



ANNUAL WORK PROGRAM

2019G

THE OPERATIONS EVALUATION DEPARTMENT

Jeddah
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Acronyms & Abbreviations

10YS	10 Year Strategy
10YSF	10 Year Strategy Framework
ADER	Annual Development Effectiveness Report
AER	Annual Evaluation Report
AfDB	African Development Bank
AfrEA	African Evaluation Association
AsDB	Asian Development Bank
BED	Board of Executive Directors
BTOR	Back to Office Report
CAE	Country Assistance Evaluation
CP	Country Programming
ECG	Evaluation Cooperation Group of MDBs
ELO	Enabling, Learning and Outreach
ERIL	Economic Research and Institutional Learning
EvalMENA	Middle East and North Africa Evaluation Network
GPS	Good Practice Standards
HLE	Higher Level Evaluation
IaDB	Inter-American Development Bank
ID	Islamic Dinar
IDEAS	International Development Evaluation Association
IEG	Independent Evaluation Group
IMDT	Information Management and Disruptive Technology
IPDET	International Program for Development Evaluation Training
IRTI	Islamic Research and Training Institute
IsDB	Islamic Development Bank
IsDBG	Islamic Development Bank Group
ISFD	Islamic Solidarity Fund for Development
KM	Knowledge Management
LDMC	Least Developed Member Country
MCPS	Member Country Partnership Strategy
MDFI	Multilateral Development Financing Institution
MDB	Multilateral Development Bank
MFSP	Micro Finance Support Team
OCR	Ordinary Capital Resources of IsDB
OED	Operations Evaluation Department
OE	Operations Evaluation
ODEC	Operations and Development Effectiveness Committee
OQR	Operations Quality and Results
PCR	Project Completion Report
PCR-EN	Project Completion Report Evaluation Note
PPER	Project Performance Evaluation Report
PPP	Public Private Partnership

TA Technical Assistance
WP Work Program
YP Young Professional

Executive Summary

The OE Department discharges its duties through an Annual Work Program (AWP). Upon approval by the Operations and Development Effectiveness Committee (ODEC) of the Board of Executive Directors, the OE Department executes its AWP. The main highlights of the proposed OE Department Work Program for 2019G are the following:

a) Project Level Evaluations

(i) Selection of Completed Projects finance under Ordinary Capital Resources (OCR) for Post-Evaluation

In line with Good Practice Standards, the selection of completed projects for post-evaluation under ordinary operations was made on a stratified random sampling basis. Thus, the firm list of projects to be post-evaluated in 2019G includes 10 projects, while 5 more projects are placed on a backup list. This randomly generated list has a relatively balanced representation of different countries, sectors, and modes of financing. Only completed operations approved after the year 14280H / 2007G were considered for the selection process.

(ii) Other Evaluations which will be covered in the 2019G AWP:

- **Special Evaluation of On-going Projects:** Two (2) Special Evaluations of on-going and/or problematic projects will be carried out upon Management request.
- **Joint Evaluation:** One (1) joint evaluation with another Multilateral Development Bank (MDB) or Development Financing Institution will be conducted on a co-financed project in a selected member country.
- **Review and Validation of Project Completion Reports (PCR):** Thirty (30) PCR validation assignments will be carried out in 2019G.

b) Higher Level Evaluations

- **Country Evaluation:** Three (3) Member Country Partnership Strategy (MCPS) Validation Reviews. This will be a new evaluation product which aims at independently validating the findings and lessons of the MCPS Completion Report to be prepared by Country Strategy & Cooperation Department. This product will mainly focus on the learning aspect to provide useful input for the new MCPS.
- **Thematic Evaluation:** Two (2) thematic evaluations which were initiated in 2018G will be finalized in 2019G. These are: (i) Public – Private Partnership (PPP), and (ii) evaluation on projects and programs contributing to Member Countries integration.
- **Program Evaluation:** One (1) program evaluation of IsDB's Islamic Banking and Equity Investments will be initiated this year.
- **Corporate Assessment:** The Department will launch an evaluation of IsDB's Resource Mobilization, one of the guiding principles of the Bank 10-Year Strategy. The study intends to provide useful lessons to inform Resource Mobilization efforts (Co-financing, Trust Funds, syndications, Sukuks, Crowd-funding, etc.) of the Bank. This real-time assessment will feed into

the rethinking of IsDB's Resource Mobilization in light of the President's 5 Years Program (P5P). In addition, the Department will finalize the evaluation of the effectiveness of IsDB Group Synergy, which was initiated in 2018G.

- ***Insights Papers:*** The Department will carry out a meta-analysis and produce three (3) learning papers on: (i) IsDB Group Synergy to improve the internal synergy, (ii) consolidation of the findings and lessons of the thematic evaluation of PPP projects, and (iii) lessons from the Islamic Finance thematic evaluation.
- ***Annual Evaluation Report (AER) of 2018G:*** The AER summarizes the findings for the previous year's evaluation activities and provides evidence on whether the evaluated projects and programs are producing the expected outputs, outcomes, and likely impact. It also summarizes the key learnings from both, project and higher-level evaluation.

c) Enabling, Learning and Outreach Activities

The Annual Work Program also envisages a number of enabling activities to facilitate the delivery and increase the usefulness and utilization of the evaluation outputs. The activities will help in bridging the knowledge gaps and enhance the expertise of the staff in areas that are critical for achieving the department goal. OE staff will attend capacity building seminars and specialized training in emerging trends in evaluation, project risk management, and economic appraisal of development projects. OED staff will also attend learning events organized by evaluation societies (IDEAS, AfrEA, EvalMENA, etc.) as well as partnership visits to peer MDBs. New OE staff will also attend the International Program for Development Evaluation Training (IPDET). Furthermore, the Department also plans to organize evaluation capacity building workshops in three-member countries in collaboration with IRTI and CP Complex. As a member of the Evaluation Cooperation Group (ECG) of MDBs, OED will co-chair the ECG for 2019 and host one of the Group's semi-annual meetings in November 2019. The Department will continue to leverage expertise to update, align and improve its evaluation guidelines and the related toolbox.

A significant amount of efforts will also be geared towards regular engagement and internal knowledge sharing and dissemination utilizing both project and higher-level products. In particular, each finalized evaluation product will be complemented by a concise knowledge dissemination package (knowledge series, flyers, articles, etc.). The Department will also upgrade the OE's online database on Lessons Learned and promote the use of IT to support its dissemination agenda.

Moreover, the OE Department will organize one workshop on Management Action Records Systems (MARS) in order to raise awareness and promote ownership in implementing the follow-up actions and recommendations generated by the evaluations.

CHAPTER - I: BACKGROUND

A. Introduction

The mission of the Operations Evaluation (OE) Department is to help the Islamic Development Bank (IsDB) become a world-class knowledge organization that continuously improves its operations, drawing lessons from the evaluations to enhance the development effectiveness of its interventions in Member Countries and in favor of Muslim communities in non-Member Countries. According to the IsDBG's organization structure, the OE Department reports directly to the Board of Executive Directors (BED) through the Operation and Development Effectiveness Committee (ODEC). In drafting the 2019G Annual Work Program, the Department draws upon the orientation and inspiration provided by the BED.

Accountability and learning are the two focus areas of OE Department. The accountability aspect focuses on the responsibility of the Bank on delivering on its mandate while the learning aspect is about ensuring that evaluation results and lessons are identified and communicated for improving the development effectiveness of the Bank's operations and strategies. The era of Sustainable Development Goals (SDGs), places great emphasis on commitment to achieving development results. Evaluation is thus key in ensuring the effectiveness of the actions implemented to achieve the SDGs.

The OE Department products are guided by a set of principles including: responsiveness to institutional needs; production of reports that contain lessons and recommendations that are useful, timely, feasible, ethical, relevant, accurate and credible; creative and methodological approach to evaluation; efficiency; and compliance with international Good Practice Standards. The activities of the OE Department include project, sector, thematic, country assistance, program, and process evaluation. The Department contributes to knowledge management throughout the Bank and within the entities of the IsDB Group through the dissemination of its evaluation findings. OE Department is also involved in the capacity building of Member Countries in the field of evaluation. The Department endeavours to harmonize its evaluation policies, procedures, and methodologies with other Multilateral Development Financing Institutions (MDFIs).

The OE's 3-year rolling work plan (**Annex-1**) outlines the Department's strategy to put an increasing emphasis on quality, relevance, and usefulness in its products, knowledge dissemination, productive partnerships with peer institutions and rigorous assessment of the development effectiveness of IsDB interventions. The Department discharges its duties through an Annual Work Program (AWP). Upon approval of the AWP by the ODEC of the BED, the OE Department conducts evaluations and disseminates findings and lessons learned from evaluations. The main features of OE Department's AWP for 2019G are as follows:

(a) Alignment with the President 5 Year Program (P5P)

OE Department's AWP is aligned with the Bank's 10-year strategic priorities and the President's 5-Year Program. However, due to time and resource constraints, the AWP cannot cover each and every strategic priority of the Bank in a comprehensive manner in a particular year. This is, however, achieved over a span of few years.

As part of expanding its coverage, the Department contributes to creating stronger performance measurement systems. The department plays a key role in institutionalizing Group-wide Result Based Management by assessing yearly the performance of IsDBG operations and the MCPSSs, as indicated in the IsDBG 10-Year Corporate Scorecard and measuring the results of completed IsDB interventions. Over the

next years (**Annex-1**), the evaluation of the Bank's financed interventions is designed to adequately measure the performance of the various commitments under the 10-year strategic goals and results as well as under the P5P. From 2018G onwards, a special focus was placed on evaluating the progress under the 10YS's guiding principles (*selectivity, financial sustainability, resource mobilization, managing for results, group synergy, building capabilities in strategic pillars, linking strategy to budget and resources*). In this regard, the Department is evaluating one of these principles each year.

The P5P includes many initiatives, which requires close monitoring and evaluation from an independent body. The Department has taken that into account in diversifying its products to cover both accountability of and learning from the implementation of P5P's reform changes (*Awareness, Linkages, Competency, Funding, Delivery, Reinforcement*) with an emphasis on ensuring accountability and on documenting good and innovative practices that can be replicated widely.

(b) Scope of Evaluation Activities

In line with the trends in the last years, the AWP will focus more on higher evaluations (Country, Corporate, Program and Thematic evaluations) and less on project level evaluations. A balanced and fair representation of Member Countries, Sectors, Themes and Modes of Finance of the IsDB will be taken into consideration.

The AWP emphasizes quality outputs and outcomes that would be at par with similar institutions. Consequently, due consideration is given to the skill mix of professionals, including the selective use of consultants needed to effectively and efficiently undertake the planned tasks.

(c) Accountability

One of the main objectives of independent evaluation is accountability for developmental results. Hence, the OE Department sends missions to assess on the ground whether IsDB-financed interventions have resulted in the outputs, outcomes and developmental impact set at appraisal and approval stages.

(d) Lessons Learned

The essence of conducting evaluation is to draw lessons and recommendations to inform the decision-making process to continuously improve performance, efficiency, and effectiveness of IsDB interventions. This objective is achieved by sharing the lessons from the evaluation with a wide range of stakeholders. The AWP envisages realizing this objective through knowledge management and dissemination activities.

(d) Enabling Activities

A number of activities are performed by OE Department to facilitate the delivery of the evaluation outputs by creating an enabling environment and providing the adequate infrastructure. Examples of these activities are staff capacity building, the development of standards and guidelines, and the outreach activities.

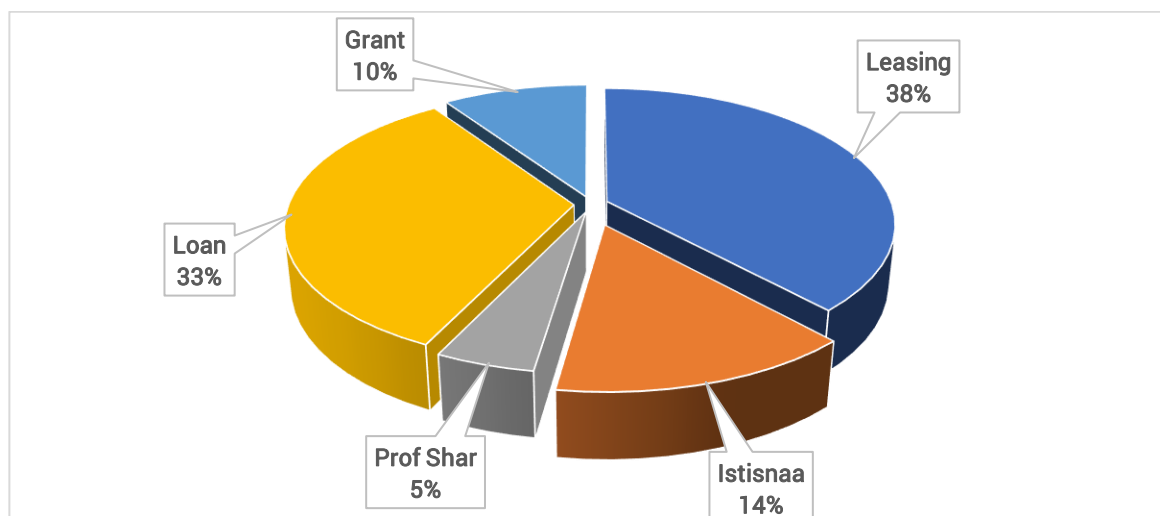
B. Status of the 2018G Work Program

Project Level Evaluations

As per the approved 2018G Work Program, the OE Department carried out post-evaluations of 15 projects (20 operations) covering 15 different countries. The main sectors covered were: Transport (5 projects), Energy (3 projects), Education (2 projects), Agriculture (2 projects), Health (1 project), Industry and Mining

(1 project), and Water and Sanitation (1 project). Financing mode wise, the distribution of the 20 operations is presented in Figure 1:

Figure 1: Distribution of OCR Operations Evaluated in 2018G by Mode of Financing



Furthermore, the Department carried out the review and validation of Six (6) PCRs in 2018G. At the request of the management, OE conducted an evaluation of a Special Emergency Response project funded by the Fael Khair Program on the Ebola Virus Disease in West Africa.

Higher Level Evaluations

By the end of the year 2018G, the status of evaluation activities including higher level undertaken by OE Department during the year compared to the original plan is shown in **Table 1** below.

Table 1: Status of Implementation of OE Department's 2018G Work Program

Evaluation Activities	Approved 2018G WP	Total Anticipated By End- 2018G
Post-evaluation of IsDB projects Financed under OCR	Fifteen (15) projects	Fifteen (15) projects
MCPS Implementation Reviews	Five (5)	Five (5)
Thematic Evaluations	Two (2)	Two (2) Initiated
Finalizing the Evaluation of Islamic Finance TAs:	One (1)	One (1)
Finalizing MFSP Program Evaluation	One (1)	One (1)
Consolidation of Evaluation in Education sector:	One (1)	One (1)
Corporate Assessment of IsDB Group Synergy:	One (1)	One (1) Initiated
Insights Papers: Two (2)	Two (2)	One (1)
Annual Evaluation Report	One (1)	One (1) Finalized

The Department finalized four (4) MCPS Implementation Reviews for Chad, Morocco, Mauritania, and Pakistan; and initiated one (1) for (Suriname).

Besides, the Department has undertaken one (1) Sector Evaluation Synthesis Reports in Education, which were launched in 2016G. Similarly, in terms of program evaluations, the Department finalized two (2) evaluations, respectively of Microfinance Support Program of ISFD and Islamic Finance TAs.

The Department has also contributed to the Evaluation Cooperation Group (ECG) working group on evaluation recommendations, management responses, and feedback loops and will leverage on international expertise to develop internally the Special Study on the Management Actions on the Recommendations from the Evaluation Reports.

The Department initiated the corporate evaluation of IsDB Group Corporate Synergy. OE defined the scope of the study and managing the recruitment of an international consultant to draw up terms of reference for the evaluation. An international consulting firm has since been recruited to carry out the evaluation.

Moreover, the Department submitted five (5) articles on various evaluation products for publishing, and produced nine (9) Knowledge Series (K-Series), and fourteen (14) Executive Dissemination Notes highlighting the main findings and lessons learned from independent evaluations.

Enabling, Learning and Outreach Activities

The OE Department also organized the 3rd Annual Symposium on Evaluation in partnership with Economic Research and Institutional Learning Department and Operations Quality and Results Division. The symposium featured guests from the Inter-American Development Bank, and the Asian Development Bank. Two workshops on mainstreaming gender and climate change in IsDB operations were organized during the symposium. The workshops were attended by staff from other departments within the Bank and the entities in addition to OED staff. The event provided a good platform for knowledge sharing among IsDBG's staff. Being a full member of the MDB's ECG, the OE Department participated in all ECG activities.

Other capacity building activities of OE Department staff were undertaken, including participation in a Conference organised by IFAD on Rural Inequalities in Rome, the Semi-Annual Meetings of the ECG in Washington D.C. and in Manilla, and the 3rd Evaluation Week 2018G of the Asian Development Bank (AsDB) in China. One staff attended a training on Investment Appraisal and Risk Analysis in Canada. Three staff members attended IPDET training in Switzerland, and one staff attended the SHIPDET in China, while two more staff are expected to attend similar training in 2019G.

On the other hand, OE Department conducted one training capacity building workshops in Morocco targeting senior government officials. Similar workshops are also planned for Cameroon and Somalia. The purpose of these training was to familiarize the participants with the methods and techniques related to the monitoring and evaluation of development projects/programs and to provide them with practical skills on how to manage and evaluate projects, program, and sectorial policies while introducing the department as a center of expertise and training provider.

On the area of knowledge management, OED has conducted a number of activities to facilitate the delivery and dissemination of the evaluation outputs by creating a better enabling environment. OED continued updating and marketing its online "Lessons Learned Database", hosted on the IsDB Intranet Portal and issued quarterly Newsletters to all staff highlighting the key findings from recent evaluations.

CHAPETR - II: PROPOSED 2019G ANNUAL WORK PROGRAM

To maintain its full independence and objectivity, the OED made the selection of projects for post-evaluation and higher-level evaluation activities with transparency and without external interference. The proposed lists of Evaluation and Enabling Learning and Outreach activities to be undertaken for 2019G are detailed respectively in **Annex-2A** and **Annex-2B** and summarized below:

A. Project Level Evaluations under the 2019G Annual Work Program

(a) Selection of Completed Projects under Ordinary Operations for Post-Evaluation

Per the practice during the past nine years, OE Department has selected the projects to be post-evaluated on a random basis after passing through an eligibility criterion. The process followed for the preparation of the list of projects to be post-evaluated under the 2019G Work Program is detailed hereunder.

The long list of projects eligible for post-evaluation was prepared based on the following criteria:

Time factor: Projects completed during the period 1433H-1438H (2012G-2016G) and approved after 1428H (2009G) have been considered as pertinent for the purpose of post-evaluation to allow for sufficient time for these projects to achieve their development results. The reason for excluding projects that have been completed after 2016G is that they would not have been in operation for a sufficient period to have outcome and impact on the ground and encounter any sustainability issues. The objective of excluding projects that have been approved before 1428H (2009G) is that these projects were appraised long time ago and the IsDB project cycle has evolved significantly since then, making lessons drawn from these projects less relevant to the current operational processes of IsDB.

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

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

Based on the above, a list of 33 eligible projects for post-evaluation was generated (see **Annex-3A** and **3B**). Following the directives of the Operation and Development Effectiveness Committee of the BED, the list of eligible projects was further divided into two lists based on the disbursements amount (USD 10 million and above, and below USD 10 million) for the purpose of representation of the project amount in the subsequent process of random selection. 25 projects had USD 10 million and above disbursement amount and 8 projects had below USD 10 million disbursement amount. A software was used to generate a randomly selected list of 11 projects from the USD 10 million and above disbursements list and 5 projects from the below USD 10 million disbursements list after stratifying the list of eligible projects in order to have a relatively balanced representation of different countries and sectors. Thus, from the list of 11 projects of the USD 10 million disbursements and above, 7 are firm and 4 are back-up. From the list of 5 projects of the below USD 10 million disbursements, 3 are firm and 2 are back-up. If a specific project from the firm list could not be post-evaluated, it will be automatically replaced by a project from the backup list. The proposed firm list of projects to be post-evaluated in 2019G is shown in **Table 3** and **5** below. The proposed backup list of projects to be post-evaluated in 2019G is shown in **Table 4** and **6** below. More details on the randomly selected projects are provided in **Annex-4A** and **4B**.

Table 2: Firm List of Projects to be Post-evaluated (Disbursement of USD 10 million and above)

No	Project Code	Country	Project Title	Sector	Mode of Finance	Disbursed Amount (million USD)
1	BEN0062	BENIN	Health System Development Support Project	Health and Other Social Services	Loan	23.04
2	BHR0003	BAHRAIN	BAHRAIN ISLAMIC BANK	Finance	Equity	18.85
3	TUR0153	TURKEY	RENEWABLE ENERGY PROGRAM	Energy	Pr. Sharing	100.00
4	ALB0027	ALBANIA	Reconstruction of Secondary and Local Roads Project	Transportation	Istisna'a & Loan	40.59
5	UZB0062	UZBEKISTAN	Khausak-Shady and Kandym (KSK) Gas Field Project	Energy	Inst. Sale & Leasing	120.93
6	SLE0070	SIERRA LEONE	Sierra Leone Community-Driven Development Project	Agriculture	Loan & Loan ISFD	17.08
7	BFA0113	BURKINA FASO	Construction and Equipping of a Hostel for the Students of the University of Bobo-Dioulasso Project	Education	Loan	11.15

Table 3: Backup List of Projects to be Post-evaluated (Disbursement of USD 10 million and above)

No	Project Code	Country	Project Title	Sector	Mode of Finance	Disbursed Amount (million USD)
1	PAK0124	PAKISTAN	Pakistan Railways Development (Phase III) Project	Transportation	Inst. Sale	106.06
2	MLI0115	MALI	Support to the Social Housing Program in Mali	Industry And Mining	Loan & Istisna'a & Loan ISFD	14.90
3	SEN0111	SENEGAL	St. Louis Rural Electrification Concession Project	Energy	Istisna'a & Loan	24.51
4	GMB0071	GAMBIA	Community-Based Infrastructure and Livelihood Improvement Project	Agriculture	Loan	15.25

Table 4: Firm List of Projects to be Post-evaluated (Disbursement below USD 10 million)

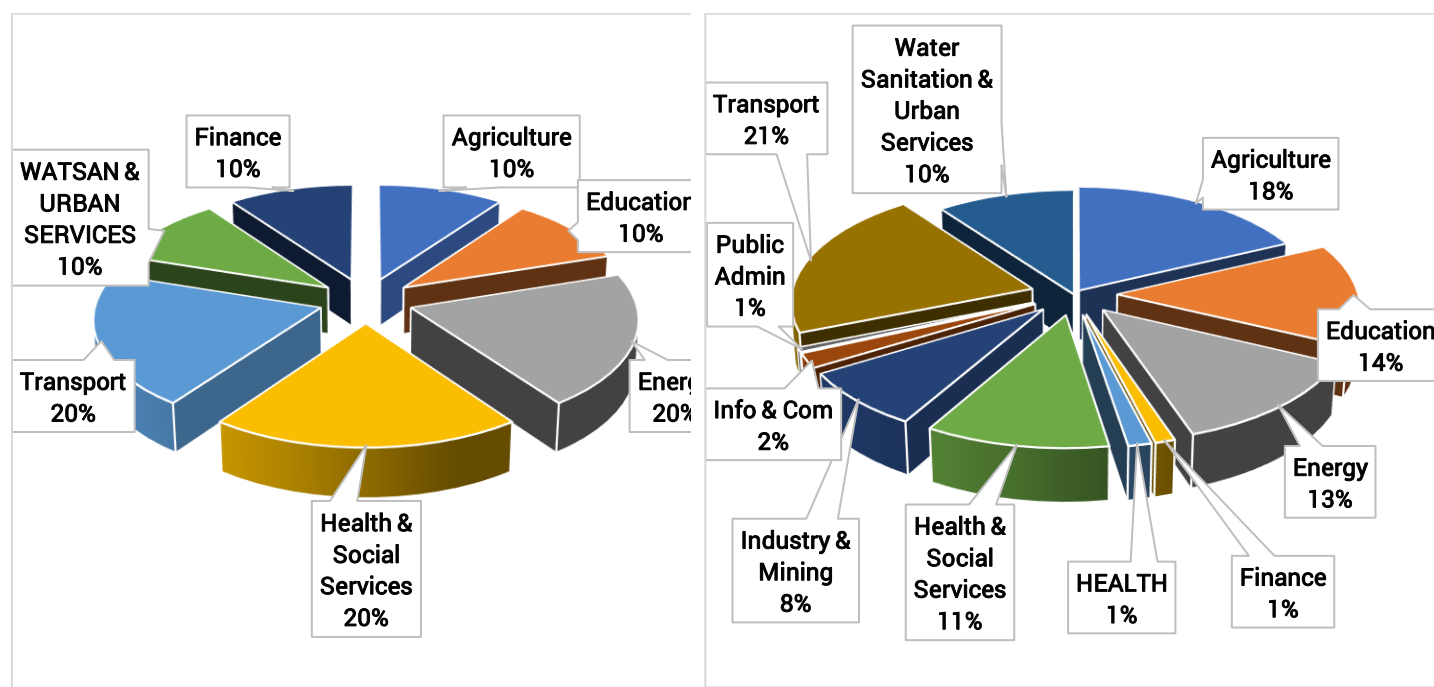
No	Project Code	Country	Project Title	Sector	Mode of Finance	Disbursed Amount (million USD)
1	BGD0157	BANGLADESH	Water Supply and Sanitation Project in Cyclone Prone Coastal Areas of Bangladesh	Water, Sanit. & Urban Services	Loan	9.87
2	CMR0060	CAMEROON	The Seasonal Malaria Chemoprevention (SMC) Project Re-scoping	Health and Other Social Services	Loan	6.20
3	LBN0077	LEBANON	Bir El Heith - Qartaba Road Reconstruction Project	Transportation	Istisna'a	9.59

Table 5: Backup List of Projects to be Post-evaluated (Disbursement below USD 10 million)

No	Project Code	Country	Project Title	Sector	Mode of Finance	Disbursed Amount (million USD)
1	ARE0043	U A E	COMM. BLDG. FUJAIRAH	Public Administration	Leasing	5.00
2	SAU0064	SAUDI ARABIA	RESI & COMM. WAQF FOR PAC, KSA	Finance	Leasing	4.70

The selected list of the firm and back up ordinary operations includes 10 projects (13 operations) and covers 10 different countries. The main sectors covered are: Transport (2 projects), Energy (2 projects), Agriculture (1 project), Education (1 project), Health & Social Services (2 projects), Water and Sanitation (1 project), and Finance (1 projects). The sectorial distribution of the projects to be post-evaluated in 2019G, as well as the cumulative sectorial distribution since the start of the random selection process (i.e. 1431H), are provided in Figure 2 below.

Figure 2: Sector Distribution of Ordinary Projects

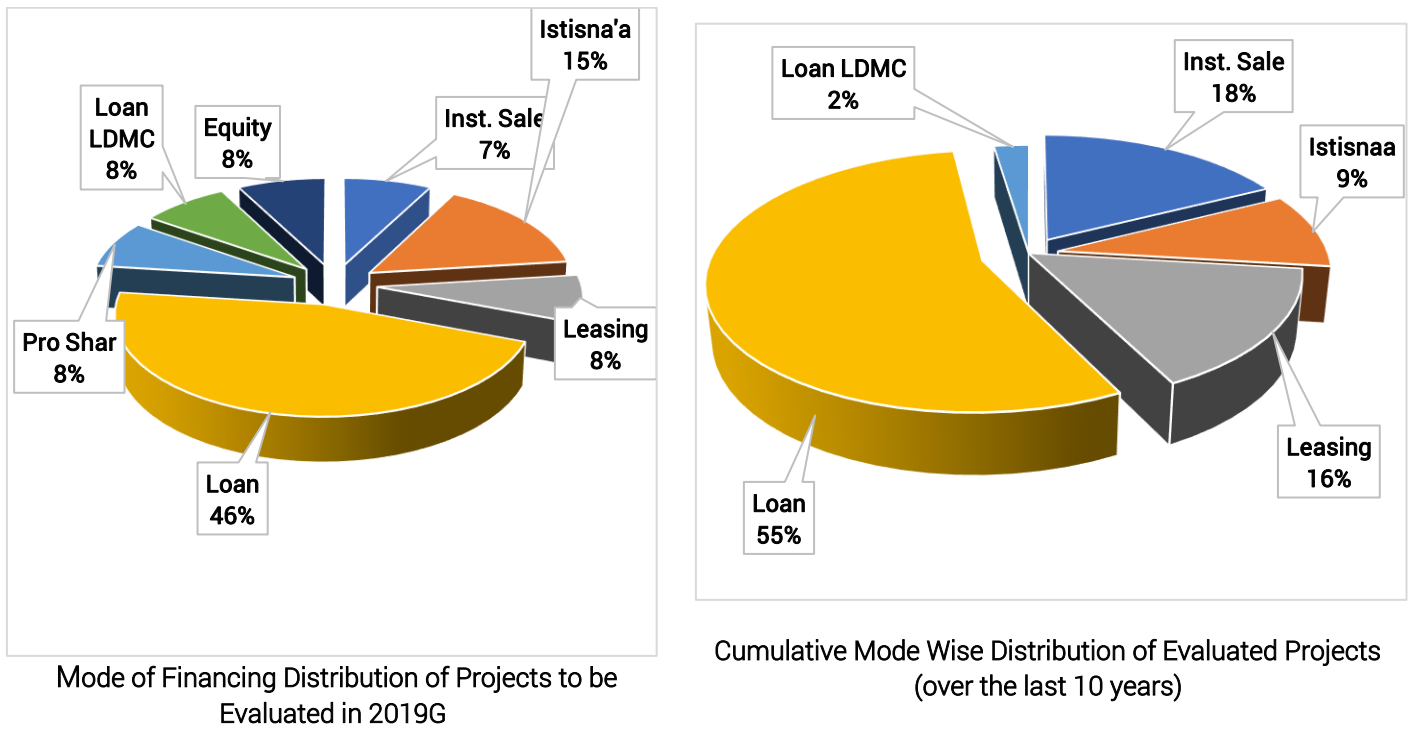


Sector Wise Distribution of Projects to be Evaluated in 2019G

Cumulative Sector Wise Distribution of Evaluated Projects (over the last 10 years)

In terms of mode of financing, the 10 randomly selected firm projects cover 13 operations financed by OCR broken down as follow: Loan (6 projects), Istisna'a (2 projects), Istisna'a (2 project), Leasing (1 projects), Equity (1 projects), Inst. Sale & Loan ISFD (1 project), Inst. Sale & Loan ISFD (1 project), Istisna'a & Loan (1 project), Inst. Sale (1 project), and Loan LDMC (1 project). The mode of financing distribution of the operations to be post-evaluated in 2019G, as well as the cumulative mode of financing distribution since the start of the random selection process (i.e. 1431H), are provided in Figure 3.

Figure 3: Mode wise Distribution of Ordinary Operations



(b) Other Evaluations which will be covered in the 2019G AWP:

- i) **Special Evaluation of On-going Projects:** Two (2) Special Evaluations of on-going and/or problematic projects will be carried out upon Management request.
- ii) **Joint Evaluation:** One (1) joint evaluation with another MDB or Development Financing Institution will be conducted on project co-financed in a selected member country.
- iii) **Review and Validation of Project Completion Reports (PCR):** The Department will scale up its contribution in the production of PCR Evaluation Notes. Thirty (30) PCR validation assignments will be carried out in 2019G from the list of PCRs produced in 2018G.

B. Higher Level Evaluations under the 2019G Annual Work Program

- (i) **Country Evaluation:** Three (3) Member Country Partnership Strategy (MCPS) Validation Reviews will be conducted. This will be a new evaluation product which aims at independently validating the findings and lessons of the MCPS Completion Report to be prepared by Country Strategy & Cooperation Department. This product will mainly focus on the learning aspect to provide useful input for the new MCPS.
- (ii) **Corporate Assessment:** The Department will launch an evaluation of the effectiveness of IsDB off-balance sheet Resource Mobilization efforts (Co-financing, Trust Funds, syndications, Sukuks, Crowd-funding, etc.) of the Bank. Resource Mobilization being one of the guiding principles of the Bank 10-Year Strategy, the study will provide useful lessons to guide future efforts of the Bank in this regard. This real-time assessment will feed into the rethinking of IsDB's Resource Mobilization in light of the President's 5 Years Program (P5P). In addition, the Department will finalize the evaluation of the effectiveness of IsDB Group Synergy, which was initiated in 2018G.
- (iii) **Thematic Evaluation:** Two (2) thematic evaluations which were initiated in 2018G will be finalized in 2019G. These are: (i) Public – Private Partnership (PPP), and (ii) evaluation on projects and programs contributing to Member Countries integration.

- (iv) **Program Evaluation:** One (1) program evaluation on Islamic Banking and Finance will be initiated this year.
- (v) **Insights Papers:** The Department will carry out a meta-analysis and produce three (3) learning papers on: (i) IsDB Group Synergy to improve the internal synergy, (ii) consolidation of the findings and lessons of the thematic evaluation of PPP projects, and (ii) lessons from the Islamic Finance thematic evaluation.
- (vi) **Annual Evaluation Report (AER) of 2018G:** The AER summarizes the findings for the previous year's evaluation activities and provides evidence on whether the evaluated projects and programs are producing the expected outputs, outcomes, and likely impact. It also summarizes the key learnings from both, project and higher-level evaluation.

Table 7 Summary of the Evaluation Activities Envisaged under the 2019G Work Program.

Evaluation Activities
(a) Project Level Evaluations:
Post-evaluation of Ten (10) IsDB ordinary projects
Special Evaluation of Two (2) on-going problematic projects (upon Management request)
One (1) Joint Evaluation with other MDB or Development Finance Institution
Review and Validation of Thirty (30) Project Completion Reports (PCR)
(b) Higher Level Evaluations:
Undertaking Three (3) MCPS Validation Reviews
Undertaking a Corporate Evaluation of an IsDB's Resource Mobilization Mechanism: One (1)
Undertaking an Evaluation of IsDB's Islamic Banking Portfolio: One (1)
Finalizing Two (2) Thematic Evaluations: PPP and Regional Integration
Finalizing the Corporate Assessment of IsDB Group Synergy: One (1)
Insights Papers on IsDB Group Synergy, PPP, Islamic Finance: Three (3)
Annual Evaluation Report of 2018G: One (1)

C. Proposed Enabling Activities Under 2019G Work Program

The Work Program envisages several enabling activities to enhance the capacity of OED staff, to facilitate its delivery as well as the dissemination of the outcomes of the evaluation work; but additionally, to increase the usefulness and utilization of the evaluation outputs. Annex-2B presents a summary of the ELO activities.

Learning Activities

The following learning priorities have been identified based on the incoming evaluation needs and priorities but also based on the assessment of the current staff development needs. The activities below will help bridge any knowledge gap and enhance the expertise of the staff in areas that are critical in achieving the departmental goals.

- **International Program on Development Evaluation Training (IPDET):** This is a requirement for all development evaluation staff who have not undergone this training yet, including the Young Professionals (YPs) rotating in the Department. It enables our staff to become certified as "Development Evaluator".

- **Investment Appraisal and Risk Analysis:** This training program teaches financial, economic, stakeholder analysis, risk analysis and management through real and applied case studies, lectures and group discussions. It covers the appraisal framework designed to handle different types of development projects, from private sector investments to infrastructure utilities and social programs. It also covers a wide range of issues such as environmental impacts, risk management, and poverty reduction.
- **Workshop on Development Impact Evaluation:** In collaboration with the CP Complex as well as the Development Impact Department of the World Bank, OED will organize, for few of its staff, Bank staff and project counterparts in MCs, a workshop on Development Impact Evaluation. This allows the staff to have a better understanding of the differences between all types of evaluations i.e. self, impact, and post.
- **Workshop on Evaluability Assessment:** In collaboration with the OQR and CP Complex, OED will organize for its staff and other Bank staff a workshop on Evaluability Assessment to enhance the Quality at Entry. This facilitates the design of sound projects and programs that can yield expected results. It will also allow OED staff to understand the key issues related to quality at entry projects they might face when evaluating projects.
- **Partnership with Peer Institutions and Evaluation Societies:**
 - OED staff will attend relevant capacity building seminars, international conferences and learning events organized by evaluation societies and peer institutions. In 2019, AFREA and IDEAS will organize evaluation learning events to which an OED staff will contribute.
 - OED staff will undertake partnership visits to other Evaluation Departments of peer MDBs.
- **OED retreats:** OED will organize this year two departmental retreats with the aim to refresh staff on IsDB Evaluation Policy, Guidelines, Technical Notes, and Procedures. The retreat would be an opportunity to revisit tools and have cross-fertilization sessions that would help improve methods as well as tools.

All these activities are expected to advance the Department's learning agenda as well as to boost staff's performance while implementing an effective talent management, succession planning, and career development systems. The Department strives also to keep its staff abreast of the emerging trends and innovations in evaluations approaches and methods.

Knowledge Generation and Sharing

- **Knowledge products generation and sharing:** Every year, the Department prepares the Annual Evaluation Report (AER) to be distributed, first to the BED to inform members about the development effectiveness of the Bank through evaluative evidence and provide them with recommendations that help the Bank deliver better services and results to its MCs and communities in non-MCs. The AER is also distributed to all stakeholders such as development experts, government officials, international organizations, academia, and independent evaluation experts. In addition, every finalized evaluation will be subject to a concise knowledge dissemination product (K-Series, Executive Dissemination Notes, Synthesis notes, articles, etc.). Every quarter, OED will publish an e-newsletter that summarizes all activities undertaken during the quarter as well as findings, lessons learned, and recommendations stemmed from the evaluation work.

Evaluation Knowledge Dissemination Platforms and Systems

- **Enhancement of the Evaluation Knowledge Center:** The Department will upgrade, in collaboration

with ERIL and IMDT, its Knowledge Center to improve the look & feel and make it more user friendly with advanced search facilities on data such as BTORs, Evaluation Reports, Knowledge products, lessons learned, recommendations, news, events, partners, evaluation resources, multimedia resources, etc.

- **Enhancement of the databases that feed the Knowledge Center:** The Department will enhance in collaboration with the IMDT, the databases that feed the Knowledge center i.e. BTORs, Evaluation Reports, Knowledge products, lessons learned, recommendations, news, events, partners, evaluation resources, multimedia resources, etc. This enhancement will ease the regular update and maintenance of the databases.
- **Enhancement of the quality of the Knowledge Products:** OED will enhance the quality of its knowledge Products by using advanced tools for the design of publications and by using special websites that provide high-quality footages and photos that can be used in the publications.
- **Enhancement of the dissemination of the Knowledge Products:** OED will enhance the quality of the dissemination of its knowledge Products. The audience will be better segmented, and individuals will be given the opportunity to express their needs in terms of areas of interest such as sectors, regions, regions, types of knowledge products, etc. With this, OED will ensure that its audience will receive exactly the knowledge and information relevant to its needs.
- **Use of social media:** OED will, in 2019G, start using social media, such as Twitter and Facebook to enhance its outreach.

Dissemination and Outreach Events

- **Fourth IsDB Evaluation Symposium:** The OE Department will organize the fourth edition of the Evaluation Symposium. The main objective of the Symposium is to advocate a culture of evaluation and learning at IsDB and in its Member Countries. The symposium will (i) provide a venue for knowledge sharing on cutting-edge ideas on evaluation, (ii) increase awareness on the use and role of evaluation in development and (iii) allow experts and development partners to showcase progress and approaches. It will gather development experts, government officials, international organizations, and independent evaluation experts to exchange knowledge and the latest thinking in evaluation and other organizational and developmental issues.
- **Internal engagements events:** a significant amount of efforts will be geared towards regular engagement and internal knowledge sharing and dissemination events utilizing both project and higher-level products. All higher-level evaluations will be subject to an internal engagement event to launch the exercise and also to present its findings.
- **External engagements events:** OED envisages, in 2019, to have for few of the higher-level evaluations, dissemination events held in Member Countries. Such events will gather government officials, Project counterparts in the region, evaluation experts, development experts in the fields concerned, members of evaluation societies, academia, sister institutions, etc. Such a platform will help share knowledge but more importantly, to triangulate OED findings with other information sources and evaluation insights from similar experiences.

Capacity Building in Evaluation in MCs.

- The Department plans also to organize, in collaboration with the Bank's Country Relations and Services Directorate General, and evaluation societies, where possible, three (3) capacity building

workshops in evaluation in member countries. In sync with the Competence track of the P5P, this will enhance the evaluation capacity of government officials, parliamentarians, civil societies, project counterparts, and development experts and will consequently contribute to boost result based management as well as monitoring and evaluation systems in MCs.

Other Enabling Activities

- ***Contribution to the Annual Development Effectiveness Report (ADER):*** OED will contribute to the preparation of the ADER.
- ***Evaluation Cooperation Group (ECG) Meetings:*** The Department will be hosting one (1) semi-annual meeting of Evaluation Cooperation Group (ECG) and will attend one. These meetings are active learning platforms where best practices are shared. OED staff will also participate in the thematic working groups of the ECG. They leverage expertise to develop Sectors Evaluation Guiding Notes that help the Department better deliver its mandate.
- ***Enhancement of the implementation of the Evaluation Recommendations:*** OED will put in place, like all MDBs, an automated system for the following up and monitoring of the implementation of evaluation recommendations. The main goal of such system is to enable OED staff to better track the implementation status of the recommendations. The mechanism will require that every recommendation endorsed by the BED be subject to an action plan proposed by Management to address the recommendation.

CHAPTER - III: CONCLUSION

OE Department discharges its duties through an Annual Work Program. OE Department's AWP is aligned with the Bank's 10-Year Strategy and the OE Department's 3-year rolling work plan (2017G-2019G). It covers a wide range of evaluation products, taking into consideration the balanced and fair representation of member countries, sectors, themes and modes of finance.

As per existing practice and for the sake of speedy processing, it is suggested that the selection of consultants, to be hired as per the program, and the contracts with the selected consultants be approved and signed by the Director, OED in accordance with IsDB's procurement guidelines

OE Department's Work Program for the year 2019G is being submitted for consideration and approval to the Operation and Development Effectiveness Committee of the BED.

Annexes

- Annex-1: OE Department 3 Year Rolling Work Plan & Alignment with the 10YS
- Annex-2A: OE Department's 2019G Annual Work Program – Evaluation Activities
- Annex-2B: OE Department's 2019G Annual Work Program – Enabling, Learning and Outreach Activities
- Annex-3A: Long List of Completed Projects Approved After 2009G - Completed During 2012G-2016G– Ordinary Operations (USD 10 Million and Above Disbursement Amount)
- Annex-3B: Long List of Completed Projects Approved After 2009G - Completed During 2012G-2016G– Ordinary Operations (Below USD 10 Million Disbursement Amount)
- Annex-4A1: List of Firm Randomly Selected Projects (USD 10 Million and Above Disbursement Amount)
- Annex-4A2: List of Back-up Randomly Selected Projects (USD 10 Million and Above Disbursement Amount)
- Annex-4B1: List of Firm Randomly Selected Projects (Below USD 10 Million Disbursement Amount)
- Annex-4B2: List of Back-up Randomly Selected Projects (Below USD 10 Million Disbursement Amount)

ANNEX-1: OE Department 3 Year Rolling Work Plan & Alignment with the 10YR

	Evaluation Product	2019G			2020G			2021G		
		Number	Missions	Consultants	Number	Missions	Consultants	Number	Missions	Consultants
Project Level	PPERS (ordinary)	10	10	3	10	10	3	10	10	3
	Special PPER	2	2	1	3	3	1	3	3	1
	Joint Evaluations	7	7	--	2	2	1	3	3	1
	All PPER Products	13	13	43	15	15	5	16	16	5
	PCR-ENs	30	--	3	35	3	3	35	3	3
	All Project Level Products	43	13	6	50	18	9	51	19	9
Higher Level	MCPS Learning Review	3	3	3	4	4	4	5	5	5
	CAE	--	--	--	1	2	1	2	4	2
	Sector	--	--	--						
	Corporate (10YSF)	1	3	1	1	3	1	1	3	1
	Thematic	1	1	1	1	3	1	1	3	1
	Program	1	--	1	1	3	1	1	3	1
	All Higher-Level Products	6	6	6	7	15	8	10	18	10
Dissemination Activities	Knowledge Materials for Project Level (K-Series, Articles, Success Stories)	26			30			30		
	Knowledge Materials for Higher Level (Lessons, Articles, Success Stories)	26			30			30		
	Synthesis Products	2								
	Evaluation Events for Higher Level	13			15			15		
	Global Events	1			2			2		
	Total Dissemination Activities	68			72			72		
Enabling Activities	Internal Capacity Building for Staff	12	5	1	15	7	1	20	10	2
	Attendance of ECG and other MDBs Evaluation Networks	2	2	--	2	2		2	2	
Grand Total All Evaluation Activities		131			146			155		

Annex-2A: OE Department's 2019G Annual Work Program – Evaluation Activities

Project No	Country	Project Title	Sector	Mode of Finance	Disbursed Amount (%)	
<i>(a) Project Level Evaluations</i>						
ORDINARY OPERATIONS – Disbursed Amount of USD 10 Million and Above						
1	BEN0062	BENIN	Health System Development Support Project	Health and Other Social Services	Loan	23.04
2	BHR0003	BAHRAIN	BAHRAIN ISLAMIC BANK	Finance	Equity	18.85
3	TUR0153	TURKEY	RENEWABLE ENERGY PROGRAM	Energy	Pr. Sharing	100.00
4	ALB0027	ALBANIA	Reconstruction of Secondary and Local Roads Project	Transportation	Istisna'a & Loan	40.59
5	UZB0062	UZBEKISTAN	Khausak-Shady and Kandym (KSK) Gas Field Project	Energy	Inst. Sale & Leasing	120.93
6	SLE0070	SIERRA LEONE	Sierra Leone Community-Driven Development Project	Agriculture	Loan & Loan ISFD	17.08
7	BFA0113	BURKINA FASO	Construction and Equipping of a Hostel for the Students of the University of Bobo-Dioulasso Project	Education		11.15
ORDINARY OPERATIONS – Disbursed Amount of Below USD 10 Million						
8	BGD0157	BANGLADESH	Water Supply and Sanitation Project in Cyclone Prone Coastal Areas of Bangladesh	Water, Sanit. & Urban Services	Loan	9.87
9	CMR0060	CAMEROON	The Seasonal Malaria Chemoprevention (SMC) Project Re-scoping	Health and Other Social Services	Loan	6.20
10	LBN0077	LEBANON	Bir El Heith - Qartaba Road Reconstruction Project	Transportation	Istisna'a	9.59
OTHER EVALUATIONS						
11-12	Special Evaluations	Two (2) Special Evaluations of on-going / problematic projects (upon request)				
13	Joint Evaluation	Joint Evaluation with other MDB on co-financed project				
REVIEW AND VALIDATION OF PROJECT COMPLETION REPORTS						
14-43	Thirty (30) PCR Reviews and Validations will be carried out					
<i>(b) Higher Level Evaluations</i>						
COUNTRY EVALUATION						

44-46	IsDB Group-wide	Three (3) Member Country Partnership Strategy (MCPS) Learning Reviews
PROGRAM EVALUATION		
47	Islamic Banking and Finance	
THEMATIC EVALUATION		
48	Finalization of Cluster Evaluation of PPP Portfolio	
49	Finalization of Evaluation of IsDB's Contribution to the Member Countries' Integration	
CORPORATE EVALUATION		
50	Evaluation of a guiding principle of the Bank 10 Year Strategy: Resource Mobilization	
51	Finalization of Evaluation of IsDB Group Synergy	
Insight Papers		
53	IsDB Group Synergy	
54	Public Private Partnership	
55	Islamic Finance	
SPECIAL STUDY		
56	Annual Evaluation Report of 2018G	

Annex-2B: OE Department's 2019G Annual Work Program – Enabling, Learning and Outreach Activities

Knowledge Generation and sharing
<ul style="list-style-type: none"> • Prepare the (1) Annual Evaluation Report to be shared with internal and external Stakeholders • Prepare and distribute two (2) Synthesis Notes / Occasional Papers from development evaluations • Prepare and distribute twenty-six (26) K-Series/articles and contribute to document IsDB Group success stories • Publish ten (10) Executive Dissemination Notes (EDN) based on evidence from higher-level evaluations • Publish from these EDNs six (6) articles to be inserted in appropriate internal as well as external publications • Prepare four (4) issues of the quarterly OED e-newsletter.
Knowledge Dissemination and Outreach Events
<ul style="list-style-type: none"> • Organize the IsDB Fourth Evaluation Symposium • Organize twelve (12) internal engagement events to launch major evaluations or disseminate key findings and lessons learned from OED evaluations • Organize two(2) external engagement events to disseminate key findings and lessons learned from OED evaluations.
Evaluation Dissemination Platforms, Systems and databases
<ul style="list-style-type: none"> • Enhance the OED Evaluation Knowledge Center (OED Website) to make it more user-friendly with advanced search facilities • Enhance the database of subscribers and enhance the quality of the e-newsletter • Enhance the databases that feed the Knowledge Center i.e. recommendations, lessons learned, knowledge products, etc. • Update regularly and maintain the Knowledge Center • Subscribe to footage and photo websites to use quality photos and videos to enhance the quality of Knowledge products • Create social media accounts for the dissemination of news and events
OED Staff Learning & Capacity Development
<ul style="list-style-type: none"> • Two (2) staff to attend IPDET/Mini IPDET training • Two (2) staff to attend the Program on Investment Appraisal and Risk Analysis • One (1) workshop for OED Staff and project officers on Evaluability Assessment • Organize two (2) retreats on IsDB Evaluation Policy, Guidelines, Technical Notes and Procedures • Two (2) staff to attend two (2) MDBs' evaluation learning events • Two (2) staff to attend two (2) international evaluation conferences • One (1) staff to undertake a familiarization visit to peer MDBs • Two (2) staff to attend one (1) semi-annual meetings of ECG.
Evaluation Capacity Building in IsDB and in MCs
<ul style="list-style-type: none"> • One (1) workshop on Management Action Record System including key IsDB staff and management. • Three (3) capacity building workshops in member countries
Other Enabling Activities
<ul style="list-style-type: none"> • Provide inputs to the Annual Development Effectiveness Report (ADER) • Organize one (1) semi-annual meeting of the ECG • Participate in ECG thematic working groups • Finalize Higher Level Evaluation Guiding Notes

Annex-3A: Long List of Completed Projects Approved After 2009G - Completed During 2012G-2016G – Ordinary Operations (USD 10 Million and Above Disbursement Amount)

No	Code	Project	Country	Sector	Ops	Mode of Financing	Fund	Date of Approval	First Date of Approval	Date of Completion	Approved Amount	Disbursed Amount	Disbursed Rate
1	BEN0062	Health System Development Support Project	BENIN	Health and Other Social Services	2BEN0062	Loan	OCR	2009-12-13	2011-09-23	2015-12-11	27.30	23.04	84%
2	BHR0003	BAHRAIN ISLAMIC BANK	BAHRAIN	Finance	2BH 0050	Equity	AwPropInv	2011-05-01	2011-06-20	2012-03-24	18.85	18.85	100%
3	TUR0153	RENEWABLE ENERGY PROGRAM	TURKEY	Energy	2TU 0153	Pr. Sharing	OCR	2010-05-08	2013-02-19	2013-05-08	100.00	100.00	100%
4	ALB0027	Reconstruction of Secondary and Local Roads Project	ALBANIA	Transport	2ALB0027 & 2ALB0028	Istisna'a & Loan	OCR	2009-10-18	2011-07-05	2016-06-27	41.15	40.59	99%
5	UZB0062	Khausak-Shady and Kandym (KSK) Gas Field Project	UZBEKISTAN	Energy	2UZB0062 & 2UZB0071	Inst. Sale & Leasing	OCR	2011-05-01	2012-12-10	2014-03-30	184.22	120.93	66%
6	SLE0070	Sierra Leone Community-Driven Development Project	SIERRA LEONE	Agriculture	2SL 0070 & 7SL 0071	Loan & Loan ISFD	OCR	2010-03-13	2011-02-18	2014-10-20	17.07	17.08	100%
7	PAK0124	Pakistan Railways Development (Phase III) Project	PAKISTAN	Transport	2PAK0124	Inst. Sale	OCR	2009-10-18	2010-04-01	2015-05-31	140.00	106.06	76%
8	TGO0022	Construction of Bassar-Katchamba Road Project	TOGO	Transport	2TO 0022	Loan	OCR	2009-05-31	2012-07-23	2015-05-10	11.61	11.00	95%
9	MLI0115	Support to the Social Housing Program in Mali	MALI	Industry and Mining	2MLI0115 & 2MLI0116 & 7MLI0120	Loan & Istisna'a & Loan ISFD	OCR	2012-02-19	2014-02-28	2016-01-05	18.76	14.90	79%
10	KAZ0050	Reconstruction of Road Section Border of South Kazakhstan Oblast-Taraz Project	KAZAKHSTAN	Transport	2KHZ0050	Istisna'a	OCR	2009-02-08	2010-03-08	2014-01-16	170.00	170.00	100%

11	SEN0111	St. Louis Rural Electrification Concession Project	SENEGAL	Energy	2SE 0111 & 2SE 0114	Istisna'a & Loan	OCR	2010-01-31	2012-01-30	2016-02-01	24.68	24.51	99%
12	TKM0016	Construction of Bereket-Etrek Railway Project (Tranche 1)	TURKMENISTAN	Transport	2TUR0016	Istisna'a	OCR	2009-12-23	2011-05-25	2016-02-26	190.90	173.98	91%
13	EGY0090	Banha Combined Cycle Power Plant Project	EGYPT	Energy	2EGT0090	Leasing	OCR	2010-08-08	2012-01-05	2016-10-10	120.00	79.91	67%
14	PAK0142	Support to the Polio Eradication Program	PAKISTAN	Health and Other Social Services	2PAK0142 & 2PAK0153 & 2PAK0154 & 7PAK0143	Inst. Sale & Loan ISFD	OCR	2012-11-11	2013-08-02	2013-10-31	355.69	227.01	64%
15	ARE0047	Emirates Aluminium Expansion (Phase II) Project	U A E	Industry and Mining	2UAE0047	Leasing	OCR	2012-11-11	2013-04-24	2015-06-03	100.00	100.00	100%
16	TUR0177	Support for TSKB Renewable Energy Program	TURKEY	Energy	2TU 0177 & 2TU 0178	Restricted Mudaraba	OCR	2013-10-27	2014-05-27	2015-07-06	220.00	110.00	50%
17	DJI0063	Ali Sabieh Regional Hospital Development Project	DJIBOUTI	Health and Other Social Services	2DI 0063	Loan	OCR	2010-08-08	2011-11-30	2016-10-11	13.91	12.74	92%
18	MAR0119	KENITRA POWER PLANT	MOROCCO	Energy	2MOR0119	Inst. Sale	OCR	2009-03-29	2010-06-08	2013-03-03	223.34	224.45	100%
19	TJK0041	Shagon-Zigar Road (Phase III) Project	TAJIKISTAN	Transport	2TAD0041	Loan	OCR	2011-01-09	2011-10-28	2015-12-30	19.00	18.34	97%
20	SAU0065	Rabigh 2 Project of Petro Rabigh	SAUDI ARABIA	Industry and Mining	2SAU0065	Leasing	OCR	2014-11-30	2015-07-27	2016-06-13	100.00	100.00	100%
21	BGD0176	Bibiyana Base-Load Combined Cycle	BANGLADESH	Energy	2BD 0176	Leasing	OCR	2014-10-19	2015-07-08	2016-10-31	60.00	59.11	99%

		Independent Power Plant Project											
22	SAU0045	Participation of IDB in ICD's SME Fund for Saudi Arabia	SAUDI ARABIA	Finance	2SAU0045	Equity	OCR	2011-11-20	2013-08-21	2016-01-17	26.67	26.67	100%
23	BFA0113	Construction and Equipping of a Hostel for the Students of the University of Bobo-Dioulasso Project	BURKINA FASO	Education	2UV 0113 & 2UV 0114	Loan	OCR	2009-10-18	2010-05-25	2015-12-08	12.58	11.15	89%
24	IDN0157	Development and Quality Improvement of Institute for Islamic Studies Sunan Ampel Surabaya	INDONESIA	Education	2IND0157 & 2IND0158	Istisna'a & Inst. Sale	OCR	2011-01-09	2012-04-27	2016-01-07	35.00	26.92	77%
25	GMB0071	Community-Based Infrastructure and Livelihood Improvement Project	GAMBIA	Agriculture	2GM 0071	Loan	OCR	2010-10-03	2011-04-27	2016-08-18	16.48	15.25	93%

Annex-3B: Long List of Completed Projects Approved After 2009G - Completed During 2012G-2016G – Ordinary Operations (Below USD 10 Million Disbursement Amount)

No	Code	Project	Country	Sector	Ops	Mode of Financing	Fund	Date of Approval	First Date of Approval	Date of Completion	Approved Amount	Disbursed Amount	Disbursement Rate
1	BGD0157	Water Supply and Sanitation Project in Cyclone Prone Coastal Areas of Bangladesh	BANGLADESH	Water, Sanit. & Urban Services	2BD 0157	Loan	OCR	2010-05-08	2012-05-03	2015-09-30	14.73	9.87	67%
2	BGD0155	SINGLE POINT MOORING (SPM)	BANGLADESH	Industry and Mining	2BD 0155	Istisna'a	OCR	2009-12-13	2011-06-28	2013-03-31	4.34	4.34	100%
3	CMR0060	The Seasonal Malaria Chemoprevention (SMC) Project Re-scoping	CAMEROON	Health and Other Social Services	2CM 0060	Loan	OCR	2010-11-28	2013-05-29	2016-12-20	6.92	6.20	90%
4	AZE0037	Flood Protection, Modernization and Expansion of the Irrigated Areas Project in Nakhchivan Autonomous Republic	AZERBAIJAN	Water, Sanit. & Urban Services	2AZ 0038	Istisna'a Jed. Decl.	OCR	2011-05-01	2012-12-27	2016-04-04	9.52	9.48	100%
5	TCD0077	MALARIA PREVENTION CONTROL SUPPORT (QUICK WIN)	CHAD	Health and Other Social Services	7CD 0077	Loan ISFD	ISFD	2009-02-08	2010-02-02	2013-12-02	4.70	4.70	100%
6	LBN0077	Bir El Heith - Qartaba Road Reconstruction Project	LEBANON	Transportation	2LE 0077	Istisna'a	OCR	2011-07-31	2012-04-16	2015-02-15	10.00	9.59	96%

7	ARE0043	COMM. BLDG. FUJAIRAH	U A E	Public Administration	6UAE0043	Leasing	AwProplnv	2010-12-07	2012-09-06	2014-07-31	5.00	5.00	100%
8	SAU0064	RESI & COMM. WAQF FOR PAC, KSA	SAUDI ARABIA	Finance	6SAU0064	Leasing	AwProplnv	2014-06-30	2014-12-18	2015-02-02	8.11	4.70	58%

Annex-4A1: List of Firm Randomly Selected Projects (USD 10 Million and Above Disbursement Amount)

No	Code	Project	Country	Sector	Ops	Mode of Financing	Fund	Date of Approval	First Date of Approval	Date of Completion	Approved Amount	Disbursed Amount	Disbursement Rate
1	BEN0062	Health System Development Support Project	BENIN	Health and Other Social Services	2BEN0062	Loan	OCR	2009-12-13	2011-09-23	2015-12-11	27.30	23.04	84%
2	BHR0003	BAHRAIN ISLAMIC BANK	BAHRAIN	Finance	2BH 0050	Equity	AwPropInv	2011-05-01	2011-06-20	2012-03-24	18.85	18.85	100%
3	TUR0153	RENEWABLE ENERGY PROGRAM	TURKEY	Energy	2TU 0153	Pr. Sharing	OCR	2010-05-08	2013-02-19	2013-05-08	100.00	100.00	100%
4	ALB0027	Reconstruction of Secondary and Local Roads Project	ALBANIA	Transport	2ALB0027 & 2ALB0028	Istisna'a & Loan	OCR	2009-10-18	2011-07-05	2016-06-27	41.15	40.59	99%
5	UZB0062	Khausak-Shady and Kandym (KSK) Gas Field Project	UZBEKISTAN	Energy	2UZB0062 & 2UZB0071	Inst. Sale & Leasing	OCR	2011-05-01	2012-12-10	2014-03-30	184.22	120.93	66%
6	SLE0070	Sierra Leone Community-Driven Development Project	SIERRA LEONE	Agriculture	2SL 0070 & 7SL 0071	Loan & Loan ISFD	OCR	2010-03-13	2011-02-18	2014-10-20	17.07	17.08	100%
7	BFA0113	Construction and Equipping of a Hostel for the Students of the University of Bobo-Dioulasso Project	BURKINA FASO	Education	2UV 0113 & 2UV 0114	Loan	OCR	2009-10-18	2010-05-25	2015-12-08	12.58	11.15	89%

Annex-4A2: List of Back-up Randomly Selected Projects (USD 10 Million and Above Disbursement Amount)

No	Code	Project	Country	Sector	Ops	Mode of Financing	Fund	Date of Approval	First Date of Approval	Date of Completion	Disbursed Amount	Disbursed Amount	Disbursement Rate
1	PAK0124	Pakistan Railways Development (Phase III) Project	PAKISTAN	Transport	2PAK0124	Inst. Sale	OCR	2009-10-18	2010-04-01	2015-05-31	140.00	106.06	76%
2	MLI0115	Support to the Social Housing Program in Mali	MALI	Industry and Mining	2MLI0115 & 2MLI0116 & 7MLI0120	Loan & Istisna'a & Loan ISFD	OCR	2012-02-19	2014-02-28	2016-01-05	18.76	14.90	79%
3	SEN0111	St. Louis Rural Electrification Concession Project	SENEGAL	Energy	2SE 0111 & 2SE 0114	Istisna'a & Loan	OCR	2010-01-31	2012-01-30	2016-02-01	24.68	24.51	99%
4	GMB0071	Community-Based Infrastructure and Livelihood Improvement Project	GAMBIA	Agriculture	2GM 0071	Loan	OCR	2010-10-03	2011-04-27	2016-08-18	16.48	15.25	93%

Annex-4B1: List of Firm Randomly Selected Projects (Below USD 10 Million Disbursement Amount)

No	Code	Project	Country	Sector	Ops	Mode of Financing	Fund	Date of Approval	First Date of Approval	Date of Completion	Approved Amount	Disbursed Amount	Disbursement Rate
1	BGD0157	Water Supply and Sanitation Project in Cyclone Prone Coastal Areas of Bangladesh	BANGLADESH	Water, Sanit. & Urban Services	2BD 0157	Loan	OCR	2010-05-08	2012-05-03	2015-09-30	14.73	9.87	67%
2	CMR0060	The Seasonal Malaria Chemoprevention (SMC) Project Re-scoping	CAMEROON	Health and Other Social Services	2CM 0060	Loan	OCR	2010-11-28	2013-05-29	2016-12-20	6.92	6.20	90%
3	LBN0077	Bir El Heith - Qartaba Road Reconstruction Project	LEBANON	Transportation	2LE 0077	Istisna'a	OCR	2011-07-31	2012-04-16	2015-02-15	10.00	9.59	96%

Annex-4B2: List of Back-up Randomly Selected Projects (Below USD 10 Million Disbursement Amount)

No	Code	Project	Country	Sector	Ops	Mode of Financing	Fund	Date of Approval	First Date of Approval	Date of Completion	Approved Amount	Disbursed Amount	Disbursement Rate
1	ARE0043	COMM. BLDG. FUJAIRAH	U A E	Public Administration	6UAE0043	Leasing	AwProplnv	2010-12-07	2012-09-06	2014-07-31	5.00	5.00	100%
2	SAU0064	RESI & COMM. WAQF FOR PAC, KSA	SAUDI ARABIA	Finance	6SAU0064	Leasing	AwProplnv	2014-06-30	2014-12-18	2015-02-02	8.11	4.70	58%