fraudulent, Coercive or Collusive practice, and/or threatening, harassing or intimidating any party to prevent it from disclosing its knowledge of matters relevant to the investigation or from pursuing the investigation.
- iv. **Country risks** – refers to all risks associated with cross-border lending.

- v. **Risk Management** – a systematic process of identifying, assessing and monitoring project risks and implementing suitable responses.
- vi. **Inherent risk** – the probability of loss arising out of circumstances or existing in an environment, in the absence of any action to control or modify the circumstances.
- vii. **Control risk** – is the risk arising from the failure of the project's financial management and internal control arrangements to ensure that project funds are used economically and efficiently and for their intended purposes.
- viii. **Residual risk** – is the combination of the project's inherent and control risks as mitigated by borrower control frameworks and Bank supervision.
- ix. **Risk-based approach (RBA)** – is an internal methodology which is primarily focused on the inherent risk involved in the activities or systems and provides assurance that this risk is being managed within the defined risk appetite level.
- x. **Independent external audit** – is an examination of the financial records, accounts, business transactions, accounting practices, and internal controls of an entity by an "independent" external auditor.
- xi. **Internal audit** – an independent, objective assurance activity designed to add value and improve an organization's operations.
- xii. **Internal control** – a process for assuring achievement of an organization's objectives in operational effectiveness and efficiency, reliable financial reporting, and compliance with laws, regulations, and policies.
- xiii. **Executing/Implementing agency** – any agency which is or will implement an IsDB-financed project.

C. Purpose

7. Financial Management (FM) is an integral part of the development process. In the public sector, it ensures accountability and efficiency in the management of the country's resources, while in the private sector it promotes sustainable investment and growth. Therefore, the IsDB's PFM Policy will have four objectives that are closely inter-related:

- To ensure the quality of project financial management throughout the project's cycle,
- To contribute to providing reasonable assurance on the use of the Bank funds as required by the Article 16 (2) of the Articles of Agreement of the Bank,
- To support the Member Countries in improving their FM performance and enhancing their FM capacity, and promote efficient project implementation,
- To harmonize the PFM practices with other MDBs and IFIs.

8. The IsDB will follow a risk-based approach (RBA) for assessing and managing the PFM risks. The IsDB shall require in the financing agreement that the borrower, recipient and implementing entities of its financed-projects maintain, or cause to maintain, project financial management systems acceptable to the Bank to ensure accurate and timely information regarding project resources and expenditures. The PFM requirements shall be reflected in the Member Country Partnership Strategy (MCPS), which will be used as an engagement tool with the Member Countries. Applying RBA, the Bank will identify and assess the key FM risks by categorizing them into inherent, control and residual risks, as well as high, medium and low for each identified risk. These risks will be mitigated during project design and monitored during the project implementation.

9. IsDB's support to the Member Countries is outlined in the MCPS and shall focus on increased accountability and transparency as an important pillar to facilitate more effective demand for good governance. IsDB's priorities need to include service delivery, proper resource allocation and utilization, improved financial management accountability, competent financial audit, and public oversight.

10. The Bank provides support to its Member Countries both for financing operations and non-financing activities. This support include countries and sectors at different stages of development with different resources needs and capacities. The Bank's fiduciary responsibility encompasses that (i) in conducting its operations, the Bank shall pay due regard to the prospect that the recipient and its guarantor, if any, will be able to meet their obligations under the contract; and (ii) the Bank shall take all the necessary measures to ensure that financing made available to the recipients is used strictly for the intended purposes.

11. The Bank is strongly committed to ensuring that all its operations and activities are governed by strict rules, procedures, and guidelines aiming to ensure the utmost regularity, transparency, integrity, and legality. This demonstrates the need for PFMD services in all IsDB-financed projects, starting from project identification, preparation, appraisal, and continuing through implementation and project completion.

D. Scope

12. The PFM Policy shall be guided by the overall principles of "intended use of funds" under Islamic financing that are mandatory for all IsDB operations. The Policy scope and guiding principles include, among others, the following, which are described in the ensuing paragraphs.

13. The Policy applies to all IsDB financing operations (including technical assistance and grants) and non-financing operations (including guarantees). It does not cover the financing operations made by the trust funds managed by IsDB. However, IsDB may use the PFM Policy in providing FM support to these latter.

14. **Principle 1 – Project Financial Management Requirements.** IsDB shall require in the financing agreement that the recipient and implementing entities of its financed-projects to maintain FM systems acceptable to the Bank in order to ensure accurate and timely information regarding project resources and expenditures. These requirements should include that the borrower, recipient, and executing/implementing agency to provide annual financial audit report (FAR), within six months of the end of the reporting period, that reflect the activities of the operation supported by IsDB financing. The financial statements must be prepared using accounting standards acceptable to the Bank² and in accordance with the agreed terms of reference. The financial audit must be included as separate component in the project design and financing plan.

15. The borrower, recipient and executing/implementing agency are required to undertake that the project funds are managed in an adequate internal control environment acceptable to IsDB, including (i) the effective use of the project's resources; (ii) reliability of financial reporting; and (iii) compliance with the legally signed financing agreement and applicable laws and regulations. In addition, as part of internal control, the borrower, recipient, and executing agency shall retain all documents and records of the project in accordance with IsDB's policies and the applicable legal agreement, and allow the Bank's FM staff, its consultants, and the appointed external auditors to have access to the project's records and financial management systems.

16. **Principle – 2. Follow a Risk-Based Approach.** IsDB shall follow a risk-based approach by assessing and identifying the key financial risks and then categorizing them into inherent, control, residual risks, as well as into high, medium and low level. IsDB shall contribute to decisions on the intensity of preparation and implementation support and inform the development of risk mitigation strategies³.

17. **Principle – 3. Financial Management Requirements in the Member Country Partnership Strategy (MCPS).** IsDB's PFM requirements shall be reflected in the MCPS. Each MCPS shall cover the status of public financial management systems; capacity constraints, if any; and the fiduciary and portfolio risks and how these will be addressed during the MCPS period.

18. **Principle – 4. Combating Fraud & Corruption.** IsDB shall facilitate the implementation of its Anti-Corruption Policy with support from PFMD. The risk of fraud and corruption is real in development projects financing, including in IsDB-financed projects. The Bank shall consider the country's overall governance and anti-corruption environment and risks, as well as sector- and project-specific governance, and advise the

² The Accounting and Auditing Standards issued by the Association of Accounting and Auditing of Islamic Financial Institutions (AAOIFI) or International Federation of Accountants (IFAC) or International Assurance and Auditing Standards Board (IASB) or International Association of Supreme Audit Institutions (INTOSAI) are acceptable to the Bank.

³ In particular, the Enterprise Risk Management – Integrated Framework issued by COSO (Committee of Sponsoring Organizations) of the Treadway Commission.

project's task team on the design, implementation and monitoring of the mitigation measures from PFM perspective.

19. IsDB PFM Policy shall ensure compliance with its Integrity Policy, Disclosure of Information & Conflict of Interest Policy and Whistleblowing Policy, with regards to anti-bribery, anti-corruption, anti-fraud and conflict of interest.

20. **Principle – 5. Compliance with Anti Money Laundering, Combating Financing of Terrorism and Know Your Customer Policy.** IsDB, shall take into consideration the latest version of the unbiased and non-political recommendations of specialized international entities such as the Financial Action Task Force (FATF) on Anti-Money Laundering and Combating Financing of Terrorism, International Convention for Suppression of the Financing of Terrorism and the UN Security Resolution No. 1373, as the measures, to combat money laundering and the financing of terrorism.

21. **Principle – 6. Harmonization of PFM Practices with Other Donors.** IsDB shall harmonize its PFM arrangements with other donors. Accordingly, the Bank staff will seek out opportunities for delegated cooperation (where one donor places reliance on the work of others) and ensure that, as far as possible, particularly in cases where multiple donors are involved in co-financing the same project or program, common arrangements are agreed to among all donors and the government. Where a project is funded jointly by the Bank and other donors—a common situation for emergency operations—the Bank will seek to agree, to the extent practicable, on common formats, content, and reporting periods for reports to be submitted to all donors.

22. For fragile and conflict affected countries where the Bank does not have direct access, IsDB may partner with UN Agencies and NGOs for fiduciary assurance of emergency operations on compliance with the Bank Fragility and Resilience Policy.

23. **Principle – 7. Use of Country Systems.** To the extent possible, IsDB shall use the country systems where the capacity is adequate to operationalize the aims of the Paris Declaration, the Accra Agenda for Action, and the Busan Partnership. The use of “country systems” and applicable FM laws, regulations, rules, and procedures for the operations being supported by the Bank can potentially improve the impact of its operations. IsDB shall rely on the Public Expenditure and Financial Accountability (PEFA) assessment conducted by the PEFA Secretariat to decide with MCs on the use of the Country Systems.

E. Implementation

24. **Strengthening PFM Capacity in Member Countries.** The PFM Policy requires IsDB to have a strong role in strengthening the public FM capacity in its Member Countries, so that it and they can make sound decisions and respond to changes in operating conditions for fiduciary compliance, including accountability for results. This will enable

IsDB to engage with partner agencies involved in supporting PFM capacity development in Member Countries where it is absolutely needed.

25. At the project level, IsDB will adopt an approach based on selectivity with impact by first addressing the FM issues in high-risk projects upon a broader risk analysis of the Bank's projects portfolios. At country level, IsDB will address the Public FM issues in the new Member Country Partnership Strategies.

26. IsDB shall use appropriate consultations and communication tools to ensure that Member Countries fully understand how the Bank's FM role operates and what it can contribute. This will promote greater transparency about investment priorities, so that Member Countries and partner agencies will have a much better understanding of IsDB priorities in FM.

27. IsDB shall follow both bottom-up and top-down approaches by involving the EA/IAs agencies, project team members in assessing FM capacity and fiduciary risks, so that the proposed FM arrangements and their implementation are based on the reality on the ground and are simple and implementable.

F. Effectiveness

28. This Policy shall be effective from the date of its approval by the IsDB Board of Executive Directors (BED).

G. Basis

29. This Policy is anchored on the IsDB 10-Year Strategy and P5P objectives of providing inclusive quality and accountability for use of resources for sustainable development and shared economic growth. This Policy is also attuned with the OECD-DAC⁴ aspirations and is fully aligned with the objectives of the Organization of Islamic Countries (OIC), for which improving governance and accountability is a priority area. The supporting document of this Policy is the PFM Policy Study of which the Executive Summary is attached herewith as Appendix 1. In addition, Appendix 2 includes Consultation and Review process, while preparing the PFM Policy Document.

30. This Policy shall relate to existing and/or planned country Policy documents including the Country Engagement & Programming, Fragile and Conflict-affected Member Countries, and dealing with de facto Governments, as well as to various Operational Policy documents, and Operations Management & Administration documents. All advocacy and branding mechanisms to be adopted by this Policy shall adhere to the related Bank's Information Disclosure and Communication policies. Furthermore, at the operational level, this Policy shall relate to all relevant thematic/cross-cutting policy and strategy documents.

⁴ Organization of Economic Cooperation and Development – Development Action Committee (OECD-DAC).

31. This PFM Policy is the first Policy submitted to the BED for approval. It will be reviewed periodically to assess implementation experience and overall impact towards using of IsDB funding. These reviews will highlight the lessons learned, results achieved, and challenges experienced to make suggestions for modifications required (if any) either to the PFM Policy itself or to its operational strategy (to be developed) for better alignment with the future strategic direction of the Bank.

32. A waiver or amendment for any provision of the Policy may be obtained, subject to an internal technical review or a waiver proposal sponsored by the IsDB's President being considered and approved by the BED.

Annex – 1: Executive Summary of the PFM Policy Study

1. The financial management work of the Islamic Development Bank (hereafter, IsDB, or the Bank) has four objectives that are closely intertwined:

- (i) To ensure the quality of project financial management throughout the project's cycle,
- (ii) To contribute to providing reasonable assurance on the use of the Bank funds as required by the Article 16 (2) of the Articles of Agreement of the Bank,
- (iii) To support the Member Countries in improving their FM performance and enhancing their FM capacity, and promote efficient project implementation,
- (iv) To harmonize the PFM practices with other MDBs and IFIs.

2. ***Requirements of the Articles of Agreement.*** Article 16 (2) of the Articles of Agreement establishing IsDB requires that "*The Bank shall take the necessary measures to ensure that its financing made available by it is used strictly for the intended purposes for which it was provided*". The Article also states that every financing contract shall provide effective inspection and follow-up by the Bank.

3. ***Principles of Corporate Governance.*** The financial management responsibility has been reemphasized in the IsDB Group Principles of Corporate Governance (IDBG, December 2009), Principle 5.1b on accountability, which states that "*...Preservation of the financial resources is maintained through implementation of best practices and appropriate systems of operational and financial control, internal and external audit, and risk management.*"

4. ***IsDB Strategy and President's Five-Year Program.*** The Bank's Ten-Year Strategy (10YS) for 2016-2025 and the President's Five-Year Program (P5P) for 2017-22 set the foundation for IsDB's policies, strategies, business processes, and procedures for the Bank's new operational modalities, covering decentralized business model, delegation and empowerment, and engagement with development partners. As declared in its Policy statement issued in 2009 and included in the 10YS and P5P, IsDB is committed to ensuring that all its activities are governed by appropriate policies, rules, procedures, and guidelines. The fundamental aim of IsDB's financial management Policy is to ensure the utmost regularity, transparency, integrity, legality, and accountability in all its operations.

5. ***Establishment of the PFM Division.*** Although the financial management requirements have been in the Bank's Articles of Agreement from its inception, their actual implementation in IsDB operations was limited.⁵ Effective January 1, 2018, the Bank established the PFM Division (PFMD). Currently, the PFMD is headed by a Manager

⁵ IsDB has Disbursement and Risk Management Divisions as well as Operations Task Team Leaders (OTLs). These divisions and OTLs provided some financial management review and oversight based on their mandates.

and supported by four staff. Among the Division's mandates are to conduct PFM assessments, identify financial management risk, and integrate risk management in the Bank's operations. The PFMD's mandate also includes ensuring the integrity of all transactions in the Bank-financed projects, independence of project auditors and reviewing all project audit reports to ensure their quality, and timeliness. PFMD shall also prepare a summary of all audit findings and submit it to the Board of the Executive Directors.

6. *High-Level Priorities and Demonstrating Quick Results.* The following are PFM Division priorities for 2019:

- Develop the PFM Policy, guidelines, and tools in line with the new operating model;
- Build institutional capacity internally and in the Member Countries;
- Review all submitted external audit reports for Bank-financed projects and ensure their quality and timeliness.

These priorities are medium-term goals of the Bank and are being addressed. The PFMD is following a systematic approach by conducting this Financial Management Policy Study and designing financial management Policy, ensuring its approval by the Bank's Board of Executive Directors. It will then concentrate on developing the operational strategy, guidelines, and procedures for implementing financial management policies. In 2019 the PFMD shall review its internal capacity to conduct its mandate effectively and to facilitate capacity building in IsDB's Member Countries. To demonstrate a quick win, the PFMD is reviewing all submitted audit reports. Based on this review, a report will be prepared, which will be submitted to the Board of the Executive Directors after it is approved by the senior management of the Bank.

7. The PFM Policy Study is guided by the principles of Islamic financing that are mandatory for all IsDB operations. The PFM Policy is based on some of the guiding principles stated below which are used for conducting the Policy Study and designing PFM Policy Document:

- The PFM Staff shall be involved at the entire project cycle as members of the Project's Task Team.
- At the projects' identification phase PFM staff shall assess the preliminary risk and contribute to the preparation of the Project Concept Note (PCN), as needed. PFM inputs should be included in the project document.
- The PFM Staff shall assess and document the adequacy of the Project Financial Management arrangements proposed by the implementing agency and agree with the latter on measures to mitigate risks. As members of task team, PFM Staff shall

contribute to the preparation and review of the Project Appraisal Document (PAD), financing agreement, and Minutes of Negotiations.

- PFM staff shall work closely with the project team to support the funds recipient in implementing the project, and to ensure that the PFM arrangements continue to be adequate.
- PFM staff implementation support and supervision remain a continuous process to ensure a smooth project delivery.
- PFM staff shall coordinate with other team members to ensure proper closing of the project and contribute to the Project Completion Report (PCR), as needed.

8. ***Addressing Financial Management Issues in MCPS.*** In terms of operational improvement in the medium term, new Member Country Partnership Strategy (MCPS) is now being developed and rolled out. It is a good practice that the Bank incorporates the status of the public financial management systems (PFMS) in the MCPS based on review of the available diagnostic studies conducted by the Bank or other multilateral development banks (MDBs), such as the World Bank, the Asian Development Bank (ADB), African Development Bank (AfDB), and Inter-American Development Bank (IADB). IsDB could also rely on the findings of the relevant Public Expenditure and Financial Accountability (PEFA) assessments.⁶ MCPS should also reflect portfolio financial management risk, which could be prepared by the PFMD. The MCPS could be used as an engagement tool with Member Countries to strengthen financial management capacity in the implementing entities of IsDB-financed projects and to address financial management risks.

9. ***Country Financial Management Risk Assessment.*** The PFMD also needs to assess the country financial management risk environment. For this purpose, the PFMD should work closely with the Bank's Risk Management Division and could also use the corruption perception index ratings conducted by Transparency International (TI), which are publicly available. In addition, the PFMD may have to conduct its own assessment of the financial management environment based on a template to be developed and integrated in the Project Financial Management Procedures Manual. Some of this work could be undertaken using a questionnaire to be completed by Member Countries based on the support of the Regional Hubs and Operations Team Leaders (OTLs).

10. ***Involvement of PFMD during Project Preparation to Ensure Quality at Entry.*** The PFMD should be involved during project identification, project preparation, and appraisal for high-value and complex projects with respect to the implementing agencies. This intervention would identify the level of financial management risks, any capacity gaps, and agree on an action plan with the borrower, recipient, and implementing agency to

⁶ PEFA Assessments are undertaken by the PEFA Secretariat- a partnership program of the World Bank, International Monetary Fund (IMF), European Union (EU), and the governments of France, Norway, Switzerland, and the United Kingdom. The PEFA report is a diagnostic tool that assesses the performance of public financial management of the country/entity under review, and it is widely considered the 'gold standard' in the field. Of 57 IsDB Member Countries, PEFA Performance Ratings are now publicly available for 31 Member Countries (Attached in Annex C).

address the gaps during the implementation of the project. The PFMD could also support in a determination of the ceiling of the Project Special Account depending on the nature of the project, disbursements, and procurement methods to be used for the project and selection of the local bank where Project Special Account will be opened.

11. *Scaling-Up Country Financial Management Capacity.* Strengthening country institutions in financial management is crucial for achieving the Bank's mission of sustainable poverty alleviation. Strengthening financial management in development projects has been gaining importance because of increasing donors skepticism and dwindling aid flows, greater awareness of the fungibility of all lending, and the constraints of the availability of funds to high-risk countries. In the last two decades, most MDBs have made considerable efforts to strengthen the financial management systems in developing countries by conducting financial management diagnostics and performance assessment, and providing technical assistance. However, the progress has been quite slow because of poor absorption capacity of technical assistance, inadequate leadership, unqualified human resources and limited ownership of the reform program. There is thus an opportunity for IsDB to support strengthening financial management systems in its Member Countries. This strengthening could be undertaken in cooperation with the other MDBs, with IsDB involved on a selective basis. However, this should be a long-term goal of the Bank.

Annex – 2. Consultations and Reviews

To design the PFM Policy Document, a Policy study was carried out, which was based on extensive literature review and analysis of selected IsDB and MDBs documents, as well as consultation and informal interviews with various and relevant internal and external stakeholders. Statistical analysis of available financial management data sets has been carried out to highlight key issues, flag emerging concerns, and outline major trends in the field of PFM development; and more specifically for IsDB Member Countries. Data for the PFM study were collected from IsDB itself, selected Public Expenditure and Financial Accountability (PEFA) assessments carried out by the PEFA Secretariat, Country Policy and Institutional Assessment (CPIA) conducted by the World Bank and Corruption Perception Index produced by Transparency International for 2017.

Some internal stakeholders were consulted. A Workshop was also organized, with participation from the representatives of various Divisions/Departments at IsDB. The following IsDB internal staff were consulted:

1. Dr Mansur Muhtar, Vice President, Country Programs, IsDB
2. Dr Walid Abdelwahab, Director General, Country Relations and Service
3. Bensalem Haimoudi, Manager, Project Financial Management
4. Idrissa Dia, Lead Strategic Coordinator, VP – Country Programs
5. Syed Hussain Quadri, Manager, Country Strategy & Market Integration
6. Aamir Ghani Mir, Manager, Operations Quality & Results (OQR)
7. Asad Qazi, Lead Operations Policy (OQR)
8. Altaf Abdul Gaffar, Lead Operations Portfolio (OQR)
9. Musa Bojang, Senior Operations Quality (OQR)
10. Issa Ide, Manager, Project Procurement
11. Abdulkadir Farah, Manager, Financial Control Department
12. Elhadj Malick Soumare, Global Lead Procurement Officer
13. Waleed F Yousouf, Regional Procurement Officer
14. Muhammad Adeel Ashraf, Senior Risk Management Specialist
15. Abdulsamad Abdul Kader, Lead Disbursement Specialist
16. Noamane Siddiqui, Manager, Public Private Partnership
17. Zakaria Hanafi, Senior Integrity Specialist
18. Farid Khan, Senior Operations Team Leader, Asia Region
19. Emre Eser, Operations Team Leader, Asia Region
20. Muhammad Taimur Khan, Manager, Decentralization Facilitation Division

21. Ahmad Ompo Surono, Senior Operations Decentralization Partner, DFU
22. Moncef Soudani – Senior Technical Cooperation Coordinator
23. Sirelkhatim Mohamed, Senior Project Financial Management Specialist
24. Faisal Siddik, Senior Project Financial Management Specialist
25. Muhammad Nassis Sulaiman, Regional Hub Manager, Bangladesh
26. Verdi Yusuf, Operations Team Leader, Bangladesh Hub
27. Osman Goni, Accountant, Bangladesh Hub

External Consultations. Two workshops were organized in Ankara and Dakar. 21 Member Country Representatives attended the workshops. The recommendations from the Workshops were considered while preparing the PFM Policy Study and PFM Policy paper.