



ANNUAL WORK PROGRAM OF THE GROUP OPERATIONS EVALUATION DEPARTMENT FOR THE YEAR 2017G



ISLAMIC DEVELOPMENT BANK GROUP
GROUP OPERATIONS EVALUATION DEPARTMENT

Table of Contents

Table of Contents	II
List of Tables	III
List of Figures	III
Acknowledgements.....	IV
Acronyms & Abbreviations	V
Executive Summary	VI
CHAPTER - I: BACKGROUND.....	1
A. INTRODUCTION	1
B. STATUS OF THE 2016G WORK PROGRAM.....	2
CHAPTER - II: PROPOSED 2017G ANNUAL WORK PROGRAM.....	5
A. Project Level Evaluations	5
B. Higher Level Evaluations	8
C. Proposed Enabling Activities under 2017G Work Program.....	10
CHAPTER - III: CONCLUSION	12
Annexes	13
Annex-1: GOE DEPARTEMENT 3 YEAR ROLLING WORK PLAN.....	14
Annex-2A: GOE Department’s 2017G Work Program – Evaluation Activities	16
Annex-2B: GOE Department’s 2017G Work Program – Enabling Activities	18
ANNEX-3A: LONG LIST OF COMPLETED PROJECTS APPROVED AFTER 2005G (1426H) - COMPLETED DURING 2010G-2014G (1431H-1435H) – ORDINARY OPERATIONS (USD 10 MILLION AND ABOVE DISBURSEMENT AMOUNT).....	19
ANNEX-3B: LONG LIST OF COMPLETED PROJECTS APPROVED AFTER 2005G (1426H) - COMPLETED DURING 2010G-2014G (1431H-1435H) – ORDINARY OPERATIONS (Below USD 10 Million Disbursement Amount).....	22
ANNEX-4A1: LIST OF FIRM RANDOMLY SELECTED PROJECTS (USD 10 Million and Above Disbursement Amount).....	24
ANNEX-4A2: LIST OF BACK-UP RANDOMLY SELECTED PROJECTS (USD 10 Million and ABOVE DISBURSEMENT Amount).....	25
ANNEX-4B1: LIST OF FIRM RANDOMLY SELECTED PROJECTS (Below USD 10 Million Disbursement Amount).....	26
ANNEX-4B2: LIST OF BACK-UP RANDOMLY SELECTED PROJECTS (Below USD 10 Million Disbursement Amount).....	27

List of Tables

Table 1: Status of Implementation of GOE Department’s 2016G Work Program (Project Level)	2
Table 2: Status of Implementation of GOE Department’s 2016G Work Program (Higher Level)	3
Table 3: Firm List of Projects to be Post-evaluated (Disbursement of USD 10 million and above)	6
Table 4: Back-up List of Projects to be Post-evaluated (Disbursement of USD 10 million and above)	6
Table 5: Firm List of Projects to be Post-evaluated (Disbursement below USD 10 million)	7
Table 6: Back-up List of Projects to be Post-evaluated (Disbursement below USD 10 million)	7
Table 7: Summary of GOE Department 2017G Work Program	9
Table 8: GOE’s Enabling Activities in 2017G	11

List of Figures

Figure 1: Distribution of OCR Operations Evaluated in 2016G by Mode of Financing	2
Figure 2: Sector Distribution of Ordinary Projects	7
Figure 3: Mode wise Distribution of Ordinary Operations	8

Acknowledgements

This Annual Work Plan has been prepared by a team of GOE Department staff composed of Syed Husain Quadri, Oguz Ceylan, Adamou Sanda Mayaki and Javeed Ahsan under the guidance of Ahmed Ag Aboubacrine, Manager Country & Sector Evaluation Division, and the leadership of Mohameden M. Sidiya, Director of the GOE Department. Sidi Aziz El-Hilali also provided valuable data and information during the preparation of the plan.

*Group Operations Evaluations Department
Islamic Development Bank Group
P.O. Box 5925, Jeddah, 21432
Kingdom of Saudi Arabia
Tel. +966-12-636-6934
E-mail. goed@isdb.org
Web: www.isdb.org*

Acronyms & Abbreviations

ADER	Annual Development Effectiveness Report
AER	Annual Evaluation Report
AfDB	African Development Bank
APPR	Annual Portfolio Performance Report
AsDB	Asian Development Bank
BED	Board of Executive Directors
CAE	Country Assistance Evaluation
CCD	Co-operation & Capacity Development
CTY	Country Programs Department
ECG	Evaluation Cooperation Group of MDBs
EDD	Enterprise Development Department
GOE	Group Operations Evaluation
GPS	Good Practice Standards
GSPD	Group Strategic Planning Department
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
IEG	Independent Evaluation Group
ID	Islamic Dinar
IDB	Islamic Development Bank
IDBG	Islamic Development Bank Group
IDEAS	International Development Evaluation Association
IED	Independent Evaluation Department of AsDB
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 Banks
OCR	Ordinary Capital Resources of IDB
PCR	Project Completion Report
PCREN	Project Completion Report Evaluation Note
PIASR	Project Implementation Assessment and Support Report
PMU	Project Management Unit
PPER	Project Post-Evaluation Report
PPP	Public Private Partnership
RRO	Rabat Regional Office
RRP	Report and Recommendation of the President
TA	Technical Assistance
UNEG	United Nations Evaluation Group
US\$/USD	United States Dollar
WP	Work Program
YP	Young Professional

Executive Summary

The GOE Department discharges its duties through an Annual Work Program (WP). Upon the approval of the WP by the Audit Committee of the Board of Executive Directors, the GOE Department conducts and executes its program. The main highlights of the proposed GOE Department Work Program for 2017G 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 2017G includes 20 projects, while 10 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 1426H / 2005G, have been considered for the selection process.

(ii) Other operations which will be covered in the 2017G WP are provided below:

- i) ICD Projects:* Two (2) private sector projects financed by ICD will be selected for post-evaluation from the list of completed ICD projects.
- ii) ICIEC Projects:* Two (2) ICIEC operations will be selected for evaluation from the list of completed ICIEC portfolio.
- iii) ITFC Projects:* One (1) Trade Finance operation will be selected for evaluation from the list of completed ITFC portfolio.
- iv) Evaluation of Special Assistance Operations:* Special Assistance operations in Tanzania have been selected for the 2017G Work Program. The selection was made from the top 5 countries on the list of completed IDB's Special Assistance Operations in non-member countries, sorted by number of operations (excluding countries already covered).
- v) Review and Validation of Project Completion Reports (PCR):* Twenty five (25) PCR validation assignments will be carried out in 2017G.
- vi) Special Evaluation of On-going Projects:* Two (2) Special Evaluations of on-going problematic projects will be carried out upon Management request.

b) Higher Level Evaluations

- (i) Country Evaluation:* Four (4) Member Country Partnership Strategy (MCPS) Implementation Reviews will be undertaken to provide inputs for the envisaged second generation of MCPSs.
- (ii) Program Evaluations:* One (1) ISFD program evaluation is envisaged in 2017G. Besides, the evaluation of the Investment Promotion & Technical Assistance Promotion (ITAP) Program of ICIEC and the Microfinance Support Program of ISFD, launched in 2016G will be completed.

- (iii) **Consolidation of PCR-Evaluation Notes (PCR- ENs):** The Consolidated Report will summarize the trends of self and independent ratings and PCRs' quality, analysis of generic and common issues in projects exiting the portfolio, the identification of best practices or success stories, and a brief summary of the main lessons drawn from the completed projects.
- (iv) **Sector Evaluation Synthesis:** Consolidation of Evaluations in 3 sectors (Health & Other Social Services, Transport and Water & Sanitation) launched in 2016, will be finalized.
- (v) **Special Study:** on the Management Actions on Recommendations from the Evaluation Reports
- (vi) **Corporate Assessment:** The Department will continue supporting the implementation of the Organization Efficiency Study commissioned by IDB Group in 2016G and undertaken by an external firm.
- (vii) **Annual Evaluation Report (AER) of 2016G:** 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 Work Program also envisages a number of enabling activities to facilitate the delivery and increase the usefulness and utilization of the evaluation outputs. The GOE Department will organize the third edition of the 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.

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.). The Department will also upgrade the GOE's online database on Lessons Learned and promote the use of IT to support its dissemination agenda.

Moreover, GOE staff will attend other 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 Department plans also to contribute to capacity building in evaluation in at least one member country. Other activities include attending two (2) semi-annual meetings of Evaluation Cooperation Group (ECG) in 2017 and will leverage expertise to develop Sectors Evaluation Guiding Notes.

CHAPTER - I : BACKGROUND

A. INTRODUCTION

The mission of the Group Operations Evaluation Department (GOE) 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 GOE Department reports directly to the Board of Executive Directors (BED). However, for administrative matters, it reports to the President of the IDB Group through a dotted line.

Accountability and learning are the two focus areas of GOE Department. The Department's role covers all IDB Group activities, including the evaluation of operations of the Bank itself, the Islamic Corporation for Development of the Private Sector (ICD), the International Islamic Corporation for the Insurance of Investment and Export Credit (ICIEC), the International Islamic Trade Finance Corporation (ITFC), the Islamic Research and Training Institute (IRTI), Islamic Solidarity Fund for Development (ISFD) and other IDBG specialized funds.

The GOE 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 GOE 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. GOE 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 GOE'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 Group interventions. The Department discharges its duties through an annual Work Program (WP). Upon approval of the WP by the Audit Committee of the BED, GOE Department conducts evaluations and disseminates findings and lessons learned from evaluations. The main features of GOE Department's WP for 2017G are as follows:

(a) *Alignment with the IDB Group Strategy*

GOE Department's WP is aligned with the Bank's 10 year strategic priorities. It takes into consideration the balanced and fair representation of Member Countries, sectors, themes and modes of finance of the IDBG. However, due to time and resource constraints, the annual WP 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.

(b) *Scope of Evaluation Activities*

While covering project evaluations, the WP also covers higher level evaluations such as country, sector, program and thematic evaluations.

The WP 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 GOE Department sends missions to assess on the ground whether IDB Group 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 IDBG 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 GOE 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 2016G WORK PROGRAM¹

Project Level Evaluations

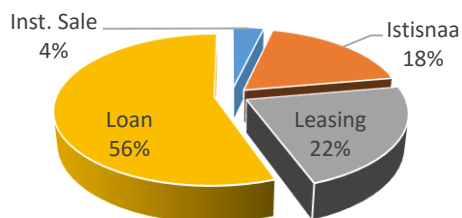
By the end of the year 2016G, the status of project level evaluation activities undertaken by GOE Department during the year compared to the original plan is shown in **Table 1** below:

Table 1: Status of Implementation of GOE Department’s 2016G Work Program (Project Level)

Evaluation Activities	Approved 2016G WP	Total Anticipated By End-2016G
Post-evaluation of IDB projects Financed under OCR	23 (twenty three) projects	23 (twenty three) projects
Post-evaluation of ICD’s Operations	2 (two)	2 (two)
Post-evaluation of APIF’s Operations	2 (two)	2 (two)
Evaluation of a cluster of Special Assistance Operations (USA)	1 (one)	1 (one)
PCR Validation	15 (fifteen)	20 (twenty)

During 2016G, the GOE Department carried out post-evaluations of 23 projects (corresponding to 27 operations) financed from Ordinary Capital Resources (OCR). The sectorial distribution of the evaluated operations cover the following sectors: 6 (26%) in the Energy sector, 5 (22%) in the Transportation sector, 3 (13%) in Health and Other Social Services sector, 3 (13%) in the Water and Sanitation sector, 2 (9%) in the Agriculture sector, 2 (9%) in the Education sector and 2 (9%) in the Industry and Mining sector. Financing mode wise, the distribution of the 27 operations is presented in the figure below.

Figure 1: Distribution of OCR Operations Evaluated in 2016G by Mode of Financing



¹ The evaluation results will be reported in the Annual Evaluation Report 2016G that will be published in 2017G.

By the end of 2016G, the GOE Department would have carried out the evaluation of 23 projects financed from OCR, two ICD-financed project and two APIF financed projects, making the total number of evaluated projects to 26. In addition to project evaluations, GOE also conducted an evaluation of a cluster of Special Assistance projects in a Non-Member Country (United States of America). Furthermore, the Department carried out the review and validation of 20 (twenty) PCRs in 2016G.

Higher Level Evaluations

By the end of the year 2016G, the status of higher level evaluation activities undertaken by GOE Department during the year compared to the original plan is shown in **Table 2** below.

Table 2: Status of Implementation of GOE Department’s 2016G Work Program (Higher Level)

Evaluation Activities	Approved 2016G WP	Total anticipated by end-2016G
ITFC Global Trade Finance Evaluation	1 (one)	1 (one)
MCPS Implementation Reviews	Two (2)	Two (2)
Country Assistance Evaluation (CAE) to be completed	1 (one)	1 (one)
Sector Evaluations Synthesis	2 (two)	3 (three) – Initiated
Program Evaluations	2 (two)	2 (two) – Initiated
IDBG Organization Efficiency Study	-	1 (one) Initiated
Evaluation Papers/Articles	4 (four)	7 (seven)
K-Series	-	22 (Twenty two)

The consolidated Thematic Evaluation of ITFC Trade Finance was completed based on four country case studies done in 2015G. In addition, the department has initiated and finalized 2 (two) MCPS implementation reviews for Turkey and Senegal. The Country Assistance Evaluation (CAEs) in Lebanon was also finalized.

Besides, the Department has initiated 3 (three) Sector Evaluation Synthesis Reports in Health & Other Social Services, Transport and Water & Sanitation sectors; which will be completed in 2017G. Similarly, in terms of program evaluations, the Department initiated one on the Investment Promotion & Technical Assistance Promotion (ITAP) Program of ICIEC and one on Microfinance Support Program of ISFD; and will finalize them in 2017G.

The Department contributed also to launch a corporate evaluation of IDB Group efficiency. GOE 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 7 (seven) articles on various evaluation products in addition to 22 (twenty two) K-Series highlighting the main findings and lessons learned.

Enabling Activities

During 2016G, the GOE Department adopted the public sector projects evaluation guidelines and the related rating system and template for the public sector Project Performance Evaluation Reports (PPERs). Being a full member of the MDB’s Evaluation Cooperation Group (ECG), the GOE Department participated in ECG activities.

The Second IDB Group Evaluation Symposium on Learning and Change: Bringing Knowledge and Practice Together’ was co-organized by the GOE Department (GOED) with the aim of contributing to the on-going

discussion of evaluation, learning and change at IDBG to draw attention to the contribution that evaluation can make to promoting organizational learning, inducing institutional change in promoting a result based management culture. The Symposium was a part of the on-going efforts of the IDB Group in achieving better organizational efficiency of how it handles its resources and improving its operational effectiveness for greater developmental outcomes. Both the independent and the self-evaluation departments of the IDB Group, namely, the Group Operations Evaluation Department and the Operation Policies and Services Department jointly organized this event, which aimed at advancing IDBG's knowledge of what works, and what does not in the arena of Global Development.

The symposium mobilized senior IDB group staff and experts from different departments of IDB and IDB group members and included high level session on the IDB Group 10 year strategy and the result management focus. It also featured key learnings from independent and self-evaluations, innovations and best development practices in Energy, Agriculture and Rural Development, Education, Private Sector and Capacity Development. During the Symposium, IDB Group joined its other sister multilateral institutions, bilateral development agencies, development foundations, and the international development evaluation networks to embark on the implementation and monitoring & evaluation of Sustainable Development Goals (SDGs). During the symposium, IDB Group observed also and celebrated 2015 as the International Year of Evaluation (or EvalYear) as marked by the international development community.

The GOE Department also organized one capacity building workshop on drawing high-quality lessons and formulating actionable recommendations from GOED Evaluations. The workshop was attended by all GOED's staff as well as staff from other department/ entities of IDBG. This event was a good occasion of knowledge sharing among IDBG's staff. Beside the workshop, a one to one coaching session took place between the GOED's staff and the consultant to counsel and assist them in better formulation of lessons learned and recommendations and to provide the Department with advice on: (1) Quality of lessons drawn from evaluations (based on a review of the key lessons generated over the last five years), (2) Ways to improve the identification of the lessons and ensure their relevance.

Other capacity building activities of GOE Department staff were undertaken, including participation in the in EvalMENA conference in Tunis-Tunisia in May 2016, impact evaluation training for one staff and attending the Evaluation Week 2016 of the Asian Development Bank (AsDB) in September 2016 in China. Additional capacity development activities are also to be completed by the end of 2016, namely IPDET training for two newly recruited staff, participation in Development Evaluation Week 2016 at the African Development Bank (AfDB) in November 2016, in Abidjan (Cote-d'Ivoire). On the other hand, GOE Department contributed in collaboration with IRTI to two capacity building workshops in two member countries (Kuwait and Benin) targeting senior government officials.

GOED has conducted a number of activities to facilitate the delivery and dissemination of the evaluation outputs by creating a better enabling environment. GOED developed an online Lessons Learned Database, hosted on the IDB Intranet Portal. Furthermore, GOED prepared three Guiding Notes on Lessons Learned, Recommendations and on the MCPS Implementation Review.

In its efforts to promoted results-based management and learning within IDB Group, the Department advised ICIEC in designing its Development Effectiveness Policy and Framework that was finalized and presented to the Management Committee. In addition, it supported the GSPD to start-up and produce the first Group-wide Annual Development Effectiveness Report (ADER). It also assisted individual complexes and entities to design their respective ADER methodology. Furthermore, GOE made available to them the recent results and learning generated from their respective evaluated operations.



CHAPTER - II : PROPOSED 2017G ANNUAL WORK PROGRAM

GOE 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 activities to be undertaken for 2017G are detailed in **Annex-2A** and **Annex-2B** and summarized below:

A. Project Level Evaluations

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

As per the practice in the past seven years, GOE 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 2017G 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 1431H-1435H (2010-2014G) and approved after 1426H (2005G) 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 1435H 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 issue. The objective of excluding projects that have been approved before 1426H (2005G) 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 53 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. 33 projects had USD 10 million and above disbursement amount and 20 projects had below USD 10 million disbursement amount. A software was used to generate a randomly selected list of 20 projects from the USD 10 million and above disbursements list and 10 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 33 projects of the USD 10 million disbursements and above, 14 are firm and 6 are back-up. From the list of 20 projects of the below USD 10 million disbursements, 6 are firm and 4 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 2017G is shown in **Table 3** and **5** below. The proposed back-up list of projects to be post-evaluated in 2017G 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	2UV 0097 & 3UV 0098	Burkina Faso	Agricultural Development Project Downstream Small Dams in the Eastern Region	AGRICULTURE	Loan & Loan LDMC	13.54
2	2NIR0085 & 3NIR0086	Niger	Franco-Arabic Lower Secondary Education Development	EDUCATION	Loan & Loan LDMC	13.88
3	2MA 0103	Malaysia	Upgrading of University of Science of Malaysia	EDUCATION	Inst. Sale	37.97
4	2AZ 0032	Azerbaijan	Janub Power Plant	ENERGY	Istisnaa	172.16
5	2UZB0062	Uzbekistan	Khausak-Shady and Kandym (KSK) Gas Field Project	ENERGY	Inst. Sale	36.71
6	2PAK0132	Pakistan	Uch II Power Expansion PPP Project	ENERGY	Leasing	84.00
7	2IRN0071	Iran	Abadan Combined Cycle Power Plant	ENERGY	Inst. Sale	101.04
8	7KHZ0065	Kazakhstan	Microfinance to Rural Areas Project	FINANCE	Loan ISFD	10.00
9	2IND0115	Indonesia	North Sumatra University Hospital Project	HEALTH	Inst. Sale	10.25
10	2SU 0125 & 2SU 0143	Sudan	The White Nile Sugar Project	INDUSTRY AND MINING	Leasing	68.66
11	2IVC0013	Cote D'Ivoire	Construction of Singrobo-Yamoussoukro Highway (Phase II) Project	TRANSPORTATION	Istisnaa	40.94
12	2MLI0091	Mali	Bandiagara Bankass-Koro- Burkina Faso Road	TRANSPORTATION	Loan	10.73
13	2SE 0114	Senegal	Construction of The Linguere-M Atam (Boula-Patouki) Road	TRANSPORTATION	Loan	15.81
14	2TU 0147	Turkey	Railway Tracks	TRANSPORTATION	Inst. Sale	134.11

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	2MOR0107 & 2MOR0108	Morocco	Rural Electrification For Thirteen Provinces	ENERGY	Loan & Istisnaa	51.84
2	2TU 0176	Turkey	TKB Renewable Energy Program	ENERGY	Restricted Mudaraba	75.00
3	2TAD0030	Tajikistan	Regional Power Transmission Interconnection Project	ENERGY	Loan	13.98
4	2MAU0124	Mauritania	Guelb II Expansion Project (Tranche 1)	INDUSTRY AND MINING	Leasing	80.00
5	2TO 0021	Togo	Construction of The Dapaong Ponio - Burkina Border Road	TRANSPORTATION	Loan	10.76
6	2BH 0038	Bahrain	Replacement of Sitra Causeway Bridge	TRANSPORTATION	Istisnaa	58.64

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

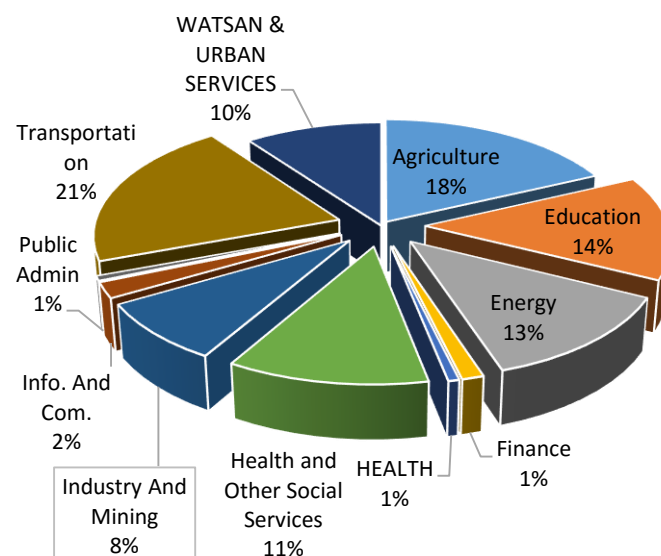
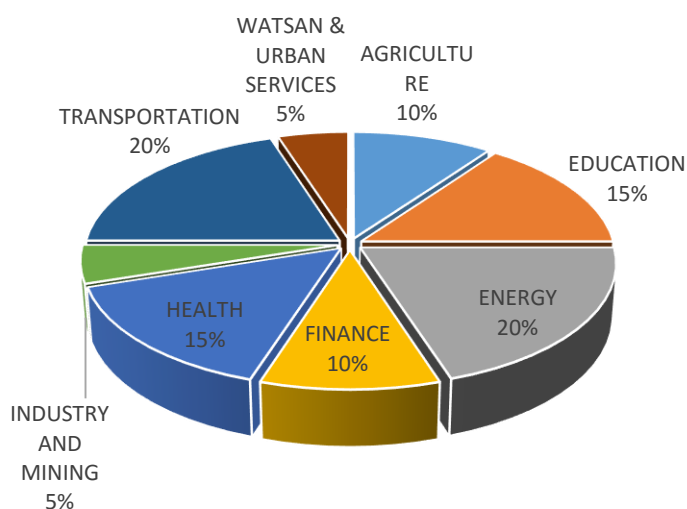
No	Project Code	Country	Project Title	Sector	Mode of Finance	Disbursed Amount (million USD)
1	2BD 0145	Bangladesh	Greater Rangpur Agriculture and Rural Development Project	AGRICULTURE	Loan	7.90
2	2TUN0092	Tunisia	Sidi Bouzid Higher Institute For Technological Studies	EDUCATION	Istisnaa	9.87
3	7KYR0037&7KYR0039	Kyrgyz	Microfinance Project for Rural Development - Center Kapital & Finance Partner	FINANCE	Loan ISFD	2.30
4	3GM 0065	The Gambia	IDB-Malaria Control Project - Quick Win Program	HEALTH	Loan LDMC	1.22
5	2JO 0096	Jordan	Construction of the New AL-Zarqa Hospital Project	HEALTH	Loan	5.70
6	3GM 0067	The Gambia	Rural Water Supply Project in Gunjur	WATER, SANITATION & URBAN SERVICES	Loan LDMC	4.32

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	2LE 0059	Lebanon	Eight Schools In Bekaa	EDUCATION	Loan	8.65
2	2MLI0090	Mali	Rural Electrification Project	ENERGY	Loan	5.50
3	2MAL0036	Maldives	Construction Of Harbours	TRANSPORTATION	Istisnaa	8.19
4	2SE 0102	Senegal	Touba Water Supply (Phase 1) Project	WATER, SANITATION & URBAN SERVICES	Loan	9.78

The selected list of ordinary operations includes 20 projects (24 operations) and covers 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). The sectorial distribution of the projects to be post-evaluated in 2017G as well as the cumulative sectorial distribution since the start of the random selection process (i.e. 1431H) are provided in Figure 1 below.

Figure 2: Sector Distribution of Ordinary Projects

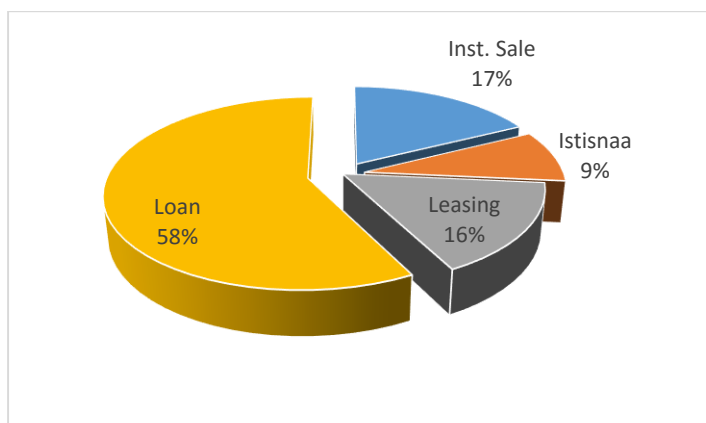
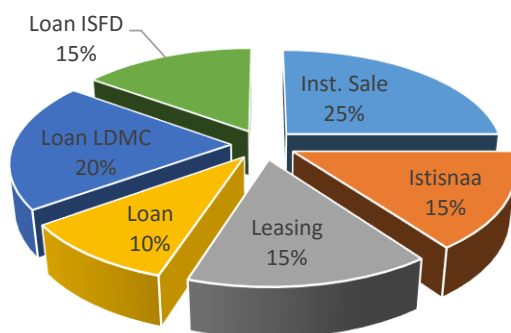


Sector Wise Distribution of Projects to be Evaluated in 2017G

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

In terms of mode of financing, the 20 projects randomly selected cover 24 operations financed by OCR and ISFD broken down as follow: Instalment Sale (5 operation), Loan Least Developed Country (LDMC) (4 operations) Istisna'a (3 operations), Leasing (3 operations), Loan ISFD (3 operations) and Loan and (2 operations). The mode of financing distribution of the operations to be post-evaluated in 2017G as well as the cumulative mode of financing distribution since the start of the random selection process (i.e. 1431H) are provided in Figure 2 below.

Figure 3: Mode wise Distribution of Ordinary Operations



Mode of Financing Distribution of Projects to be Evaluated in 2017G

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

(b) Other operations which will be covered in the 2017G WP are provided below:

- i) **ICD Projects:** Two (2) private sector projects financed by ICD will be selected for post-evaluation from the list of completed ICD projects.
- ii) **ICIEC Projects:** Two (2) ICIEC operations will be selected for evaluation from the list of completed ICIEC portfolio.
- iii) **ITFC Projects:** One (1) Trade Finance operation will be selected for evaluation from the list of completed ITFC portfolio.
- iv) **Evaluation of Special Assistance Operations:** Special Assistance operations in Tanzania have been selected for the 2017G Work Program. The selection was made from the top 5 countries on the list of completed IDB's Special Assistance Operations in non-member countries, sorted by number of operations (excluding countries already covered). Only completed operations, which were approved after the year 1426H / 2005G, have been considered for the selection process.
- v) **Review and Validation of Project Completion Reports (PCR):** Twenty five (25) PCR validation assignments will be carried out in 2017G.
- vi) **Special Evaluation of On-going Projects:** Two (2) Special Evaluations of on-going problematic projects will be carried out upon Management request.

B. Higher Level Evaluations

- (i) **Country Evaluation:** Four (4) Member Country Partnership Strategy (MCPS) Implementation Reviews will be undertaken to provide inputs for the envisaged second generation of MCPSs.

- (ii) **Program Evaluations:** One (1) ISFD program evaluation is envisaged in 2017G. Besides, the evaluation of the Investment Promotion & Technical Assistance Promotion (ITAP) Program of ICIEC and the Microfinance Support Program of ISFD, launched in 2016G will be completed.
- (iii) **Consolidation of PCR-Evaluation Notes (PCR- ENs):** The Consolidated Report will summarize the trends of self and independent ratings and PCRs’ quality, analysis of generic and common issues in projects exiting the portfolio, the identification of best practices or success stories, and a brief summary of the main lessons drawn from the completed projects.
- (iv) **Sector Evaluation Synthesis:** Consolidation of Evaluations in 3 sectors (Health & Other Social Services, Transport and Water & Sanitation) launched in 2016, will be finalized and widely disseminated through formal engagement events and internal publications.
- (v) **Special Study:** A system will be developed to track Management Actions on Recommendations from the Evaluations Reports. This special study will provide an updated status of the implementation of the recommendations stemming from the previous GOED reports.
- (vi) **Corporate Assessment:** The Department will continue supporting the implementation of the Organization Efficiency Study commissioned by IDB Group in 2016G and undertaken by an external firm. GOE role will be to chair the steering committee, facilitate data collection and ensure quality assurance of the final deliverables.
- (vii) **Annual Evaluation Report (AER) of 2016G:** 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 2016G will be prepared and submitted to the Audit Committee of the BED in 2017G.

Table 7 below summarizes the evaluation activities envisaged under the 2017G Work Program.

Table 7: Summary of GOE Department 2017G Work Program

Evaluation Activity
(a) Project Level Evaluations:
Post-evaluation of twenty (20) IDB ordinary projects
Post-evaluation of two (2) Operations of the ICD
Post-evaluation of two (2) Operations of the ICIEC
Post-evaluation of One (1) Operations of the ITFC
Post-evaluation of Cluster of Special Assistance Operations in one (1) country
Review and Validation of Twenty five (25) Project Completion Reports (PCR)
Special Evaluation of two (2) on-going problematic projects (upon Management request)
(b) Higher Level Evaluations:
Undertaking four (4) MCPS Implementation Reviews
Program Evaluations: One (1) ISFD program initiated and two (2) completed (ITAP of ICIEC program and one ISFD Program)
Consolidation of PCR-ENs
Complete the consolidation of Evaluation work in three (3) Sectors
Special Study on the Management Actions on the Recommendations from the Evaluation Reports
Support the implementation of the IDBG’s Organization Efficiency Study
Annual Evaluation Report of 2016G

C. Proposed Enabling Activities under 2017G Work Program

The Work Program also envisages a number of enabling activities to facilitate the delivery and increase the usefulness and utilization of the evaluation outputs as shown in **Table 8** below. The GOE 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 GOE's online database on Lessons Learned and promote the use of IT to support its dissemination agenda.

In terms of evaluation framework development, the Department will be attending two (2) semi-annual meetings of Evaluation Cooperation Group (ECG) in 2017 and will leverage expertise to develop Sectors Evaluation Guiding Notes. Moreover, GOE 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 2017G are based on the following learning priorities identified based on the assessment of GOE staff development needs over the next three years.

- (i) **International Program on Development Evaluation Training (IPDET):** This is a requirement for all staff of GOE 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".
- (ii) **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.
- (iii) **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, EDD/PPP and IFSD. A certain number of staff will be targeted purposively to attend learning events related to this.
- (iv) **Impact Evaluation Methods:** This is a priority given the growing demand of expertise in this field and our department needs to keep itself abreast of the latest methods and evolution in the field. A certain number of staff will be targeted purposively to attend learning events related to this.
- (v) **Advanced Training in Specific Sectors 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.

All the 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. 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 Department plans also to contribute to capacity building in evaluation in at least one member country.

Besides the above, the Department will continue its efforts towards establishment of results-based management systems in IDB and IDB Group members. In this regard, it will advise ITFC to develop its development impact framework in 2017G, in light of the newly adopted strategy and structure. It will also assist GSPD and IDB Group complexes and entities in compiling their Annual Development Effectiveness Reports (ADER).

The summary of these activities is given in the following **Table 8**, while the details are shown in **Annex-2B**.

Table 8: GOE’s Enabling Activities in 2017G

Area	Activities
Knowledge Management & Dissemination	<ul style="list-style-type: none"> • Organize the third IDB Group Evaluation Symposium • Prepare and distribute two (2) Synthesis Notes / Occasional Papers from development evaluations. • Prepare and distribute twenty six (26) K-Series and contribution to document IDB Group success stories etc. • Publish 9 articles / flyers based on evidence from GOE evaluations • Organize seven (7) engagement events to launch major evaluations or disseminate key findings and lessons learned from GOED Evaluations
	<ul style="list-style-type: none"> • Update regularly and maintain the online information system on GOE products • Upgrade the Database on Lessons Learned hosted on the IDB Intranet Portal. • Market the GOE portal and make it more user-friendly
Capacity Development	<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 2017G • Participate in ECG thematic working groups • Draft two (2) Sectors Evaluation Guiding Notes (Energy and Agriculture)
	<ul style="list-style-type: none"> • Hold two (2) sessions on GOE Evaluation Policy, Guidelines, Technical Notes and Procedures • 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 • Two (2) staff to attend the Program on Investment Appraisal and Risk Analysis
	<ul style="list-style-type: none"> • Advise ITFC in designing a Development Impact Framework • Assist GSPD and IDB Group complexes and entities in compiling their Annual Development Effectiveness Reports (ADER) • One (1) workshop on Management Action Record System including key IDB Group staff and management • One (1) capacity building workshop in one MC.

CHAPTER - III : CONCLUSION

GOE Department discharges its duties through an annual Work Program. GOE Department's WP is aligned with the Bank's 10-Year Strategy and the GOE Department's 3 year work plan (2016G-2018G). 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.

ANNEXES

- ANNEX-1: GOE DEPARTMENT 3 YEAR ROLLING WORK PLAN
- ANNEX-2A: GOE DEPARTMENT'S 2017G WORK PROGRAM – EVALUATION ACTIVITIES
- ANNEX-2B: GOE DEPARTMENT'S 2017G WORK PROGRAM – ENABLING ACTIVITIES
- ANNEX-3A: LONG LIST OF COMPLETED PROJECTS APPROVED AFTER 2005G (1426H) - COMPLETED DURING 2010G-2014G (1431H-1435H) – 10 MILLION USD AND ABOVE DISBURSEMENT AMOUNT
- ANNEX-3B: LONG LIST OF COMPLETED PROJECTS APPROVED AFTER 2005G (1426H) - COMPLETED DURING 2010G-2015G (1431H-1435H) – 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: GOE DEPARTEMENT 3 YEAR ROLLING WORK PLAN**GOE DEPARTMENT 3 YEAR WORK PLAN AND BUDGET (2017-2019)**

Over the next three years, as part of its 3 Year Rolling Work Plan, the GOE department will focus on expanding its influence through establishing stronger measurement culture and effective knowledge sharing and dissemination platforms and spaces. In particular, the Department is to play a key role in institutionalizing Group-wide Result Based Management by assessing yearly the performance of IDBG operations and the MCPSSs, as indicated the IDBG 10-Year Corporate Scorecard and measuring yearly the results of completed IDBG interventions.

In 2017, the number of project performance evaluation reports (PPERs) will be scaled back on the assumption that more quality PCRs will be produced by the Sector Operations Complex. The Department's efforts will thus shift towards producing more Project Completion Reports Evaluation Notes (PCR-ENs). Through this approach, the GOED will continue to reinforce the accountability in the Bank and contribute in enhancing the results culture in the IDB Group.

Over the next three years, the GOE 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. One additional professional staff will be needed in year 3 for higher level evaluations.

Starting 2018, the GOE 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) 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 GOE Department will embark on many joint activities with departments in IDB and in its Group members, such as:

- Set-up and operationalization of M&E and Development Effectiveness functions and policies of the IDB Group members (ICIEC, ITFC, IRTI, ISFD)
- Harmonization of core sector indicators, performance rating and methods with the Operations of IDB Group Members
- Follow-up and reporting to the Board on the implementation status of recommendations made by the GOE Department.
- Regular learning events collaboration with IDB and IDBG members in results measurement and knowledge dissemination.

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.

ESTIMATED 3 YEAR ROLLING WORK PROGRAM (2017-19)

	2017			2018			2019			
	Number	Missions	Consultants	Number	Missions	Consultants	Number	Missions	Consultants	
Project Level	PPERS (ordinary)	20	20	5	15	15	5	10	10	3
	Special PPER	2	2		1	1		1	1	
	ICD	2	2		2	2		1	1	
	SAPER	1	1		1	1		1	1	
	ITFC	1	1		1	1		1	1	
	ICIEC	2	2		1	1		1	1	
	All PPER Products	29	26	5	21	19	5	15	15	3
	PCR-ENs/XPSR-ENs	25		3	35		3	40	5	5
All Project Level Products	54	26	8	56	19	8	55	20	8	
Higher Level	MCPS Implementation Review Sector	4	4	4	6	6	6	6	6	6
	Corporate (10YSF)	1		1	1		1	2		2
	Thematic (including ICD/IRT/ICIEC/ITFC/ISFD/etc.)		0	0	1	2	1	2	4	2
	Program	1	2	2	1	2	1	2	4	2
	All Higher Level Products	6	6	7	10	11	10	12	14	12
Dissemination Activities	Knowledge Materials for Project Level (K-Series, Articles, Success Stories)	26			26			26		
	Knowledge Materials for Higher Level (K-Series, Articles, Success Stories)	9			20			24		
	Synthesis Products	2			2			2		
	Evaluation Events for Higher Level	7			10			12		
	Global Events	2		2	2			2		2
	Total Dissemination Activities	46			60			66		
Enabling Activities	Internal Capacity Building for Staff	12	6	1	14	8	1	14	9	1
	Attendance of ECG and other MDBs Evaluation Networks	2	2	0	2	2	0	2	2	0
Grand Total All Evaluation Activities	106			126			133			

ESTIMATED BUDGET & HUMAN RESOURCES IMPLICATIONS (2017-19)

	2017	2018	2019
Budget (in Million US\$)*	2.47	2.59	2.72
Human Resources	3 Management level staff, 12 professional staff, 1 para professional staff and 1 support staff	3 Management level staff, 13 professional staff, 1 para professional staff and 1 support staff	3 Management level staff, 14 professional staff, 1 para professional staff and 1 support staff

*Covering the travel, consultancy, training, printing and other cost needed to deliver the program

ANNEX-2A: GOE DEPARTMENT'S 2017G 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	Burkina Faso	2UV 0097 & 3UV 0098	Agricultural Development Project Downstream Small Dams in the Eastern Region	AGRICULTURE	Loan & Loan LDMC	13.5
2	Niger	2NIR0085 & 3NIR0086	Franco-Arabic Lower Secondary Education Development	EDUCATION	Loan & Loan LDMC	13.8
3	Malaysia	2MA 0103	Upgrading of University of Science of Malaysia	EDUCATION	Inst. Sale	37.9
4	Azerbaijan	2AZ 0032	Janub Power Plant	ENERGY	Istisnaa	172.1
5	Uzbekistan	2UZB0062	Khausak-Shady and Kandym (KSK) Gas Field Project	ENERGY	Inst. Sale	36.7
6	Pakistan	2PAK0132	Uch II Power Expansion PPP Project	ENERGY	Leasing	84
7	Iran	2IRN0071	Abadan Combined Cycle Power Plant	ENERGY	Inst. Sale	101.0
8	Kazakhstan	7KHZ0065	Microfinance to Rural Areas Project	FINANCE	Loan ISFD	10
9	Indonesia	2IND0115	North Sumatra University Hospital Project	HEALTH	Inst. Sale	10.2
10	Sudan	2SU 0125 & 2SU 0143	The White Nile Sugar Project	INDUSTRY AND MINING	Leasing	68.6
11	Cote d'Ivoire	2IVC0013	Construction of Singrobo-Yamoussoukro Highway (Phase II) Project	TRANSPORTATION	Istisnaa	40.9
12	Mali	2MLI0091	Bandiagara Bankass-Koro-Burkina Faso Road	TRANSPORTATION	Loan	10.7
13	Senegal	2SE 0114	Construction of The Linguere- Matam (Boula-Patouki) Road	TRANSPORTATION	Loan	15.8
14	Turkey	2TU 0147	Railway Tracks	TRANSPORTATION	Inst. Sale	134.1
ORDINARY OPERATIONS – Disbursed Amount of Below USD 10 Million						
1	Bangladesh	2BD 0145	Greater Rangpur Agriculture and Rural Development Project	AGRICULTURE	Loan	7.90
2	Tunisia	2TUN0092	Sidi Bouzid Higher Institute for Technological Studies	EDUCATION	Istisnaa	9.87
3	Kyrgyz	7KYR0037 & 7KYR0039	Microfinance Project for Rural Development - Center Kapital & Finance Partner	FINANCE	Loan ISFD	2.30
4	The Gambia	3GM 0065	IDB-Malaria Control Project - Quick Win Program	HEALTH	Loan LDMC	1.22
5	Jordan	2JO 0096	Construction of the New AL-Zarqa Hospital Project	HEALTH	Loan	5.70
6	The Gambia	3GM 0067	Rural Water Supply Project in Gunjur	WATER, SANITATION & URBAN SERVICES	Loan LDMC	4.32
OPERATIONS OF IDB GROUP MEMBERS						
24		ICD	Two (2) projects will be selected from the list of ICD Completed Portfolio			
25		ICIEC	Two (2) operations will be selected from the list of ICIEC Completed Portfolio			
26		ITFC	One (1) project will be selected from the list of ITFC Completed Portfolio			
SPECIAL ASSISTANCE OPERATIONS						
27		Special Assistance	One (1) Cluster Evaluation of Special Assistance Projects in Tanzania			

REVIEW AND VALIDATION OF PROJECT COMPLETION REPORTS

28-53 Twenty five (25) PCR Reviews and Validations will be carried out

SPECIAL EVALUATIONS

54-55 Two (2) Special Evaluations of on-going problematic projects (upon Management request)

(b) Higher Level Evaluations

56 IDB Group-wide Four (4) Member Country Partnership Strategy (MCPS) Implementation Review

SECTOR EVALUATION

57 Finalize the Consolidation of Evaluation work in Transportation Sector initiated in 2016G

58 Finalize the Consolidation of Evaluation work in Water & Sanitation Sector initiated in 2016G

59 Finalize the Consolidation of Evaluation work in Health & Other Social Services initiated in 2016G

PROGRAM EVALUATION

60 Undertake the Evaluation of one (1) ISFD Program

61 Finalize one (1) ICIEC's ITAP Program Evaluation initiated in 2016G

62 Finalize one (1) ISFD's MFS Program Evaluation initiated in 2016G

CORPORATE ASSESSMENT

63 Support the implementation of one (1) IDB Group's Organization Efficiency Study

SPECIAL STUDY

64 Special study on the Management Actions on the Follow-Up Actions and Recommendations from the Evaluation Reports

65 Annual Evaluation Report of 2016G

ANNEX-2B: GOE DEPARTMENT'S 2017G WORK PROGRAM – ENABLING ACTIVITIES

Subject	Activity
Knowledge Management & Dissemination	
Knowledge Generation and Sharing	<ul style="list-style-type: none"> • Organize the third IDB Group Evaluation Symposium • Prepare and distribute two (2) Synthesis Notes / Occasional Papers from development evaluations. • Prepare and distribute twenty six (26) K-Series and contribution to document IDB Group success stories etc. • Publish 9 articles / flyers based on evidence from GOE evaluations • Organize seven (7) engagement events to launch major evaluations or disseminate key findings and lessons learned from GOED Evaluations
Evaluation Knowledge Platform	<ul style="list-style-type: none"> • Update regularly and maintain the online information system on GOE products • Upgrade the Database on Lessons Learned hosted on the IDB Intranet Portal. • Market the GOE 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 2017G • Participate in ECG thematic working groups • Draft two (2) Sectors Evaluation Guiding Notes (Energy and Agriculture)
Talent and Leadership Development of GOE Staff	<ul style="list-style-type: none"> • Hold two (2) sessions on GOE Evaluation Policy, Guidelines, Technical Notes and Procedures • 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 • Two (2) staff to attend the Program on Investment Appraisal and Risk Analysis
Evaluation Capacity Building in IDB Group and in MCs	<ul style="list-style-type: none"> • Advise ITFC in designing a Development Impact Framework • Assist GSPD and IDB Group complexes and entities in compiling their Annual Development Effectiveness Reports (ADER) • One (1) workshop on Management Action Record System including key IDB Group staff and management • One (1) capacity building workshop in one MC.

ANNEX-3A: LONG LIST OF COMPLETED PROJECTS APPROVED AFTER 2005G (1426H) - COMPLETED DURING 2010G-2014G (1431H-1435H) – 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 Last disbursement Date	Completion Date
1	2AZ 0032	Azerbaijan	Janub Power Plant	ENERGY	Istisnaa	947.67	199.76	172.16	86%	10/18/2009	5/13/2013	6/22/2013
2	2KHZ0050	Kazakhstan	Reconstruction of Road Section Border of South Kazakhstan Oblast-Taraz Project	TRANSPORTATION	Istisnaa	213.88	186.00	170.00	91%	2009-02-08	7/11/2013	2014-01-16
3	2TUN0097	Tunisia	Extension of Feriana Thyna Power Plants	ENERGY	Istisnaa	200.58	194.77	161.78	83%	7/13/2008	5/30/2012	5/30/2012
4	2TU 0147	Turkey	Railway Tracks	TRANSPORTATION	Inst. Sale	366.18	153.64	134.11	87%	2008-12-21	7/8/2014	2014-04-17
5	2IRN0071	Iran	Abadan Combined Cycle Power Plant	ENERGY	Inst. Sale	121.74	121.15	101.04	83%	4/7/2008	4/17/2013	5/8/2013
6	2PAK0132	Pakistan	Uch II Power Expansion Ppp Project	ENERGY	Leasing	542.00	90.00	84.00	93%	2010-10-03	3/27/2014	2014-08-10
7	2MA 0104	Malaysia	Kuala Lumpur to Selangor Toll Expressway (KLS)	TRANSPORTATION	Istisnaa	441.00	92.00	83.05	90%	2008-07-13	2/8/2013	2014-01-07
8	2MAU0124	Mauritania	Guelb II Expansion Project (Tranche 1)	INDUSTRY AND MINING	Leasing	520.00	80.00	80.00	100%	2009-07-04	3/20/2014	2014-04-12
9	2TU 0176	Turkey	TKB Renewable Energy Program	ENERGY	Restricted Mudaraba	550.00	190.00	75.00	39%	2013-07-07	7/7/2014	2014-07-07
10	2SU 0125 & 2SU 0143	Sudan	The White Nile Sugar Project	INDUSTRY AND MINING	Leasing	436.40	63.20	68.66	109%	2006-11-12	4/17/2014	2014-06-15
11	2MLI0093	Mali	Power Generation Expansion	ENERGY	Leasing	71.07	60.43	58.95	98%	2007-07-07	7/11/2013	2014-06-15
12	2MOR0107 & 2MOR0108	Morocco	Rural Electrification For Thirteen Provinces	ENERGY	Loan & Istisnaa	56.35	67.62	51.84	92%	3/5/2006	1/22/2013 & 3/9/2012	7/14/2013
13	2IVC0013	Cote d'Ivoire	Construction of Singrobo-Yamoussoukro Highway (Phase II) Project	TRANSPORTATION	Istisnaa	39.63	38.58	40.94	106%	2007-01-14	4/17/2014	2014-06-15
14	2IRN0060	Iran	Power transm. And distribution system in Fars Province	ENERGY	Leasing	43.09	43.09	38.69	90%	7/3/2006	7/3/2010	4/6/2011
15	2MA 0103	Malaysia	Upgrading of University of Science of Malaysia	EDUCATION	Inst. Sale	78.95	43.44	37.97	87%	2007-11-04	4/25/2013	2014-01-27

GOE DEPARTMENT ANNUAL WORK PROGRAM FOR 2017G

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 Last disbursement Date	Completion Date
16	2UZB0062	Uzbekistan	Khausak-Shady and Kandym (KSK) Gas Field Project	ENERGY	Inst. Sale	500.00	100.00	36.71	37%	2011-05-01	9/24/2013	2014-03-30
17	2IRN0066	Iran	Bar Dam Project	AGRICULTURE	Istisnaa	32.15	32.15	31.63	98%	7/7/2007	3/7/2013	5/22/2013
18	2SE 0100	Senegal	Acquisition of A 60 MW Power Plant in Dakar	ENERGY	Leasing	27.08	27.08	29.08	107%	1/14/2007	3/25/2010	10/1/2010
19	2BD 0151	Bangladesh	Improving Rural Households Livelihood Through Solar Energy	ENERGY	Loan	18.00	18.00	16.71	93%	12/21/2008	6/7/2012	1/14/2013
20	2SE 0114	Senegal	Construction of The Linguere- Matam (Boula-Patouki) Road	TRANSPORTATION	Loan	137.85	17.91	15.81	88%	2010-06-24	6/23/2014	2014-07-14
21	2UV 0105	Burkina Faso	Construction of Koudougou-Dedougou Road Project	TRANSPORTATION	Loan	67.80	16.30	15.31	94%	2008-08-24	6/26/2014	2014-07-14
22	2TAD0030	Tajikistan	Regional Power Transmission Interconnection Project	ENERGY	Loan	14.07	10.00	13.98	99%	2/25/2007	5/28/2013	7/6/2013
23	2NIR0085 & 3NIR0086	Niger	Franco-Arabic Lower Secondary Education Development	EDUCATION	Loan & Loan LDMC	15.75	14.18	13.88	98%	2006-04-09	5/3/2013	2014-01-27
24	2MLI0089	Mali	Construction of Four Access Roads	TRANSPORTATION	Loan	10.46	10.46	10.95	105%	7/3/2006	6/24/2009	11/11/2010
25	2TAD0027	Tajikistan	Reconstruction of Secondary Schools Phase II	EDUCATION	Loan	10.55	13.02	10.80	102%	9/11/2005	10/24/2012	1/1/2013
26	2TO 0021	Togo	Construction of The Dapaong Ponio - Burkina Border Road	TRANSPORTATION	Loan	9.28	9.28	10.76	116%	10/27/2008	2/8/2013	2/15/2013
27	2MLI0091	Mali	Bandiagara Bankass-Koro-Burkina Faso Road	TRANSPORTATION	Loan	10.58	10.58	10.73	101%	4/9/2007	4/13/2011	10/18/2011
28	2UV 0103	Burkina Faso	Yegueresso-Diebouougou Road Project	TRANSPORTATION	Loan	10.48	10.48	10.72	102%	4/9/2007	7/25/2012	5/8/2013
29	2GUI0098	Guinea	Construction of Labe-Kourmangui Road Project	TRANSPORTATION	Loan	12.36	11.12	10.46	94%	2006-07-03	7/24/2014	2014-07-14

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 Last disbursement Date	Completion Date
30	2UV 0097	Burkina Faso	Agricultural Development Project Downstream Small Dams in the Eastern Region	AGRICULTURE	Loan	14.11	9.41	10.38	110%	2006-05-28	4/11/2014	2014-04-20
31	2KYR0025	Kyrgyz	Taraz-Talas-Susamyr Road (Phase II)	TRANSPORTATION	Loan	11.20	11.20	10.34	92%	6/1/2008	1/30/2013	2/5/2013
32	2IND0115	Indonesia	North Sumatra University Hospital Project	HEALTH	Inst. Sale	39.40	11.02	10.25	93%	2006-04-09	1/9/2014	2014-04-28
33	7KHZ0065	Kazakhstan	Microfinance to Rural Areas Project	FINANCE	Loan ISFD	12.17	10.00	10.00	100%	2010-01-31	1/9/2014	2014-10-20

ANNEX-3B: LONG LIST OF COMPLETED PROJECTS APPROVED AFTER 2005G (1426H) - COMPLETED DURING 2010G-2014G (1431H-1435H) – 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 Last disbursement Date	Completion Date
1	2TUN0092	Tunisia	Sidi Bouzid Higher Institute for Technological Studies	EDUCATION	Istisnaa	18.38	10.91	9.87	91%	2006-07-03	12/30/2013	2014-01-27
2	2SE 0102	Senegal	Touba Water Supply (Phase 1) Project	WATER, SANITATION & URBAN SERVICES	Loan	13.15	10.41	9.78	94%	2007-05-27	3/13/2013	2014-09-18
3	2MOZ0022	Mozambique	The North of Cabo Delgado Province Rural Electrification	ENERGY	Loan	9.72	26.19	9.77	100%	1/23/2006	5/29/2013	7/28/2013
4	2JO 0101	Jordan	Supporting the Electricity Transmission System Project	ENERGY	Loan	73.33	9.66	9.66	100%	2007-09-08	1/8/2014	2014-02-11
5	2TUR0013	Turkmenistan	Archman Medical Hydrotherapy Center	health	Loan	10.62	18.81	9.27	87%	2/6/2005	1/19/2010	3/25/2012
6	7SL 0071	Sierra Leone	Sierra Leone Community-Driven Development Project	AGRICULTURE	Loan ISFD	18.45	8.43	8.43	100%	2010-03-13	1/17/2014	2014-01-17
7	2ALB0021	Albania	Construction of Buna Bridge	TRANSPORTATION	Loan	8.57	8.57	8.36	98%	5/28/2006	12/7/2011	4/3/2013
8	2MAL0036	Maldives	Construction of Harbours	TRANSPORTATION	Istisnaa	15.00	15.00	8.19	55%	9/8/2007	7/9/2013	11/21/2013
9	2BD 0145	Bangladesh	Greater Rangpur Agriculture and Rural Development Project	AGRICULTURE	Loan	11.10	8.68	7.90	91%	2007-05-27	11/23/2012	2014-05-19
10	2JO 0096	Jordan	Construction of the New AL-Zarqa Hospital Project	HEALTH	Loan	65.60	6.20	5.70	92%	2006-03-05	2/10/2014	2014-02-10
11	2MLI0090	Mali	Rural Electrification Project	ENERGY	Loan	5.66	5.66	5.50	97%	7/3/2006	3/14/2013	11/21/2013
12	2UV 0108	Burkina Faso	Soum Hydro-Agricultural Development (Phase I) Project	AGRICULTURE	Loan	20.54	5.60	5.10	91%	2008-01-06	1/10/2014	2014-04-30
13	3GM 0067	The Gambia	Rural Water Supply Project in Gunjur	WATER, SANITATION & URBAN SERVICES	Loan LDMC	5.17	4.74	4.32	91%	2008-10-27	6/23/2014	2014-08-11

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 Last disbursement Date	Completion Date
14	2MAU0103	Mauritania	Rehabilit. of the Irrigation in Maghama-III	AGRICULTURE	Loan	4.93	5.95	3.99	81%	11/27/2005	3/16/2011	3/16/2011
15	3UV 0098	Burkina Faso	Agricultural Development Project Downstream Small Dams in the Eastern Region	AGRICULTURE	Loan LDMC	14.11	2.99	3.16	106%	2006-05-28	1/30/2014	2014-04-20
17	2IND0130	Indonesia	Development and Upgrading of the State University of Jakarta Project	EDUCATION	Loan	38.68	3.38	1.42	42%	2008-06-01	12/15/2014	2014-09-22
18	3GM 0065	The Gambia	IDB-Malaria Control Project - Quick Win Program	HEALTH	Loan LDMC	3.08	3.00	1.22	41%	2008-01-12	7/7/2014	2014-08-20
19	7KYR0039	Kyrgyz	Microfinance Project for Rural Development - Finance Partner	FINANCE	Loan ISFD	1.27	1.20	1.20	100%	2012-06-03	7/3/2013	2014-09-21
20	7KYR0037	Kyrgyz	Microfinance Project for Rural Development - Center Kapital	FINANCE	Loan ISFD	1.16	1.10	1.10	100%	2012-06-03	11/27/2012	2014-09-21

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 Last disbursement Date	Completion Date
1	2UV 0097 & 3UV 0098	Burkina Faso	Agricultural Development Project Downstream Small Dams in the Eastern Region	AGRICULTURE	Loan & Loan LDMC	14.11	12.40	13.54	109%	2006-05-28	4/11/2014	2014-04-20
2	2NIR0085 & 3NIR0086	Niger	Franco-Arabic Lower Secondary Education Development	EDUCATION	Loan & Loan LDMC	15.75	14.18	13.88	98%	2006-04-09	5/3/2013	2014-01-27
3	2MA 0103	Malaysia	Upgrading of University of Science of Malaysia	EDUCATION	Inst. Sale	78.95	43.44	37.97	87%	2007-11-04	4/25/2013	2014-01-27
4	2AZ 0032	Azerbaijan	Janub Power Plant	ENERGY	Istisnaa	947.67	199.76	172.16	86%	10/18/2009	5/13/2013	6/22/2013
5	2UZB0062	Uzbekistan	Khausak-Shady and Kandym (KSK) Gas Field Project	ENERGY	Inst. Sale	500.00	100.00	36.71	37%	2011-05-01	9/24/2013	2014-03-30
6	2PAK0132	Pakistan	Uch II Power Expansion PPP Project	ENERGY	Leasing	542.00	90.00	84.00	93%	2010-10-03	3/27/2014	2014-08-10
7	2IRN0071	Iran	Abadan Combined Cycle Power Plant	ENERGY	Inst. Sale	121.74	121.15	101.04	83%	4/7/2008	4/17/2013	5/8/2013
8	7KHZ0065	Kazakhstan	Microfinance to Rural Areas Project	FINANCE	Loan ISFD	12.17	10.00	10.00	100%	2010-01-31	1/9/2014	2014-10-20
9	2IND0115	Indonesia	North Sumatra University Hospital Project	HEALTH	Inst. Sale	39.40	11.02	10.25	93%	2006-04-09	1/9/2014	2014-04-28
10	2SU 0125 & 2SU 0143	Sudan	The White Nile Sugar Project	INDUSTRY AND MINING	Leasing	436.40	63.20	68.66	109%	2006-11-12	4/17/2014	2014-06-15
11	2IVC0013	Cote d'Ivoire	Construction of Singrobo-Yamoussoukro Highway (Phase II) Project	TRANSPORTATION	Istisnaa	39.63	38.58	40.94	106%	2007-01-14	4/17/2014	2014-06-15
12	2MLI0091	MALI	Bandiagara Bankass-Koro- Burkina Faso Road	TRANSPORTATION	Loan	10.58	10.58	10.73	101%	4/9/2007	4/13/2011	10/18/2011
13	2SE 0114	Senegal	Construction Of The Linguere-Matam (Boula-Patouki) Road	TRANSPORTATION	Loan	137.85	17.91	15.81	88%	2010-06-24	6/23/2014	2014-07-14
14	2TU 0147	Turkey	Railway Tracks	TRANSPORTATION	Inst. Sale	366.18	153.64	134.11	87%	2008-12-21	7/8/2014	2014-04-17

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 Last disbursement Date	Completion Date
1	2MOR0107 & 2MOR0108	Morocco	Rural Electrification For Thirteen Provinces	ENERGY	Loan & Istisnaa	56.35	67.62	51.84	92%	3/5/2006	1/22/2013 & 3/9/2012	7/14/2013
2	2TU 0176	Turkey	TKB Renewable Energy Program	ENERGY	Restricted Mudaraba	550.00	190.00	75.00	39%	2013-07-07	7/7/2014	2014-07-07
3	2TAD0030	Tajikistan	Regional Power Transmission Interconnection Project	ENERGY	Loan	54.04	14.05	13.98	99%	2/25/2007	5/28/2013	7/6/2013
4	2MAU0124	Mauritania	Guelb II Expansion Project (Tranche 1)	INDUSTRY AND MINING	Leasing	520.00	80.00	80.00	100%	2009-07-04	3/20/2014	2014-04-12
5	2TO 0021	Togo	Construction Of The Dapaong Ponio - Burkina Border Road	TRANSPORTATION	Loan	9.28	9.28	10.76	116%	10/27/2008	2/8/2013	2/15/2013
6	2BH 0038	Bahrain	Replacement of Sitra Causeway Bridge	TRANSPORTATION	Istisnaa	248.89	67.42	58.64	87%	2006-05-28	6/15/2011	2011-09-14

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 Last Disbursement Date	Completion Date
1	2BD 0145	Bangladesh	Greater Rangpur Agriculture and Rural Development Project	AGRICULTURE	Loan	11.10	8.68	7.90	91%	2007-05-27	11/23/2012	2014-05-19
2	2TUN0092	Tunisia	Sidi Bouzid Higher Institute For Technological Studies	EDUCATION	Istisnaa	18.38	10.91	9.87	91%	2006-07-03	12/30/2013	2014-01-27
3	7KYR0037&7KYR0039	Kyrgyz	Microfinance Project for Rural Development - Center Kapital & Finance Partner	FINANCE	Loan ISFD	2.43	2.30	2.30	100%	2012-06-03	7/3/2013	2014-09-21
4	3GM 0065	The Gambia	IDB-Malaria Control Project - Quick Win Program	HEALTH	Loan LDMC	3.08	3.00	1.22	41%	2008-01-12	7/7/2014	2014-08-20
5	2JO 0096	Jordan	Construction of the New AL-Zarqa Hospital Project	HEALTH	Loan	65.60	6.20	5.70	92%	2006-03-05	2/10/2014	2014-02-10
6	3GM 0067	The Gambia	Rural Water Supply Project in Gunjur	WATER, SANITATION & URBAN SERVICES	Loan LDMC	5.17	4.74	4.32	91%	2008-10-27	6/23/2014	2014-08-11

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	2LE 0059	Lebanon	Eight Schools In Bekaa	EDUCATION	Loan	10.36	8.92	97%	2006-03-05	12/24/2012	2013-04-06
2	2MLI0090	Mali	Rural Electrification Project	ENERGY	Loan	5.66	5.66	97%	7/3/2006	3/14/2013	11/21/2013
3	2MAL0036	Maldives	Construction of Harbours	TRANSPORTATION	Istisnaa	15.00	15.00	55%	9/8/2007	7/9/2013	11/21/2013
4	2SE 0102	Senegal	Touba Water Supply (Phase 1) Project	WATER, SANITATION & URBAN SERVICES	Loan	13.15	10.41	94%	2007-05-27	3/13/2013	2014-09-18