



**ANNUAL WORK PROGRAM
OF THE OPERATIONS EVALUATION
DEPARTMENT
FOR THE YEAR 2018G**



ISLAMIC DEVELOPMENT BANK GROUP
OPERATIONS EVALUATION DEPARTMENT

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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
APPR	Annual Portfolio Performance Report
AsDB	Asian Development Bank
BED	Board of Executive Directors
CAE	Country Assistance Evaluation
ECG	Evaluation Cooperation Group of MDBs
EvalMENA	Middle East and North Africa Evaluation Network
GOE	Group Operations Evaluation
GPS	Good Practice Standards
HDE	Human Development and Education Department
HLE	Higher Level Evaluation
IaDB	Inter-American Development Bank
ICD	Islamic Corporation for the Development of Private Sector
ICIEC	Islamic Corporation for the Insurance of Investment and Export Credit
ID	Islamic Dinar
IDB	Islamic Development Bank
IDBG	Islamic Development Bank Group
IDEAS	International Development Evaluation Association
IEG	Independent Evaluation Group
IPDET	International Program for Development Evaluation Training
IRTI	Islamic Research and Training Institute
ISFD	Islamic Solidarity Fund for Development
ITAP	Investment Promotion & Technical Assistance Promotion
ITFC	International Islamic Trade Finance Corporation
KM	Knowledge Management
LDMC	Least Developed Member Country
MCPS	Member Country Partnership Strategy
MDFI	Multilateral Development Financing Institution
MDB	Multilateral Development Bank
OCR	Ordinary Capital Resources of IDB
OED	Operations Evaluation Department
OE	Operations Evaluation
PCR	Project Completion Report
PCR-EN	Project Completion Report Evaluation Note
PIASR	Project Implementation Assessment and Support Report
PMU	Project Management Unit
PPER	Project Performance Evaluation Report
PPP	Public Private Partnership
RRP	Report and Recommendation of the President
SAPER	Special Assistance Performance Evaluation Report
TA	Technical Assistance
UNEG	United Nations Evaluation Group
WP	Work Program
YP	Young Professional
XPSR-EN	Expanded Project Supervision Report Evaluation Note

Executive Summary

The OE Department discharges its duties through an Annual Work Program (AWP). Upon the approval of the AWP by the Audit Committee of the Board of Executive Directors, the OE Department conducts and executes its program. The main highlights of the proposed OE Department Work Program for 2018G are:

a) Project Level Evaluations

(i) Selection of Completed Projects under Ordinary Operations 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 2018G includes 15 projects, while 11 more projects are placed in the back-up list. This randomly generated list has a relatively balanced representation of different countries, sectors and modes of financing. Only completed operations, which were approved after the year 1427H / 2006G, have been considered for the selection process.

(ii) Other Evaluations which will be covered in the 2018G 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 MDB or Development Financing Institution will be conducted on project co financed in a selected member country.
- **Review and Validation of Project Completion Reports (PCR):** Thirty (30) PCR validation assignments will be carried out in 2018G.

b) Higher Level Evaluations

- (i) **Country Evaluation:** Five (5) Member Country Partnership Strategy (MCPS) Implementation Reviews will be undertaken to provide inputs for improvement for the envisaged second generation of MCPSs. The member countries will be selected in consultation with the relevant departments from the list of countries with completed Partnership Strategy.
- (ii) **Thematic Evaluation:** Two (2) thematic evaluation will be launched in 2018G. One (1) evaluation of a cluster of the Public – Private Partnership (PPP) projects will be conducted to draw lessons from the use of PPPs. Series of building blocks will be initiated in 2018G. One (1) thematic evaluation on projects and programs contributing the Member Countries integration. Besides, the consolidation of the on-going review of Islamic Finance TAs will be finalized
- (iii) **Program Evaluation:** The on-going evaluation of the Microfinance Support Program will be finalized.
- (iv) **Sector Evaluation Synthesis:** a synthesis of evaluations of IDB financed projects in Education will be launched in 2018G to consolidate and integrate the major findings and lessons learned in the sector.

- (v) **Corporate Assessment:** The Department will launch an evaluation of the effectiveness of **IDB Group Synergy**, one of the guiding principle of the Bank 10-Year Strategy. The study will take stock of the IDB Group efforts in promoting internal synergy. It will be a real-time assessment which will feed into the rethinking of IDB-Group model in light of the P5P. The detailed scope and methodology will drafted using a specialized consultant.
- (vi) **Insights Papers:** The Department will carry-out a meta-analysis and produce two (2) learning papers. One will be on the consolidation of MCPS implementation reviews' findings and aims at rethinking the current model using the lessons from seven reviews of past country strategies. A second one will be on the cooperation framework focusing on lessons to boost connectivity.
- (vii) **Annual Evaluation Report (AER) of 2017G:** 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 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 addressing to bridge knowledge gaps and increase the expertise of the staff in areas that are critical in achieving the department goal. OE staff will attend capacity building seminars and specialized trainings in SDGs' evaluation, integrating gender into projects, project risk management and economic appraisal and learning events organized by evaluation societies (IDEAS, AfrEA, EvalMENA, etc.) as well as familiarization visits with other MDBs. New OE staff will also attend the International Program for Development Evaluation Training (IPDET). Furthermore, the Department plans also to contribute to capacity building in evaluation through three workshops in member countries in collaboration with IRTI. As a member of the Evaluation Cooperation Group (ECG) of MDBs, the department will pursue active participation in its semi-annual meetings and will leverage expertise to update some of its evaluation guidelines (gender measurement, climate change, SDGs, etc.) and the related toolbox.

Besides, significant amount of efforts will 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 accompanied by a concise knowledge dissemination product (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 an edition of the IDB Group evaluation symposium as well as one workshop on Management Action Records Systems in order to raise awareness of and ownership in implementing the follow-up actions and recommendations from its work.

The Annual Work Program for 2018G was approved by the Audit Committee of the Board of Executive Directors, IDBG, on February 4, 2018.



CHAPTER - I : BACKGROUND

A. INTRODUCTION

The mission of the Operations Evaluation Department (OE) is to help the Islamic Development Bank Group (IDBG) 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 IDBG's organization structure, the OE Department reports directly to the Board of Executive Directors (BED). In drafting the 2018G Annual Work Plan, the Department draw upon the orientations provided by the Board.

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 impact of the Bank operations and strategies. In this era of Sustainable Development Goals (SDGs), with greater commitment to development, Evaluation is 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, feasible, ethical, relevant, accurate and credible; creative and methodological approach to evaluation; efficiency; and compliance with international Good Practice Standards. The activities of OE Department include project, sector, thematic, country assistance, program and process evaluation. The Department contributes to knowledge management at IDB Group through 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 IDB interventions. The Department discharges its duties through an Annual Work Program (AWP). Upon approval of the AWP by the Audit Committee 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 2018G are as follows:

- (a) *Alignment with the IDBG's 10-Year Group Strategy and 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. It is to play a key role in institutionalizing Group-wide Result Based Management by assessing yearly the performance of IDBG operations and the MCPSs, as indicated in the IDBG 10-Year Corporate Scorecard and measuring yearly the results of completed IDBG interventions. That's why, over the next years (**Annex-1**), the evaluation of the Bank is designed to measure adequately the performance of the various commitments under the 10-year strategic goals and results as well as under the P5P. Indeed, from 2018G onwards, a special focus will be 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*).

Besides, the P5P includes many initiatives, which requires close monitoring and evaluation including from an independent body. The Department is taking that into account by 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

While covering project evaluations, the AWP also covers higher level evaluations such as country, sector, program and thematic evaluations. It takes into consideration the balanced and fair representation of Member Countries, sectors, themes and modes of finance of the IDB.

The AWP emphasizes on quality outputs that would be at par with other 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 the independent evaluation is accountability for developmental results. Hence, the OE Department sends missions to assess on the ground whether IDB interventions have resulted in the outputs, outcomes and developmental impact set at appraisal stage.

(d) Lessons Learned

The essence of conducting evaluation is to derive lessons and feed them into the decision-making process to continuously improve performance, efficiency and effectiveness of IDB interventions. This objective is achieved through sharing the results of the evaluation with a wide range of stakeholders. The WP envisages realizing this objective through knowledge management and dissemination activities.

(d) Enabling Activities

A number of other 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 and development of standards and guidelines.

B. STATUS OF THE 2017G WORK PROGRAM¹

Project Level Evaluations

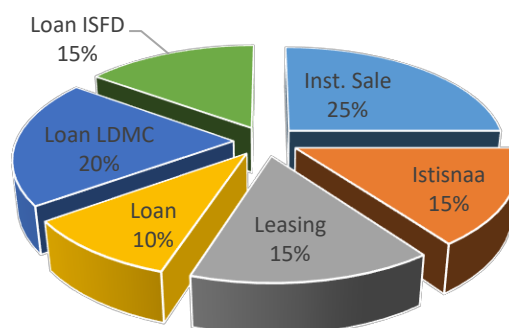
By the end of the year 2017G, the status of project level evaluation activities undertaken by OE Department during the year compared to the original plan is shown in **Table 1** below:

Table 1: Status of Implementation of OE Department's 2017G Work Program (Project Level)

Evaluation Activities	Approved 2017G WP	Total Anticipated By End- 2017G
Post-evaluation of IDB projects Financed under OCR	19 (nineteen) projects	20 (twenty) projects
Post-evaluation of ICD's Operations	2 (two)	2 (two)
Post-evaluation of ICIEC's Operations	2 (two)	1 (one)
Post-evaluation of ITFC's Operations	1 (one)	--
Special Evaluation	Two (2)	Two (2): Islamic Finance Laboratory (Mohammadia School of Engineering - Morocco) initiative and Fael Khair Program in Bangladesh
Evaluation of a cluster of Special Assistance Operations (Tanzania)	1 (one)	1 (one)
PCR Validation	25 (Twenty five)	25 (Twenty five)

During 2017G, as per the approved work program, the OE Department carried out post-evaluations of 20 projects (24 operations) covering 19 different countries. The main sectors covered are: Energy (4 projects), Transport (4 projects), Health (3 project), Education (3 projects), Agriculture (2 projects), Finance (2 projects), Water and Sanitation (1 project), and Industry and Mining (1 project). Financing mode wise, the distribution of the 24 operations is presented in Figure 1:

Figure 1: Distribution of OCR Operations Evaluated in 2017G by Mode of Financing



By the end of 2017G, the OE Department carried out the evaluation of 20 projects financed from OCR, two (2) ICD-financed project and one (1) ICIEC financed project, making the total number of evaluated projects to 24. In addition to project evaluations, OE also conducted an evaluation of a cluster of Special Assistance projects in a Non-Member Country (Tanzania). Furthermore, the Department carried out the review and validation of 25 (twenty five) PCRs in 2017G. At the request of the management, OE has conducted two (2) special evaluations of the Islamic Finance Laboratory (Mohammadia School of Engineering in Morocco and the Fael Khair Program in Bangladesh).

¹ The evaluation results will be reported in the Annual Evaluation Report 2017G, which will be published in 2018G.

Higher Level Evaluations

By the end of the year 2017G, the status of higher level evaluation activities undertaken by OE Department during the year compared to the original plan is shown in **Table 2** below.

Table 2: Status of Implementation of OE Department's 2017G Work Program (Higher Level)

Evaluation Activities	Approved 2017G WP	Total anticipated by end- 2017G
MCPS Implementation Reviews	Four (4)	Three (3) Finalized and One (1) Initiated
Consolidation of PCR-Evaluation Notes (PCR- ENs)	One (1)	One (1)
Sector Evaluations Synthesis	Three (3)	Three (3) Finalized
Program Evaluations	Three (3)	Two (2) Finalized
Evaluation of Cluster TA Operations in Islamic Finance	One (1)	One (1) Initiated
Annual Evaluation Report	One (1)	One (1) Finalized
Special Study on the Management Actions on the Recommendations from the Evaluation Reports	One (1)	One (1) Initiated

The Department has finalized three (3) MCPS implementation reviews for Tunisia, Niger, and Kazakhstan; and initiated one (1) MCPS implementation review (Morocco).

Besides, the Department has completed three (3) Sector Evaluation Synthesis Reports in Health & Other Social Services and Water & Sanitation and Transport, which were launched in 2016G. Similarly, in terms of program evaluations, the Department undertook two (2) evaluations, respectively of Microfinance Support Program of ISFD and Investment Promotion & Technical Assistance Promotion (ITAP) Program of ICIEC.

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 contributed to start-up the corporate evaluation of IDB Group efficiency. OE role was to support the steering committee, facilitate consultations of IDB Group complexes and entities, define the scope of the study and the subsequent request for proposals to hire an international firm that implement the assessment.

Moreover, the Department published five (5) articles on various evaluation products in addition to twenty- three (23) Knowledge Series (K-Series) highlighting the main findings and lessons learned from independent evaluations.

Enabling Activities

During 2017G, the OE Department applied the public sector projects evaluation guidelines and the related rating system and introduced the fine-tuned template for the public sector Project Performance Evaluation Reports (PPERs). OE Department also fully aligned its PCR review and validation notes template with the operations complex' template of PCR. The Department also produced a revised guideline on how to prepare a PCR review and validation note. Being a full member of the MDB's Evaluation Cooperation Group (ECG), the OE Department participated in ECG activities. The IDB Group evaluation symposium is being also planned in 2018G.

The OE Department also organized one (1) capacity building workshop on OE Evaluation Policy, Guidelines, Technical Notes and Procedures and a Round Table Discussion of Evaluation in Fragile States featuring Dr. Shinji Takagi Assistant Director, Independent Evaluation Office, of IMF. The workshops were attended by OED's staff

as well as staff from other departments / entities of IDBG. These events were good platforms of knowledge sharing among IDBG's staff. Moreover, The OE Department contributed also to the Agric week symposium and presented the post-evaluation function and its requirements to the Executing Agencies of IDB-financed projects who attended the symposium.

Other capacity building activities of OE Department staff were undertaken, including participation in the 8th AfrEA Conference in March in Uganda, the Semi-Annual Meetings of the ECG in Italy in June and November 2017G, the 2nd Evaluation Week 2017G of the Asian Development Bank (AsDB) in September in China, and the General Assembly of International Development Evaluation Association (IDEAS) in Mexico. One staff member attended IPDET training while two more staff are expected to attend IPDET training in 2018G.

On the other hand, OE Department contributed in collaboration with IRTI to two (2) capacity building workshops in two (2) member countries (Togo and Morocco) targeting senior government officials. The purpose of these trainings were 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.

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 IDB Intranet Portal and issued quarterly Newsletters to all staff highlighting the key findings from recent evaluations.



CHAPTER - II : PROPOSED 2018G ANNUAL WORK PROGRAM

OE Department's aim is to maintain full independence and objectivity in the selection of its evaluation activities. In this regard, the selection of projects for post-evaluation and higher level evaluation activities are made with transparency and without external interference. The proposed lists of Evaluation and Enabling activities to be undertaken for 2018G are detailed respectively in **Annex-2A** and **Annex-2B** and summarized below:

A. Project Level Evaluations under the 2018G Annual Work Program

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

As per the practice in the past eight years, OE Department has selected the projects to be post-evaluated on a random basis after passing through an eligibility criteria. The process followed for the preparation of the list of projects to be post-evaluated under the 2018G 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 1432H-1436H (2011G-2015G) and approved after 1427H (2006G) have been considered as pertinent for the purpose of post-evaluation to provide sufficient and accurate information that enhances the quality of the post-evaluation reports. The reason for excluding projects that have been completed after 1436H 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 1427H (2006G) is two-fold: (a) the data and information on the implementation of these projects would be difficult to trace and (b) these projects were appraised long time ago and the IDB project cycle has evolved significantly since then, making lessons drawn from these projects less relevant to the current operational processes of IDB.

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 46 eligible projects for post-evaluation was generated (see **Annex-3A** and **3B**). Following the directives of the Audit 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. 34 projects had USD 10 million and above disbursement amount and 12 projects had below USD 10 million disbursement amount. A software was used to generate a randomly selected list of 19 projects from the USD 10 million and above disbursements list and 7 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 34 projects of the USD 10 million disbursements and above, 11 are firm and 8 are back-up. From the list of 12 projects of the below USD 10 million disbursements, 4 are firm and 3 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 back-up list. The proposed firm list of projects to be post-evaluated in 2018G is shown in **Table 3** and **5** below. The proposed back-up list of projects to be post-evaluated in 2018G is shown in **Table 4** and **6** below. More details on the randomly selected projects are provided in **Annex-4A** and **4B**.

Table 3: 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	2JO 0102	Jordan	Queen Alia airport, rehabilitation, expansion and operation	Transportation	Leasing	100.00
2	2PAK0137& 2PAK0138	Pakistan	Foundation Wind Project	Energy	Leasing & Leasing	128.72
3	2TUN0106	Tunisia	Youth Employment Support Program	Agriculture	Pr.Sh & Equity	50.00
4	2KHZ0050	Kazakhstan	Reconstruction of Road Section Border of South Kazakhstan Oblast-Taraz Project	Transportation	Istisnaa	178.45
5	2LE 0067	Lebanon	Development of Mkalles Roadway Interchange Project	Transportation	Istisnaa	13.06
6	2IVC0018	Cote d'Ivoire	Support to the Post-Conflict Reconstruction Program for Center-North-West Zones	Water, Sanitation & Urban Services	Loan	28.21
7	2IND0129 & 2IND0130	Indonesia	Development and Upgrading of the State University of Jakarta Project	Education	Istisnaa & Loan	16.71
8	2MAU0124	Mauritania	Guelb II Expansion Project (Tranche 1)	Industry and Mining	Leasing	80.23
9	2UZB0071& 2UZB0070	Uzbekistan	Purchasing of Two Airplanes for Uzbekistan Airways Project	Transportation	Leasing & Leasing	168.10
10	2IRN0065	Iran	Tehran Power Transmission Project	Energy	Leasing	74.45
11	2SAU0050	Saudi Arabia	SADARA Petrochemical Project (PPP)	Energy	Leasing	100.00

Table 4: Back-up 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	2JO 0100 & 2JO 0101	Jordan	Supporting the Electricity Transmission System Project	Energy	Leasing & Loan	51.33
2	3BD 0149	Bangladesh	Greater Rajshahi Division Integrated Rural Development Project	Agriculture	Loan	17.55
3	2MA 0104	Malaysia	Kuala Lumpur to Selangor Toll Expressway (KLS)	Transportation	Istisnaa	85.90
4	2TO 0021	Togo	Construction of the Dapaong Ponio - Burkina Border Road	Transportation	Loan	10.76
5	2MOR0116	Morocco	Const. of Taza-Oujda Segment Within Fes-Oujda Highway	Transportation	Istisnaa	121.56
6	2MLI0093 & 2MLI0092	Mali	Power Generation Expansion	Energy	Leasing & Loan	66.04
7	2BEN0052	Benin	Coastal Erosion Protection Project	Water, Sanitation & Urban Services	Istisnaa	12.72
8	2UAE0047	U A E	Emirates Aluminium Expansion (Phase II) Project	Industry and Mining	Leasing	100.00

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

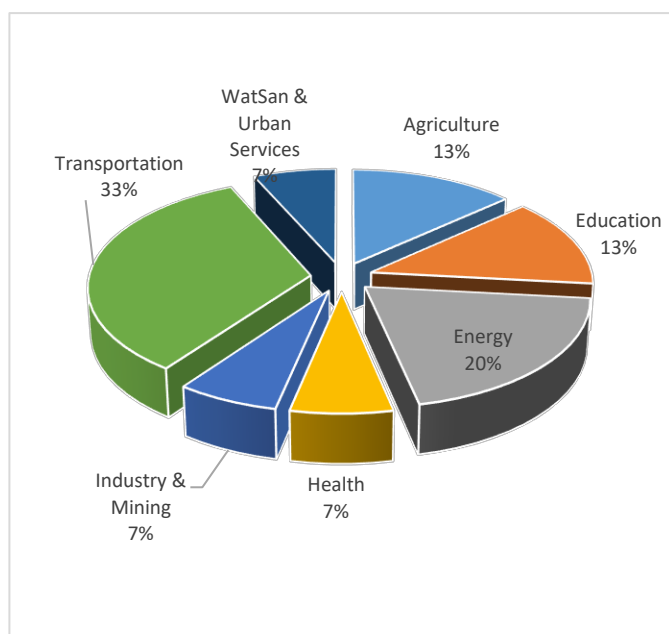
No	Project Code	Country	Project Title	Sector	Mode of Finance	Disbursed Amount (million USD)
1	2UZB0027	Uzbekistan	Construction and Equipping of Vocational Colleges Project	Education	Loan	8.75
2	2KYR0024	Kyrgyz Republic	Reconstruction of Taraz-Talas Suusamyrdarya Road	Transportation	Loan	2.25
3	3GUI0107 & 3GUI0108	Guinea	IDB-Malaria Control Program - Quick Win Program	Health	Loan & Grant	7.40
4	2UV 0108	Burkina Faso	Southern Hydro-Agricultural Development (Phase I) Project	Agriculture	Loan	5.10

Table 6: Back-up List of Projects to be Post-evaluated (Disbursement below USD 10 million)

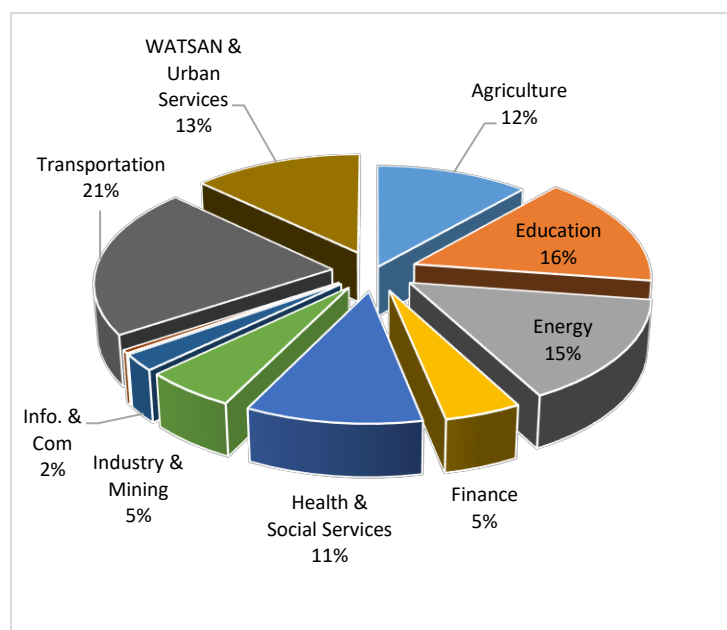
No	Project Code	Country	Project Title	Sector	Mode of Finance	Disbursed Amount (million USD)
1	2MAL0036	Maldives	Construction of Harbours	Transportation	Istisnaa	8.19
2	2MLI0119	Mali	Millennium Village Program (MVP) Phase 2	Agriculture	Loan	2.00
3	7CD 0077 & 3CD 0078	Chad	Malaria Prevention Control Support (Quick Win)	Health	Loan & Grant	4.80

The selected list of ordinary operations includes 15 projects (19 operations) and covers 14 different countries. The main sectors covered are: Transport (5 projects), Energy (3 projects), Agriculture (2 projects), Education (2 projects), Health & Social Services (1 projects), Water and Sanitation (1 project), and Industry and Mining (1 project). The sectorial distribution of the projects to be post-evaluated in 2018G as well as the cumulative sectorial distribution since the start of the random selection process (i.e. 1431H-1438H) are provided in Figure 2 below.

Figure 2: Sector Distribution of Ordinary Projects



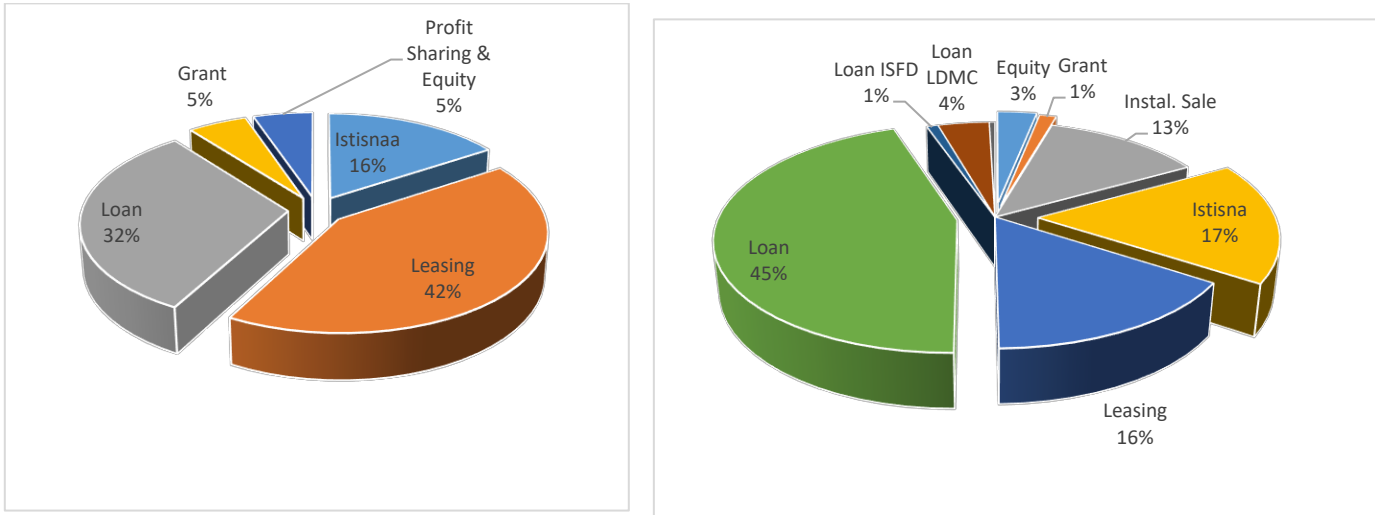
Sector Wise Distribution of Projects to be Evaluated in 2018G



Cumulative Sector Wise Distribution of Evaluated Projects (over the last 8 years)

In terms of mode of financing, the 15 projects randomly selected cover 19 operations financed by OCR broken down as follow: Leasing (8 operations), Loan (6 operations), Istisna'a (3 operations), Grant (1 operation) and Profit Sharing & Equity (1 operation). The mode of financing distribution of the operations to be post-evaluated in 2018G 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



Mode of Financing Distribution of Projects to be Evaluated in 2018G

Cumulative Mode Wise Distribution of Evaluated Projects (over the last 9 years)

(b) Other Evaluations which will be covered in the 2018G 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 other 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 2018G from the list of PCR produced in 2017G.

B. Higher Level Evaluations under the 2018G Annual Work Program

- (i) **Country Evaluation:** Five (5) Member Country Partnership Strategy (MCPS) Implementation Reviews will be undertaken to provide inputs for improvement of the next generation of MCPSs. The member countries will be selected in consultation with the relevant departments from the list of countries with completed Partnership Strategy.
- (ii) **Thematic Evaluation:** Two (2) thematic evaluation will be launched in 2018G. One (1) evaluation of a cluster of the Public – Private Partnership (PPP) projects will be conducted to draw lessons from the use of PPPs. Series of building blocks will be initiated in 2018G. One (1) thematic evaluation on projects and programs contributing the Member Countries integration will be undertaken. Besides, the consolidation of the on-going of review of Islamic Finance TAs will be finalized and the lessons shared with all the stakeholders.
- (iii) **Program Evaluation:** The on-going evaluation of Microfinance Support Program will be finalized and the lessons shared with all the stakeholders.
- (iv) **Sector Evaluation Synthesis:** a synthesis of Evaluation of IDB financed projects in Education will be launched in 2018G to integrate the major findings and lessons from the past evaluations.
- (v) **Corporate Assessment:** The Department will **launch an evaluation of the effectiveness of IDB Group Synergy**, one of the guiding principle of the Bank 10-Year Strategy. The study will take stock of the IDB Group efforts in promoting internal synergy. It will be a real-time assessment which will feed into the rethinking of IDB-Group model in light of the P5P. The detailed scope and methodology will drafted using a specialized consultant.
- (vi) **Insights Papers:** The Department will carry-out a meta-analysis and produce two (2) learning papers. One will be on the consolidation of MCPS findings and aim at rethinking the current model using the lessons from seven reviews of past country strategies. A second one will be on the cooperation framework focusing on lessons to boost connectivity.
- (vii) **Annual Evaluation Report (AER) of 2017G:** 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. The AER 2017G will be prepared and submitted to the Audit Committee of the BED in 2018G.

Table 7 below summarizes the evaluation activities envisaged under the 2018G Work Program.

Table 7: Summary of OE Department 2018G Annual Work Program

Evaluation Activities	
(a) Project Level Evaluations:	
	Post-evaluation of Fifteen (15) IDB 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 Five (5) MCPS Implementation Reviews
	Thematic Evaluations: Two (2)
	Finalizing the Evaluation of Islamic Finance TAs: One (1)
	Finalizing MFSP Program Evaluation: One (1)
	Consolidation of Evaluation in Education sector : One (1)
	Corporate Assessment of IDB Group Synergy: One (1)
	Insights Papers: Two (2)
	Annual Evaluation Report of 2017G: One (1)

C. Proposed Enabling Activities under 2018G Work Program

The Work Program also envisages a number of enabling activities to support the capacity of the Department, to facilitate the delivery and increase the usefulness and utilization of the evaluation outputs as shown in **Annex-2B**. Based on the incoming needs and priorities, the following learning priorities have been identified based on the assessment of the current staff development needs. The activities below will help addressing to bridge any knowledge gap and increase the expertise of the staff in areas that are critical in achieving the department goal.

- **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".
- **Evaluation of SDGs & Impact Evaluation Methods:** This is a priority given the growing demand of expertise in this field and the department needs to keep itself abreast of the latest methods and evolutions. A certain number of staff will be targeted purposively to attend learning events related to SDGs' M&E including the impact evaluation. The evaluation staff will also attend advanced training in specific Global Practices evaluation. These are high-level trainings to enable the evaluators to gains in-depth expertise in Monitoring and Evaluation in a specific sector or sub-sector, including the SDGs.
- **Investment Appraisal and Risk Analysis:** This training program teaches financial, economic, stakeholder, and risk analysis and risk 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.
- **Private Sector Evaluation Methods:** This is an on-going priority which will enable the Department to meet the needs and demand of evaluating operations of ICD, ITFC, ICIEC, PPP, IDB investments and IFSD. A certain number of staff will be targeted purposively to attend learning events related to this.
- **Integrating Gender into Evaluations:** In collaboration with Global Practices and Chief Economist Complex, the Department will build the capacity of its staff and that of other IDB staff in gender mainstreaming. In particular, the Department will work with the Women and Youth Empowerment Division to roll-out the ECG guidance note on integrating gender into project-level evaluation.

Moreover, the OE Department will organize the third edition of the evaluation symposium as well as series of internal engagement events. Besides, significant amount of efforts will 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 accompanied by a concise knowledge dissemination product (K-Series, flyers, articles, etc.) as shown in **Annex-2B**. The Department will also upgrade the OE's online database² on Lessons Learned and promote the use of IT to support its dissemination agenda. The OE Department will explore the means of sharing its database with executing agencies in member countries for the purpose of knowledge-sharing shall the Bank's information disclosure policy permit it.

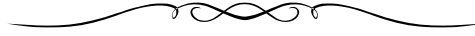
In terms of evaluation framework development, the Department will be attending two (2) semi-annual meetings of Evaluation Cooperation Group (ECG) in 2018G and will leverage expertise to develop Sectors Evaluation Guiding Notes. Moreover, OE staff will attend relevant capacity building seminars such as the International Program of Development Evaluation Training (IPDET) and learning events organized by evaluation societies as well as familiarization visits with other MDBs. The proposed capacity development activities of the Department in 2018G are based on the above learning priorities identified based on the assessment of OE staff development needs over the next three years.

Besides the above, the Department will continue its efforts towards establishment of results-based management systems within IDB and in member countries. In this regard, **one workshop on Management Action Records System** in order to raise awareness of and ownership in implementing the follow-up actions and recommendations

² <http://idbgnet/EN/PRE/GOE/Pages/home.aspx>

from its work and **another one for project officers to ensure better quality and evaluability at entry for future projects** will be conducted. The Department plans also to contribute to **three capacity building workshops in evaluation in member countries**.

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 abreast of the emerging trends and innovations in evaluations approaches and methods. The list of enabling activities is detailed in **Annex-2B**.



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.

OE Department's Work Program for the year 2018G was submitted for consideration and approval to the Audit Committee of the BED. The Audit Committee of the BED approved it during its 118th Meeting held in Jeddah on February 4th, 2018.



ANNEXES

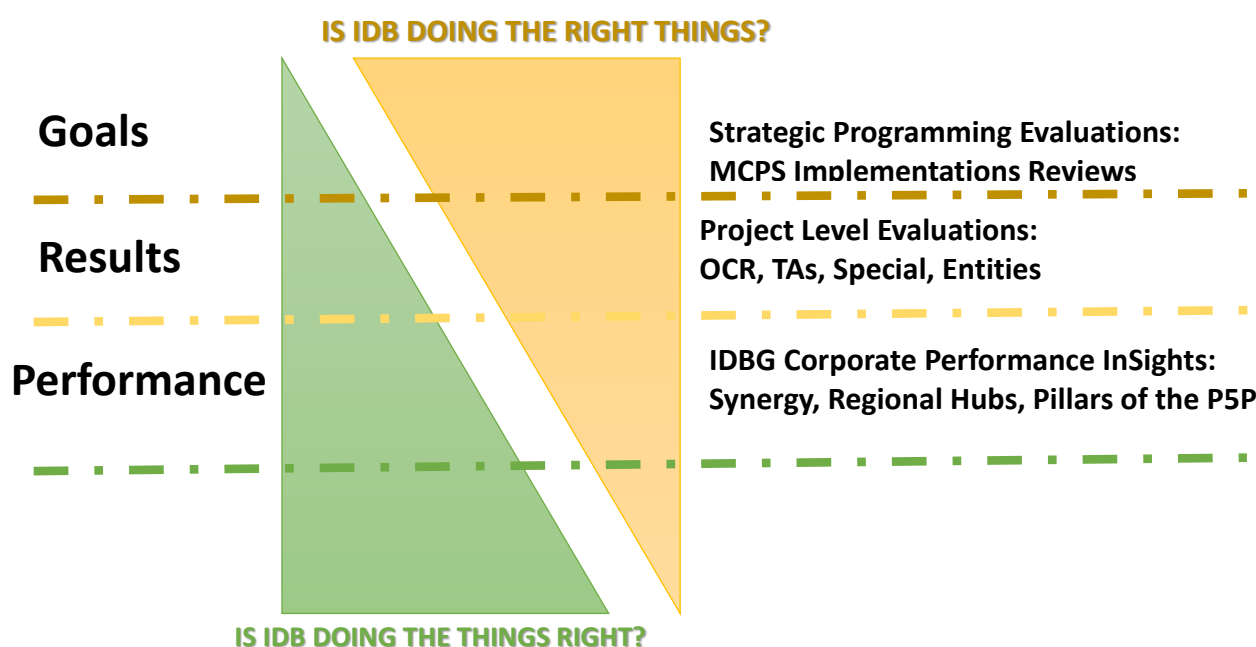
- Annex-1: OE Department 3 Year Rolling Work Plan & Alignment with the 10YS
- Annex-2A: OE Department's 2018G Annual Work Program – Evaluation Activities
- Annex-2B: OE Department's 2018G Annual Work Program – Enabling Activities
- Annex-3A: Long List of Completed Projects Approved After 2006G (1427H) - Completed During 2011G-2015G (1432H-1436H) – 10 Million USD and Above Disbursement Amount
- Annex-3B: Long List of Completed Projects Approved After 2006G (1427H) - Completed During 2011G-2015G (1432H-1436H) – Below 10 Million USD 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 DEPARTEMENT 3 YEAR ROLLING WORK PLAN & ALIGNMMENT WITH THE 10YS

OE DEPARTMENT 3 YEAR WORK PLAN AND BUDGET (2017G – 2019G)

As part of its 3 Year Rolling Work Plan, the OE Department will focus on expanding its influence through establishing stronger measurement culture and effective knowledge sharing and dissemination platforms and spaces. 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 and learning systems. It is to play a key role in institutionalizing Group-wide Result Based Management by assessing yearly the performance of IDBG operations and the MCPSPs, as indicated in the IDBG 10-Year Corporate Scorecard and measuring yearly the results of completed IDBG interventions. That’s why the evaluation of the Bank is designed to measure adequately 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 will be on generating quick learning (see **chart below**) to guide the implementation of the 10YS’s strategic goals, results and guiding principles (selectivity, financial sustainability, resource mobilization, managing for results, group synergy, building capabilities in strategic pillars, linking strategy to budget and resources).



Besides, the P5P includes many initiatives, which requires close monitoring and evaluation including from an independent body. The Department is taking that into account by diversify its products to cover both the accountability of and learning from the implementation of P5P’s reform (Awareness, Linkages, Competency, Funding, Delivery, Reinforcement) with an emphasis on documenting good and innovative practices that can be replicated widely. To inform the implementation of the P5P, the Department will produce “**Insights Papers**” based on systemic reviews and meta-analysis. This new product is expected to provide real-time feedback and orientation.

Alignment of Evaluation with the IDBG’s 10-Year Strategy

10-Year Strategy	Scope & Coverage of the Evaluation	Learning Purpose
10YS’s Strategic Goals	Country Strategy Evaluations Global Practices Policy Evaluations Global Practices Strategy Evaluations Thematic Evaluations	Rethinking MCPS Model Relevance of the Bank Client Satisfaction Development Effectiveness
10YS’s Pillars & Results	Operations Evaluations (Projects, TAs, SAs)	Development Results Feedback Quality Enhancement
10YS’s Guiding Principles	Corporate Evaluations Benchmarking	Operational Efficiency Competitiveness of the Bank

In 2018G, the number of project performance evaluation reports (PPERs) will be scaled back on the assumption that more quality PCRs will be produced by the Operations of the IDB. The Department's efforts will thus shift towards producing more Project Completion Reports Evaluation Notes (PCR-ENs). Through this approach, the OED will continue to reinforce the accountability in the Bank and contribute in enhancing the results culture in the IDB Group.

Starting from 2018G onwards, the OE Department will **scale-up its higher level evaluation and enhance its outreach** through establishing more dissemination channels for the evaluation findings. It will also diversify its products' coverage and maximize their usefulness and utilization. The use of consultants will also increase, especially for higher level and complex evaluations. Starting 2018G, the OE Department will be providing feedback through a real-time evaluation on the experience of the early stage of implementation of the IDBG 10-Year Strategy Framework (10YSF) and the President's 5-Year Program (P5P) to enable mid-course corrections and recalibration of the strategy.

As a key enabler to enhance learning and promote development effectiveness in the IDBG, the OE Department will embark on many joint activities with similar departments in other MDBs. Internally the Department will continue to design series of guidelines / guidance notes for its various products and participate externally in Evaluation Cooperation Group meetings to further the development evaluation agenda.

OE DEPARTMENT ANNUAL WORK PROGRAM FOR 2018G

CURRENT 3 YEAR ROLLING WORK PROGRAM (2017G - 2019G)

Evaluation Product	2017G			2018G			2019G			
	Number	Missions	Consultants	Number	Missions	Consultants	Number	Missions	Consultants	
Project Level	PPERS (ordinary)	20	20	--	15	15	2	10	10	2
	Special PPER	2	2	1	2	2		3	3	
	ICD	2	2	--	--	--	--	--	--	--
	SAPER	1	1	--	--	--	--	--	--	--
	ITFC	0	0	--	--	--	--	--	--	--
	ICIEC	1	1	--	--	--	--	--	--	--
	All PPER Products	26	26	1	17	17	2	13	13	2
	PCR-ENs/XPSR-ENs	25	--	3	30	3	3	35	5	5
All Project Level Products	51	26	4	47	20	5	48	18	7	
Higher Level	MCPS Implementation Review	4	4	4	5	5	5	6	6	6
	Sector	3 Finalized	--	3	1	--	1	--	--	--
	Corporate (10YSF)	--	--	--	1*	--	1*	2*	2*	2*
	Thematic	1	2	1	2	5	1	3	4	1
	Program	2	--	1	0	0	0	2*	4*	2*
	All Higher Level Products	10	6	9	9	10	8	13	16	11
Dissemination Activities	Knowledge Materials for Project Level (K-Series, Articles, Success Stories)	26			20			26		
	Knowledge Materials for Higher Level (Lessons, Articles, Success Stories)	15			10			26		
	Synthesis Products	2			2			2		
	Evaluation Events for Higher Level	10			10			13		
	Global Events	1			1			1		1
	Total Dissemination Activities	54			43			68		
Enabling Activities	Internal Capacity Building for Staff	12	5	1	14	6	1	14	6	2
	Attendance of ECG and other MDBs Evaluation Networks	2	2	--	2	2	--	2	2	0
Grand Total All Evaluation Activities	129			115			145			

* In 2018G and 2019G, the Department will launched real-time evaluation of some key initiatives under the P5P.

ESTIMATED BUDGET & HUMAN RESOURCES IMPLICATIONS (2017-19)

	2017G	2018G	2019G
Total Budget*	US\$ 3.48 million	US\$ 3.60 million **	US\$ 3.80 million **
Human Resources	17 staff (3 Management level staff, 12 professional staff and 2 support staff)	14 staff (1 Management level staff, 12 professional staff and 1 support staff)	14 staff (1 Management level staff, 12 professional staff and 1 support staff)

*Covering the staff cost, travel, consultancy, training, printing, dissemination events and other cost needed to deliver the program.

** Estimation based on figures from Budget and HRMD staff cost

ANNEX-2A: OE DEPARTMENT'S 2018G ANNUAL WORK PROGRAM – EVALUATION ACTIVITIES

Project No	Country	Project Title	Sector	Mode of Finance	Disbursed Amount (million USD)	
(a) Project Level Evaluations						
ORDINARY OPERATIONS – Disbursed Amount of USD 10 Million and Above						
1	2JO 0102	Jordan	Queen Alia airport, rehabilitation, expansion and operation	Transportation	Leasing	100.00
2	2PAK0137& 2PAK0138	Pakistan	Foundation Wind Project	Energy	Leasing & Leasing	128.72
3	2TUN0106	Tunisia	Youth Employment Support Program	Agriculture	Pr.Sh & Equity	50.00
4	2KHZ0050	Kazakhstan	Reconstruction of Road Section Border of South Kazakhstan Oblast-Taraz Project	Transportation	Istisnaa	178.45
5	2LE 0067	Lebanon	Development of Mkalles Roadway Interchange Project	Transportation	Istisnaa	13.06
6	2IVC0018	Cote d'Ivoire	Support to the Post-Conflict Reconstruction Program for Center-North-West Zones	Water, Sanitation & Urban Services	Loan	28.21
7	2IND0129 & 2IND0130	Indonesia	Development and Upgrading of the State University of Jakarta Project	Education	Istisnaa & Loan	16.71
8	2MAU0124	Mauritania	Guelb II Expansion Project (Tranche 1)	Industry and Mining	Leasing	80.23
9	2UZB0071& 2UZB0070	Uzbekistan	Purchasing of Two Airplanes for Uzbekistan Airways Project	Transportation	Leasing & Leasing	168.10
10	2IRN0065	Iran	Tehran Power Transmission Project	Energy	Leasing	74.45
11	2SAU0050	Saudi Arabia	SADARA Petrochemical Project (PPP)	Energy	Leasing	100.00
ORDINARY OPERATIONS – Disbursed Amount of Below USD 10 Million						
12	2UZB0027	Uzbekistan	Construction and Equipping of Vocational Colleges Project	Education	Loan	8.75
13	2KYR0024	Kyrgyz Republic	Reconstruction of Taraz-Talas Suusamyrd Road	Transportation	Loan	2.25
14	3GUI0107 & 3GUI0108	Guinea	IDB-Malaria Control Program - Quick Win Program	Health	Loan & Grant	7.40
15	2UV 0108	Burkina Faso	Soum Hydro-Agricultural Development (Phase I) Project	Agriculture	Loan	5.10
OTHER EVALUATIONS						
16-17	Special Evaluations	Two (2) Special Evaluations of on-going / problematic projects (upon request)				
18	Joint Evaluation	Joint Evaluation with other MDB on co-financed project				
REVIEW AND VALIDATION OF PROJECT COMPLETION REPORTS						
19-48	Thirty (30) PCR Reviews and Validations will be carried out					
(b) Higher Level Evaluations						
COUNTRY EVALUATION						
49-53	IDB Group-wide	Five (5) Member Country Partnership Strategy (MCPS) Implementation Reviews				
SECTOR EVALUATION						
54	Synthesis of Evaluations of IDB funded projects in Education Sector					
PROGRAM EVALUATION						
55	Finalizing MFSP Program Evaluation					
THEMATIC EVALUATION						
56	Cluster Evaluation of PPP Portfolio					
57	Evaluation of IDB's Contribution to the Member Countries' Integration					
CORPORATE EVALUATION						
58	Evaluation of a guiding principle of the Bank 10 Year Strategy: Group Synergy					
SPECIAL STUDY						
59	Annual Evaluation Report of 2017G					

ANNEX-2B: OE DEPARTMENT'S 2018G ANNUAL WORK PROGRAM – ENABLING ACTIVITIES

Subject	Activity
Knowledge Management & Dissemination	
Knowledge Generation and Sharing	<ul style="list-style-type: none"> • Organize one edition of IDB Group Evaluation Symposium • Prepare and distribute two (2) Synthesis Notes / Occasional Papers from development evaluations • Prepare and distribute twenty (20) K-Series and contribution to document IDB Group success stories • Publish 10 articles / flyers based on evidence from OED evaluations • Organize ten (10) engagement events to launch major evaluations or disseminate key findings and lessons learned from OED evaluations
Evaluation Knowledge Platform	<ul style="list-style-type: none"> • Update regularly and maintain the online information system on OE products • Upgrade the Database on Lessons Learned hosted on the IDB Intranet Portal • Market the OE portal and make it more user-friendly
Capacity Development	
Evaluation Systems, Practices and Methods	<ul style="list-style-type: none"> • Represent IDB Group in the activities of the MDBs Evaluation Coordination Group (ECG) • Attend two (2) semi-annual meetings of ECG in 2018G • Participate in ECG thematic working groups • Finalize Higher Level Evaluation Guiding Notes • Organize a training in integrating gender into projects for OED staff and other IDB staff
Talent and Leadership Development of OE Staff	<ul style="list-style-type: none"> • Two (2) staff to attend IPDET/Mini IPDET training • One (1) staff to undertake familiarization visit to sister MDBs • Two (2) staff to attend MDBs' evaluation learning events • Two (2) staff to attend international evaluation conferences • One (1) staff to attend the Program on Investment Appraisal and Risk Analysis • Hold two (2) sessions on IDB Evaluation Policy, Guidelines, Technical Notes and Procedures
Evaluation Capacity Building in IDB Group and in MCs	<ul style="list-style-type: none"> • Provide inputs to the Annual Development Effectiveness Report (ADER) • One (1) workshop on Management Action Record System including key IDB Group staff and management • One (1) workshop on for project officers to ensure better quality and evaluability at entry for future projects • Three (3) capacity building workshops in member countries

ANNEX-3A: LONG LIST OF COMPLETED PROJECTS APPROVED AFTER 2006G (1427H) - COMPLETED DURING 2011G-2015G (1432H-1436H) – ORDINARY OPERATIONS (USD 10 MILLION AND ABOVE DISBURSEMENT AMOUNT)

No	Project Code	Country	Project Title	Sector	Mode of Finance	Total Cost (million USD)	IDB Participation (million USD)	Disbursement (million USD)	Disb. Rate (%)	Approval Date	Actual First disbursement Date	Completion Date
1	2MOR0119	Morocco	Kenitra Power Plant	Energy	Inst. Sale	279.56	189.00	224.45	119%	2009-03-29	2010-06-08	2013-03-03
2	2TU 0177& 2TU 0178	Turkey	Support for TSKB Renewable Energy Program	Energy	Restricted Mudaraba & Restricted Mudaraba	550.00	220.00	220.00	100%	2013-10-27	2014-05-27	7/6/2015
3	2KHZ0050	Kazakhstan	Reconstruction of Road Section Border of South Kazakhstan Oblast-Taraz Project	Transportation	Istisnaa	213.88	186.00	178.45	96%	2009-02-08	2010-03-08	2014-01-16
4	2UZB0071& 2UZB0070	Uzbekistan	Purchasing of Two Airplanes for Uzbekistan Airways Project	Transportation	Leasing & Leasing	346.89	168.28	168.10	100%	2013-05-19	2013-07-25	2013-12-08
5	2TUN0097	Tunisia	Extension of Feriana Thyna Power Plants	Energy	Istisnaa	200.58	194.77	153.08	79%	2008-07-13	2009-05-07	2012-05-30
6	2PAK0142 & 2PAK0154 & 7PAK0143	Pakistan	Support to the Polio Eradication Program	Health	Inst. Sale & Inst. Sale & Loan	248.86	137.07	137.07	100%	2012-11-11	2013-08-02	2013-10-31
7	2MOR0116	Morocco	Const. of Taza-Oujda Segment Within Fes-Oujda Highway	Transportation	Istisnaa	541.77	152.87	121.56	80%	2008-04-07	2009-01-23	2012-03-28
8	2PAK0124	Pakistan	Pakistan Railways Development (Phase III) Project	Transportation	Inst. Sale	150.60	140.00	106.06	76%	2009-10-18	2010-04-01	2015-05-31
9	2JO 0102	Jordan	Queen Alia Airport, Rehabilitation ,Expansion And Operation	Transportation	Leasing	681.00	100.00	100.00	100%	2007-09-08	2007-12-17	2012-11-04
10	2SAU0050	Saudi Arabia	SADARA Petrochemical Project (PPP)	Energy	Leasing	19,215.00	120.00	100.00	83%	2013-02-10	2013-10-30	2014-11-18
11	2UAE0047	U A E	Emirates Aluminium Expansion (Phase II) Project	Industry And Mining	Leasing	4,582.00	100.00	100.00	100%	2012-11-11	2013-04-24	2015-06-03
12	2MA 0104	Malaysia	Kuala Lumpur To Selangor Toll Expressway (KLS)	Transportation	Istisnaa	441.00	92.00	85.90	93%	2008-07-13	2009-02-27	2014-01-07
13	2MAU0124	Mauritania	Guelb II Expansion Project (Tranche 1)	Industry And Mining	Leasing	520.00	80.00	80.23	100%	2009-07-04	2010-12-27	2014-04-12
14	2IRN0065	Iran	Tehran Power Transmission Project	Energy	Leasing	190.83	69.95	74.45	106%	2007-04-09	2009-11-10	2015-01-13
15	2MLI0093 & 2MLI0092	Mali	Power Generation Expansion	Energy	Leasing & Loan	71.07	69.55	66.04	95%	2007-07-07	2009-04-15	2014-06-15

OE DEPARTMENT ANNUAL WORK PROGRAM FOR 2018G

No	Project Code	Country	Project Title	Sector	Mode of Finance	Total Cost (million USD)	IDB Participation (million USD)	Disbursement (million USD)	Disb. Rate (%)	Approval Date	Actual First disbursement Date	Completion Date
16	2PAK0137 & 2PAK0138	Pakistan	Foundation Wind Project	ENERGY	Leasing & Leasing	280.00	140.00	128.72	92%	2012-01-08	2013-04-17	2014-11-18
17	2CD 0073 & 2CD 0075	Chad	Arboutchatak- Bitkine Road Project	Transportation	Istisnaa & Loan	68.14	61.82	60.14	97%	2008-12-21	2010-12-27	2014-11-03
18	2IVC0015	Cote d'Ivoire	Construction of Singrobo-Yamoussoukro Highway (Phase III) Project	Transportation	Istisnaa	64.48	63.27	59.06	93%	2007-11-04	2008-12-29	2014-11-03
19	2JO 0100 & 2JO 0101	Jordan	Supporting the Electricity Transmission System Project	Energy	Leasing & Loan	73.33	63.03	51.33	81%	2007-09-08	2009-03-26	2015-03-29
20	2TUN0106	Tunisia	Youth Employment Support Program	Agriculture	Pr.Sh & Equity	75.00	50.00	50.00	100%	2011-11-03	2012-12-27	2012-12-27
21	2UZB0038	Uzbekistan	500 KV Guzar-Surkhan Transmission Line Substations	Energy	Inst. Sale	128.40	42.00	38.61	92%	2008-07-13	2009-01-21	2012-01-01
22	2MAU0125	Mauritania	SNIM - Railway Modernization Project	Transportation	Leasing	28.00	28.00	28.40	101%	2009-07-04	2010-12-01	2014-10-30
23	2IVC0018	Cote d'Ivoire	Support to the Post-Conflict Reconstruction Program for Center-North-West Zones	Water, Sanitation & Urban Services	Loan	36.31	10.00	28.21	282%	2008-12-21	2011-01-12	2015-06-17
24	3BD 0149 & 2SL 0070 & 7SL 0071 & 3SL 0072	Bangladesh	Greater Rajshahi Division Integrated Rural Development Project	Agriculture	Loan	29.64	19.90	17.55	88%	2008-07-13	2010-04-30	2015-03-29
25	2IVC0018	Sierra Leone	Sierra Leone Community-Driven Development Project	Agriculture	Loan & Grant	18.45	17.31	17.54	101%	2010-03-13	2011-02-18	2014-10-20
26	2BD 0151	Bangladesh	Improving Rural Households Livelihood Through Solar Energy	Energy	Loan	64.00	18.00	16.71	93%	2008-12-21	2010-05-11	2013-01-14
27	2IND0129 & 2IND0130	Indonesia	Development and Upgrading of the State University of Jakarta Project	Education	Istisnaa & Loan	38.68	24.97	16.71	67%	2008-06-01	2010-01-28	2014-09-22
28	2IVC0014	Cote d'Ivoire	Reinforcement of Abidjan Water Supply Project	Water, Sanitation & Urban Services	Istisnaa	24.53	15.11	14.12	93%	2007-09-08	2010-03-18	2015-06-17
29	2LE 0067	Lebanon	Development of Mkalles Roadway Interchange Project	Transportation	Istisnaa	18.50	15.50	13.06	84%	2009-02-08	2011-06-28	2015-02-15
30	2BEN0052	Benin	Coastal Erosion Protection Project	Water, Sanitation & Urban Services	Istisnaa	67.25	20.89	12.72	61%	2007-05-27	2009-09-15	2015-03-29

No	Project Code	Country	Project Title	Sector	Mode of Finance	Total Cost (million USD)	IDB Participation (million USD)	Disbursement (million USD)	Disb. Rate (%)	Approval Date	Actual First disbursement Date	Completion Date
31	2TO 0022	Togo	Construction of Bassar-Katchamba Road Project	Transportation	Loan	44.92	11.61	11.00	95%	2009-05-31	2012-07-23	2015-05-10
32	2TO 0021	Togo	Construction Of The Dapaong Ponio - Burkina Border Road	Transportation	Loan	20.85	9.28	10.76	116%	2008-10-27	2009-06-15	2013-02-15
33	2UV 0103	Burkina Faso	Yegueresso-Diebougou Road Project	Transportation	Loan	60.01	10.48	10.72	102%	2007-04-09	2008-03-17	2013-05-08
34	2KYR0025	Kyrgyz Republic	Taraz-Talas-Susamyr Road (Phase II)	Transportation	Loan	12.77	11.20	10.34	92%	2008-06-01	2009-02-24	2013-02-05

ANNEX-3B: LONG LIST OF COMPLETED PROJECTS APPROVED AFTER 2006G (1427H) - COMPLETED DURING 2011G-2015G (1432H-1436H) – ORDINARY OPERATIONS (BELOW USD 10 MILLION DISBURSEMENT AMOUNT)

No	Project Code	Country	Project Title	Sector	Mode of Finance	Total Cost (million USD)	IDB Participation (million USD)	Disbursement (million USD)	Disb. Rate (%)	Approval Date	Actual First disbursement Date	Completion Date
1	2LE 0077	Lebanon	Bir El Heith - Qartaba Road Reconstruction Project	Transportation	Istisnaa	10.74	10.00	9.59	96%	2011-07-31	2012-04-16	2015-02-15
2	2GUI0100	Guinea	Rehabilitation and Extension of Conakry Electricity Distribution Grid Project	Energy	Loan	31.44	11.44	8.97	78%	2008-04-07	2010-09-23	2015-06-25
3	2TO 0018	Togo	Health Project II - Construction and Equipping of Health Facilities	Health	Loan	11.51	10.15	8.81	87%	2007-02-25	2009-08-18	2014-12-29
4	2UZB0027	Uzbekistan	Construction and Equipping of Vocational Colleges Project	Education	Loan	12.75	10.50	8.75	83%	2007-02-25	2008-03-26	2015-04-29
5	2MAL0036	Maldives	Construction of Harbours	Transportation	Istisnaa	43.40	15.00	8.19	55%	2007-09-08	2009-02-12	2013-11-21
6	3GUI0107 & 3GUI0108	Guinea	IDB-Malaria Control Program - Quick Win Program	Health	Loan & Grant	9.06	8.42	7.40	88%	2009-08-04	2012-10-02	2014-11-25
7	2GA 0045	Gabon	Support To The Preparation Of Infrastructure Projects	Transportation	Loan	12.55	9.94	6.79	68%	2007-04-09	2008-04-28	2011-08-01
8	2UV 0108	Burkina Faso	Soum Hydro-Agricultural Development (Phase I) Project	Agriculture	Loan	20.54	5.60	5.10	91%	2008-01-06	2009-02-23	2014-04-30
9	7CD 0077 & 3CD 0078	Chad	Malaria Prevention Control Support (Quick Win)	Health	Loan & Grant	6.80	6.38	4.80	75%	2009-02-08	2010-02-02	2013-12-02
10	2KYR0024	Kyrgyz Republic	Reconstruction Of Taraz-Talas Suusamyrdarya Road	Transportation	Loan	14.55	3.60	2.25	62%	2007-09-08	2008-09-05	2011-07-17
11	2MLI0119	Mali	Millennium Village Program (MVP) Phase 2	Agriculture	Loan	48.84	2.00	2.00	100%	2012-07-14	2013-03-13	2014-11-06
12	3MAU0116	Mauritania	Quick Win Malaria Control	Health	Loan	4.44	3.10	1.57	51%	2008-05-21	2010-01-11	2012-10-01

ANNEX-4A1: LIST OF FIRM RANDOMLY SELECTED PROJECTS (USD 10 MILLION AND ABOVE DISBURSEMENT AMOUNT)

No	Project Code	Country	Project Title	Sector	Mode of Finance	Total Cost (million USD)	IDB Participation (million USD)	Disbursement (million USD)	Disb. Rate (%)	Approval Date	Actual First disbursement Date	Completion Date
1	2PAK0137 & 2PAK0138	Pakistan	Foundation Wind Project	Energy	Leasing & Leasing	280.00	140.00	128.72	92%	2012-01-08	2013-04-17	2014-11-18
2	2JO 0102	Jordan	Queen Alia Airport, Rehabilitation ,Expansion and Operation	Transportation	Leasing	681.00	100.00	100.00	100%	2007-09-08	2007-12-17	2012-11-04
3	2TUN0106	Tunisia	Youth Employment Support Program	Agriculture	Pr.Sh & Equity	75.00	50.00	50.00	100%	2011-11-03	2012-12-27	2012-12-27
4	2KHZ0050	Kazakhstan	Reconstruction of Road Section Border of South Kazakhstan Oblast-Taraz Project	Transportation	Istisnaa	213.88	186.00	178.45	96%	2009-02-08	2010-03-08	2014-01-16
5	2LE 0067	Lebanon	Development of Mkalles Roadway Interchange Project	Transportation	Istisnaa	18.50	15.50	13.06	84%	2009-02-08	2011-06-28	2015-02-15
6	2IVC0018	Cote d'Ivoire	Support to the Post-Conflict Reconstruction Program for Center-North-West Zones	Water, Sanitation & Urban Services	Loan	36.31	10.00	28.21	282%	2008-12-21	2011-01-12	2015-06-17
7	2IND0129 & 2IND0130	Indonesia	Development and Upgrading of the State University of Jakarta Project	Education	Istisnaa & Loan	38.68	24.97	16.71	67%	2008-06-01	2010-01-28	2014-09-22
8	2MAU0124	Mauritania	Guelb II Expansion Project (Tranche 1)	Industry & Mining	Leasing	520.00	80.00	80.23	100%	2009-07-04	2010-12-27	2014-04-12
9	2UZB0071 & 2UZB0070	Uzbekistan	Purchasing of Two Airplanes for Uzbekistan Airways Project	Transportation	Leasing & Leasing	346.89	168.28	168.10	100%	2013-05-19	2013-07-25	2013-12-08
10	2IRN0065	Iran	Tehran Power Transmission Project	Energy	Leasing	190.83	69.95	74.45	106%	2007-04-09	2009-11-10	2015-01-13
11	2SAU0050	Saudi Arabia	SADARA Petrochemical Project (PPP)	Energy	Leasing	19,215.00	120.00	100.00	83%	2013-02-10	2013-10-30	2014-11-18

ANNEX-4A2: LIST OF BACK-UP RANDOMLY SELECTED PROJECTS (USD 10 MILLION AND ABOVE DISBURSEMENT AMOUNT)

No	Project Code	Country	Project Title	Sector	Mode of Finance	Total Cost (million USD)	IDB Participation (million USD)	Disbursement (million USD)	Disb. Rate (%)	Approval Date	Actual First disbursement Date	Completion Date
1	2JO 0100 & 2JO 0101	Jordan	Supporting the Electricity Transmission System Project	Energy	Leasing & Loan	73.33	63.03	51.33	81%	2007-09-08	2009-03-26	2015-03-29
2	3BD 0149	Bangladesh	Greater Rajshahi Division Integrated Rural Development Project	Agriculture	Loan	29.64	19.90	17.55	88%	2008-07-13	2010-04-30	2015-03-29
3	2MA 0104	Malaysia	KUALALUMPUR TO SELANGOR TOLL EXPRESSWAY (KLS)	Transportation	Istisnaa	441.00	92.00	85.90	93%	2008-07-13	2009-02-27	2014-01-07
4	2TO 0021	Togo	CONSTRUCTION OF THE DAPAONG PONIO - BURKINA BORDER ROAD	Transportation	Loan	20.85	9.28	10.76	116%	2008-10-27	2009-06-15	2013-02-15
5	2MOR0116	Morocco	Const. of Taza-Oujda Segment Within Fes-Oujda Highway	Transportation	Istisnaa	541.77	152.87	121.56	80%	2008-04-07	2009-01-23	2012-03-28
6	2MLI0093 & 2MLI0092	Mali	Power Generation Expansion	Energy	Leasing & Loan	71.07	69.55	66.04	95%	2007-07-07	2009-04-15	2014-06-15
7	2BEN0052	Benin	Coastal Erosion Protection Project	Water, Sanitation & Urban Services	Istisnaa	67.25	20.89	12.72	61%	2007-05-27	2009-09-15	2015-03-29
8	2UAE0047	U A E	Emirates Aluminium Expansion (Phase II) Project	Industry and Mining	Leasing	4,582.00	100.00	100.00	100%	2012-11-11	2013-04-24	2015-06-03

ANNEX-4B1: LIST OF FIRM RANDOMLY SELECTED PROJECTS (BELOW USD 10 MILLION DISBURSEMENT AMOUNT)

No	Project Code	Country	Project Title	Sector	Mode of Finance	Total Cost (million USD)	IDB Participation (million USD)	Disbursement (million USD)	Disb. Rate (%)	Approval Date	Actual First Disbursement Date	Completion Date
1	2UZB0027	Uzbekistan	Construction and Equipping of Vocational Colleges Project	Education	Loan	12.75	10.50	8.75	83%	2007-02-25	2008-03-26	2015-04-29
2	2KYR0024	Kyrgyz Republic	Reconstruction of Taraz-Talas Suusamyр Road	Transportation	Loan	14.55	3.60	2.25	62%	2007-09-08	2008-09-05	2011-07-17
3	3GUI0107 & 3GUI0108	Guinea	IDB-Malaria Control Program - Quick Win Program	Health	Loan & Grant	9.06	8.42	7.40	88%	2009-08-04	2012-10-02	2014-11-25
4	2UV 0108	Burkina Faso	Soum Hydro-Agricultural Development (Phase I) Project	Agriculture	Loan	20.54	5.60	5.10	91%	2008-01-06	2009-02-23	2014-04-30

ANNEX-4B2: LIST OF BACK-UP RANDOMLY SELECTED PROJECTS (BELOW USD 10 MILLION DISBURSEMENT AMOUNT)

No	Project Code	Country	Project Title	Sector	Mode of Finance	Disbursement (million USD)	IDB Participation (million USD)	Disb. Rate (%)	Approval Date	Actual Last Disbursement Date	Completion Date
1	2MAL0036	Maldives	Construction of Harbours	Transportation	Istisnaa	43.40	15.00	8.19	55%	2007-09-08	2009-02-12
2	2MLI0119	Mali	Millennium Village Program (MVP) Phase 2	Agriculture	Loan	48.84	2.00	2.00	100%	2012-07-14	2013-03-13
3	7CD 0077 & 3CD 0078	Chad	Malaria Prevention Control Support (Quick Win)	Health	Loan & Grant	6.80	6.38	4.80	75%	2009-02-08	2010-02-02