

ANNUAL EVALUATION REPORT 2021

OPERATIONS EVALUATION DEPARTMENT



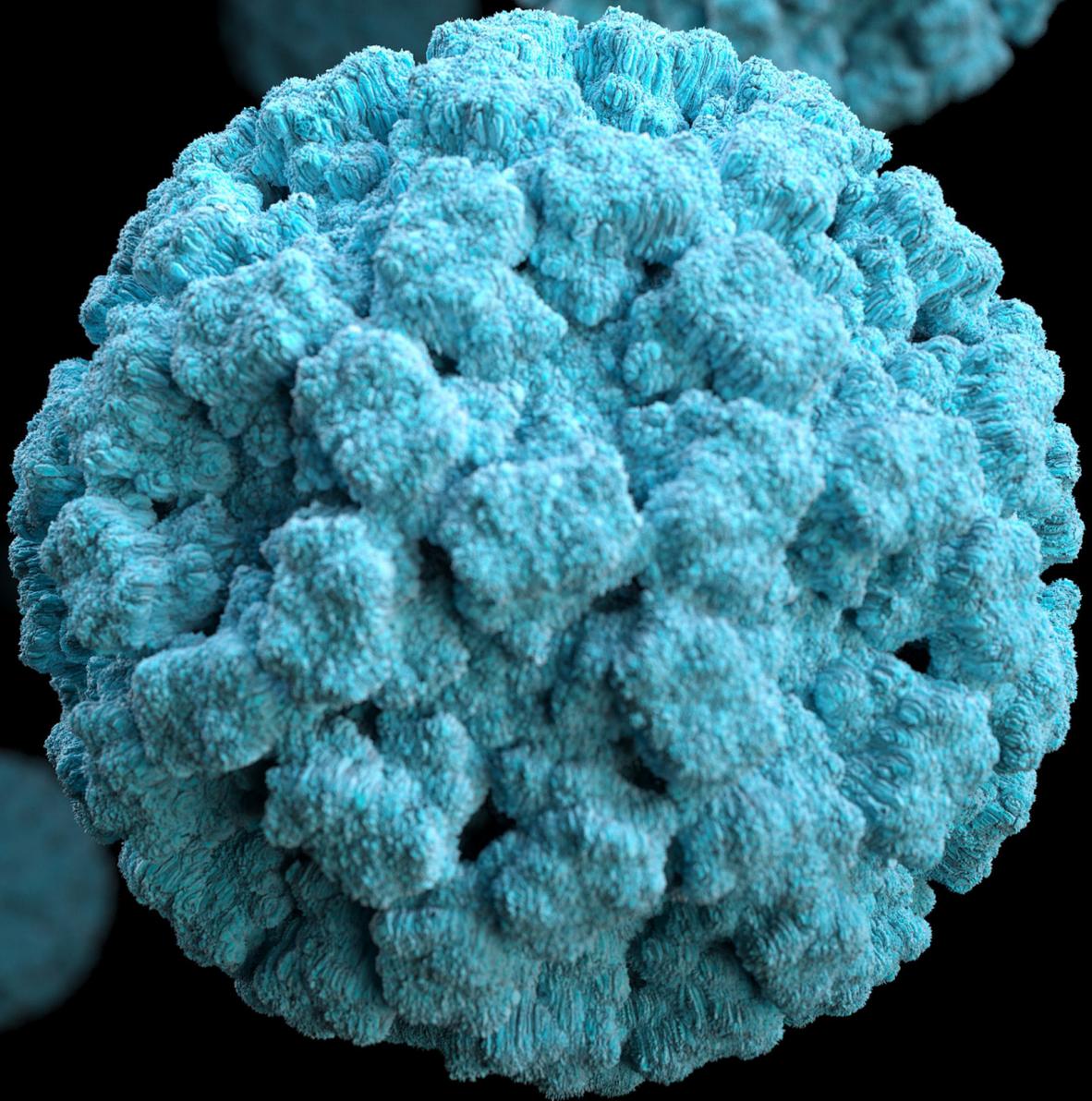
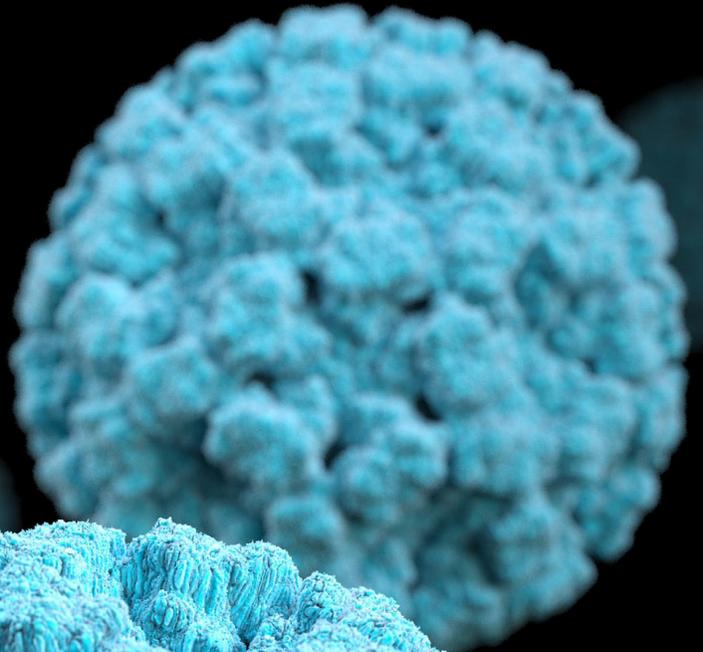


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LIST OF ACRONYMS AND ABBREVIATIONS

AER	Annual Evaluation Report
AfDB	African Development Bank
APIF	Awqaf Properties Investment Fund
AsDB	Asian Development Bank
AWP	Annual Work Program
BED	Board of Executive Directors
DAC	Development Assistance Committee
DCC	Development Coordination Council
EA	Executing Agency
EBRD	European Bank for Reconstruction and Development
ECG	Evaluation Cooperation Group
ECCAS	Economic Community of Central African States
ECOWAS	Economic Community of West African States
EDEPC	East Delta Electricity Production Company
EDN	Executive Dissemination Notes
ELO	Enabling, Learning and Outreach
ENAP	Ecole Nationale d'Administration Publique / National School for Public Administration
EPC	Engineering, Procurement, and Construction
EvalMENA	The Middle East and North Africa Evaluation Network
G	Gregorian Year
GDP	Gross Domestic Product
GEI	Global Evaluation Initiative
GPS	Good Practice Standards
GWh	Gigawatt hour
H	Hijra Year
ICD	Islamic Corporation for the Development of the Private Sector
ICIEC	Islamic Corporation for the Insurance of Investment and Export Credit
IFI	International Financial Institution
IIFM	International Islamic Financial Market
IsDB	Islamic Development Bank
IsDBI	Islamic Development Bank Institute

ISFD	Islamic Solidarity Fund for Development
ITFC	International Islamic Trade Finance Corporation
KAAP	King Abdallah King Abdullah bin Abdulaziz Program for Charity Works, formerly known as the <i>Fael Khair</i>
MC	Member Country
MCPS	Member Country Partnership Strategy
MCPS IR	Member Country Partnership Strategy Implementation Review
MDB	Multilateral Development Bank
MFIs	Microfinance Institutions
MSC	Microfinance Support Center
NGO	Non-Governmental Organization
OCR	Ordinary Capital Resources of IsDB
ODEC	Operations Development Effectiveness Committee
OED	Operations Evaluation Department
OECD-DAC	Organization of Economic Cooperation & Development – Development Assistance Committee
P5P	President's Five-Year Program
PCR	Project Completion Report
PPE	Personal Protective Equipment
PMU	Project Management Unit
PPER	Project Performance Evaluation Report
PPP	Public-Private Partnership
PSD	Private Sector Development
RBLFs	Results-Based Logical Frameworks
RTE	Real Time Evaluation
SDGs	Sustainable Development Goals
SME	Small and Medium Enterprise
SPRP	Strategic Preparedness and Response Program
STEER	Systematic Tracking of the Execution of Evaluation Recommendations
TA	Technical Assistance
UNDSS	United Nations Department for Safety and Security
UNICEF	United Nations International Children's Emergency Fund
UNOPS	United Nations Office for Project Services
USD	United States Dollar
VOLIP	Vocational Literacy Program for Poverty Reduction
WHO	World Health Organization

ACKNOWLEDGMENTS

This Annual Evaluation Report 2021 of the Operations Evaluation Department (OED) was prepared by a team led by Zakaria Hanafi and composed of Amin Abdullahi, Abdourahamane Dit Baffa Keita, Adamou Sanda Mayaki, Javeed Ahsan, Saeed Mohamed, Ahmed Abdelgawad and Oguz Ceylan.

The report was internally peer-reviewed by Intizar Hussain. Reem Ahmed, Hassan Mahmoud Alrabayah, Abeer Basyoni, and Sidi Aziz Hilali provided the necessary administrative support.

The report benefited from the overall guidance of Zaher Rebai, Acting Director, OED. The team would like to express sincere appreciation to all the staff members of the OED, who conducted the evaluations and provided valuable inputs to develop this report.

Furthermore, the team would like to acknowledge the crucial role of the IsDB staff for their useful contributions and insights which were instrumental in the completion of the evaluations featured in this report.

FOREWORD

We are elated to present to you this 2021 Annual Evaluation Report.

The Operations and Development Effectiveness Committee (ODEC) of the Board of Executive Directors at the Islamic Development Bank reiterates its commitment to support the independent evaluation function of the Operations Evaluation Department (OED) to carry out its mandate.

Notwithstanding the ongoing challenges posed by the COVID-19 pandemic, the Islamic Development Bank has made significant efforts to mobilize resources in order to accelerate the global response to Member Countries by providing much needed urgent health and socio-economic support, as well as working towards post-pandemic recovery and ensuring that we **“build back better.”**

During 2021, the OED completed a pivotal milestone namely **the first-ever Real-Time Evaluation (RTE)** in the history of the Bank. This RTE assessed the Strategic Preparedness and Response Program (SPRP) to the COVID-19 pandemic, which led to significant improvements in program implementation. Another landmark achievement consisted in the launch of the Arabic version of the OECD DAC Evaluation Criteria titled “Better criteria, Better Evaluation.” Another major milestone was the **“Review of the Bank’s Strategies and Operational Performance”** during the Past 5 Years which provided critical inputs into the new strategic direction of the organization laying the foundation for the realigned strategy 2023-25.

Moreover, the year witnessed the OED initiating a sound institutional framework for the Independent Evaluation Function of the Bank to develop its first-ever Evaluation Policy.

The OED continued to develop a critical mass of knowledge, resources, and technical skills to strengthen the Monitoring and Evaluation (M&E) capabilities and systems in the Bank and national institutions in Member Countries (MCs). One such example, the OED portal, named LEARN (Learning for Engagement, Actions, Results and Networking) which is a central repository for evaluation knowledge and lessons drawn from the Bank’s operations, has been launched to meet the increasing demand for evaluation knowledge and products across the Bank. Moreover, OED continued to make contributions to international development evaluation forums, including contributions to several collaborative evaluation events with peer institutions and development partners. These knowledge sharing events served as conducive platforms for harnessing global knowledge, sharing valuable experiences, and deepening reflection on international development evaluation issues.

The OED worked ardently with other development partners through effective partnerships, closer harmonization, and coherence to devise sustainable solutions moving beyond emergency responses. In fact, OED and the World Bank's Independent Evaluation Group signed a Memorandum of Understanding consistent with their respective mandates to collaborate in strengthening global evaluation capacity development in key regions, including the Middle East and North Africa (MENA) region, through participation in the Global Evaluation Initiative (GEI) network. In addition, OED leveraged its expansive experience to promote evaluative thinking and support peer institutions in the Kingdom of Saudi Arabia including the Saudi Fund for Development (SFD) and Al Athar Impact Center.

On behalf of the ODE Committee and the OED, we would like to extend a fervent expression of appreciation to **H.E. Dr. Muhammad Sulaiman Al Jasser**, President of the IsDB, for his steadfast support, guidance, and encouragement. Furthermore, we emphatically thank the OED staff for their diligent work ethic, dedication, and commitment to independent evaluation function with the aim to promote learnings, improve operational performance and strengthen the development effectiveness of the Bank's interventions.

Looking forward, we see 2022 as a year of opportunity as the world learns from the recent past and works to rebuild with more resilience and sustainability.

Sincerely,



A handwritten signature in blue ink, appearing to read 'Nada Massoud'.

Dr. Nada Massoud

Chair
Operations and Development
Effectiveness Committee



A handwritten signature in blue ink, appearing to read 'Zaher Rebai'.

Mr. Zaher Rebai

Acting Director
Operations Evaluation Department

EXECUTIVE SUMMARY



OED continues to contribute substantially to the IsDB organizational tenets of learning and accountability. Undoubtedly, COVID-19 has tested evaluators worldwide in unprecedented ways. From the massive spread of online learning to the emergence of new trends, the remarkable efforts to cope with the pandemic have incited a reshape of evaluation in a global pandemic-afflicted world. The crisis has exposed the extent of adverse effects on SDGs, almost reversing pre-pandemic gains. Nevertheless, the current recovery process presents opportunities to set new standards and norms, forge partnerships and strengthen the capacity of institutions in order to build safeguards against the devastating impact of this and any future crisis situations.



Under the new strategic direction of the Islamic Development Bank aiming at: (i) Boosting COVID-19 recovery, (ii) Tackling increasing poverty and building resilience, and (iii) Driving green economic growth in the MCs, a new focus for OED requires a greater outreach to respond to the social and economic needs of MCs, Bank's commitment to support the MCs in achieving the Sustainable Development Goals, and to enhance the Bank's development effectiveness.

Throughout 2021, OED reinforced the usefulness and impact of independent evaluation to make it more influential. The independent evaluation function will continue to work on strengthening its engagement with the BED (through ODEC), IsDB Management, staff, MCs beneficiaries, and the development community at large.

The OED is enhancing and facilitating access to its evaluation products through its revamped intranet site titled LEARN: *Learning through Engagement, Actions, Results, and Networking*. This central repository for evaluation knowledge is designed in line with the organizational needs, processes, and objectives, as it will contribute to progressing the track of transforming the Bank into a knowledge-based institution. The launch of LEARN was in tandem with a new platform to strengthen the follow-up on the implementation of evaluation recommendations called STEER: *Systematic Tracking of the Execution of Evaluation Recommendations*. It is an efficient tracking mechanism for implementing the evaluation recommendations. It will increase the use of evaluation findings and lessons by the operations departments.

In 2021, projects were evaluated in line with the Good Practice Standards using the Organization of Economic Cooperation and Development-Development Assistance Committee (OECD-DAC) standard evaluation criteria of *Relevance, Efficiency,*

Effectiveness, and Sustainability. Out of the ten projects evaluated this year (please refer to **Annex I for more details**), nine projects (90%) were rated as "Successful", and one project was rated as "highly Successful". The latter being a construction and rural development project in Uzbekistan, while the projects in transport, education, health, energy, and water supply management sectors were rated as "Successful". The rating on four evaluation criteria is summarized as follows:

Relevance: All the projects evaluated in 2021 were relevant to the member countries' strategic priorities and aligned with the IsDB Group's 10-Year Strategy. 70% of evaluated projects were rated as "Highly Relevant" and 30% rated as "Relevant". The evaluated projects delivered tangible results, including modern housing, drainage systems, irrigation facilities, and capacity building of project beneficiaries. The trend analysis of ratings on the relevance criterion for the last ten years showed improvement after 2016. The analysis showed some gaps in aligning outputs with outcomes and developing an appropriate logical framework for projects.

Effectiveness: Overall, 70% of the project evaluated in 2021 were rated as "Effective" and 30% as "Highly Effective". None of the evaluated projects in 2021 was rated as "Less Effective" or "Ineffective". The analysis of the effectiveness of the evaluated projects during the last ten years showed a positive trend over time. However, the effectiveness scores of the evaluated projects was constrained by: (i) changes in the design and the scope of the projects; (ii) delays at start-up and during implementation; and (iii) unavailability or late release of government counterpart funds. Moreover, the unavailability of baseline information, including statistics on the key national indicators at the country level, makes it difficult to assess the net effects of projects.

Efficiency: Overall, 60 % of the projects evaluated in 2021 were rated as “Efficient”, 30% were rated as “Less Efficient” and 10% were rated as “Highly Efficient”. This rating represents an improvement over the previous year’s rating, which showed that 50% of the evaluated projects were ‘Efficient’ and 40 % were either ‘Less Efficient’ (30%) or ‘Inefficient’ (10%). The recurring underlying reasons for efficiency challenges include: (i) delays in implementation, often due to delays in counterpart funding; (ii) changes in the design and scope of the projects; (iii) lack of familiarity of EAs with the IsDB procurement and financial management guidelines and procedures; (iv) limited capacity of the contractors, (v) political instability and/or state fragility; (vi) delays in disbursement; (vii) and slow responsiveness of the Bank.

Sustainability: Overall, 70% of the projects evaluated in 2021 were rated as ‘Likely Sustainable’ while the remaining were either “Less Likely” (20%) or “Most Likely Sustainable” (10%). Although there has been a positive trend in sustainability of the evaluated projects over the last ten years, the project sustainability scores remain weak. The main factors that continue to affect project sustainability include: (i) the absence of an exit strategy/plan in the project’s design; (ii) insufficient national budget allocation to maintain facilities after the project completion; (iii) inadequate ownership and commitment from the end-beneficiaries, especially for microfinance and health sector projects, and (iv) insufficient mainstreaming of the projects into national institutions to support long-term sustainability.

During 2021, OED undertook a review of the Bank’s strategies and operational performance during the past 5 years, that provided an important input for the Bank’s strategy update (2023-25). OED also undertook a Special Review of Delayed Projects of IsDB Sovereign Portfolio based on best international

practices to identify underlying root causes and recommend remedial measures. In addition, OED conducted a multi-perspective review of the Science, Technology, and Innovation (STI) cluster, including Special Review of the Performance of the STI Fund, Special Review of the Performance of the Scholarships Program, and Special Review of the Performance of the Community Outreach Program. Moreover, OED conducted an independent review of the 2021 Annual Meeting, held in the Republic of Uzbekistan in order to improve the organization and outcomes of the Annual Meetings. During the year, OED launched the evaluation of the IsDB’s Food Security Program (under Jeddah Declaration) and a thematic evaluation on IsDB’s Equity Investments in Islamic Banks. Finally, OED launched the development of the guidelines for the MCPS Completion Review (MCPS-CR) Validation Notes (VN), and initiated validation note of MCPS-CR of Bangladesh.

Enabling, Learning, and outreach Activities: In 2021, two platforms were launched: (i) revamped intranet site titled Learning for Engagement, Actions, Results and Networking “LEARN” and (ii) the Systematic Tracking of the Execution of Evaluation Recommendations (STEER) platform. The latter’s main objective is to provide an efficient mechanism for systematically tracking and reporting on the implementation of evaluation recommendations, increase Management buy-in to evaluation findings, and report to the Board’s ODEC. Moreover, a range of knowledge products was prepared and disseminated during the year (9 K-Series, 4 quarterly e-newsletters, 2 insight papers, 5 flyers, 2 Executive Dissemination Notes, 13 news articles to IsDB’s newsletter, one article for the SDGs Digest, and 2 educational videos respectively on the DAC Evaluation Criteria and the newly revamped knowledge portal).

In addition, two virtual trainings were conducted in Member Countries, namely TAQYEEM, which is the

first-ever evaluation training in Arabic language for five MCs in the Maghreb region and Saudi Arabia, and the Arabic version of the OECD DAC Evaluation Criteria – “Better criteria, Better Evaluation” was issued. Moreover, OED contributed to several evaluation events by peer institutions and development partners, including the Asian Development Bank’s Evaluation Week, the gLocal Week, and the UK Commonwealth Secretariat’s Evaluation Week. These evaluation events are platforms for harnessing global knowledge, sharing experiences, and deepening reflection on international development evaluation issues.

In terms of partnership and outreach, IsDB and the World Bank signed a Memorandum of Understanding consistent with their respective mandates to

collaborate in strengthening global evaluation capacity development in key regions, including the Middle East and North Africa (MENA) region, through participation in the GEI network. In this context, OED organized the GEI MENA region launch, titled “Evidence and the Road to 2030”, which aimed to develop a critical mass of knowledge, resources, and technical skills to bridge the gap in the Monitoring and Evaluation (M&E) field by strengthening the enabling regulatory environment and developing the M&E systems and capabilities of national institutions. Furthermore, OED leveraged its expansive experience to promote evaluative thinking and support peer institutions in the Kingdom of Saudi Arabia, including the Saudi Fund for Development (SFD) and Al Athar Impact Center.

In 2021, two platforms were launched:
(i) revamped intranet site titled Learning for Engagement, Actions, Results and Networking “LEARN” and (ii) the Systematic Tracking of the Execution of Evaluation Recommendations (STEER) platform.

Lessons Learned: The lessons learned from the evaluations in 2021 highlight the critical role of experienced and technically capable PMU/Executing Agencies in project management success. Active participation of end-beneficiaries in project monitoring and supervision of civil works also contributes to project success. Finalizing land acquisition, detailed engineering, and preliminary studies, as well as public consultations, are found to be critical steps that could facilitate project implementation and avoid implementation delays, particularly for road projects.

Efficient procurement process and proximity to clients are other factors for project success. The key lessons learned are summarized as follows:

Main Recommendations: This Annual Evaluation Report offers a synthesis of recommendations based on the findings of the evaluations conducted during the year and the issues drawn therefrom and intends to enable evidence-based decision-making. Below is the summary of the recommendations. A detailed list of recommendations is provided in Chapter 5.

- 1 Experienced and Capable PMUs Contribute to Successful Project Management:** Placing experienced and capable specialists at the PMU is a critical success factor for projects. Hiring highly experienced personnel at the PMU ensures effective and timely handling of project risks, problems, and barriers for complex and challenging projects
- 2 Empowering end-beneficiaries to take part in project monitoring and supervision contributes to project success:** In the Modern Rural Housing Project in Uzbekistan, the end-beneficiaries contributed to overseeing and monitoring the construction of houses, which was highly beneficial for mitigating risks of operational failures.
- 3 Approving road projects at an early stage, where the land acquisition plan and detailed designs are not finalized based on prior public consultations and preliminary studies, leads to major changes in scope and implementation delays.** The efficiency of road projects is often affected by issues related

to land acquisition. It is imperative to ensure that road projects are at an advanced stage before approval, where the design and land acquisition plans are finalized considering the local needs.

- 4 Diligent procurement management avoids contractual litigations:** Projects with multiple locations and contractors require extra diligence in bidding documents preparation, bidding process, selection, and contracting phases. There is a risk of contractors requesting some variations in the pricing, which, if not captured in the signed contracts, might result in implementation delays and in some instances, lead to contractual litigation.
- 5 IsDB's field presence contributes to better engagement and implementation success:** Frequent country visits by the IsDB team from the regional Hub contributed to a strong awareness and visibility of IsDB operations in all project sites and a more effective engagement with the Government and communities.



- **Ensure Quality at Entry and Project Readiness:** The evaluations highlighted the need to ensure preparation studies are relevant, technical data is accurate, and most importantly, the project objectives and deliverables are clear for project success. Equally important is the need to conduct security assessments in Member Countries before the actual implementation of the project to avoid implementation challenges and delays.
- **Ensure Continuous Quality Monitoring / Supervision:** to ensure quality at implementation, the Bank should (i) conduct more supervisory missions to enhance project's oversight; (ii) enforce quality supervision by putting in place a proper monitoring system; and (iii) assist the EAs/PMUs in capacity strengthening to collect outcome-level data on projects', particularly for microfinance projects.
- **Improve Project Financial Management and Stakeholder Engagement:** *Evaluated projects revealed the need to enhance project financial management and stakeholder engagement.* In this regard, the Bank should (i) ensure clarity of the tax provisions in the funding agreement; (ii) transmit payment notifications to the service providers and inform the PMU; (iii) promptly process the issuance of no-objections letter (NOL); and ensure an adequate budget is allocated to undertake M&E.
- **Improve the Capacity and Enabling Environment in MCs:** PMUs play an essential role in the smooth running of the day-to-day activities of the project. Therefore, there is a need to build their capacity and ensure that PMUs consist of relevant representatives of departments responsible for project implementation. The Bank also needs to engage in donor coordination forums for coordinated funding actively and expanded resource mobilization.

Going Forward: When we contrast some of the macro trends that are changing the world around us, demand for action on the climate agenda, growing pressures from economic and climate migration, intensifying trade issues, persistent supply chain challenges, political tensions and conflicts, and new strains of COVID-19 are all having massive short and long-term impacts on the world stage. This uncertainty is creating challenges for decision

makers. Therefore, the only way to make informed decisions in the future is through active engagement with a wide range of stakeholders and local actors. It implies becoming more end beneficiary-focused instead, no longer looking at planning as simple responses to expressed needs, but rather as ecosystem enablers. It means thinking about the future rather than just repeating the successes (and avoiding the failures) of the past.

CHAPTER I: INTRODUCTION

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ABOUT OED

The mission of the Operations Evaluation Department (OED) is to support the Islamic Development Bank (IsDB) become a knowledge organization that continuously improves its operations, drawing lessons from the evaluations to enhance the development effectiveness of its interventions in Member Countries (MCs) and in favor of Muslim communities in non-Member Countries. The OED started its journey as the Operations Evaluation Office (OEO) in 1990. It reports directly to the Board of Executive Directors (BED) through the Operations and Development Effectiveness Committee (ODEC).

The OED evaluates relevance, efficiency, and effectiveness of the IsDB interventions, and appraises sustainability of the development results achieved. Through objective assessment of the results, OED draws and disseminates lessons that help improve development effectiveness of the IsDB interventions across different countries and sectors.

Given the diversity of the operations of the Bank, OED applies creative and methodological approaches that comply with international good practice standards to produce evaluation products that are responsive to institutional needs and contain lessons and recommendations that are useful, feasible, ethical, relevant, accurate and credible.

Currently, OED's Country Evaluations, Sector Evaluations and Corporate Assessments are aimed at improving development effectiveness of IsDB interventions by supporting better policy decisions and enhancing accountability. OED strives to enable learning that will help IsDB Group position itself as a knowledge institution.

The OED evaluates relevance, efficiency, and effectiveness of the IsDB interventions, and appraises sustainability of the development results achieved.

2021 EVALUATION HIGHLIGHTS

The Annual Evaluation Report provides a direct perspective of OED activities and serves as a tool for accountability and learning to help achieve a dual purpose of strengthening evaluation culture for improved performance and promoting organizational learning in IsDB. The evaluation activities in the year 2021 covered three key areas: Project Evaluations, Macro Level Evaluations, and activities pertaining to Enabling, Learning and Outreach. Below is a synopsis of the evaluation activities in the year 2021.

OED conducted the First-Ever Real Time Evaluation of the IsDB Group Strategic Preparedness and Response Program (SPRP) for the COVID-19 Pandemic with its three components: Respond, Restore and Restart. This formative evaluation sought to bridge the gap between monitoring and evaluation by focusing on input and output levels and probing the early signs of progress made by the Bank towards the achievement of the SPRP objectives.

The Real Time Evaluation also aimed at drawing emerging lessons from the design and implementation of the first component of the SPRP, i.e. R1, to inform the subsequent components R2 and R3 and similar emergency assistance programs in the future.

Furthermore, OED led the Review of the Bank's Strategies and Operational Performance (Past 5 Years) "IsDB 5-Year Performance" to help build on the past successes and achievements, identify challenges and constraints, draw lessons for future improvements, and provide important inputs into the President's new strategic direction of the Bank for the coming years. The review covered eleven workstreams covering critical aspects of the Bank's strategy, operations, and performance.

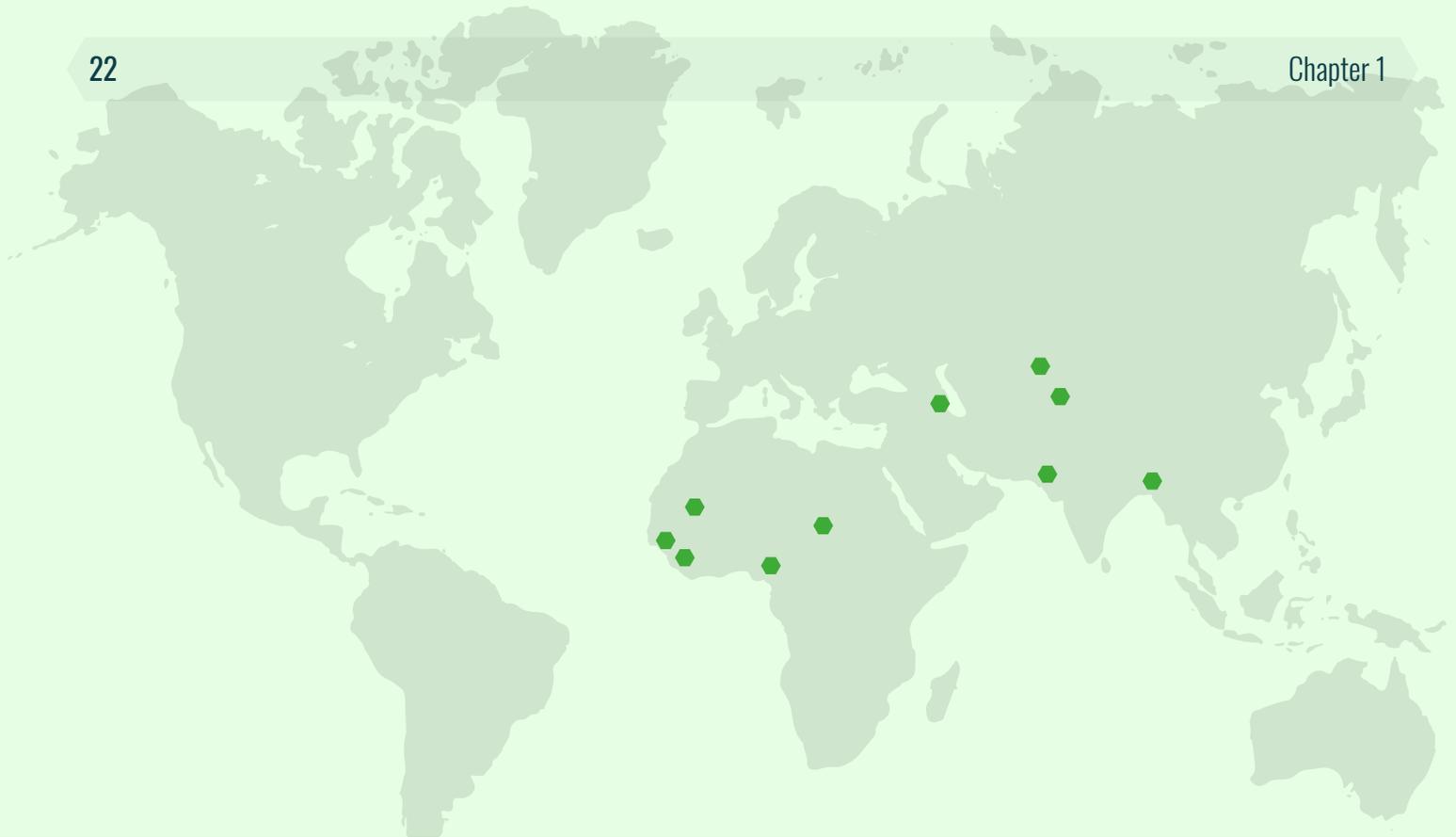
SPECIAL EVALUATIONS



1. Special Evaluation of Al Fareeda Residential Community Project, Saudi Arabia.
2. Special Evaluation of Deep Well and Construction of Schools Project, Somalia.
3. Real Time Evaluation (RTE) of the Strategic Preparedness and Response Program (SPRP) for COVID-19.
4. Special Review of Delayed Projects of IsDB Sovereign Portfolio.
5. Review of the Bank's Strategies and Operational Performance during the Past 5 Years.
6. Special Review of 2021 IsDB Group Annual Meetings, Republic of Uzbekistan.
7. Special Review of the Performance of the STI Fund.
8. Special Review of the Performance of the Scholarships Program, and
9. Special Review of the Performance of the Community Outreach Program

Table 1 - List of Special Evaluations Conducted During 2021

Moreover, OED received several requests from the Management for special evaluations. By the end of 2021, OED completed a total of 9 special evaluations, as shown in the Box 1 above.



PROJECT EVALUATIONS

Post-Evaluation of Completed Projects financed under Ordinary Capital Resources. As part of its annual work program, OED conducted 10 project evaluations respectively in ten IsDB Member Countries namely: Azerbaijan, Bangladesh, Cameroon, Chad, Gambia, Mali, Pakistan, Sierra Leone, Tajikistan, and Uzbekistan. The evaluated projects covered the following sectors: Education, Energy, Health, Integrated Rural Development, Transport, and Water Supply & Sanitation. The project evaluations offered important findings and recommendations for the Bank and the beneficiary countries and generated significant lessons for improving performance and development effectiveness of future operations.

Review and Validation of Project Completion

Reports: OED completed a total of 20 PCR Validation Notes in 2021.



10

OCR Project Evaluations

- Azerbaijan
- Bangladesh
- Cameroon
- Chad
- Gambia
- Mali
- Pakistan
- Sierra Leone
- Tajikistan
- Uzbekistan

MACRO-LEVEL EVALUATIONS

i. Corporate Assessment

In order to improve the organization and outcomes of the Annual Meetings, the Chairman of the IsDB Group requested OED to undertake an independent review of the 2021 Annual Meeting, held in the Republic of Uzbekistan. The review aims at assessing the design, organization and conduct of the 2021 Annual Meeting for learning and improvement purposes. The ultimate objective of the exercise was to draw lessons and formulate recommendations to be considered by the IsDB Group Management for future Annual Meetings and to be fed into the ongoing efforts to enhance the Board Services.

ii. Program Evaluation

During 2021, the OED launched the evaluation of the IsDB's Food Security Program (under Jeddah Declaration) and the program evaluation of IsDB's Equity Investments initiated in 2008.

OED undertook a Special Review of Delayed Projects of IsDB Sovereign Portfolio based on best international practices to identify underlying root causes and to make recommendations on remedial measures. This review enhanced the portfolio performance and the IsDB development effectiveness and contributed to avoiding delays in project implementation and relapse of high levels of Cumulative Undisbursed Commitment for the Bank in the future.

Also, OED conducted a multi-perspective review of the Science, Technology, and Innovation (STI) cluster including Special Review of the Performance of the STI Fund, Special Review of the Performance of the Scholarships Program, and Special Review of the Performance of the Community Outreach Program. The purpose of the review was to take stock of the works carried out under the STI thematic area and to assess the progress and achievements made and the results delivered so far so as to build on the successes and address the challenges and constraints faced.

ENABLING, LEARNING AND OUTREACH (ELO) ACTIVITIES

The OED undertook a range of activities to facilitate the delivery and use of the evaluation knowledge products and to enhance the capacity of the OED staff members and the relevant officials of implementing agencies in member countries. These activities bridged the knowledge gaps and enhanced the expertise of the staff in areas that are critical to achieving the department goals. Some of the

highlights of the ELO activities of the OED in 2021 are as follows:

In its effort to improve the evidence-based learning culture, OED published synthesis reports and insight papers reflecting the learnings from previous evaluations assessing various sectors. OED disseminated key lessons learned and recommendations related to project procurement practices, private sector operations, past global vaccine rollout programs (Annex II) and IsDB's Regional Integration interventions.

Also, OED continued its engagement with the local, regional, and global evaluation community to share evaluation knowledge. **Locally**, OED engaged in closer collaboration with the Saudi based institutions such as Saudi Fund for Development and contributed to the launch of Taqyeem Training Program in Arabic Language in the Kingdom of Saudi Arabia in collaboration with Al Athar Impact Center.

Regionally, OED supported the launch of the Global Evaluation Initiative in the MENA Region under the theme “Evidence and the Road to 2030”. Moreover, OED Helped launch the evaluation criteria in Arabic language to promote development effectiveness in the Arab world and supported the implementation of the first-ever Evaluation Training program offered in the Arabic language. OED also organized two webinars during the 2021 Global Evaluation Week focused on Evaluation Capacity Development and strengthening M&E Systems in the MENA region.

Globally, OED contributed to the 2021 UK Commonwealth Learning Week on the theme “Translating Learning to Transformational Change in the Commonwealth” and the 2021 Asian Evaluation Week under the theme “Transformational Evaluation: Moving from uncertainties to resilience”. In addition, OED Contributed to the Regional Conference on Impact Evaluation in Francophone Africa. OED built on its successful partnership with the Global Evaluation Initiative Implementation Committee and participated in the first Global Evaluation Initiative Implementation Committee Meeting further to chair other task teams and working group with development partners from the GEI network.

To facilitate the internal dissemination of knowledge generated by the evaluations, OED launched in 2021, the OED’s Revamped Knowledge Portal titled Learning for Engagement, Actions, Results, and Networking (LEARN) to enhance access to evaluative information across the Bank Group.

LEARN is designed in line with the organizational needs, processes, and objectives, as it contributes to progressing the track of transforming the Bank into a knowledge-based institution. This renovated portal is more than a repository of files as it allows organic knowledge sharing to grow among the complementary mandates of operations and the independent evaluations.

In addition to its function as financier, IsDB is a knowledge bank, and its Operations Evaluation Department has contributed to strengthening monitoring and evaluation systems at all levels throughout the project cycle in order to generate and use evaluative evidence and to edge closer to development effectiveness. As such, the platform also combines a new recommendations follow-up system called STEER (Systematic Tracking of the Execution of Evaluation Recommendations), that helps in monitoring the progress on implementation of the evaluation recommendations.

The report is organized as follows:



This **Chapter I** provides an overview of the major evaluation highlights, namely the various types of evaluations conducted by the OED, the knowledge sharing and dissemination events, as well as the partnerships and outreach efforts with development partners and peer institutions.

Chapter II introduces the performance assessment of the last ten years through trend analysis under the evaluation criteria of Relevance, Efficiency, Effectiveness, and Sustainability. The trend analysis was about a sample of 173 projects evaluated by OED in 44 countries ranging from 2010 to 2020, out of approximately 200 evaluated projects in all sectors and modes of finance. The chapter synthesizes the sectorial and regional trends in project ratings.

Chapter III outlines the first-ever Real Time Evaluation (RTE) in the Bank which assessed the Strategic Preparedness Response Program (SPRP) in response to the COVID-19 pandemic. The program aimed at supporting Member Countries' efforts to prevent, contain, mitigate, and recover from the impacts of the pandemic; it envisaged a holistic approach addressing the short, medium, and long terms needs. The RTE used various sources of information, including desk review of SRPR documents, individual project documents, interviews with key staff members from IsDB and the Group entities, focused group discussions with relevant representatives of the line ministries, executing agencies, project management units, UN agencies, and other development partners.

Chapter IV focuses on the lessons drawn from the evaluations undertaken during 2021G. In this chapter, the lessons learned are a compilation of selected lessons from the agriculture and rural development, education, and transport sectors further to lessons distilled from the private sector evaluations and project procurement processes.

Chapter V provides a synthesis of the recommendations derived from the 2021G evaluations and the feedback received from concerned departments and members of the IsDB Group to undertake necessary strategic and operational actions. The project recommendations are categorized under five clusters namely: (i) Ensuring Quality at Entry and Project Readiness; (ii) Ensuring Continuous Quality Monitoring/Supervision; (iii) Improving Project Financial Management and Stakeholder Engagement; (iv) Sharing knowledge and good practice; (v) Improving Capacity and Enabling Environments in MCs, in addition to the recommendations drawn from corporate evaluations.

Chapter VI provides an outlook describing the recent challenges and ensuing uncertainty emanating from the global pandemic, summarizes the opportunities and risks of innovative tools and approaches such as remote working, distance learning, and utilization of data analytics. Then the chapter concludes that Evaluation in particular the international development industry as a whole ought to play a greater role in bridging the digital divide, ensuring closer stakeholder engagement, and paving the way for recovery.

HIGHLIGHTS

Despite the challenges posed by the global pandemic, the year 2021 was an exceptional year for evaluation. Here are some of its highlights.

THE EVALUATION YEAR AT A GLANCE - 2021

10

OCR Project Evaluations

9

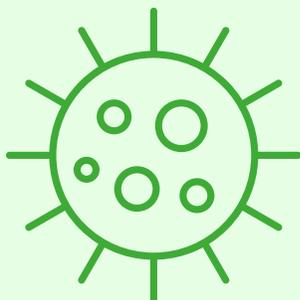


Special
Evaluations

2



Macro Level
Evaluations
Launched



The First-Ever Real Time
Evaluation of the IsDB Group
Strategic Preparedness and
Response Programme for the
COVID-19 Pandemic



One Corporate
Evaluation of the 2021
Annual Meetings



ENABLING, LEARNING & OUTREACH ACTIVITIES

- 37 Knowledge Products published.
- Webinar on IsDB Interventions in Water Supply & Sanitation Sector organized.
- Two virtual sessions held in the UK Commonwealth Evaluation Learning Week under the theme “Translating a decade of learning into transformational change”: i. The Commonwealth Advantage in Consensus Building & Connectivity, ii. Advancing Resilience.
- Two gLocal Sessions led by OED and supported ADB and ENAP respectively: i. Evaluation Capacity Development Experiences in the New Context; ii. National Monitoring & Evaluation Systems in the MENA Region.
- Global Evaluation Initiative MENA Region Launched under the theme: Evidence and Road to 2030.
- OED Launched Evaluation Criteria in Arabic, in collaboration with AfDB and the UAE Ministry of Foreign Affairs.
- OED Joined efforts with ENAP to offer 1st Ever Evaluation Training in Arabic in the Maghreb.
- OED Launched new Knowledge Portal - LEARN, and Evaluation Recommendations Tracking System - STEER
- OED Contributed to The International Program for Development Evaluation in Arabic - Taqyeem (First-ever in the Kingdom of Saudi Arabia)



SPECIAL EVALUATIONS AND REVIEWS:

- Special Evaluation of Al Fareeda Residential Community Project, Saudi Arabia
- Special Evaluation of Deep Well and Construction of Schools Project, Somalia
- Real Time Evaluation (RTE) of the Strategic Preparedness and Response Program (SPRP) for COVID-19,
- Special Review of Delayed Projects of IsDB Sovereign Portfolio.
- Review of the Bank's Strategies and Operational Performance during the Past 5 Years
- Special Review of 2021 IsDB Group Annual Meetings, Republic of Uzbekistan
- Special Review of the Performance of the STI Fund,
- Special Review of the Performance of the Scholarships Program, and
- Special Review of the Performance of the Community Outreach Program.

CHAPTER 2: PERFORMANCE ASSESSMENT

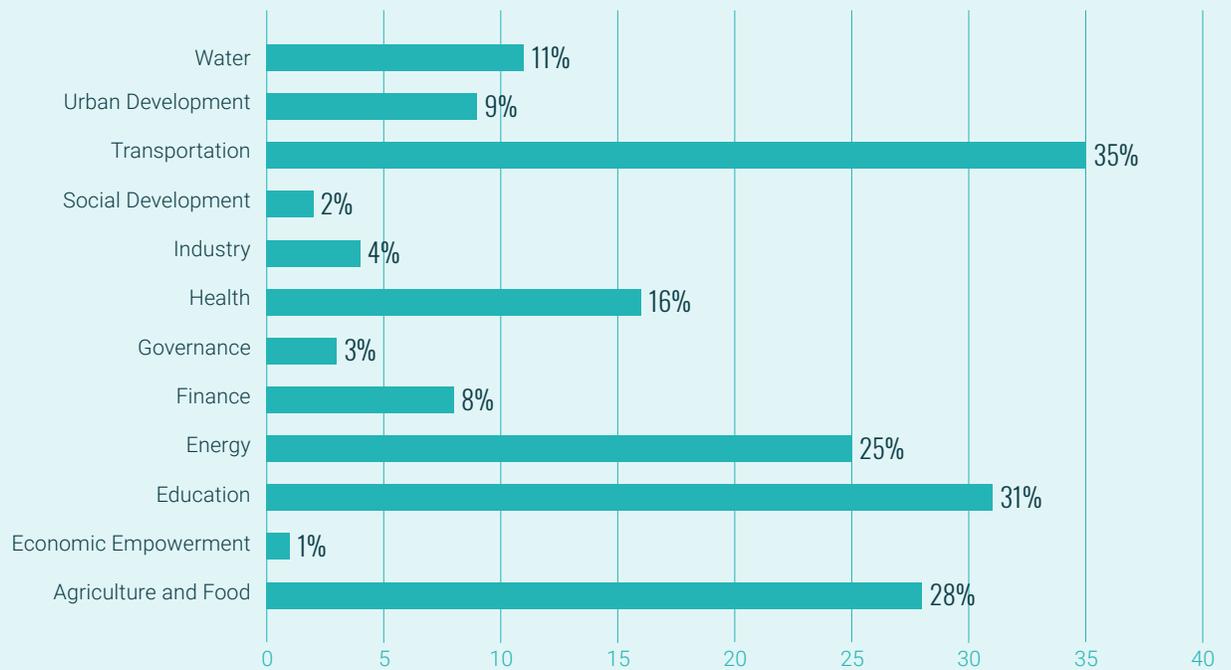
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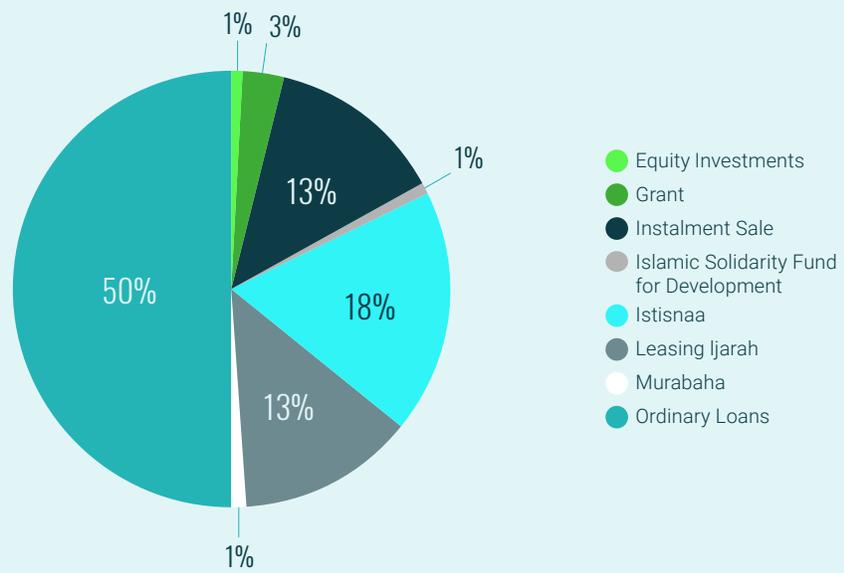
OVERVIEW

This year the OED conducted performance analysis of the projects evaluated during the last ten (10) years, examining trends in evaluation ratings/ scores including ratings for four evaluation criteria: Relevance, Efficiency, Effectiveness, and Sustainability. The analysis was based on 173 projects evaluated by the OED in 44 countries during 2010 – 2020.

EVALUATION BY SECTOR



EVALUATION BY MODE OF FINANCE (2010-2020)



EVALUATION BY COUNTRY

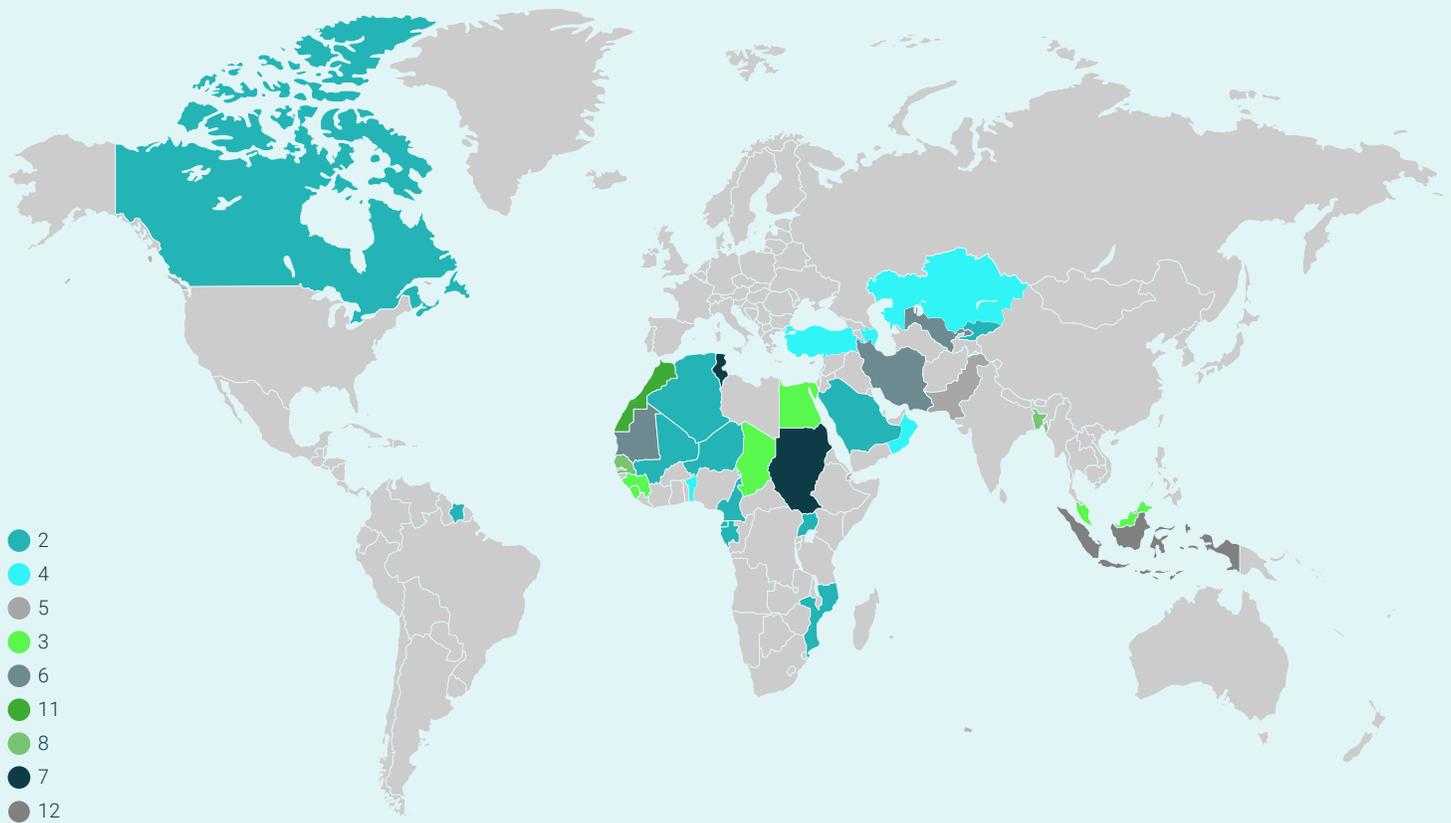


Figure 1

OVERALL PERFORMANCE ASSESSMENT

Performance assessment of evaluated projects was based on a four-point rating scale including: Highly Successful, Successful, Partly Successful and Unsuccessful. From the last ten years evaluations conducted by OED, 12% were rated Highly successful. More than half of the evaluated projects (63%) were rated Successful, and the remaining projects were rated partly or less successful (25%). Projects from the energy and transport sector were most successful. Compared to the last 10 years, the projects evaluated this year showed improvement as all the projects were rated highly successful and successful and no project was rated as partially successful or unsuccessful.

The assessment indicated a positive evolution of projects rated as highly successful or successful over the last ten years especially from 2016 onwards. However, this positive evolution is thin compared to the trend of partly successful projects. The most prevalent factors that affected the performance of evaluated projects were project efficiency and sustainability.

Over the last 10 years, the majority of projects assessed as partly or less successful were less efficient and likely or less likely to be sustainable. These aspects are further discussed in detail in the below section.

OVERALL PERFORMANCE

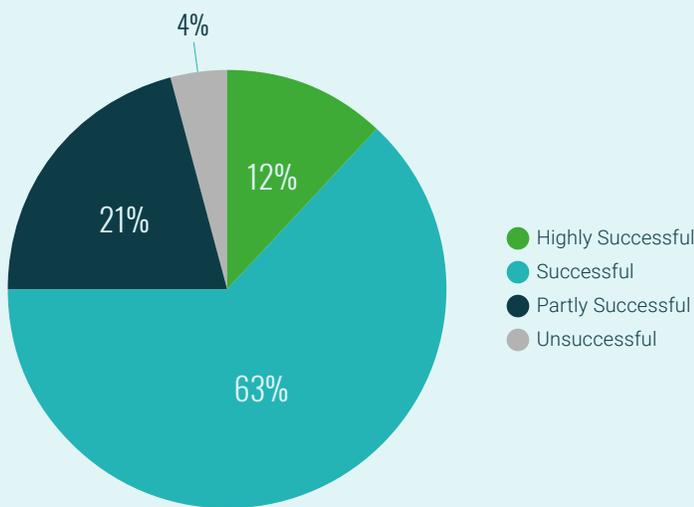


Figure 2

TREND IN YEARLY AVERAGE SCORE



Figure 3

CRITERIA-BASED ANALYSIS

1. RELEVANCE

An overwhelming majority of projects evaluated over the last ten years were found to be relevant to member countries' strategic priorities and aligned with IsDB's development priorities including IsDB Vision 1440H and IsDB 10-Years Strategy. 63% of the evaluated projects were rated as 'Highly Relevant' and 34% were rated as 'Relevant'. Only few projects were rated as 'Irrelevant' (3%). All projects evaluated this year (2021) were rated as highly relevant and relevant and no project rated as partially relevant or irrelevant.

The trend analysis over the last ten years showed a decline of projects' overall relevance till the year 2016, with some improvement afterwards. This is mainly due to low scores on the relevance of project's objectives and design. The analysis showed that for many evaluated projects the objectives were not appropriately stated, and outputs were not well aligned with the intended outcomes. Also, significant number of projects did not develop an appropriate logical framework. Moreover, those that had a logical framework did not adapt them to the contextual evolution during the project's implementation, which might affect the relevance of their design at evaluation.

RELEVANCE SCORE 2021

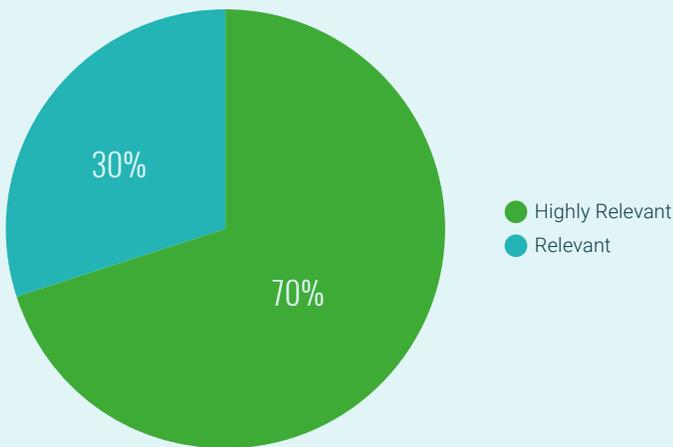


Figure 4

TREND IN YEARLY AVERAGE RELEVANCE SCORE



Figure 5

2. EFFECTIVENESS

The analysis of effectiveness of the evaluated projects during the last ten years showed 80% of evaluated projects to be either 'Effective' or 'Highly Effective' and 20 % of the evaluated projects were rated as Less Effective or Ineffective. This means that the vast majority of the evaluated projects achieved their intended outputs and eventually contributed to achieving their intended developmental induced effect. This resulted in impactful changes in the living conditions of the project beneficiaries in member countries over the last decade. Seemingly, the evolution of project' effectiveness shows positive trend over time and in 2021 all the evaluated projects were rated Effective or Highly Effective.

The analysis revealed that the main factors that affected project' effectiveness include:

- Change in the design and scope of the project at the beginning or during implementation,
- Delays in startup and implementation that prevented the project to not fully achieve its outputs,
- Unavailability or late release of government counterpart funds,
- Low utilization of funds in an attempt to reduce the project implementation cost,
- High-cost overruns, and
- Absence of actual baseline information “with the project versus without the project” and lack of statistics on the key national indicators at the country level in some cases, making it difficult to capture the net effect of projects.

EFFECTIVENESS SCORE 2021

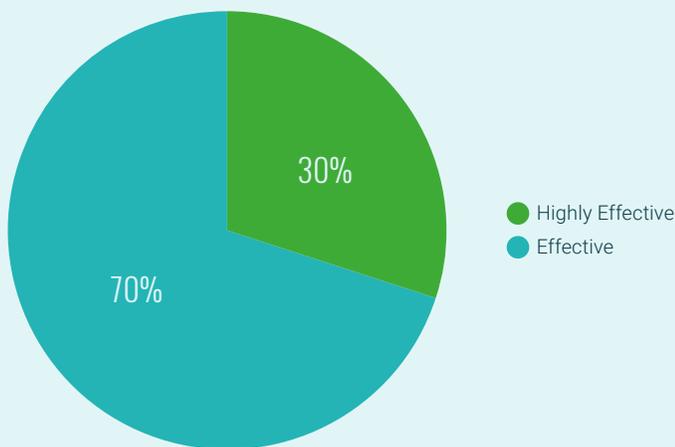


Figure 6

TREND IN YEARLY AVERAGE EFFECTIVENESS SCORE



Figure 7

3. EFFICIENCY

The analysis of efficiency of the evaluated projects over the last 10 years showed that 40% of projects were Efficient and only 8% were Highly Efficient. The remaining evaluated projects (52%) were either Less Efficient (41%) or Inefficient (11%). The analysis revealed a decline in project efficiency over the last decade, from 35% of evaluated projects rated as Less Efficient in 2010 to more than 45% of evaluated projects rated as Less Efficient. Also, the projects rated as Highly Efficient decreased from 9% in 2010 to 4% in 2020.

The main factors that caused low project efficiency during the last 10 years included the following:

- Delays by the government in releasing counterpart funding.
- Change in design and scope of the project,
- Poor feasibility studies,
- Changes in political context,
- Unfamiliarity of the executing agencies with the IsDB rules and procedures,
- Weak capacity of the contractors to manage contextual challenges (e.g. shortages of raw material, skilled labor etc.), and
- Bank’s lack of responsiveness and delays in disbursements.

EFFICIENCY SCORE 2021

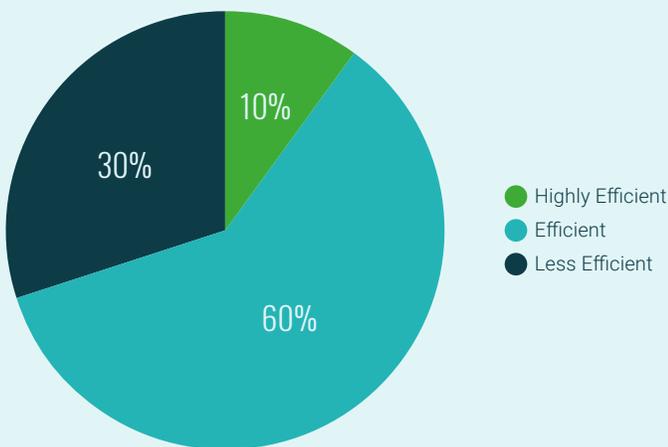


Figure 8

TREND IN YEARLY AVERAGE EFFICIENCY SCORE



Figure 9

4. SUSTAINABILITY

The analysis showed that only 50% of the evaluated were either 'Likely' or 'Most Likely' sustainable. The remaining evaluated projects (36%) were 'Less Likely' and 'Unlikely' Sustainable. In 2021, the sustainability rating has improved, with 90 % of the evaluated projects rated as Likely or Most Likely sustainable.

Although there has been a positive evolution of evaluated projects' sustainability over the last ten years, this positive evolution is thin, and the project sustainability scores remain weak. An examination of

the underlying factors affecting the sustainability of the evaluated projects revealed the following causes:

- Absence of exit strategy/plan in the project's design,
- Insufficient national budget allocation to maintain facilities after the project completion,
- Inadequate ownership and commitment from the end-beneficiaries, especially for microfinance and health sector projects, and
- Insufficient mainstreaming of the projects into national institutions to support long-term sustainability.

SUSTAINABILITY SCORE 2021

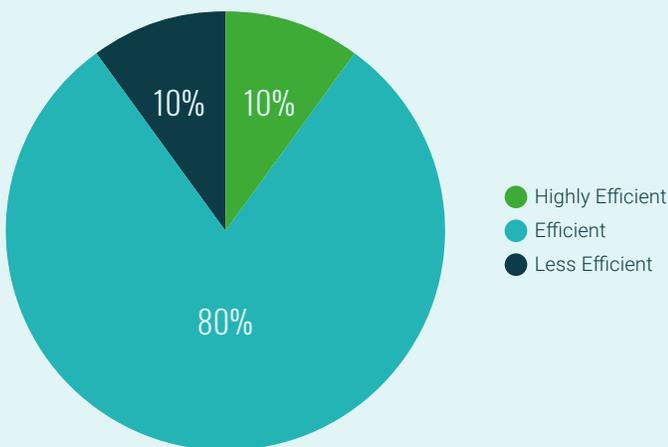


Figure 10

TREND IN YEARLY AVERAGE SUSTAINABILITY SCORE



Figure 11



CHAPTER 3:

FEATURED TOPIC:

REAL TIME EVALUATION

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THE EVALUATION	42



CONTEXT: THE ADVENT OF COVID-19

The onset of the COVID-19 pandemic compounded underlying problems across the globe. In the health sector, despite the relatively low number of COVID-19 cases and fatalities in many IsDB Member Countries (MCs), the pandemic has strained the healthcare systems of MCs due to poor health infrastructure, global medical supply shortages caused by travel restrictions and disruptions in production and supply chains, lack of adequately trained healthcare workers and first responders, and insufficient testing capacity. The social and economic impacts resulting from the global pandemic have been severe and are prominently reflected in sharp increases in unemployment, poverty and income inequality, and disruptions in education due to school closures. Economic contractions globally have reflected major declines in Gross Domestic Product, causing both consumer and investor uncertainty.

The response to the pandemic has been global, unprecedented, and varied. It included financial assistance in the form of debt relief and increased concessional lending. The G20 developed the Debt Service Suspension Initiative (DSSI), to benefit 73 low-income countries through a temporary suspension of debt service from participating bilateral creditors through June 2021. All major international development finance institutions have increased emergency lending. The IsDB Group also responded quickly to help its MCs address the crisis by initiating the Strategic Preparedness and Response Program (SPRP).



THE STRATEGIC PREPAREDNESS AND RESPONSE PROGRAM

In its 335th meeting, the Board of Executive Directors (BED) of IsDB approved USD 2.3 billion for the SPRP. The size of the SPRP increased to USD 3.07 billion in December 2020 and subsequently to USD 3.55 billion in January 2021. The SPRP recognized the size of the financing gap and worked with the Arab Coordination Group, which committed USD10 billion towards the effort.

The program aimed at supporting MCs' efforts to prevent, contain, mitigate, and recover from the

impact of the pandemic. It envisaged a holistic approach in the short, medium, and long terms, accommodating priorities beyond the immediate and emergency response to the health sector, while putting MCs back on the path of economic recovery through restoring livelihoods, building resilience, and kick-starting economic growth. The program adopted a 3Rs approach, with each component focusing respectively on Respond (R1)¹, Restore (R2)², and Restart (R3)³ and with technology playing a key role at each stage.

The program aimed at supporting MCs' efforts to prevent, contain, mitigate, and recover from the impact of the pandemic.

1. **R1 (Respond):** This category is designed to deal with emergency situations, which is fundamentally geared towards saving the lives. This includes assistance in the health and food security programs.
2. **R2 (Restore):** R2 was designed to support the livelihoods of the communities in the Member Countries, for the SMEs with the engagement of the private sector and preferably by providing a Line of Finance (LOF) facility.
3. **R3 (Restart):** This category is designed towards improving the resilience of the country systems, in the form of building infrastructure projects, such as hospitals, emergency health centers, purchasing equipment as well as projects geared towards, reviving the economy.

THE EVALUATION

The RTE of the SPRP was the first-ever Real-Time Evaluation conducted by the Operations Evaluation Department (OED) of the Islamic Development Bank. OED was also the first in breaking ground before other MDBs in conducting the RTE of an MDB's response to the COVID-19 pandemic. OED shared its experience with members of the Evaluation Coordination Group.

OBJECTIVE OF THE EVALUATION

The Real-Time Evaluation (RTE) of the SPRP aimed at providing timely feedback that can guide operational improvements through mid-course adjustments as the program moves into the next phase of the crisis response.

Real-time evaluation is designed to provide immediate (real-time) feedback to those planning or implementing a project or program so that they can make improvements. This feedback is usually provided during the evaluation fieldwork rather than afterwards (Intrac, 2017).

SCOPE AND METHODOLOGY

The scope of the evaluation focused on the SPRP, encompassing all interventions undertaken within the program's framework. It examined the IsDB Group's preparedness to mitigate the impact of the evolving pandemic and the measures undertaken to support the implementation of the SPRP. The scope of the evaluation also included an assessment of the use of the Global Coordination Platform (GCP).

Considering the formative nature of the RTE, the evaluation was based on tailored criteria that included Relevance, Efficiency, Coherence, and to some extent Effectiveness. Additionally, since the evaluand is an emergency assistance program, a fifth criterion was used to assess the Bank's Agility and Responsiveness.

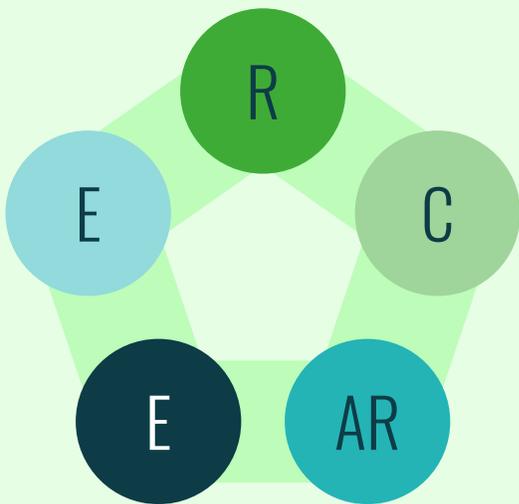
The methodology adopted in conducting the RTE used various sources of information, including

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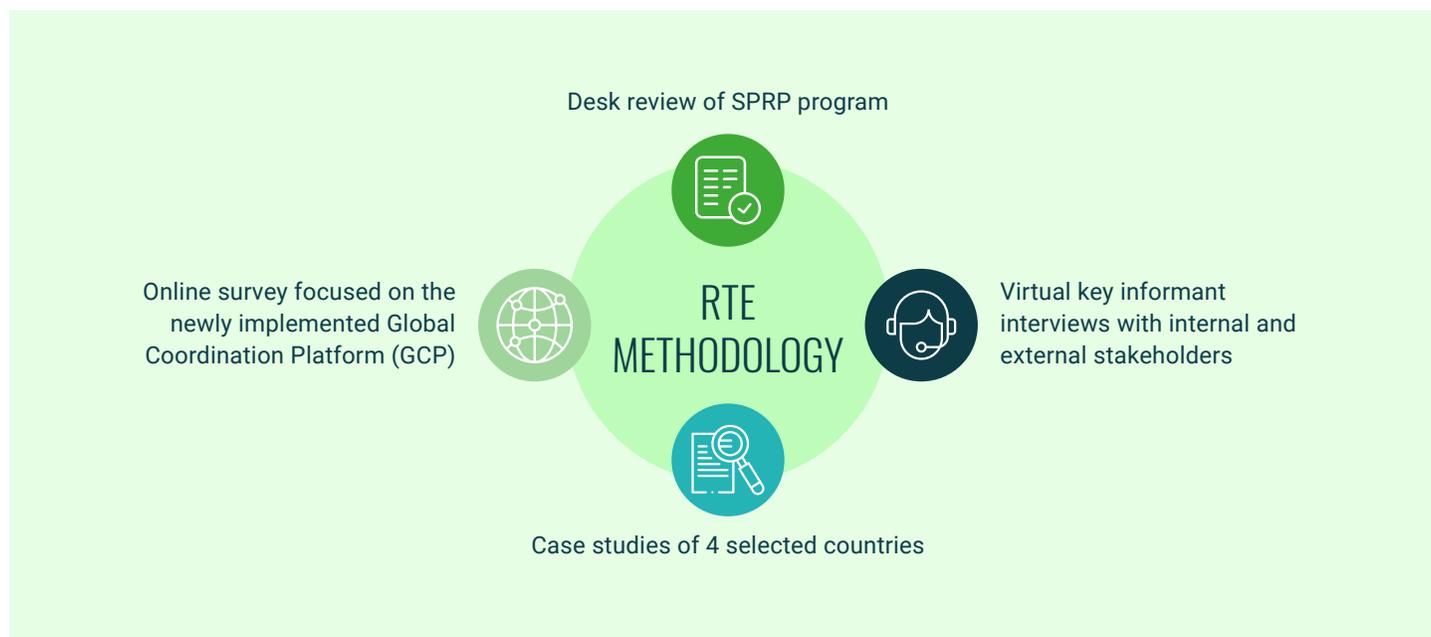
The RTE did not make formal prescriptive recommendations for actions. Instead, it utilized evidence and draws on lessons gleaned from the experience to identify opportunities for improvement, present lessons learned, and offer guidance on the way forward. No rating was assigned to the performance of the program and of the stakeholders involved.

a review of SRPR documents, individual project documents, interviews with key staff, discussion with relevant representatives of the line ministries, executing agencies, project management units, and development partners.

EVALUATION CRITERIA FOR RTE



- R** **Relevance**
Consistency of the SPRP objectives and design with MC needs and crisis context.
- C** **Coherence**
The extent to which the program fits internally and externally.
- AR** **Agility and Responsiveness**
The extent to which the Bank was prepared and swiftly acted.
- E** **Relevance**
Optimum allocation of SPRP in terms of time, cost and quality.
- E** **Relevance**
The extent to which the SPRP is expected to achieve its objectives.



MAIN FINDINGS

The SPRP design was sound and generally relevant. The objectives and structure of the program considered the dynamic perspective of the crisis and the broad scope of the expected impacts. Its flexibility facilitated adapting to the evolution of the COVID-19 crisis. Moreover, the SPRP is consistent with the guiding principles of the Bank's Disaster Risk Management and Resilience Policy. It is also in line with external strategic frameworks such as Agenda 2030 and selected priorities of the Sendai Framework for Disaster Risk Reduction.

The IsDB Group invested in significant preparatory steps to implement the SPRP including: (i) business continuity measures; (ii) operational and structural measures; and (iii) procedural measures. These included business continuity plans, remote working arrangements, adapted and adjusted workflows, delegated authority, the establishment of a high-level committee and necessary working groups, and the introduction of the Global Coordination Platform (GCP).

To ensure financial resources were made available almost instantly to its MCs, the Bank repurposed funds from the existing portfolio - a total of USD 1 billion was repurposed. It also took steps to encourage the IsDB Group Entities to work in tandem through inter-agency agreements. In addition, the program implementation featured partnerships with UN agencies to benefit from their comparative advantages and local presence, thus facilitating implementation.



The IsDB Group responded quickly to support MCs in addressing the impacts of the COVID-19. The pandemic context acted as a catalyst that brought the various entities of the IsDB Group together, adopting a One Bank-Group approach which allowed the IsDB Group Entities to capitalize on their respective comparative advantages.

Despite the sound design and extensive preparatory steps, approvals, and disbursements under the SPRP have not materialized as rapidly as expected. Approvals and disbursements were behind the six-month target for the Respond (R1) dimension. The two other dimensions (Restore and Restart) were also lagging and unlikely to be implemented within the initially foreseen timeframe.

The pace of approvals was slower than expected due to various factors. First, the internal approval processes of some MCs are lengthy and cumbersome and not geared towards emergency response. In addition, not all Regional Hubs (RHs), Operations Team Leaders (OTLs) and the MC counterparts preparing SPRP projects were familiar with the SPRP and clear on the scope of R1. This was exacerbated by IsDB's array of financing instruments that are better adapted to long-term development projects rather than emergency operations.

Despite the encouragement and constant attention of senior management and the fast-track procedures, as with approvals, disbursements were lower than anticipated. Several factors accounted for the slower than expected pace of disbursements, including: (i) Lack of quick disbursing financial instruments such as budget support, cash transfers, or different forms of grants proposed by other MDBs or bilateral donors; (ii) MCs cumbersome administrative and procurement procedures that are not adapted to formulate emergency requests and rapid support delivery; (iii) Some countries proposed complex, slow disbursing projects under R1; and (iv) Early in the implementation period, shortages, high prices and transport costs of health-related supplies delayed deliveries and disbursements.

Overall, the SPRP portfolio is young. Most of the projects are under implementation, and thus,



However, an analysis of four country portfolios (Chad, Egypt, Maldives, and Senegal) selected as case studies shows the elapsed time between the approval date to the first disbursement was significantly shorter for projects within SPRP, underscoring the fact that the Fast-Track Procedures put in place to accelerate disbursement were effective in initiating disbursement.

Effectiveness could not be fully assessed during the evaluation. However, the expected outputs of the SPRP are broad-ranging and include: (i) reaching more than 43 million people through awareness campaigns; (ii) procuring more than 10 million protective kits, 5 million testing kits, 1950 ventilators, additional hospital beds, 210 ambulances, and lab equipment; (iii) support about 34 million households with food rations; (iv) support more than 10,000 SMEs; and (v) support six Science, Technology, and Innovation initiatives to investigate or develop strategies for COVID-19 prevention, diagnosis, or treatment in MCs. Given the wide range of initiatives and expected outputs, it is clear that the initiatives have the right objectives that support MCs in their efforts to combat the impacts of COVID-19.

IsDB Senior Management made intense efforts with MCs to improve the acceptance of, and push for implementation of the SPRP through, the GCP. The RTE administered a thorough online perception survey in three languages to assess the GCP utilization and value addition. The survey responses on the GCP from implementing partners and end-users were favorable,

indicating improved efficiency, transparency, and Effectiveness. The platform was well received by the users; 59 percent felt they had a good experience overall and an additional 13 percent had an excellent experience. Among the MCs, 8 of the 9 respondents strongly agreed or agreed that the speed of the allocation process (repurposing) was quick. Of the UN Agency respondents, almost 80 percent agreed or strongly agreed that the payment process through the GCP is fast and efficient.

Nevertheless, some IsDB Group staff indicated limited buy-in and ownership of the GCP, which made utilization and understanding of the GCP difficult at the onset. The initial limitations in understanding may have been due to a lack of consultation among stakeholders and users. Overall, the learning curve during an emergency situation adversely impacted the IsDB Group staff and MC users suggesting that the timing of the GCP launch may not have been opportune.

LESSONS LEARNED

- 1 Systematic and deeper consultation on the design of the SPRP with potential users and Regional Hubs would have increased ownership of the platform and the SPRP.
- 2 Institutionalizing emergency response guidelines and processes improve the Bank's agility and responsiveness to emerging crises effectively.
- 3 Unless grounded in reality, approval and disbursement targets for emergency response interventions are perceived by operations staff as impossible to meet, and thus few serious efforts to improve performance ensue.
- 4 The opportune timing to introduce transformation initiatives such as GCP on full scale during emergencies could lead to resistance by some stakeholders.
- 5 Lack of emergency-related knowledge on the part of project officers impedes the Bank's project processing through lengthy rounds of review which in turn affect the implementation time adversely.



SUGGESTIONS FOR THE WAY FORWARD

- 1** Consider moving the activities of R3 to its regular programming through the MCPS and in line with country priorities and needs, i.e., beyond the SPRP.
- 2** Prioritize replenishment of repurposed projects to ensure the achievement of their intended objectives and outcomes.
- 3** Building on the IsDB Group's experience working with implementing partners on the ground, such as the UN Agencies, explore similar partnerships with other development partners (for example, creating syndicates to support SMEs) based on unique comparative advantages.
- 4** Examine the applicability of the new procedures, measures, and tools introduced to implement the SPRP, such as fast track approval procedures and procurement methods in non-emergency times to improve the Bank's operational efficiency
- 5** Review and expand the IsDB Group's range of financial instruments. For example, the IsDB Group may consider creating financial instruments that are Shariah-compliant and yet "simulate" fast disbursing instruments.

CHAPTER 4: LESSONS LEARNED



This chapter presents a compilation of selected lessons learned from the evaluations conducted by the OED in 2021, especially those gleaned from projects in the agriculture and rural development, education, and transport sectors. Moreover, this chapter reflects lessons on the private sector evaluations and project procurement processes.

LESSONS LEARNED FROM THE WATER, AGRICULTURE AND RURAL DEVELOPMENT SECTOR:

1 Empowering End-Beneficiaries to take part in project monitoring and supervision contributes to project success: In the Modern Rural Housing Project in Uzbekistan, the practice of empowering the end-beneficiaries in contributing to overseeing and controlling project activities, especially civil works, was highly beneficial for mitigating risks of operational failures and unaddressed gaps in planning.

2 Alignment and integration of projects with the larger government initiatives lead to improved readiness and implementation: As evident in the Modern Rural Housing Project in Uzbekistan, designing the project to be integrated into and follow a path of a larger government program, such as the Housing for Integrated Rural Development (HIRD), offers considerable benefits and synergies. Considerable savings in time and effort in preparing the project docu-

ments and activities were afforded in this case by following the footsteps of the HIRD and ADB projects, with effective use of their built-up momentum and lessons learned.

3 Experienced and Capable PMU Contributes to Successful Project Management. Placing properly experienced and capable specialists at the PMU is a critical success factor for the project: In the case of the Modern Rural Housing Project in Uzbekistan, this challenging and complex project did not experience time losses for the learning curve of the EA and PMU due to hiring highly experienced personnel at the PMU. They were instrumental in the effective and timely handling of the project risks, problems, and barriers.

- 4 The National Counterparts having solid institutions, systems, and capabilities in place, coupled with the flexibility to avoid unnecessary international consulting services, enables cost savings:** Services of international consulting firms in project management and construction supervision may not be necessary nor affordable for civil works comprising of a large number of low-value construction sites spread out over broad geographic areas, especially if the national counterpart has solid institutions, systems, and capabilities in place to ensure efficient procurement and appropriate construction supervision without any input of an international consulting firm. A reasonable level of flexibility in departing from conventional modalities based on an assessment of the needs and circumstances of the project may be advisable.
- 5 Sustainable water management cannot be fully achieved without covering sanitation challenges:** The Kalabancoro Water Supply Project focused on providing water services without addressing the equally important issue of sanitation. It is important to always include a sanitation component in water supply projects for sustainable water management. The sanitation component will deal with population education on water and wastewater management and the relationship between water and health.
- 6 Lack of involvement of end-beneficiaries in project design and implementation may lead to losing their trust:** The involvement of the population of Kalabancoro in the project was relatively weak. This led in some instances to question the transparency of the attribution of the standpipe, the subjectivity on selecting households who should benefit the social connection, the delay with the distribution networks, etc. In the future, it will be important to involve the people in deciding and identifying through a more transparent way. Meaningfully involving the population and giving them real decision power from the start to end of the project is key to ensuring sustainability, responsible behavior, a sense of ownership, and transparency.
- 7 Selection of technically qualified and financially capable contractors is essential to the project smooth implementation and performance:** Among the enterprises selected for the construction work in Kalabancoro Water Supply Project, the treatment plant contractor had fulfilled its mandate in accordance with international rules and standards. This raises an important question regarding the efficiency of the tendering process. It is therefore important in future tendering to select enterprises with a strong track record of similar work. Furthermore, the process should include a strong due diligence to assess the technical and financial capability of the enterprise to implement the requirements of the tender.

LESSONS LEARNED FROM THE EDUCATION SECTOR:

- 1 Universal access to formal education cannot be fully achieved if the children with disabilities are left behind:** The objective of improving access to quality education for school-aged children in rural Somalia is hampered by the lack of attendance by children with disabilities/special needs. While the project design considered the needs of children with disabilities, a lot more children with disabilities (more than 95%) were left outside of the classroom. This was mainly due to the distance to the schools, cost of education, and preference of parents to send children with disabilities to Quranic schools. To achieve a holistic provision of access to education, there is a need to implement cost absorption interventions targeting children with disabilities and organizing community sensitization programs.
- 2 IsDB's strategic positioning in the member countries and its reputation of a reliable development partner contribute to better engagement and implementation success:** The stronger field presence of the IsDB Regional Office resulted in better support for the implementation process of the Secondary Education Development Program in Tajikistan. Frequent country visits by the IsDB team from Almaty Hub contributed to a strong awareness and visibility of IsDB operations in all project sites and a more effective engagement with the Government of Tajikistan and communities.
- 3 Competency of the PMU is a critical element to achieving efficiency in Project Management:** For the Secondary Education Development Program in Tajikistan, PMU has proven again to be an efficient implementing modality of IsDB-financed projects, especially with its strength of having familiarity with the IsDB procedures and guidelines.
- 4 The involvement and ownership of the Madrassahs by the community have a profound positive impact on the successful running of the Madrassahs:** It was evident from the Bilingual Education Support Program in the Gambia that, in the communities where there is active participation in the Madrassah, the community members support the Madrassah in the management, fundraising and even volunteering to fill in for some of the capacity gaps. For example, in *Ansaru Sunnah, Jalamberrey*, the diaspora community members funded the construction of the Madrassah fence, mosques, and classrooms. In the poorly resourced communities, the community management committee efficiently uses the water supply at the Madrassah to grow fruits and vegetables, which they use for the Madrassah feeding program, directly impacting the nutritional status of the children, and improving attendance.

5 Having female administrators and teachers is critical if there is a large female student population in the Madrassah: In the Muhammad Yadalieu Savage Madrassah, under the Bilingual Education Support Program in the Gambia, both the proprietor and the principal are females trained as counselors. For the female students to be able to attend school and learn throughout the month, they procured the “Juz” Qurans that are permissible for girls to touch during their monthlies. The girls can actively participate in their classes without missing some days in the month.

6 Utilization of learning from evaluations to inform the planning of future interventions is essential for better outcomes: Evaluation-based learnings from the previous two phases of the Tajikistan Secondary Education Development Program supported better planning for the third phase with effective implementation and better outcomes. The first two phases of the project were evaluated, and the lessons learned were considered and fed into the development of the third phase, which in turn contributed to strengthening the implementation of project activities, leading to better outputs and outcomes.



LESSONS LEARNED FROM THE TRANSPORT SECTOR:

- 1 Approving road projects at an early stage, where the land acquisition plan and detailed designs are not finalized based on prior public consultations and preliminary studies leads to major changes in scope and implementation delays:** For this project, the design was changed to better allocate local needs leading to major scope changes. Moreover, due to interference of political representatives, litigations by the local people, and grouping of local community there were delays in land acquisition. For road projects, there is a need to ensure that the projects are at advanced stage before approval, where the design and land acquisition plan are finalized considering the local needs and potential conflicts.
- 2 Having adequate theory of change and logical framework with clear output and outcome indicators, baseline and targets help better monitor the implementation and assess the effectiveness of projects:** The project did not include a logical framework for the project with desirable outputs and outcomes. Also, the absence of quantified baseline data and progress indicators did not allow for the measurement of project achievement and its contribution to the development of the region.
- 3 Financing agreements must be precise regarding taxation and tax exemption conditions to avoid diverging interpretations that could compromise the implementation of the project and its viability:** In the Mongo–Mangalmé Road Project in Chad, the provisions relating to the registration of the public contracts for certain works were not respected by the entity in charge of taxation due to the co-financing of the State, which is not subject to the duty-free regime for these specific works.



LESSONS LEARNED FROM THE PRIVATE SECTOR EVALUATIONS:

- 1 Having an effective board of directors with the right mix of qualifications, profiles, expertise, and experience is vital for governance and has a profound impact on the company's performance:** The boards of the investee companies should have the necessary industry know-how and the requisite business acumen to intervene with management in ways that help raise the company's performance. In case of lack of in-house experience, a consultant with an adequate background should be appointed to augment the board capacity and bridge the expertise gap.
- 2 A proper institutional framework that supports business activities is a key prerequisite for a developing company:** The lack of a proper institutional framework that supports business activities can create a difficult situation for the company. The investee company should have the regulatory management and board committees in place and operational to avoid placing all the power in the general manager without a proper control mechanism to ensure checks and balances.
- 3 Inflexibility in the business plan can lead to severe long-term consequences:** Investee company should adjust its business plan to the regulatory changes in its operational environment, including fiscal regulations, to adapt to the new operating environment. Inability to adjust the business plan accordingly and inaction in this regard leads to adverse consequences in the investee company's operations.
- 4 A complex structure and ecosystem of a project may affect the governance of various project entities:** IsDBG entities should avoid complex investment structures, which lead to overexposure and conflict of interest, thus compromising accountability and reducing the effectiveness of managerial oversight mechanisms.
- 5 The right sequencing of activities is key to attracting customer interest in the real estate sector:** In this sector, launching the construction of commercial space before the housing units helps attract residential customers. The inability to develop and promote the commercial zone activities in parallel with the rest of the land slated for housing would reduce the project's attractiveness and customer interest, thus adversely impacting the project's overall performance.

- 6 A project budget that is not estimated appropriately, based on thorough market studies, and backed by sound and cautious financial analysis, could adversely affect the project and lead to financial failure:** IsDBG entities should prudently and thoroughly assess the projected financial results of the investee company, rely on correct premises, and reflect a judicious assessment of market trends and opportunities. Over-optimistic financial projection could bias the investment decision and lead to poor performance of the investee company.
- 7 Aggressive market penetration with multiple projects requires managerial and financial capacities and exposes the company to high operational risks. Growing business organically at a controlled pace is more stable and safer than rapid expansion:** Big projects should be phased and pursue quick wins to demonstrate success and gain customers' trust. While the management can view geographical expansion as a diversification strategy, it actually stretches the company too thin and loses focus.
- 8 Using short-term debt to finance long-term infrastructure needs would introduce refinancing risk, create mismatches of assets and liabilities, and deplete working capital, thus negatively impacting the operations:** Investee companies should have an adequate financing structure that meets their financing needs and avoid relying on short-term financing to finance fixed assets that can exacerbate the cash flow problems.
- 9 Drifting from core business to other activities without careful consideration of the consequences may reduce the company's competitiveness and operational efficiency:** Before venturing into a new line of business, the company should ensure it has the necessary expertise and experience to manage the new line of business properly. Failure to do so will result in diverting attention and resources to new areas, and thus the quality of the core business may suffer.

LESSONS LEARNED FROM THE PROJECT PROCUREMENT PROCESSES:

- 1 Diligent Procurement management avoids contractual litigations. The complexity of the civil work components requires some diligence in bidding documents preparation, bidding process, selection, and contracting phases:** For projects with multiple locations and contractors, there are difficulties pertaining to the different locations of project sites. This may lead to contractual disputes with contractors, particularly in relation to location factors used in costing. There is a risk of contractors requesting some variations in the pricing which are not captured in the signed contracts, resulting in delays and even termination of contracts in some cases.
- 2 In projects with multiple locations, the procurement design must ensure uniformity in civil works and equipment standards across all locations:** In the absence of effective monitoring, the use of different contractors for different project sites can lead to variance in quality. Therefore, the planning, supervision, monitoring, and coordination process must ensure uniformity in civil works and equipment standards at each location.
- 3 Negotiating prices with multiple contractors might jeopardize the integrity of the process:** Negotiating the prices with various contractors after the bid evaluation poses an integrity issue in the procurement process and may undermine the future performance of the selected contractors. The price negotiations, resulting in significant reductions compared to the initial contract price, cause financial strains on the contractors, which in turn affect the quality of work.



CHAPTER 5: EVALUATION RECOMMENDATIONS

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Based on the evaluation findings, several recommendations were proposed for action by the IsDB management and business departments concerned. The purpose of these recommendations is to address the key issues identified through the evaluations and to enable evidence-based decision-making. Taking them into consideration serves as a valuable roadmap to sustainably improve future interventions. Some recommendations require immediate steps without major shifts in approach, whereas others propose strategic and comprehensive changes in the way IsDB conducts its operations over the long-term. Coordinated efforts with dedicated implementation plans are required to address these recommendations.



RECOMMENDATIONS FROM PROJECT EVALUATIONS

The recommendations from project evaluations can be categorized across five focus areas namely: (i) Ensuring Quality at Entry and Project Readiness; (ii) Ensuring Continuous Quality Monitoring/Supervision; (iii) Improving Project Financial Management and

Stakeholder Engagement; (iv) Sharing knowledge and good practice; (v) Improving Capacity and Enabling Environments in MCs. These areas are discussed in further details below.

ENSURING QUALITY AT ENTRY AND PROJECT READINESS

Several of the 2021 evaluations reiterated the importance of quality at entry and project readiness. Some specific recommendations from project-level evaluations are as follows:

- Consider rigorous Project Appraisal to ensure preparation studies are relevant, technical data is accurate and most importantly the project objectives and deliverables are clear, thus, relevant outcomes could be worked out. Both Theory of Change and the Project Logical Framework should be prepared with the measurable baseline and targets. Several of the 2021 evaluations concluded that the projects were either not at an advanced stage at approval or were not adequately scoped at the appraisal stage, thereby leading to delays or significant scope and/or cost deviations. To ensure developmental effectiveness, implementation readiness for approved projects should be improved.
- A group-wide country approach for the Islamic finance sector is crucial. The Bank and its members, particularly IsDBi, should build the capacity of executing agencies responsible for implementing Islamic Microfinance projects and of other related institutions in MCs, where Islamic finance is in the early stages of development. This will help these countries to promote and spearhead development in the sector. In this regard, providing tailored training and supporting product development should be prioritized.
- The Bank should collaborate with various regional bodies such as the Economic Community of West African State (ECOWAS) and the Economic Community of Central African States (ECCAS) during the preparation of regional integration projects to ensure that specific regional needs and developmental goals are considered at the planning stage. The Bank should accord greater importance to quality at entry of a project, including requiring—at earlier stages of the project life cycle—sound project studies, accurate cost estimates, realistic implementation schedules, thorough assessments of EAs' capacities, and the involvement of all stakeholders concerned.

- Conduct security assessments in Member Countries before implementation. The evaluation of the Basic Education Development Project Phase IV in Burkina Faso revealed that security issues within the country hampered project implementation. The Bank should consider conducting adequate security assessment prior to project implementation in order to reduce such risks. Specialized UN agencies

such as the United Nations Department of Safety and Security (UNDSS) can provide support in this regard. Moreover, the Bank should institute and have in place a policy and associated guidelines to streamline the management of projects in MCs having security issues.

ENSURING CONTINUOUS QUALITY MONITORING/SUPERVISION

Several of the 2021 project evaluations highlighted the importance of the monitoring/supervision of projects for their smooth implementation. Moreover, a quality supervision mission specially at the stage of the project kick-off with capacity assessment and mentorship to EAs/PMUs is pivotal for effective implementation and regular monitoring.

- Conduct more supervisory missions to enhance project's oversight as the case of Malaria project in Cameroon and consider longer funding cycles (3-5years) to sustain project's impact.
- Enforce quality supervision, as this entails having proper monitoring systems in place and supporting studies that determine real effects of the project implementation strategy and enhance the projects' oversight.

- Ensure closer monitoring of project implementation, even with experienced executing agencies, to avoid delays and ensure validity of the assumptions made at appraisal related to project implementation. This was the case in secondary school development project in Tajikistan where the Bank should have continued conducting its quality supervision missions for the on-going projects in the country, where the mission may provide on-site technical support and effectively engage with the government and EA.
- Assist the EAs/PMUs in capacity strengthening, through putting in place an effective monitoring strategy to collect outcome-level data on projects' induced effects on end-beneficiaries' living conditions, particularly for microfinance projects. The Bank should continue to support the development of the capacities on IsDB guidelines and regulations as well as on M&E and report writing skills.

IMPROVING PROJECT FINANCIAL MANAGEMENT AND STAKEHOLDER ENGAGEMENT

Evaluations in 2021 pointed out the need for accelerated responsiveness and enhanced IsDB project financial management and engagement with stakeholders. Some specific recommendations from project-level evaluations are as follows:

- Promptly process the issuance of no-objections letter (NOL) on submitted requests and, if possible, establish a deadline beyond which a NOL is considered favorable and effective with strict standard response time to be adhered to by all concerned IsDB staff.
- Ensure Clarity of the tax provisions in the funding agreement in order to avoid a situation where they remain wide-ranging in scope and consequently compromise the efficient implementation of the project.
- Transmit payment notifications to the service providers and inform the PMU once money has been transferred to specific accounts with supporting evidence.
- Seek alternatives to finance all the project components (including superstructure and infrastructure) and avoid leaving important project components outside of IsDB financing.
- Expedite the review of requests received from the EAs regarding the cost of unsuccessful project components to be funded, as it was the case of the Deep Wells and Constructions of School's Project in Somalia where the contractors' incurred costs in the drilling of the boreholes, which have not been reimbursed by the Bank.
- Ensure adequate budget is allocated to undertake monitoring and evaluation studies on grants.
- Continue full support of disease-eradication efforts in member countries to avoid loss of momentum. This may be achieved by considering longer funding cycles (3-5 years) for such strategic projects to sustain project's impact as in the case of the Malaria project in Cameroon.

Evaluations in 2021 pointed out the need for accelerated responsiveness and enhanced IsDB project financial management and engagement with stakeholders.

SHARING KNOWLEDGE AND GOOD PRACTICES

Several of the 2021 project evaluations emphasized the importance of sharing lessons learned among the stakeholders. The Bank should capitalize on learning from the implementation and share the knowledge to other relevant context to complement IsDB's interventions, and to ensure that intended development results of IsDB-financed projects are achieved and sustained. The experiences and recommendations from this year's project evaluations can be summarized as follows:

- Share the knowledge and success story of the successful implementation of construction of modern rural housing program in Uzbekistan with other countries through relevant international and regional platforms, conferences, workshops, etc. Expand the success by progressing with new projects of similar nature as the program was clearly successful in delivering a paradigm shifting development in rural areas of the country.
- Prioritize investment in modern irrigation systems, given the growing need to support the agriculture sector in light of the limited water supply. The successful case of Flood Protection, Modernization and Expansion of the Irrigated Areas Project in Nakhchivan Autonomous state of the Republic of Azerbaijan is a clear example. The Bank should document the country's experience in closed and efficient irrigation scheme and disseminate it to similar contexts with IsDB's support through the Reverse Linkages modality.
- Use advanced technology for hydrogeological and geophysical surveys to avoid dry boreholes. As the failed boreholes were caused due to the use of low-grade equipment that does not provide accurate information on the water availability underground. Using the latest technology to locate aquifers with more precision should be considered to avoid dry wells for future projects learning from the Deep Wells and Construction of Schools Project in Somalia.
- Explore possible Reverse Linkage initiatives to share the successful Jorf Lasfar Port Project experience in the Kingdom of Morocco with other Member Countries. The long-term commitment and partnership between the IsDB and the government of Morocco have transitioned into an environment of confidence and trust for continued cooperation in Jorf Lasfar Port expansion project.

IMPROVING CAPACITY AND ENABLING ENVIRONMENTS IN MCS

Project evaluations in 2021 delineated the need for enhancing capacities of executing agencies by orienting them on project implementation requirements and the IsDB financial mechanisms and communication with stakeholders. Some specific recommendations from project-level evaluations are as follows:

- Strengthen inter-ministerial consultation to facilitate the provision of government counterpart funds within the deadlines. A lack of capacity of executing agencies and weak enabling environments in MCs, particularly with respect to Islamic finance, hampered the effective implementation of several projects. Furthermore, continuous engagement with MCs is needed to build their capacities as well as create an enabling environment, particularly in microfinance operations.
- Ensure that PMUs consist of relevant representatives of departments responsible for project implementation to avoid coordination problems within the executing agency during implementation.

Make every effort to maintain a continuous flow of exchanges with the national party at all levels as in the case of Mongo- Mangalmé Road Project in Chad.

- Explore possible contribution to (other components) of development programs with other IFIs in order to avoid issues arising from counterpart funding and to ensure targeted outcomes are reached as in the case of the Jorf Lasfar Port expansion project in Morocco.
- Engage in donor coordination (along with key players) for coordinated funding and expanded resource mobilization for disease eradication in IsDB member countries as in the case of Malaria project in Cameroon. Similarly, the Tajikistan project could be a great example, where IsDB should have a seat in the Development Coordination Council (DCC), which brings together all donor agencies and IFIs for collaboration and better synergies of activities. More collaboration with other members of the DCC can help in streamlining and avoiding duplication of support efforts as well as in speaking as one voice with the Government of Tajikistan.

Continuous engagement with MCs is needed to build their capacities as well as create an enabling environment, particularly in microfinance operations.

RECOMMENDATIONS FROM CORPORATE EVALUATIONS

The following are the key recommendations that emerged from program and corporate evaluations:

- **Strategic Preparedness and Response Program (SPRP):** As the battle against COVID-19 continues, the IsDB Group may consider extending the original deadline of the SPRP (and revising targets to be more realistic) in order for the benefits of the SPRP to continue to accrue at the level of the MCs. In this context, the Bank Group is considering exploring the COVAX facility created by the WHO to procure vaccines for its MCs, especially low-income countries. Given the reasonably good experience of using UN agencies in the procurement of personal protective equipment (PPEs), this is a pragmatic step.
- **IsDB Annual Meetings (AMs):** It is recommended to adopt a more inclusive and effective governance structure whereby (i) GGS leads the AMs secretarial aspect; (ii) CPC Complex or/and the Strategy Department leads the substance (theme, concept note of the Governors roundtable, etc.); and (iii) an overarching steering body such as GECM provides oversight of AMs preparation and conduct. The features of the Event Management System need to be enhanced to allow all subcommittees to have access to the participants' database in a friendly and secure way. The system should have a mobile version accessible

to all subcommittee members and participants to ease information updates. It would be desirable that the system allows participants to propose bi-lateral meetings to other participants in a secure and confidential setting. The social activities system should be integrated with Events Air system to simply registration.

- **Community Outreach Program (COP):** IsDB should review the organizational structure of the Communities Outreach Division by consulting relevant stakeholders to best exploit the potential synergy and complementarity with other functions, including but not limited to the Scholarships division and Awqaf Properties Investment Fund (APIF). Also Conduct an annual programming exercise based on a proactive needs' assessment of Muslim Communities in Non-member Countries to identify their current and future challenges and opportunities.
- **Science, Technology, and Innovation (STI):** IsDB should assess the alignment of the STI Department to the Bank's organizational structure based on its current activities to ensure that the elements of the STI will best serve the Bank in synergy with other relevant internal entities.

FOLLOW UP ON THE PREVIOUS YEAR'S RECOMMENDATIONS

- In 2020, the OED made 41 recommendations based upon 14 evaluations. Using STEER (Systematic Tracking of the Execution of Evaluation Recommendations), the evaluation-recommendations implementation follow-up system, the OED is following up with all concerned departments and regional hubs regarding the status of implementation of follow-up actions and recommendations made in 2020 evaluations.
- In addition, the Management prepared and submitted a Management Action Plan (MAP) consisting of actions to ensure implementation of evaluation recommendations. Overall, the Management responses and the MAPs demonstrate the commitment of the Management to implement follow-up actions and recommendations that have emerged from evaluations.
- Management, through a focal point, will continue providing quarterly update on the progress made on implementing actions that have been committed to, thus ensuring continuous tracking, and progress reporting.
- The OED validates the management's reporting, independently assess the level of adoption of recommendations and report to the Board. For tracking purpose, the following classification of the status of implementation of actions is used: (i) Not Started, (ii) Under Implementation, or (iii) Completed. To draw the attention of the Board, these three levels of implementation will be represented by red, yellow, and green flashlights, respectively. The report will also highlight if there is a delay in implementation for the actions that are Under Implementation. The report will also include an annex listing all outstanding recommendations as well as those that reached completion during the reporting period. The progress report on the implementation of the status of the evaluation recommendations will be separately presented to the Board.

CHAPTER 6: FUTURE OUTLOOK

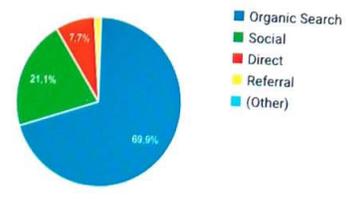
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Rechercher dans les rapport

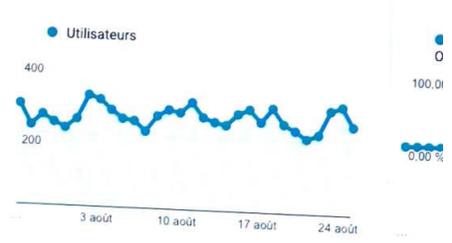
Dimension principale : Principaux canaux
Conversion : Objectif 1 : Newsletter sign in

- Accueil
- Personnalisation
- RAPPORTS
- Temps réel
- Audience
- Acquisition
- Vue d'ensemble
- Tout le trafic
- Google Ads
- Search Console
- Réseaux sociaux
- Campagnes
- Comportement
- Conversions
- Attribution BETA
- Découvrir
- Administration

Principaux canaux



Utilisateurs



Canal	Acquisition		Sessions	Comportement		
	Utilisateurs	Nouveaux utilisateurs		Taux de rebond	Pages/sessi...	Durée moyenne des sessions
1 Organic Search	7168	7041	8100	81.81 %	1,35	00:01:00
2 Social	5053			82,87 %		
3 Direct	1525			80,32 %		
4 Referral	556			76,36 %		
5 (Other)	97			83,65 %		
	3			75,00 %		

Pour afficher l'ensemble des 5 Canaux, veuillez cliquer ici.

MacBook Air

EXPECTATIONS AND CHALLENGES

OED witnessed a surge in demand for Evaluation inputs and knowledge products which coincided with the reinforcement of linkages on evaluability, mobilization, and policy dialogue. These inputs added value into the decision-making process of Management as the trend over 2021 and likely into 2022 expects more intense engagement with Management where the OED would be assessing the results frameworks and the new initiatives and programs under the realigned strategy of the Bank (2023 - 2025). OED's role in the Real Time Evaluation of the SPRP to the COVID-19 pandemic was well received. Overall, Management responded positively to all inputs provided to the slew of special evaluations, many of which had traction with the increased expectation for OED to partake in Management meetings. In a nutshell, moving forward, OED will be striving to remain firmly independent, but engaged and useful to all stakeholders.

Due to rising energy costs, concerns about severe climate change episodes, issues related to food security, destabilizing geopolitical conflicts with substantial repercussions across the globe, and the lingering effects of the pandemic, the global economic recovery will continue to revolve between setbacks and recoveries. It is instructive to view the present [and future] through the prism of the past, seeing obvious parallels between the COVID-19 global pandemic and past comparable crises such as the Ebola epidemic in West Africa and even the 1918 flu pandemic including hesitancy in enforcing preventive measures.

As such, the call for transformation is a response to the dire global emergency; it is a demand for sweeping innovation at multiple levels to overcome the momentous challenges generated by two long years of the pandemic. This emergency poses the question of "How can evaluation, a profession in the business of assessment and advising, inform and hasten transformation?".

As a field that straddles both theory and practice, evaluation is uniquely positioned to support transformational learning and change, but this potential depends on its ability to transform from within by adopting new measures and embracing technological solutions.

When we contrast some of the macro trends that are changing the world around us, demand for action on the climate agenda, growing pressure from economic and climate migration, intensifying trade issues, persistent global supply chain challenges, political tensions and conflicts, and new strains of COVID-19 are all having massive, both short and long-term, impacts on the world stage.

The predicament is in the determination of which changes are temporary and which are more permanent. The uncertainty is creating challenges for short-term decision-making and massive problems for long-term planners. The only way to make informed decisions in the future is through active listening and more engagement with a wide range of stakeholders and local actors. There is a need for becoming more end beneficiary focused as ecosystem enablers.

EVALUATION OUTLOOK: FOCUSED STAKEHOLDER ENGAGEMENT, DATA ANALYTICS AND DIGITIZATION

The scale of the disruption of the global pandemic has been substantial. The evaluation role has been instrumental in tackling the COVID-19 and re-aligning IsDB's strategy to make it relevant in the post-COVID era. Last year, 2021, the Bank relied on evidence from independent evaluations to enhance its COVID-19 operations and sharpen its strategy. Building on this success requires adopting innovative tools to chart the roadmap ahead.

Data and analytics will be key to conducting the tenets of listening and learning how communities are actually changing and creating a greater understanding of future trends aligned with member countries' needs. Over the coming years, much more focused stakeholder engagement should be carried out relying on data and analytics, and new technologies including AI, social data analysis, and geospatial monitoring.

Many of the digital habits spawned by the advent of the global pandemic could have elapsed as life returned to normal. However, the shift to digitization is only picking up speed. Simply put, COVID-19 has made digital real for the international development industry. The permanency of the changes we are witnessing are directly related to the depth and duration of the disruption caused by COVID-19 and more notably the uptake and acceptance by the masses of its usefulness and practicality.

Over the past two years, many development actors have been renewing their efforts to digitize their operations. Data analytics and new technologies are being used to improve the planning cycle dramatically. Some are now exploring opportunities to collect and manage data across multiple sectors and their supply chains to create even more value.

RISKS

Yet, as the rush to digitize everything from operations to financial services, the likelihood of emerging challenges persists as a tangible possibility. Whether it comes down to cost, comfort or capabilities, some stakeholders are unable to leap the digital divide as quickly as others. Hence, the paramount importance of the need to be sensitive to the needs of some member countries and finding ways to ensure they are not excluded from access.

At the same time, as systems become more digitized and integrated, the threat of cyber-attacks or catastrophic failures cascading across the systems becomes more concerning. That, in turn, is starting to challenge the acceptability of standardizing systems across multiple sectors (i.e., the example health systems supporting patient information).

In conclusion, the scale of the disruption of the global pandemic has been substantial. The evaluation role has been instrumental in tackling the COVID-19 and re-aligning IsDB's strategy to make it relevant in the post-COVID era.

ANNEX-I:

FLOOD PROTECTION, MODERNIZATION AND EXPANSION OF THE IRRIGATED AREAS PROJECT, AZERBAIJAN

IMPROVING IRRIGATION SYSTEM TO BOOST FOOD PRODUCTION

1. THE CHALLENGE

The agriculture system in Nakhchivan Autonomous Republic, Azerbaijan, faced many challenges including poor drainage, salinization of soils, and flooding, which were affecting the overall crops production. There was clearly an evident need to rehabilitate and to expand drainage networks and perform a more rigorous operation and maintenance of existing irrigation systems.



Araz River in Nakhchivan Autonomous Republic, Azerbaijan school yard in Hissor

2. THE SOLUTION

- The Government of Azerbaijan (GoA) adopted the Flood Protection, Modernization and Expansion of the Irrigated Areas Project to increase agricultural production and income of smallholders, prevent land erosion and protect irrigated areas and villages against floods, thereby reducing poverty and improving the management of water resources in the area.
- The project Executing Agency Implemented was the State Amelioration Water Management Committee (SAWMC).
- The project scope included completion of civil works, provision of design & supervision consultant, establishing a Project Management Unit, conducting financial auditing, and organizing start-up workshops and familiarization visits for the PMU staff.
- The civil works component included (i) Irrigation improvement in Sadarak (ii) Flood protection works along Araz river (iii) Irrigation improvement in Kangarli and (iv) Modernization of Vaykhir Left Bank irrigation and drainage systems.
- The total project budget at appraisal was estimated at USD 78.33m, of which, IsDB would contribute USD 64.83m (83% of the total cost of the project) and the Government of Azerbaijan's contribution would be USD 13.5m (17%).
- The Bank approved the project in May 2011 and declared it effective in January 2012. The planned completion date was 31st January 2016.

3. THE FINDINGS

- Overall, the project exceeded its output indicators of enhancing food security and improving management of water resources of the country. The project, succeeded in providing the expected outcomes as modernization of irrigation systems improved efficiency up to 86% and increased agricultural production by over 40% in Nakhchivan.
- With the new irrigation systems, the water usage in agriculture reduced from 10,000 m³/ha to 4,000 m³/ha and wheat production increased from 1.5 ton/hectare in 2012 to 3.5 ton/hectare in 2016.
- The additional yearly production is 2,850 tons for wheat, 9,700 tons for vegetables and fruits and 16,700 tons for sugar beet. New agricultural activities in the region also created jobs for unskilled labor at about 35,000 person-days to support farmers.



Water Intake Structure

- The State Amelioration Water Management Committee (SAWMC), the Executing Agency, recruited additional permanent 30 professional technical staff to ensure proper O&M of new irrigation schemes. SAWMC was able to mobilize financial resources to purchase additional 20 units of O&M machinery and equipment to strengthen the capacity of the agency for effective O&M of the irrigation and drainage systems.
- At the completion, the total project cost was USD 64.74m, which is 99.9% of the original cost estimated at appraisal.
- The project experienced an 11 month-delay in completion, mainly due to the delay in the kick-off phase, as the project became effective in January 2012 and the first disbursement was made in April 2012, four months after the planned original date.

4. THE KEY LESSONS

- **The selection of modern irrigation and drainage system (a closed irrigation system) is the most feasible and reliable option to improve water usage efficiency and increase agricultural production.**

The modern irrigation system adopted in the Flood Protection, Modernization and Expansion of the Irrigated Areas Project in Azerbaijan used closed Polyvinyl Chloride (PVC) pipelines, which significantly reduced system losses as well as evaporation in the arid and water scarce region.

- **Careful assessment of risks and identification of appropriate designs are instrumental in ensuring timely implementation of projects:** The construction of flood protection based on the out-of- river bed system under the Flood Protection, Modernization and Expansion of the Irrigated Areas Project in Azerbaijan has proven to be effective.

CONSTRUCTION OF MODERN RURAL HOUSING PROJECT PHASE I, UZBEKISTAN

AFFORDABLE RURAL HOUSING TO ENHANCE QUALITY OF LIFE

1. THE CHALLENGE

Rapid development in Tashkent and elsewhere has led to the emergence of a vibrant civic mobilization in Uzbekistan, creating huge demand for housing. To cater to the needs for adequate rural housing, the Government of Uzbekistan launched the Housing for Integrated Rural Development (HIRD) program in 2009, which aimed at building thousands of high-quality rural houses.



Interior Look of the Housing Built

2. THE SOLUTION

- Construction of Modern Rural Housing Project in Uzbekistan aimed at reducing rural migration to urban centers through stimulating rural economic opportunities by building 1,100 houses, improving engineering infrastructure networks, which would enhance access to social and market related facilities for approximately 4,500 people. The planned engineering infrastructure networks included construction 46.08 km water supply networks, 28.55 km internal roads, 42.42 km of gas supply networks, and 30.04 km of power supply networks in 23 rural settlements in Samarkand, Tashkent and Fergana regions.
- The project cost at appraisal was estimated at US\$ 106.77 million to be covered through IsDB Istisna'a mode of financing in the total amount of US\$ 100.00 million, which represented 93.7% of the total cost of the project. The Government of Uzbekistan contribution was estimated at US\$ 6.77 million.

3. THE FINDINGS

All intended outcomes were achieved, and often exceeded, including construction of 1,415 houses, upgrading infrastructure networks by building 46.08 km of water supply, 28.55 km of internal road, 42.42 km of gas supply, and 30.04 km of power supply line, benefiting approximately 5,780 residents in 22 rural settlements.

- With the new irrigation systems, the water usage in agriculture reduced from 10,000 m³/ha to 4,000 m³/ha and wheat production increased from 1.5 ton/hectare in 2012 to 3.5 ton/hectare in 2016.
- The additional yearly production is 2,850 tons for wheat, 9,700 tons for vegetables and fruits and 16,700 tons for sugar beet. New agricultural activities in the region also created jobs for unskilled labor at about 35,000 person-days to support farmers.



A Well-Organized Housing Unit

- At the end of the project, the IsDB financing amounted US\$ 94.67 million or 94%, whereas the Government contribution amounted to US\$ 6.2 million or 6% of the total project cost, including the cost of building additional 315 houses, which cost US\$ 22.77 that was saved after completing 1,100 houses as planned. The project faced an 11-month delay in completion, mainly due to the delay in the kick-off phase.

4. THE KEY LESSONS

- **Empowering End-Beneficiaries to take part in project monitoring and supervision contributes to project success.** The end-beneficiaries were empowered to contribute in overseeing and controlling project activities, especially civil works, was highly beneficial for mitigating risks of operational failures and unaddressed gaps in expectations.
- **Alignment and Integration of the Project with the Larger Government Initiative Leads to Improved Readiness and Implementation.** Designing the project to be integrated into and to follow a path of a larger government program, such as the HIRD, offers considerable benefits and synergies. Considerable savings in time and effort in preparation of the project documents and activities were afforded in this case by following the footsteps of the HIRD and ADB projects, with effective use of their built-up momentum and lessons learnt.

SUPPORT TO THE BILINGUAL EDUCATION SUPPORT PROJECT, THE GAMBIA POST PROJECT EVALUATION

1. THE CHALLENGE

The Gambian Government has made a lot of progress in the Education sector, but there were setbacks such as inadequate facilities, issues of quality and relevance of the curriculum and learning materials. A high proportion 7–15-year-old children were out-of-school. These challenges were compounded with the use of English as a means of teaching from pre-primary to tertiary level education, which has led to high drop-out rates due to the weakness of the pupils in English.



A Classroom built by the project

2. THE SOLUTION

- The Support to the Bilingual Education Support Project aimed at (i) improving the access to Madrassah Education, (ii) improving its quality through the provision of textbooks, teaching materials and training of Madrassah teachers, and (iii) enhancing the management capacity of the Madrassah, thereby reducing dropouts.
- The project components consisted of (i) constructing 219 classrooms, 30 boreholes and other facilities, and recruiting 400 new teachers in 70 Madrassahs; (ii) Training 20 teacher trainers and 1250 Madrassa teachers and headmasters, supplying 100,000 Arabic books, and improving capacity of the Madrassa Education Unit; and (iii) supporting to project management
- The planned project cost was US\$ 11.66 million, of which, ISDB was to provide US\$10 million, and the remaining US\$1.66 was to be provided by the government. The project was to be implemented in 4 years throughout six out of seven regions in the Country.

3. THE FINDINGS



Students in the new Classroom Block

- At completion, 222 classrooms have been constructed and equipped with adequate facilities, 30 boreholes have been drilled, 770 Madrasah teachers were recruited, and 1,308 teachers, including 50 examiners and 250 Madrasah heads were trained. A project control unit was established and duly equipped. Learning and teaching materials including English, Math, Science books, in addition to the planned Arabic textbooks were provided to the Madrasahs.
- However, revision of the curriculum was not done and only 8 e-learning centers were established out of the 25 planned.
- The project was completed in November 2019 as opposed to the planned end date of December 2016, facing a 34-month delay.
- At completion, total project cost was USD 9.94 million, fully financed by IsDB, against the planned project cost of USD 11.66 million. The planned contribution of USD 1.66 million by the government was not done.

4. THE KEY LESSONS

- **The involvement and ownership of the Madrasahs by community have a profound positive impact on the successful running of the Madrasahs.** In the communities where there is active participation in the Madrasah, the community members support the Madrasah in the management, fundraising and even volunteering to fill in for some of the capacity gaps. For example, in Ansaru Sunnah, Jalamberrey, the diaspora community members funded the construction of the Madrasah fence, mosques, and classrooms. In the poorly resourced communities, the community management committee efficiently uses the water supply at the Madrasah to grow fruits and vegetables, which they use for the Madrasah feeding program, directly impacting the nutritional status of the children and improve attendance. In Pakaliba Community Madrasah, the mother's club volunteers to assist with the girl's issues because it is hard to recruit female teachers in the community.
- **Having female administrators and teachers is critical if there is a large female student population in the Madrasah.** In the Muhammad Yadalieu Savage Madrasah, both the proprietor and the principal are females trained as counselors. For the female students to be able to attend school and learn throughout the month, they procured the "Juz" Qurans that are permissible for girls to touch during their monthlies. The girls can actively participate in their classes without missing some days in the month.

SEASONAL MALARIA CHEMOPROPHYLAXIS INTERVENTION PROJECT, CAMEROON

PROTECTING CHILDREN, SAVING LIVES

1. THE CHALLENGE

Malaria remains the first cause of morbidity in the general population and the first cause of mortality among children under the age of 5 in Cameroon. To support the government of Cameroon's response to this epidemic, the IsDB approved in 2010, the Malaria Prevention and Control Project using Indoor Residual Spraying (IRS). This project was rescoped in 2014 to the Seasonal Malaria Chemoprophylaxis (SMC) Intervention project targeting malaria control among children below five years in the North and Extreme North Regions of Cameroon.

2. THE SOLUTION

- The project aimed at reducing malaria morbidity and mortality by 50% among the population at risk and the number of malaria cases by 80% and the number of malaria deaths by 80% among children below five years in two regions of Cameroon by 2017.
- The project components included: (i) procurement of malaria drugs and supplies (over 10 million doses), (ii) training and supervisions of 681 district health staff (iii) community mobilization and malaria chemoprophylaxis distribution, reaching out to 8000 households with key messages, and (iv) evaluation and research.
- The total project budget at appraisal was estimated at USD 7.64 million, of which, USD 6.84 million was to be covered by IsDB through a loan.
- IsDB approved the project in August 2014 and declared it effective November 2014, implemented in 24 months.
- The project was executed under the technical leadership of the National Malaria Control Program (NMCP), supported by a Program Management Unit (PMU), and UNICEF Cameroon.

3. THE FINDINGS

- Targets were too ambitious considering the short implementation timeframe (24 months), which hampered project success.
- By 2017, malaria morbidity and mortality reduced by 28.4% and 15.9%, respectively in children < 5 in targeted regions.
- The project procured 9,322,725 doses of malaria drugs for children < 5, completed the training of 18,474 staff, reached out to 1,947,784 households with health education, and administered malaria chemoprophylaxis to 1,438,259 (93%) of eligible children.
- Implementation was hampered by a major delay of 12 months due to the scarcity of malaria drugs in the global market.
- The actual project cost was USD 7.84 m, in which, IsDB contribution was USD 6.84 m, while government contribution was USD 1.0 m.



Health Worker Administering Malaria Chemoprophylaxis Dose to a Below 5-Year Child

4. THE KEY LESSONS

- **Adequate domestic funding and proper financial planning are important for sustainability of a project as it ensures real commitment and buy in:** With adequate domestic funding level, the project would be more sustainable as other sustainability elements including national policies, socio-environmental factors, and the community interest in the project were all favorable.
- **A Collective coordinated response from various stakeholders led not only to improved implementation but also strengthened ownership and sustainability of the project.** The inclusiveness of key actors (public sector, technical and financial partners, CSOs...) involved in the fight against malaria in Cameroon prepared a solid ground for project ownership at the local community's level. The project leveraged on this approach to achieve a high community awareness, demand creation, and high reach of targeted children.

MONGO – MANGALMÉ ROAD PROJECT, REPUBLIC OF CHAD

BOOSTING CROSS-BORDER TRADE, REDUCING POVERTY

1. THE CHALLENGE

The Republic of Chad has been facing a lot of challenges with its 14 million inhabitants scattered across this landlocked country, the fifth largest in Africa. Due to this low population density, many had to travel long distances to sell their produce in markets, buy basic items or to reach schools and hospitals. The lack of mobility of people and goods, therefore, were one of the main obstacles to the country's development.



Road Passengers Travelling to Sudan

2. THE SOLUTION

- The Mongo – Mangalmé Road Project aimed at supporting the country's Ten-Year Road Transport Development Plan and targeted the N'Djamena-Sudan Abeché Corridor via Sudan's Abeché to improve connectivity, while bringing the regions closer to each other through trade.
- The project targeted the asphaltting of the 128-kilometer Mongo and Magalmé road, which would help (a) ensure access to and from the sea to all modes of transport in accordance with international regulations by 2030; b) reduce costs and improve services to make exports more competitive; c) reduce the cost of import deliveries; d) set up an adequate national network; e) improve road transport safety and that of travelers in transport corridors; f) reduce interior and exterior isolation; and g) reduce the level of poverty by improving the living conditions of the population.

3. THE FINDINGS

- The project built the Mongo-Mangalmé section of a 78 km long asphalt road for which final acceptance was announced. The asphalt road has a carriageway width of 7m and a shoulder width of 1.5m.
- The Cost of Transport Tariff decreased by 50% in 2015.



The Newly Constructed Mongo – Mangalmé Road Project

- Fuel Consumption (super and diesel) decreased by more than 40%.
- Travel times reduced by about 70%. For example, the duration of the bus journey (128 km between Mongo and Mangalmé) was 6 hours in 2013 compared to 1.50 hours in 2015.
- Traffic has increased, which has doubled, according to the Mongo Driver Union, with a new mode of transport that were added, namely, moto taxis and motorized tricycles.
- Price of Fuel reduced due to decrease in carrying cost. For example, the price for a liter of diesel moved from CFA 750 in 2013 to 650 Francs currently, and the same is true for super (gasoline) which dropped from CFA 650 to 600 Francs.
- Other major effects of the project consisted of creation of direct jobs and income-generating activities, which were carried out mainly by women and marginalized groups.

4. THE KEY LESSONS

- **Strong consultation with project stakeholders during the project formulation stage through participatory approach is essential to ensure the project sustainability. This may include capacity building support, if needed.** The choice of the asphalt project with the construction of the related socio-economic and collective infrastructure was not discussed up front with the beneficiaries and the actors who would have made the project even more beneficial.
- **Precision of Financing agreements must observe taxation and forms of exemption in order to prevent diverging interpretations that could compromise the implementation of the project and its viability.** The provisions relating to the registration of the public contracts for certain works were not respected by the service in charge of taxation due to the co-financing of the State, which is not subject to the duty-free regime for these public work markets.

KHANEWAL MULTAN MOTORWAY PROJECT, PAKISTAN

IMPROVING SOCIO-ECONOMIC OPPORTUNITIES AND LINKING MAJOR MOTORWAY NETWORK

1. THE CHALLENGE

Connecting Pakistan internally and regionally is a key priority for the government. The challenge was to provide a new access-controlled link between Khanewal and Multan, which would complete the M4 Motorway and facilitate traffic coming from Peshawar, Lahore and Faisalabad (M1, M2, M3, M5) towards the underdeveloped regions of South Punjab, Sind and Baluchistan.



Asphaltic Base Course Compaction

2. THE SOLUTION

The Khanewal Multan Motorway Project aimed at (i) increasing transportation infrastructure capacity, (ii) promoting trade flows, and (iii) enhancing regional connectivity by:

- Building a new 4-Lane Motorway (M-4 link) from Khanewal to Multan (approximately 57km); With a design speed of 120 Km/h, and adequate safety measures such as guardrails and concrete barriers installed. The structures included Toll Plazas, Interchanges (03), Subways (28), Underpasses (13), Bridges (17), Flyovers (03), Pipe Culverts (258), Box Culverts (09) and allied facilities.
- The total project cost at appraisal was US\$ 195.26 million, out of which, IsDB was to contribute ID 99.65 million (Equivalent to USD160.23 million) by way of loan.
- The financing was approved on 31.01.2010 and the project was to be implemented in four years.

3. THE FINDINGS

- The planned new 4-Lane Motorway from Khanewal to Multan of approximately 57km length was successfully completed. A few projects components could not be undertaken due to reasons beyond project's control. The actual vs planned outputs were: 17 vs 8 bridges, 4 vs 5 interchanges, 268 vs 149 culverts, 28 vs 31 subways and 13 vs 12 underpasses.
- The travel time from Khanewal to Multan reduced by 55% (from 90 to 40 minutes). The generated freight traffic was 11%, Vehicle Operating Costs reduced by 49% and there was a total of 4 accidents in 2021 as compared to 51 in 2015.
- The project incurred an estimated total cost of US\$ 124.64 million, 36% (US\$70.62 million) less than the planned cost of US\$ 195.26 million, mainly due to many design modifications and scope changes as a result of inability to acquire adequate land, and deferment of the rest area construction.
- The project faced a delay of 22 months due to several design modifications and delay in relocation of utilities. Major hurdle was Electric lines, including LT, HT and Extra High Voltage Lines.



A Section of The Khanewal Multan Motorway

4. THE KEY LESSONS

- **Approving road projects at an early stage, where the land acquisition plan and detailed designs are not finalized based on prior public consultations, leads to major changes in scope and implementation delays.** For this project, the design was changed to better allocate local needs leading to major scope changes. Moreover, due to interference of political representatives, litigations by the local people, and grouping of local community, there were delays in land acquisition. For road projects, there is a need to ensure that the design and land acquisition plan are finalized considering the local needs and potential conflicts before approval.
- **Having adequate theory of change and logical framework with clear output and outcome indicators, baseline and targets helps better monitor the implementation and ensure the effectiveness of projects.** The project did not include a logical framework for the project with desirable outputs and outcomes. Also, the absence of quantified baseline data and progress indicators did not allow for the measurement of project achievement and its contribution to the development of the region.

BIBIYANA BASE-LOAD COMBINED CYCLE INDEPENDENT POWER PLANT PROJECT, BANGLADESH

MEETING THE ELECTRICITY NEEDS OF BANGLADESH THROUGH AN ECONOMICALLY AND ENVIRONMENTALLY SUSTAINABLE PROJECT

1. THE CHALLENGE

Before the project, as of 27 May 2013, there was a 33.9% electricity shortage in Bangladesh and access to electricity was 61.5%, while out of total Peak Generation of 5956 MW, 1887 MW generated with HFO/HSD with tariff USD 0.12+; The government of Bangladesh needed to attract investment in power generation to meet the growing energy demand of its growing economy in a low cost and reliable manner.



Power Plant Snapshots

2. THE SOLUTION

- The project was to contribute to meeting the electricity needs of the country in an economically and environmentally sustainable manner to contribute to the economic growth of the country by the installation of a 341 MW net capacity base-load combined cycle gas fired power plant.
- This project aimed at developing new, efficient, and affordable electricity generation capacity through Public Private Partnership (PPP) in order to reduce severe supply shortages and meet increasing demand, improve sector efficiency and reliability, and keep the government's electricity power bill lower, preferably under control.
- The Power Plant consists of the following primary components: (i) Development of the main power generating plant (341 MW) for the Bibiyana II Power Plant; and (ii) Development of a Construction laydown area. Bibiyana Project was to generate 7~8 % of the total electricity generated in May 27, 2013 to contribute to ensuring minimum electricity growth rate at a factor of 1.5 of GDP growth to meet growing energy demand of Bangladesh.

3. THE FINDINGS

- The project contributed to increasing the power generation capacity of the country by 341 MW, which represents at the time of commissioning 3.12% of Bangladesh's total installed power of 10,939 MW.
- It has a share of 4.36% in the peak demand of 7,817 MW. In 2020-21, the total generation of the country was 80,423 GWh, while the generation from the project was 2230.53 GWh, which is around 2.78% of the total generation.
- The project provides electricity to the national grid at one of the lowest tariffs, thereby creating substantial positive macroeconomic impacts. It is worth mentioning that the project contributed to improving overall efficiency of the generation in the country with an efficiency of around 47% compared to countrywide efficiency of 39.82%
- The project contributes to driving Bangladesh to (a) diversifying of the energy sources of the Country, (b) maintaining the stability and affordability of electricity, and (c) demonstrating that, notwithstanding the current global political and economic events, Bangladesh is able to attract investment capital into the Country.

4. THE KEY LESSONS

- **A good design and structuring of the project, along with advance procurement of an EPC contract, coupled with strong supervision by the project company most likely lead to effective and efficient project implementation.** For the Bibiyana Power Plant project, a robust contractual framework allocating the risks to relevant stakeholders ensured timely completion and efficient operation.



Overview of the Power Plant Facilities

- **The availability of the natural gas is a prerequisite for maximizing the efficiency of simple cycle and combined cycle power plants.** For the Bibiyana Power Plant Project, gas supplied from the gas supplier has been sufficient in terms of quantity. Neither the country nor the project company have experienced gas shortages till date. This ensured that the plant has been operating efficiently since COD. However, due to new Combined Cycle Power Plant (CCPP) approvals close to project site, supply of gas might be a concern after 2025. There is a need to ensure the availability of gas for efficient CCPPs such as Bibiyana II.

THE KALABANCORO WATER SUPPLY PROJECT IN MALI

PROVIDING RELIABLE ACCESS TO SAFE DRINKING WATER TO AN EXPANDING URBAN POPULATION

1. THE CHALLENGE

In 2009, Bamako, the capital city of Mali, faced acute drinking water shortages due to rapid and uncontrolled urbanization. The water supply deficit was estimated between 60,000 and 90,000 m³ per day, and access to safe and clean water remained a major challenge for the population and authorities of the city.



The Water tower built by the project

2. THE SOLUTION

- The Kalabancoro Water Supply Project (KWSP) in Mali sought to:
 - (i) increase the number of households with direct and reliable access to safe drinking water,
 - (ii) reduce the cases of waterborne diseases in Kalabancoro.

The project had four components:

- a) Installation of a containerized water treatment plant with daily production capacity of 18000 m³.
 - b) Building a concrete water reservoir of 4000 m³ capacity.
 - c) Building a distribution network of at least 65 km, providing 1000 social connections and 50 standpipes.
 - d) Providing compensations for people displaced by the project.
- The project cost was estimated at € 14.453 million with an IsDB contribution of € 12.931 million.
 - It was scheduled to be implemented over 36 months (from December 2010 to December 2013).

3. THE FINDINGS

- KWSP contributed to increasing the number of people with access to safe drinking water. As of 2021, 20,206 households had a direct connection to the Kalabancoro water network. The cost of water also went down from 50 FCFA per liter to 10 FCFA per bucket.
- KWSP achieved all its planned outputs with few modifications:
 - a) Out of the 1000 social connections planned, the project achieved 541.
 - b) The project achieved a 2000 m³ water tank reservoir against the initial capacity of 4000 m³.
- While the water treatment plant was operational, many of the automation equipment in the station were dysfunctional, including the Hydromobil option for optimal water pumping.
- KWS Project was delayed by 52 months, which offset many of its benefits to a population desperately in need of drinking water.
- Actual project cost was € 13.079 million representing 90.5% of the appraisal cost. IsDB contribution amounted to €12.042 million.



Tap with meter in a residence in the project intervention area

4. THE KEY LESSONS

- **Sustainable water management cannot be fully achieved without covering sanitation challenges.** The project focused on providing water services without addressing the equally important issue of sanitation. It is important to always include such component in water supply projects for sustainable water management in order to educate people on water, its relationship with health and wastewater management.
- **Lack of involvement of end-beneficiaries in project design and implementation may lead to losing their trust.** The involvement of the population of Kalabancoro in the project was relatively weak. This led in some instances to question the transparency of the attribution of the standpipe and the subjectivity on selecting households who should benefit from the social connections. Going forward, it will be important to involve the people through a public information and education campaign to raise public awareness about the project for its better ownership and acceptability, which will ensure sustainability, responsible behavior and transparency.

SECONDARY EDUCATION DEVELOPMENT PROGRAM (PHASE III), TAJIKISTAN

ATTAINING UNIVERSAL ACCESS TO QUALITY EDUCATION FOR ALL CHILDREN

1. THE CHALLENGE

The education system in Tajikistan faced many challenges such as lack of adequate number of schools and qualified teachers, poor infrastructure, limited resources, and shortage of textbooks and teaching aids. In response to this, the Government of Tajikistan adopted a National Strategy for Education Development (NSDE) to enhance the efficiency of the education system and improve the physical infrastructure as well as the overall education system.



Children in the new classroom in Pyanj

2. THE SOLUTION

- The Secondary Education Development Program (Phase III) aimed at enhancing access, quality, and relevance of the secondary education in Tajikistan by building and equipping schools, developing curricula and building capacity of teachers.
- The project planned to construct 7 schools, having a total of 178 classrooms, with a target enrolment of 5688. The project also aimed recruiting 250 teachers, updating curricula of 12 subjects and print 500 copies, and training 20 Executing Agency staff.
- The total project budget at appraisal was estimated at US\$ 20.04m of which IsDB was to contribute US\$ 17.49m (87% of the total cost of the project) and the Government of Tajikistan's contribution would be US\$ 2.25M (13%).
- The Bank approved the project in April 2012 and declared it effective in September 2012. The planned completion date was December 2016.

3. THE FINDINGS

- Overall, the project delivered most of its planned outputs and outcomes. Project's development objective of contributing to the implementation of the National Strategy for Education Development.
- Seven schools having a total of 166 classrooms have been constructed with enrolment of about 5690 students. 392 teachers have been recruited. Six new curricula for chemistry, biology, information technology, algebra, and Tajik language as well as methodological guides for teachers have been developed and more than 202,000 copies have been printed and disseminated. 20 Executing Agency staff have been trained as well, as planned. In addition, 651 teachers and 25 school principals and accountants have been trained.
- Thanks to the project, more than 1,000 new jobs were created for teachers and staff. In addition, 651 teachers of various subjects and 25 school principals and accountants have received advanced training.



A Newly Constructed School in Hamadoni

- The total project cost at completion was US\$ 18.8 m, which is 93.86% of the planned cost. The cost under-run was mainly because of reduction in scope of some components.
- The project experienced a 12 month-delay in completion, mainly due to suspension of operations and payments by IsDB and a lengthy 2-stage international procurement process.

4. THE KEY LESSONS

- **The Utilization of learning from past evaluations of similar projects in planning future intervention leads to better outcomes.** Evaluation learnings from the previous two phases of the Secondary Education Development Program supported better planning for the third phase with effective implementation and better outcomes.
- **IsDB's strategic positioning in the country and its reputation of a reliable development partner contributes to better engagement and implementation success.** Stronger field presence of the IsDB Regional Office resulted in better support of the project's implementation process and facilitated effective engagement with the Government of Tajikistan and beneficiary communities.

ANNEX-II: LIST OF PROJECT EVALUATIONS UNDER 2021 AWP

Member Country	Name	Overall Rating	Relevance	Effectiveness	Efficiency	Sustainability
Azerbaijan	Flood Protection, Modernization, and Expansion of the Irrigated Areas Project in Nakhchivan Autonomous Republic	Successful	Highly Relevant	Highly Effective	Efficient	Likely Sustainable
Bangladesh	BibiYana Base-Load Combined Cycle Independent Power Plant Project	Successful	Relevant	Effective	Efficient	Likely sustainable
Cameroon	The Seasonal Malaria Chemoprevention (SMC) Project	Successful	Highly Relevant	Effective	Efficient	Less Likely
Chad	Mongo-Mangalme Road Project)	Successful	Highly Relevant	Effective	Less Efficient	Likely
Gambia	Bilingual Education Support Project	Successful	Relevant	Effective	Less efficient	Less Likely Sustainable
Mali	Kalabancoro Water Supply Project	Successful	Highly Relevant	Effective	Less Efficient	Likely
Pakistan	Khanewal – Multan Motorway (M-4) Road Project	Successful	Relevant	Effective	Efficient	Likely Sustainable
Sierra Leone, Gambia	Implementation of the National Component of the ECOWAS Program	Successful	Highly Relevant	Effective	Efficient	Sustainable
Tajikistan	Secondary Schools Development Project	Successful	Highly Relevant	Highly effective	Efficient	Likely sustainable
Uzbekistan	Construction of Modern Rural Housing Project (Phase-I)	Highly Successful	Highly Relevant	Highly Effective	Highly Efficient	Most Likely Sustainable

ANNEX-III: EXPERIENCES AND LESSONS FROM OTHER MULTILATERAL DEVELOPMENT BANKS

TEN EVALUATION LESSONS FROM PAST GLOBAL VACCINE ROLLOUT PROGRAMS



The COVID-19 pandemic has given the world community a theatrical unveiling of the lack of preparedness in the effort to contain the outbreak. When Ebola spread across West Africa in 2014, it took over five years to get a vaccine approved by the regulators. Fast forward to 2020, researchers were able to develop multiple protective coronavirus vaccines and get them authorized within 12 months of the virus being discovered. It's a remarkable and

unparalleled scientific achievement that promises to help bring the pandemic under control.

Now starts the daunting endeavor to administer billions of doses of COVID-19 vaccines to an agonized global population. The stakes could not be higher. Suppliers, manufacturers, and regulators are collaborating to ramp up production of the vaccines, however they are faced by unique challenges.





CHALLENGES

- **Multiple vaccine choices.** This means that countries will be introducing multiple vaccine products with varying protocols
- **Need for speed and scale.** COVID-19 vaccine must be deployed quickly, ideally to whole populations, to reach the desired level of immunity.
- **Demanding cold chain and logistical process.**
- **Need for close and continuous follow up of adverse events.**
- **Risk of misinformation transmitted through social media.**

Evaluation and research studies of financial and technical responses to past public health crises, such as the 2009 influenza A(H1N1) pandemic and introduction of new vaccines in low- and middle-income countries, can provide important lessons in making the COVID-19 vaccines available to populations around the world. Here are **10** valuable **lessons** from IFIs support for vaccine deployment in Low- and Middle-Income Countries, identified by ADB. This summary is prepared by the OED, delivering the most relevant evaluative evidence, in support of IsDB's vaccine delivery to MCs under the SPRP Initiative.

- 1 Effective Communication with Beneficiary Agencies at the Country-level Promotes Ownership and Improves Effectiveness.** Evaluations have frequently attributed deficient performance to the lack of stakeholder consultations and poor understanding of expected roles in program design and implementation. Financing agencies must avoid the assumption that “everybody is on board” and that commitment exists.
- 2 Effective Coordination of Partnerships, capitalizing on the Strength of each Partner, Improves both the National and International Systems Needed for the Deployment of Vaccines.** Evaluation shows that the coordination among stakeholders that characterized the Prevention and Control of Avian Influenza in Asia and the Pacific Project served to strengthen the sustainability of both national and international vaccination systems. In sum, several evaluations point to the fact that projects are less successful when coordination on the ground is weak and when IFIs rely on technical agencies only for procurement purposes, without capitalizing on the overall comparative advantages of each organization.
- 3 Understanding of the National Public Financial Management Process Reduces Delays and Improves Effectiveness.** While COVID-19 represents a major crisis, national budget procedures continue to operate, and governments have to allocate resources through existing mechanisms. Vaccination projects in the past have been delayed or even cancelled due to insufficient understanding of government procedures. For example, in 2009, Mexico found itself at the epicenter of the influenza A (H1N1) pandemic that had the possibility to mutate to a deadly strain. Using emergency procedures, this World Bank project was prepared in less than two months. However, due to the intricacy

cies of the government's budgeting process, the loan was never made effective and was cancelled. Bilateral aid agencies had a similar experience in Ghana, where a lack of understanding of government budgeting procedures led to significant delays in the deployment of childhood vaccines.



4 Providing Sufficient Resources to Cover the Full Costs of Delivering the Vaccines and Reflecting these Costs in the National Budgets Leads to Greater Effectiveness. Data from the introduction of 15 vaccines in 10 countries in Africa and Asia showed that several steps involved in introducing vaccines can lead to significant costs beyond normal country immunization program budgets. In these countries, immunization budgets often included expenses for vaccine purchase, cold chain equipment, training of healthcare workers, and updates to the health management information system but overlooked crucial operational costs such as fuel for refrigerators and transportation. These issues are likely to be more pronounced with COVID-19 vaccination programs, due to their large scale and complex and costly logistical arrangements, including sequential vaccination starting with population groups at highest risk.

5 Assessing the Complexity of Regulatory and Legal Arrangements Among Stakeholders on the ground is Key to Avoiding Delays in Vaccine Selection. Past experience shows that differences in country and organization regulatory processes and legal requirements can delay the selection and approval of vaccines. During the 2009 influenza A (H1N1) pandemic, differences in national regulatory processes, and the lack of a single legal framework acceptable to all parties led to bottlenecks and delays in the selection and approval of vaccines. Moreover, unlike the H1N1 situation, where country vaccine allocation was made taking into consideration whether there were sufficient doses available from a specific manufacturer, many countries will be simultaneously administering more than one vaccine product in the fight against COVID-19.

6 High Level of Transparency in Procurement is Necessary to Avoid Complications and Reputational Risks. Once vaccines are selected, in case of bilateral purchase agreements, procurement is not straightforward. Experience with procurement of vaccines for the pandemic influenza A(H1N1), suggests that bilateral purchase agreements are likely to be complicated and technically demanding. For COVID-19 vaccines, this is compounded by the multiple options, the enormous demands, and the need for detailed legal agreements. Given the volume of funding involved, there can also be concerns about accountability in the use of resources, so a high-level of transparency in the procurement process will be essential.



7 Using Regional Pooled Procurement Arrangements, in close coordination with the beneficiary countries, is Essential to Deliver on Time.

The Pan American Health Organization's (PAHO) experience with a revolving fund for vaccine procurement, critical for the immunization program for several small island states in the Caribbean, as well as the Gulf Cooperation Council's (GCC) group purchasing program for medical products suggests that pooled procurement can lead to cost savings and ensuring adequate supply. PAHO's revolving fund started in 1979 and now serves more than 40 member countries. Lessons from these programs suggests two key factors of success when using this approach. First, the design of the programs needs to attract the participation of a sufficient number of countries to make the operations worthwhile and financially viable. Second, the programs need to have transparency and ownership.

8 Building on the Infrastructure and Strength of Existing Immunization Programs Allows for Faster Deployment of New Vaccine Programs.

Analysis of data from country responses to the 2009 influenza A (H1N1) pandemic indicates that countries that had a seasonal influenza vaccination program were better prepared to receive and use donated or purchased vaccines than those without a program. Enabling factors for successful deployment

of the influenza vaccine included existing systems for effective planning, importation, storage and delivery, vaccination, adverse-event monitoring, and waste management. Some low-income countries, which benefit from the assistance of GAVI, The Vaccine Alliance and UNICEF, may have well-performing national immunization programs that can provide a foundation upon which COVID-19 vaccine deployment can be built.

9 Providing Adequate Training to Frontline Technical Staff is Key to the Success of Vaccination Programs.

Health workers play a critical and often overlooked part in the distribution chain of a successful vaccination program. Indeed, the Centers for Disease Control and Prevention indicate that recruiting and training of providers is one of the most important steps prior to actual distribution of the vaccine. The protocols for newer vaccines tend to be more complex and COVID-19 is likely to pose a major challenge, with different brands requiring different protocols. Vaccine training needs include storage, delivery, and waste management; monitoring and reporting (including monitoring of side effects); and communication. This is further complicated by the often-low levels of education and high-level of turnover for frontline health workers, necessitating continual training and supervision.

10 Successful Vaccination Campaigns Necessitate Proactive Communication Strategies to Inform the Public and Address Vaccine Concerns and Reluctance.

Ensuring that vaccines reach their intended beneficiaries requires outreach and public messaging. There will always be misinformation about ongoing efforts, as has been seen many times throughout the world; for example, during the 1976 US swine flu outbreak and 2009 influenza A(H1N1) in Southeast Asia. More recently, the

large 2019 measles outbreak in Samoa is attributed to misinformation about the side effects of vaccines, which led to the vaccination rate plummeting to 31% in the country. The 2019 measles outbreak in the Philippines was attributed to the drop in vaccine coverage after the dengue vaccine controversy. Communication strategies, media involvement and strategic engagement of stakeholders for new vaccine introduction can play a positive role. Messaging from local leaders, celebrities, and other credible individuals, can contribute a great deal.

ACCELERATING LEARNING BY INCORPORATING NEW LESSONS IN REAL TIME:

While evaluation lessons from former crises are all useful and relevant, the current situation is unprecedented and calls for extraordinary efforts. Early evidence indicates that the risk of under-achievement is high. Delays and inequality in plans for vaccine rollout will likely obstruct the expected impact of the tremendous efforts of countries and IFIs. New lessons will have to be drawn in real-time from this experience to ensure that responses adapt quickly and are up to the challenges posed by the COVID-19 crisis.





IsDB