

IsDB ANNUAL DEVELOPMENT EFFECTIVENESS REPORT (ADER) 2024



Diversifying Economies, Enriching Lives

Boosting Recovery, Tackling Poverty & Building Resilience, Driving Green Economic Growth

Abstract

The **Annual Development Effectiveness Report (ADER)** is one of the **flagship publications** of the **Islamic Development Bank (IsDB)**. It serves as the principal reporting instrument for the implementation of the **Realigned Strategy 2023–2025** and the Bank's corporate **Results-Based Management Framework (RBMF)**, a management tool used to track and monitor IsDB's progress in implementing its strategy. As a best practice of the MDBs, the ADER presents a performance-based assessment of the Bank's strategic aspirations in achieving its vision and mission of achieving socio-economic development.

The **2024 edition** of the ADER provides a comprehensive assessment of the Bank's **developmental results, outcomes and effectiveness** across its **57 Member Countries** and **Muslim communities worldwide**. The key results presented in the ADER are derived from 45 projects and 110 grants and trust fund operations approved in 2024, aiming to deliver high impact to millions of beneficiaries. The results, reflecting our unwavering commitment to accountability and excellence, that are derived from 58 projects and 101 grants completed within the year.

The report not only highlights publicly financed projects but also highlights the remarkable achievements of grants, technical assistance, and special trust funds managed by the Bank. Additionally, it features "spotlight," and "notable projects" selected based on their impact, total investment, and co-financing amounts. Finally, "human impact stories" have been included to demonstrate the Bank's efforts in human development and building resilience.

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ABBREVIATIONS

ADER	Annual Development Effectiveness Report	KPIs	Key Performance Indicators
AFAB	The Alliance to Fight Avoidable Blindness	KSA	Kingdom of Saudi Arabia
AfDB	African Development Bank	KSRelief	King Salman Humanitarian Aid and Relief Center
AHTF	Afghanistan Humanitarian Trust Fund	LDMCs	Least Developed Member Countries
ALAE	Asia, Latin America, and Europe	LLF	Lives and Livelihoods Fund
BPMN	Business Process Model and Notation	MCPS	Member Country Partnership Strategy
CAREC	The Central Asia Regional Economic Cooperation	MCs	Member Countries
CCED	Climate Change Emergency Declaration	MDBs	Multilateral Development Banks
CEF	Country Engagement Framework	MENA	Middle East and North Africa
CICERO	Centre for International Climate and Environmental Research	MFIs	Micro Finance Institutions
CSIs	Core Sector Indicators	MMUs	Mobile Medical Units
ESG	Environmental Social and Governance	MoE	Ministry of Energy
ESIAs	Environmental and Social Impact Assessments	MSME	Micro, Small, and Medium Enterprises
ESMPs	Environmental and Social Management Plans	MSP	Merit Scholarship Program
ESS	Environmental and Social Safeguards	MTR	Mid-Term Review
EWS	Early Warning System	NGOs	Non-Governmental Organizations
FSRP	Food Security Response Program	OCR	Ordinary Capital Resources
G20	The Group of Twenty	OIC	Organization of Islamic Cooperation
GDP	Gross Domestic Product	OMS	Operations Management System
GIFR	Global Islamic Fund for Refugees	OOSC	Out-of-School Children Program
GRT	Governors' Round Table	PAPs	Poverty Alleviation Program
IATI	International Aid Transparency Initiatives	PCR	Project Completion Report
ICD	Islamic Corporation for the Development of the Private Sector	PDPI	Project Disbursement Performance Index
ICMA	International Capital Market Association	PHCs	Primary Healthcare Centers
ICRC	International Committee of the Red Cross	PPP	Public-Private Partnership
ICT	Information and Communication Technology	RBMF	Results-Based Management Framework
IFC	International Finance Corporation	RVCDP	Rice Value Chain Development Program
IGAD	Intergovernmental Authority on Development	SBCP	Strategy, Budget, and Corporate Performance
IMDT	Information Management and Disruptive Technology	SDGs	Sustainable Development Goals
IMF	International Monetary Fund	SFF	Sustainable Finance Framework
IsDB	Islamic Development Bank	SMEs	Small and Medium Enterprises
ISFD	Islamic Solidarity Fund for Development	SPMC	Scholarship Program for Muslim Communities
IsDBG	Islamic Development Bank Group	SPRP	Strategic Preparedness and Response Program
ITFC	International Islamic Trade Finance Corporation	SSA	Sub-Saharan Africa
ITSOM	Information Technology Strategy and Operating Model	UNFCCC	United Nations Framework Convention on Climate Change
IWP	Integrated Work Program	UNFPA	United Nations Population Fund
KAAP	King Abdullah bin Abdulaziz Program for Charity Works	UNICEF	United Nations International Children's Emergency Fund
KfW	Kreditanstalt Für Wiederaufbau	WEO	World Economic Outlook
KOSGEB	Small and Medium Enterprises Development Organization of Türkiye	WHO	World Health Organization
		WB	World Bank
		WDI	World Development Indicator

SNAPSHOTS ON DEVELOPMENT PROGRESS IN THE MCs

Table 1: Macroeconomic Indicators in Member Countries

SDG	Indicator	IsDB	World	Year	Source
	Mortality rate, under 5 (per 1,000 live births)	44.3	37.1	2022	WB, WDI
	Maternal mortality ratio (per 100,000 live births)	265.1	223.0	2020	WB, WDI
	People using at least basic drinking water services (% of the population)	87.0	91.1	2022	WB, WDI
	People using safely managed sanitation services (% of the population)	44.4	56.6	2022	WB, WDI
	Gross enrolment ratio, secondary, total (%)	63.2	77.1	2013-2023	WB, WDI
	Government expenditure on education as % of GDP	2.6	3.8	2022	WB, WDI
	Gender Inequality Index (value)*	0.4	0.5	2022	UNDP
	Labour force - 15+ - female (participation rate)	40.5	48.8	2023	UN ILO
	School enrollment, secondary, female (% gross)	72.3**	76.8	2023	WB, WDI
	Access to electricity (% of population)	84.6	91.3	2022	WB, WDI
	Real GDP growth (% change) *	3.4	3.3	2023	IMF, WEO
	Exports of goods and services (% of GDP) *	34.7	29.3	2023	WB, WDI
	The unemployment rate, total (% of the total labour force)	5.7	5.0	2023	WB, WDI
	Individuals using the internet (% of the population)	54.7	67.4	2022-2023	WB, WDI
	Manufacturing, value added (% of GDP)	15.7	15.2	2023	WB, WDI
	Industry including construction, value added (% of GDP)	37.7	26.1	2023	WB, WDI
	The CO ₂ emissions (per unit of GDP PPP)	0.20	0.20	2023	GCA

* RBMF Level 1 Indicators

** Simple average of latest available data

Data source: Group Chief Economist

Figures are rounded to one decimal point

Table 2: Key Results from Projects Completed



Agriculture & Rural Development



	Core Sector Indicator (CSI) SDG 2 (Zero Hunger)	Results
	Agricultural processing facilities constructed or rehabilitated (number)	22
	Agricultural storage capacity built or upgraded (ton)	3
	Area irrigated (hectare)	8,368
	Crop production increased (ton)	18,143
	Current irrigation network rehabilitated or maintained (km)	4
	Farmers' organizations capacity built or trained (number)	50
	Land for crop production developed (hectare)	244
	Livestock production increased (ton)	260
	New irrigation network designed and installed (km)	21
	Prevalence of hunger reduced (people)	660,042



Sustainable Transport



	Core Sector Indicator (CSI) SDG 11 (Sustainable Cities and Communities)	Results
	Expressways/highways built, upgraded, or rehabilitated (km)	1,666
	Local/rural roads built, upgraded, or rehabilitated (km)	3,103

The data is drawn from project documents, the Operations Management System (OMS), and Project Completion Reports (PCRs).



Clean & Renewable Energy



Core Sector Indicator (CSI) SDG 7 (Affordable and Clean Energy)		Results
	Electricity services improved (hour)	6,044
	Households connected to electricity (number)	6,000
	Installed energy generation capacity using non-renewable sources (MW equivalent)	10,135
	Oil refining capacity increased (ton)	660,000
	Substations, Installed, upgraded, or Rehabilitated (MVA)	1,180
	Transmission /distribution lines installed, upgraded, or rehabilitated (km)	1,182



Water, Sanitation, and Urban Development



Core Sector Indicator (CSI) SDG 6 (Clean water and Sanitation)		Results
	Households provided access to improved sanitation (i.e., latrines, sewage system) (number)	2,815,000
	Households provided access to regular solid waste collection services (number)	1,620,000
	Households provided access to safe water supply systems (number)	23,843
	Potable water treatment capacity increased (m ³ /day)	193,600
	Shelters/houses built, upgraded, or rehabilitated (number)	2,661
	Water supply network installed or upgraded (km)	723



Resilient & Quality Education



Core Sector Indicator (CSI) SDG 4 (Quality Education)		Results
	Classrooms built or upgraded in educational institutions (number)	559
	Educational institutions built, upgraded, or equipped (number)	8
	Students benefited (number)	536,406
	Teachers/Faculty/staff trained (number)	3,837



Universal Healthcare



Core Sector Indicator (CSI) SDG 3 (Good Health and Well-Being)		Results
	Health facilities constructed, upgraded, or equipped (number)	2,036
	Number of beds added to health facilities (number)	755
	Healthcare facilities were equipped with medical and non-medical supplies (number)	400
	People benefited from outpatient services (number)	5,111,600
	Health personnel trained e.g., doctors, nurses, paramedics, technicians (number)	2,818



SMEs & Job Creation



Core Sector Indicator (CSI) SDG 8 (Decent Work and Economic Growth)		Results
	Market centers established, upgraded, or rehabilitated (number)	25
	People with access to microfinance increased (number)	2,425,000
	Small/medium enterprises established or promoted (number)	1,500

Figure 1: Trends of Active Portfolio at Year-Ends (US\$ Million)

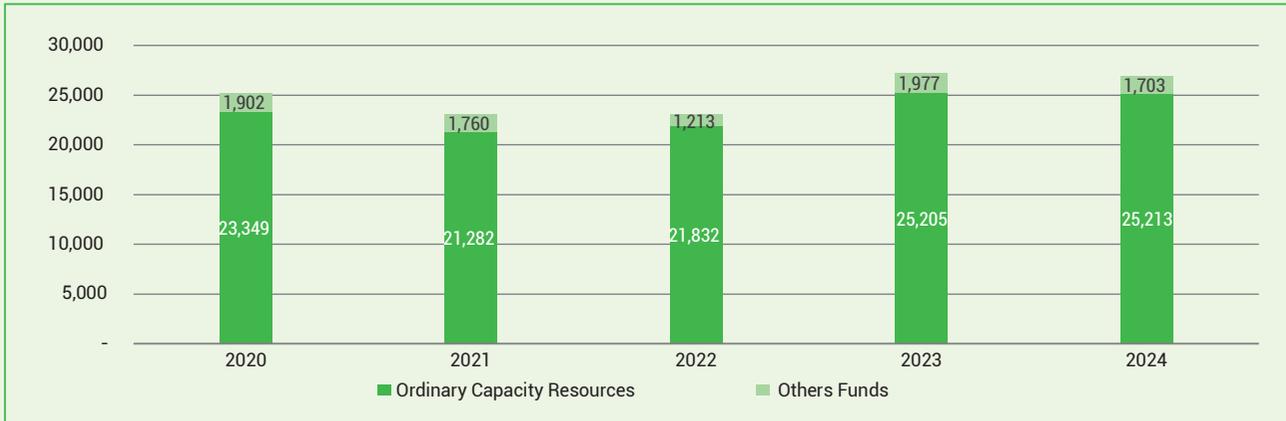
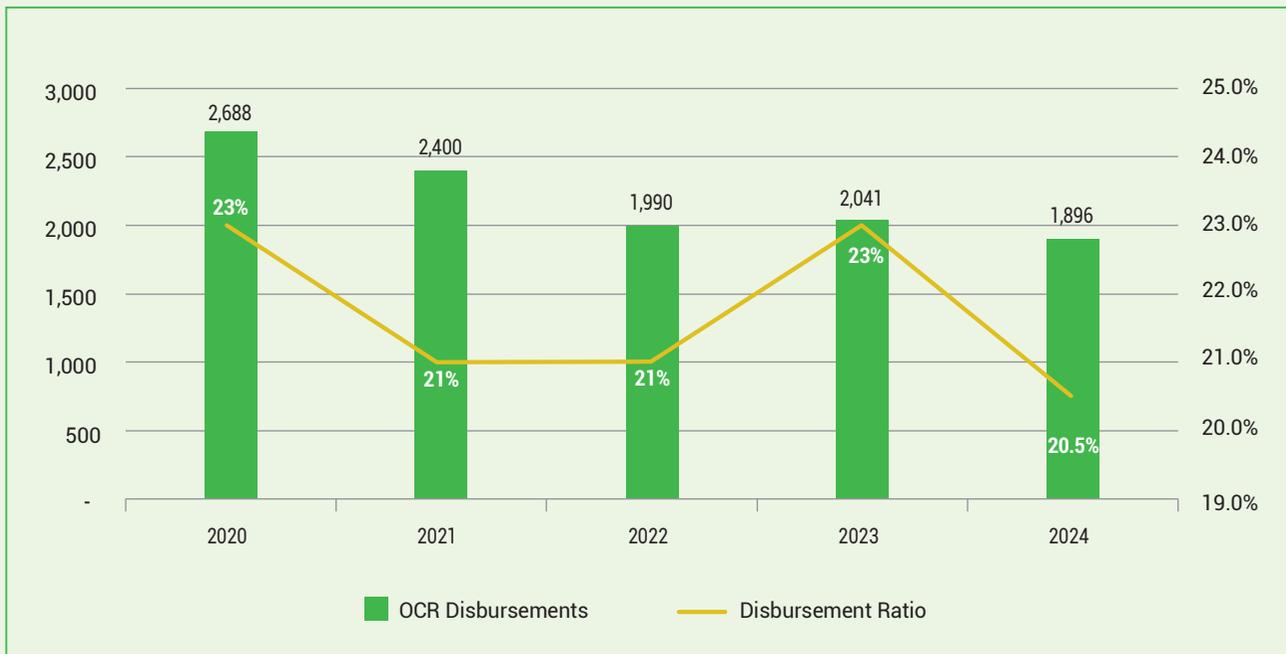


Figure 2: OCR Approvals by Region (US\$ Million)



Figure 3: OCR Disbursement (US\$ Millions) and Disbursement Ratio (%)





Aşagi Kaleköy Hydro-Solar Power Project, Türkiye



EXECUTIVE SUMMARY

In an increasingly interconnected world, the IsDB reaffirms its commitment to fostering sustainable development and enhancing socio-economic outcomes across its 57 MCs. The MCs are not immune from the global development challenges being faced due to a polycrisis of inflation, geopolitical situation, debt sustainability, and climate change just to name a few. The IsDB is fully aware of these challenges and has been on a growth trajectory in terms of operational approvals to support its MCs. Notwithstanding it is critical to understand the macroeconomic challenges being faced by the MCs.

The IsDB MCs' macroeconomic situation in 2024:

Economic growth among the IsDB MCs has experienced a temporary slowdown, dropping from 5.6 percent in 2022 to 3.4 percent in 2023, with a projected stabilization at 3.5 percent in 2024. A more robust recovery is anticipated in 2025, with growth forecasted at 4.1 percent. The performance across regional groups reveals significant disparities; the MENA region has faced considerable challenges, with real GDP growth plummeting from 5.9 percent in 2022 to just 1.2 percent in 2023, primarily due to geopolitical tensions and disruptions in essential sectors. Conversely, the ALAE region is also seeing a slowdown, while Sub-Saharan Africa is predicted to gain momentum, moving from 3.7 percent in 2023 to 4.4 percent by 2025. These varied growth trajectories highlight the complex economic dynamics at play within different regions.

The IsDB's response to the MCs' needs: In its commitment to addressing the emerging needs of the MCs arising from challenges such as political stability, food security, rising fuel prices, high inflation, climate change, and supply chain disruptions, the IsDB has revitalized its strategy through the Realigned Strategy for (2023-2025). This strategy was endorsed by the Board of Governors during the Annual Meeting held in Sharm El-

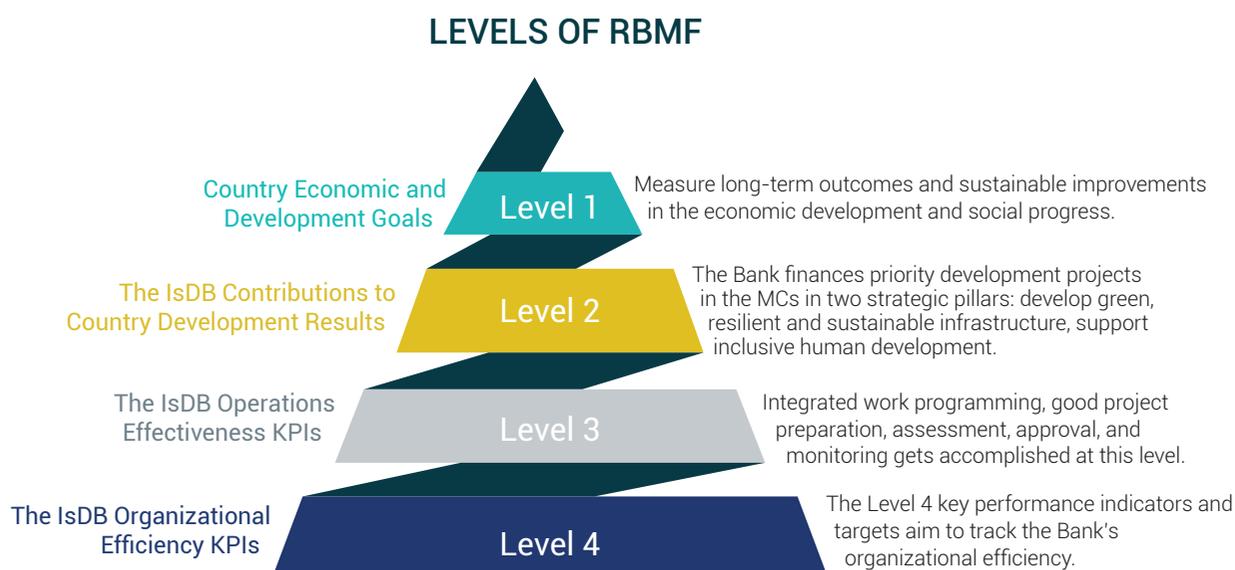
Sheikh in 2022. It focuses on three key areas: (i) Boosting recovery; (ii) Tackling poverty and building resilience; and (iii) Driving green economic growth. These priorities have been integrated into the Bank's Integrated Work Program, reflected in the development of both Operations and Administrative Work Programs.

Monitoring of the Realigned Strategy (2023-2025): The Bank is acutely aware of the implementation challenges associated with its strategy, which unfolds in three distinct phases. By the end of 2023, the first two phases—Phase I and Phase II—were successfully completed. Phase III, focusing on implementation, spans from 2024 to 2025.

Phase III, launched on January 1, 2023, marks the implementation phase. In its second year, major initiatives have been operationalized, including the continuous processes of the IWP and the RBMF. Additionally, the finalization and implementation of initiatives such as the Cultural Model, the development of a Resource Mobilization Framework, and Group Synergy have been introduced to further drive the Strategy's success.

The report is structured around the four levels of the RBMF as shown below:

Figure 4: Results-based Management Framework (RBMF) Structure and Levels



RBMF – Level 1 Indicators (Development Goal Indicators) and SDGs:

As of 2024, The IsDB MCs have achieved an overall Sustainable Development Goal (SDG) score of 62.1, indicating progress in slightly over 60% of the 17 goals. While notable advancements have been made in areas such as poverty reduction, education, and infrastructure development, progress remains uneven across different goals and regions. Notably, nine of the 17 goals are classified as “Fair,” indicating progress within the 40 to 60 percent range, and emphasizing the need for enhanced efforts, especially in health, education, infrastructure, and gender equality. In contrast, six SDGs have reached a “Satisfactory” level of progress, reflecting effective policy interventions, while two goals—SDG 12 (Responsible Consumption and Production) and SDG 13 (Climate Action) have achieved a “Very Satisfactory” level, surpassing 80% of their targets, demonstrating strong commitments to sustainability.

To bridge the existing gaps and accelerate progress towards the 2030 targets, a coordinated approach with enhanced

policy implementations and strengthened partnerships is essential. Ongoing monitoring and targeted interventions will be critical in ensuring the IsDB MCs stay on track toward achieving sustainable and inclusive development outcomes. Overall, while the current achievements are encouraging, sustained momentum and strategic efforts will be vital to meet the ambitious SDG targets in the remaining years towards 2030.

RBMF – Level 2 Indicators (Developmental Results): This report highlights the outcomes of 58 projects completed in 2024, alongside the anticipated results from 45 newly approved projects. Special attention is given to major projects, with an “In the Spotlight” section highlighting their developmental effectiveness and efficiencies.

The Bank’s new approvals in 2024 are poised to deliver significant developmental benefits to MCs and Muslim communities worldwide. Here are some of the key highlights of the expected results once these operations are completed.



Integrated Rural Development Project, Cameroon

Table 3: Planned Results to be Achieved from Approved Projects in 2024¹

Realigned Strategy Pillar-1 Green Resilient and Sustainable Infrastructure



Clean Energy SDG 7 (Affordable and Clean Energy)



Core Sector Indicator		Planned Target	
			
Energy generation capacity using renewable sources to be installed (MW equivalent)	Substations, to be Installed, upgraded, or Rehabilitated (MVA)	Transmission / distribution lines to be installed, upgraded, or rehabilitated (km)	Households to be connected to electricity (number)
4,452	1,415	1,253	864,476
			
Electricity services availability to be improved (hour/customer)	Energy generation capacity using non-renewable sources to be installed (MW equivalent)	Greenhouse gas (GHG) emissions to be reduced (ton, CO ₂ equivalent)	
26	40	20,351,640	



Transportation SDG 11 (Sustainable Cities and Communities)



Core Sector Indicator		Planned Target		
				
Expressways/ highways to be built, upgraded, or rehabilitated (km)	Local/rural roads to be built, upgraded, or rehabilitated (km)	Railway tracks to be constructed, upgraded, or rehabilitated (km)	Maritime capacity to be increased (ton)	People with improved access to transportation services to be increased (number)
374	1,397	660	50,000	6,889,778

1. The information in this table as downloaded from OMS and the CP Directorate, this table reflects the expected results of approved projects.



Agriculture SDG 2 (Zero Hunger)



Core Sector Indicator		Planned Target		
				
Area to be irrigated (hectare)	Crop production to be increased (ton)	Crop productivity/ yield to be increased (ton/ hectare)	Agricultural processing facilities to be constructed or rehabilitated (number)	Farmers to be benefited from agricultural services and investments (number)
16,465	190,925	77	72	1,761,247



Water, Sanit. & Urban Services SDG 6 (Clean Water and Sanitation)



Core Sector Indicator		Planned Target
		
Households to be provided access to safe water supply systems (number)	Water resources to be developed for multiple use (m ³)	Water supply network to be installed or upgraded (km)
7,572	31,060,000	3



Social Infrastructure SDG 9 (Industry, Innovation, and Infrastructure)



Core Sector Indicator		Planned Target
		
Shelters/houses to be built, upgraded, or rehabilitated (number)	Households to be provided access to improved shelter/houses (number)	People with enhanced resilience to disasters, climate change, displacement and external shocks to be increased (number)
119,647	7,500	11,000,000

Realigned Strategy Pillar-2 Inclusive Human Capital Development



Healthcare & Services SDG 3 (Good Health and Well-Being)



Core Sector Indicator		Planned Target
<p>Health facilities to be constructed, upgraded, or equipped (number)</p> <p>26</p>	<p>Number of beds to be added to health facilities (number)</p> <p>650</p>	<p>People to be benefited from in-patient hospitalization services (number)</p> <p>16,500</p>
<p>People to be benefited from outpatient services (number)</p> <p>150,000</p>	<p>People to be reached through preventive healthcare awareness campaigns (number)</p> <p>61,420</p>	<p>Health personnel to be trained e.g., doctors, nurses, paramedics, technicians (number)</p> <p>2,020</p>



Quality Education SDG 4 (Quality Education)



Core Sector Indicator			Planned Target	
<p>Classrooms to be built or upgraded in educational institutions (number)</p> <p>808</p>	<p>People to be provided technical or vocational skills (number)</p> <p>450</p>	<p>Students to be accommodated in educational institutions (number)</p> <p>20,000</p>	<p>Students to be benefited (number)</p> <p>98,570</p>	<p>Teachers/ Faculty/staff to be trained (number)</p> <p>38,915</p>



Food Security SDG 2 (Zero Hunger)



Core Sector Indicator		Planned Target
<p>Livestock production to be increased (ton)</p> <p>320,589</p>	<p>Agricultural commodities to be linked to value chains (number)</p> <p>427</p>	<p>Agricultural storage capacity to be built or upgraded (ton)</p> <p>166,201</p>



MSMEs and Job creation SDG 8 (Decent Work and Economic Growth)



Core Sector Indicator		Planned Target	
 <p>People to be employed (number)</p> <p>279,088</p>	 <p>Small/medium enterprises to be established or promoted (number)</p> <p>32,625</p>	 <p>People with access to microfinance to be increased (number)</p> <p>72,362</p>	 <p>People with improved livelihoods/income to be increased (number)</p> <p>80,600</p>
 <p>Market centers to be established, upgraded, or rehabilitated (number)</p> <p>37</p>	 <p>Women to be benefited from women empowerment initiatives (number)</p> <p>320</p>	 <p>People to be trained (number)</p> <p>244,850</p>	

RBMF – Level 3 and Level 4 Indicators (Operational effectiveness and organization Efficiency): These indicators are crucial for assessing the Bank's internal effectiveness and efficiency. Operational effectiveness ensures the timely and efficient delivery of projects, playing a significant role in achieving results. The RBMF has been developed using the theory of change concept, designed to enhance developmental outcomes and goals in MCs. Key performance measures highlighted in the Annex.

Operations Work Program 2024 Performance: The Bank ensured effective project implementation by managing the active portfolio complemented by the approval of 45 new projects. By the end of the year, operations approvals reached an impressive US\$ 5.07 billion, reflecting the Bank's commitment to impactful development.

Growth Trajectory: The Bank has grown by 19% OCR approvals amounting to US\$ 5.07 billion, against a previous year figure of US\$ 4.3 billion.

Co-financing: For every US\$ 1 approved by the IsDB, it has been co-financed by US\$ 1.07 leveraged from other sources (1:1.07). This indicates the Bank's ability to build partnerships with other MDBs.

Average Portfolio Age: One of the most critical operational KPI to gauge the quality of operational efficiency is the average time taken to complete each project. This stands at 4.9 years, reflecting a significant improvement.

Disbursement Ratio: The Bank has maintained a very healthy disbursement ratio above 20%, which is very competitive against the other MDBs.

Climate Financing: The Bank has exceeded the climate financing targets both in 2023 and 2024, with an achievement of 37% and 47%, respectively.

Resource Mobilization: In 2024, a total of US\$ 236 Million has been mobilized.

Maintaining the AAA Rating: The Bank maintained the AAA rating by the three major rating agencies at the end of 2024 (Moody's, Fitch, and S&P).

Strong Financial Health: The Bank had a very strong performance against all the financial indicators, In 2024 a net income of ID388 million against the annual projection of ID217 million. Similar strong performance was witnessed on Return on Equity (3.36%), Return

on Treasury Assets (4.5%) and Return on Investments (5.69%).

Risk Adjusted Capital Ratio: This is one of the most critical financial ratio to maintain the IsDB's sound capital adequacy and the AAA rating. Against a target of 28%, the Risk Adjusted Capital Ratio stood at 34% at the end of 2024.

Advertised Positions filled by internal candidates: The Bank is continuously investing in human capital and preparing the leaders of tomorrow. This is evident by the fact that 33% of the vacant positions were filled internally.

Enterprise Risk Management (ERM) Project: The Bank has successfully implemented the Enterprise Risk Management project which has played a critical role in improving internal controls and governance.

Annual Development Effectiveness Reporting: The Bank publishes the Annual Development Effectiveness Report to demonstrate the implementation of the Results-based Management Framework in an integrated manner. The ADER showcases the Bank-wide efforts in achieving socio-economic development.

Percentage of completion of the Internal Audit Department's Annual Work Program: The Internal Audit has an annual audit work program to conduct audit in critical areas and this has been implemented satisfactorily in 2023 and 2024.

Member Country Partnership Strategy (MCPS), Country Engagement Frameworks (CEFs), and Mid-term Reviews (MTRs): In 2024, the Bank successfully completed nine (9) MCPSs and CEFs, meeting its target. These included MCPS Guinea, CEF Suriname, CEF Türkiye, CEF Mauritania, CEF Uganda, MTR Maldives, MTR Uzbekistan, MTR Indonesia, and MTR Senegal. This achievement underscores the Bank's dedication to building strategic partnerships and continuous improvement.

Amount of Grant Resources Mobilized (US\$ Million): Resource mobilization and building partnerships are top priorities for the Bank. In 2024, the Bank mobilized US\$ 236 million through collaborations with partners such as Aerodyne for Reverse Linkage, Doktor Technologies-Turkey, WFP and its donors for the Gaza Emergency Response Project, the Bill and Melinda Gates Foundation for the Afghanistan Humanitarian Trust Fund, and KSA's Ministry of Energy (MoE) for the Clean Cooking Trust Fund.

Financial Performance: The Bank demonstrated strong financial performance in 2024, with IsDB-OCR reporting a net income of ID388 million, a 23% increase from ID317 million in 2023. This growth was driven by higher market rates, resulting in increased treasury income (ID91.7 million), project assets income (ID115.1 million), and investment income (ID16.2 million).



Agriculture Business Center (Linking Smallholder Farmers to Market Project), Sierra Leone



01

CHAPTER

INTRODUCTION

1.1 OBJECTIVE OF ADER

The Bank has been publishing ADER since 2017. These reports are available under the publications section of the Bank's website. The ADER is one of the Bank's major flagship publication that provides consolidated results from the Bank's interventions across the spectrum of all its modes of finance. The results are generated from public finance, public-private partnership, and grants operations. The ADER celebrates the achievements in the form of results from completed projects and planned results from new projects approved during the year.

The Bank follows the tradition of other multilateral development banks (MDBs), most of whom are publishing similar development effectiveness reports annually across the tiers of their results frameworks. The report's primary audience is spread across a diverse range of stakeholders including the MCs' Governors' offices, relevant ministries, executing agencies, NGOs and CSOs, private sector, philanthropists, donor agencies, other MDBs, IFIs, investment banks and beneficiaries.

The ADER provides an assessment of the Bank's effectiveness in bringing desired developmental results to its MCs and Muslim communities around the world.

- * The report is designed in a manner to reflect the Realigned Strategy map across the three strategic objectives (Boosting recovery, tackling poverty, and building resilience, and driving green economic growth), and two strategic pillars (Green, resilient and sustainable infrastructure, and Inclusive human capital development). Each section highlights the results achieved from the completed projects and grants and the planned results from the new projects and grants approved in the year.
- * The report leverages the four pillars of the Results Based Management Framework (RBMF) to organize the narrative and the sections of the report. The report highlights the progress made against the four levels of the RBMF during the year, and as such the chapters of the reports correspond to these pillars of Realigned Strategy 2023-2025.

This report is one of the suites of reports prepared by the Bank and should be read with other reports and tools

developed. Each report has its clear scope. ADER focuses on the integrated Bank's delivery on development effectiveness aspects of the Bank.

These reports are:

- * Annual Evaluation Report (**Assesses the relevance, effectiveness, efficiency, sustainability, and other critical aspects of the IsDB's interventions**)
- * Annual Report. (**The Bank's yearly report documenting the organizational activities and financial statements**).



"Hlib El Khir" Innovative Financing of Small-Scale Dairy Producers, Tunisia

1.2 THE BANK'S STRATEGIC DIRECTION

The Bank undertook the Strategic Realignment (2023-2025) by reviewing its existing 10-Year strategy (10YS) adopted in 2016 to realign it with MCs' evolving development priorities. This resulted in the development of the Realigned Strategy, which was endorsed by the Board of Governors on June 3, 2022, at the 47th Annual Meetings of the IsDB Group in Sharm El-Sheikh, Egypt, under the title: **"IsDB Strategic Realignment (2023-2025): Promoting Comprehensive Human Development and Sustainable Infrastructure"**.

As the Realigned Strategy wraps up this year, the Bank has completed two years (2023 to 2024) since its approval. There are three (3) phases of the Realigned Strategy, namely: (i) Strategic Overhaul and Realignment; (ii) Strategy Implementation Preparation & Readiness, and (iii) Strategy Rollout.

Phase I was designed towards ensuring the development of the Realigned Strategy. A Steering Committee, a strategy core team, and six working groups were formed to oversee the Strategic Realignment exercise. In addition, extensive consultations with the Bank staff and MCs were conducted. This comprehensive exercise laid the foundations of the development of the Realigned Strategy (2023-2025).



Whereby the Phase I and Phase II of the Realigned Strategy have been previously covered in a dedicated report submitted to the BOG last year, this report is geared towards the subsequent developments and how the implementation of the Realigned Strategy has shaped up in Phase III during 2024.



Dakar-Diamniadio Regional Express Train (TER), Senegal

Whereby the Phase I and Phase II of the Realigned Strategy have been previously covered in a dedicated report submitted to the BOG last year, this report is geared towards the subsequent developments and how the implementation of the Realigned Strategy has shaped up in Phase III during 2024.

For Phase III, three Work Streams have been planned, and each Work Stream has its own strategic initiatives which include: (i) internalizing Realigned Strategy into the Bank's programming and project cycles; (ii) deep rooting the strategy into the Bank's Cultural Model; and (iii) leveraging the IsDBG value proposition through developing new financing instruments to enhance resource mobilization while promoting Group Synergy.

Work has been conducted on Workstream 1, which was previously reported in last year's report.

- a. Updating the MCPS Process** – The new MCPS process templates have been designed with more than 16 MCPSs and CEFs developed in the past two years.

1.3 GREEN SUKUK ISSUANCE

In 2019, the IsDB created its flagship Sustainable Finance Framework (SFF) which enables the Bank to issue green and sustainability Sukuk (together referred to as “Sustainable Sukuk”), thereby mobilizing resources from the global capital markets to finance or refinance projects that are green, social, and based on sustainability and resilience. The SFF was created in line with globally accepted standards as set out by the International Capital Market Association (ICMA).

The Framework was assigned a rating of ‘Medium-Green Shading’ by an external Second Party Opinion provider (CICERO from Norway), which is the same rating of peer MDBs such as the IFC, KfW and AfDB.

The IsDB also secured a very strong (low) ESG risk-rating from another external rating provider (Sustainalytics), which evaluated the Bank on its Environment, Social and Governance (ESG) policies.

With these strong credentials awarded to the SFF, IsDB pioneered both Green and Sustainability Sukuk (Islamic Bonds) to mobilize more than US\$ 5 billion to date in sustainable finance for climate friendly as well as social development projects.



Antalya Light Rail Project (Phase II), Türkiye



The IsDB's second Sustainability Sukuk, which was also its largest Sukuk issuance ever, raised US\$ 2.5 billion in March 2021. 90% of the proceeds were deployed towards social projects and 10% towards green projects.



The IsDB's debut Green Sukuk was raised EUR 1 billion in November 2019. It is the only AAA-rated Green Sukuk in the capital markets to date. The proceeds of the Green Sukuk were fully allocated to eleven (11) green projects across our MCs, in alignment with the Climate Change Mitigation and Climate Change Adaptation environmental objectives. These included projects for renewable energy, clean transportation, energy efficiency, pollution prevention and control, environmentally sustainable management of natural living resources and land use and sustainable water and wastewater management.

The IsDB's debut Sustainability Sukuk was raised US\$ 1.5 billion in June 2020, exclusively earmarked for COVID-19 projects of ‘access to essential services’ and ‘SME financing and employment generation’. This was the first ever AAA-rated Sustainability Sukuk in the global capital markets. The issuance supported the IsDB's contribution in the Group-wide Strategic Preparedness and Response Program (SPRP).

The IsDB's second Sustainability Sukuk, which was also its largest Sukuk issuance ever, raised US\$ 2.5 billion in March 2021. Out of total Sukuk issuance 90% of the proceeds were deployed towards social projects and 10% towards green projects.

As part of continuing efforts to strengthen alignment with best market practice and to prepare for more labelled Sukuk issuances, the IsDB Sustainable Finance Framework was recently upgraded to align with the latest edition of the ICMA Principles.

1.4 METHOD AND LIMITATIONS

Progress on socio-economic indicators is analyzed from data sources maintained by international organizations such



Development of Ankara-Konya High Speed Railway Line Project, Türkiye

as the World Bank and the IMF. Additionally the aggregations at the MCs and regions are calculated in-house.

The results are aggregated by sector, SDGs, and regions. The results generated by the Bank's interventions are recorded at the time of project approvals or physical completion of the projects in the Operations Management System (OMS) by the Operations team. The report assumes that all the appropriate data due diligence (compliance, quality, data accuracy, data integrity, validation) has been conducted at the time of reporting these results at the project level.

The Core Results Indicators (CRIs) are the only indicators reported in the ADER which represent a subset of a bigger list of indicators used in the Logical Framework of projects. The results are aggregated, analyzed, and verified by the Project Completion Reports (PCRs) whenever available. In the absence of PCRs, the results from logical frameworks of projects have been captured, which have been verified and validated by the operations team of the Bank.

Due to limitations of level 1 indicators consolidation at the macroeconomic level, a sample of these indicators have been used.

The report claims no attribution to the Level 1 impact indicators as per the standard practice of the MDBs. Level II results indicate the Bank's contribution towards attaining project outcomes where other co-financiers

have also contributed financially and hence no attribution is claimed on outcomes solely to the Bank in these co-financed projects.



With the strategic context and implementation structure established, the next chapter assesses the developmental landscape across IsDB MCs. Chapter 2 applies Level 1 of the RBMF—focusing on macroeconomic trends and SDG progress—to examine the external conditions shaping IsDB's interventions. This provides the baseline for understanding the needs and priorities that inform the Bank's operational responses.





CHAPTER
02

**DEVELOPMENT PROGRESS IN
MEMBER COUNTRIES (LEVEL1)**

2.1 ECONOMIC GROWTH AND FORECAST IN THE IsDB MEMBER COUNTRIES

Economic growth among the IsDB MCs has experienced a temporary deceleration, easing from 5.6 percent in 2022 to 3.4 percent in 2023. Growth is projected to stabilize at 3.5 percent in 2024, reflecting a minor downward adjustment from earlier estimates. Looking ahead, 2025 is anticipated to see a stronger recovery, with a growth forecast at 4.1 percent in the below figure². The economic growth projections for various regional groups of the IsDB MCs depict dynamic trends. The Middle East and North Africa (MENA) region has faced pronounced challenges in recent years. Real GDP growth declined sharply, falling from 5.9 percent in 2022 to 1.2 percent in 2023. Projections for 2024 indicate a modest recovery, with growth expected at 1.9 percent, followed by an acceleration to 4.2 percent in 2025. The region's performance has been influenced by ongoing geopolitical tensions and disruptions in key sectors, particularly among fuel-exporting economies.

Additionally, in the Asia, Latin America, and Europe (ALAE) region, there is a projected deceleration from 5.7 percent in 2022 and 4.5 percent in 2023 to growth rates of 4.2 percent in 2024 and 4.0 percent in 2025. Meanwhile, Sub-Saharan Africa (SSA) is expected to see an acceleration from 3.7 percent growth in 2023 to 4.0 percent in 2024, with further improvement to 4.4 percent in 2025. These diverse growth trajectories underscore the complex economic dynamics across different regions of the IsDB MCs. Overall, these trends reflect both external and domestic factors shaping the outlook for the IsDB MCs. The varied regional performance highlights the challenges and opportunities present across different economies, influenced by global and local developments.

In summary, the anticipated growth rates of 3.5 percent in 2024 and 4.1 percent in 2025 for the IsDB MCs exceed the projected global average of approximately 3.2 percent for the same period. This demonstrates the resilience and adaptability of the IsDB MCs in navigating external challenges and dynamic global conditions. Despite facing external pressures and regional factors that have influenced key economies, the IsDB MCs continue to

position themselves for stronger growth relative to the global average. These projections reflect the ability of the MCs to mitigate adverse circumstances and leverage opportunities to sustain their economic performance. The higher-than-global growth forecasts for 2024 and 2025 underscore the strength and potential of the IsDB MCs to achieve sustainable economic progress in the face of ongoing challenges.

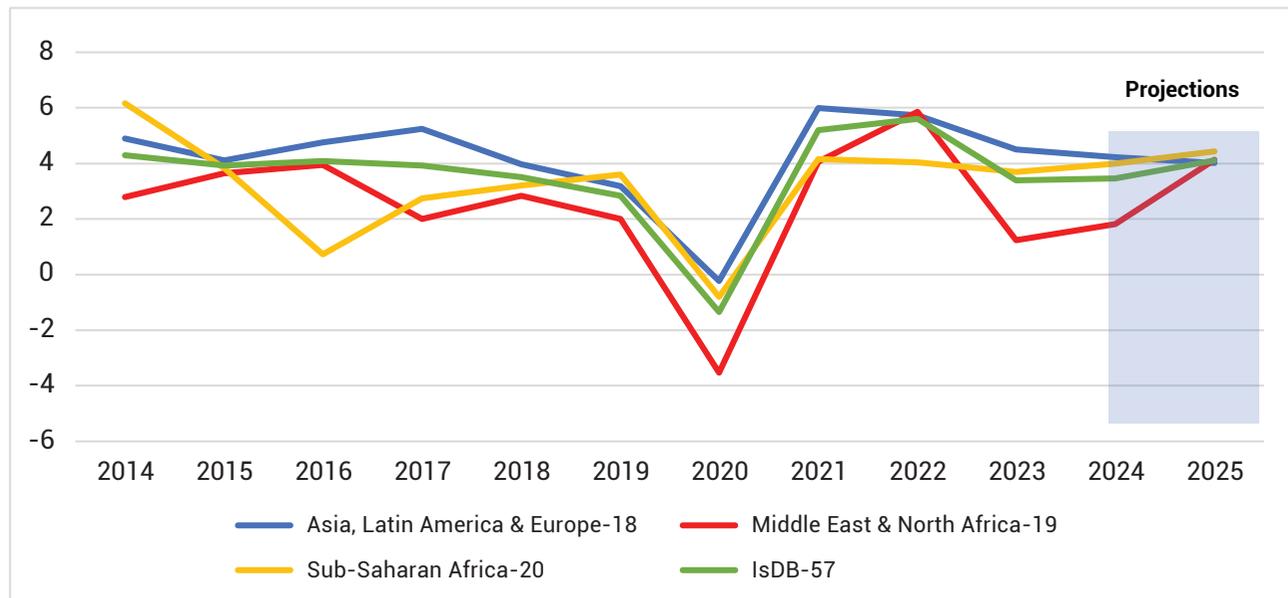


In the Asia, Latin America, and Europe (ALAE) region, there is a projected deceleration from 5.7 percent in 2022 and 4.5 percent in 2023 to growth rates of 4.2 percent in 2024 and 4.0 percent in 2025.



2. The analysis is based on the International Monetary Fund (IMF) World Economic Outlook (WEO) October 2024 which contains the latest data available for all the IsDB MCs.

Figure 6: Real GDP Growth (% change)



Source: The IsDB Group Chief Economist (GCE) calculations based on IMF-WEO October 2024

In 2024, nearly all the IsDB MCs are projected to achieve positive economic growth, with notable exceptions being Yemen, Kuwait, and Sudan³. Leading the growth trajectory is Guyana, with a remarkable rate of 43.8 percent. This extraordinary growth is primarily driven by the country's substantial offshore oil reserves, which are expected to significantly expand its economy. Following Guyana, Niger is forecasted to grow at 9.9 percent, while Tajikistan is expected to achieve 6.8 percent. Djibouti, Côte d'Ivoire,

Benin, and the Kyrgyz Republic are each projected to grow at 6.5 percent, displaying robust economic momentum (Table 1). In contrast, some MCs are projected to face contraction in 2024, including Sudan, which is expected to decline by 20.3 percent, Kuwait by 2.7 percent, and Yemen by 1.0 percent. Other countries with subdued growth projections include Iraq (0.1 percent) and Oman (1.0 percent) (Table 2).

Table 4: The IsDB MCs with highest real GDP growth projections (Percent)

Member Country	Projections		
	2024	2025	2026
Guyana	43.8	14.4	29.1
Niger	9.9	7.3	8.6
Tajikistan	6.8	4.5	5.7
Djibouti	6.5	6.0	6.3
Côte d'Ivoire	6.5	6.4	6.5
Benin	6.5	6.5	6.5
Kyrgyz Republic	6.5	5.0	5.7

Source: IMF-WEO October 2024

3. IMF WEO-October 2024 does not contain real GDP growth projections for Afghanistan, Lebanon, Palestine and Syria.

Table 5: The IsDB's MCs with lowest real GDP growth projections for (%)

Member Country	Projections		
	2024	2025	2026
Sudan	-20.3	8.3	-6.0
Kuwait	-2.7	3.3	0.3
Yemen	-1.0	1.5	0.3
Iraq	0.1	4.1	2.1
Oman	1.0	3.1	2.1

Source: IMF-WEO October 2024

2.2 PROGRESS TOWARDS SUSTAINABLE DEVELOPMENT GOALS

The United Nations (UN) has set a global agenda for sustainable development through the 17 Sustainable Development Goals (SDGs), aiming to create a more equitable, resilient, and environmentally conscious world by 2030. These goals are built upon the framework of the five pillars (5Ps—People, Planet, Prosperity, Partnership, and Peace), which collectively address social well-being, economic growth, environmental sustainability, global cooperation, and stability. By integrating these pillars, the SDGs provide a comprehensive roadmap for countries to tackle poverty, inequality, climate change, and other pressing global challenges, ensuring a sustainable future for all as shown in the below figure.

For the IsDB MCs, many of which are developing nations, these 17 SDGs hold particular significance as they provide a structured pathway to achieving inclusive and sustainable socioeconomic growth. The SDGs provide a structured roadmap that help guide policy decisions, allocate resources effectively, and ensure balanced development across various sectors. Tracking progress towards the SDGs is not only a means of measuring success but also a crucial tool for identifying challenges and opportunities. It enables governments, development institutions, and policymakers to assess achievements while pinpointing areas that require intensified efforts and targeted interventions.

Assessing SDG progress in the IsDB MCs goes beyond academic analysis; it is a fundamental tool for shaping policy and guiding development efforts. Regular evaluations offer valuable insights into societal well-being, economic stability, and environmental sustainability, ensuring that efforts



Linking Smallholder Farmers to Market Project, Sierra Leone

remain aligned with long-term development objectives. By systematically measuring progress, policymakers can identify gaps, allocate resources effectively, and implement targeted interventions where needed. Moreover, tracking SDG achievements enhances accountability and transparency, enabling both governments and development partners to adjust their strategies for maximum impact. As many the IsDB MCs face unique economic and environmental challenges, continuous assessment helps in tailoring solutions that align with national priorities while contributing to the broader global agenda. Strengthening these efforts is vital to ensuring sustainable and inclusive growth across the IsDB MCs.

Figure 7: 17 SDGs and 5Ps



Source: The IsDB "Reaching the SDGs: Progress of the IsDB MCs"

As of 2024, the IsDB MCs have achieved an overall SDG score of 62.1%, reflecting progress in slightly more than 60 percent of the 17 Sustainable Development Goals as shown in the below figure. This score demonstrates notable advancements in key development areas, yet it also highlights the need for greater momentum to meet the 2030 targets. While some MCs have made significant strides in areas such as poverty reduction, education, and infrastructure development, progress remains uneven across different goals and regions. To bridge these gaps, a more coordinated approach, enhanced policy implementation, and strengthened partnerships will be essential. Addressing structural challenges, mobilizing resources, and leveraging technological innovations can further accelerate SDG progress. As the 2030 deadline approaches, continuous monitoring and targeted interventions will be critical in ensuring that the IsDB MCs stay on track toward achieving sustainable and inclusive development outcomes.

The classification of SDG achievements across the IsDB MCs provides valuable insights into their progress and areas requiring further attention. A positive takeaway is that none

Figure 8: IsDB MCs' SDGs Achievement by 17 Goals, 2024



Source: The IsDB "Reaching the SDGs: Progress of the IsDB MCs, 2024"

of the SDGs in the IsDB portfolio fall into the “Unsatisfactory” category, meaning no goal has achieved less than 40 percent of its target. However, a significant portion of the SDGs—nine out of the 17—are classified as “Fair,” reflecting progress within the 40 to 60 percent range. This suggests that while advancements have been made, many areas still require accelerated efforts to meet the 2030 targets. These include goals related to health, education, infrastructure, and gender equality, where improvements are ongoing but remain moderate. The fair classification underscores the importance of continued investment, policy action, and regional cooperation to strengthen progress in these critical development areas.

In contrast, six SDGs have achieved a “Satisfactory” level of progress, with accomplishments ranging between 60

and 80 percent. These include SDG 1 (No Poverty), SDG 8 (Decent Work and Economic Growth), SDG 10 (Reduced Inequality), SDG 14 (Life Below Water), SDG 15 (Life on Land), and SDG 17 (Partnerships for the Goals). These areas demonstrate substantial progress, reflecting effective policy interventions and targeted development initiatives. Notably, two SDGs—SDG 12 (Responsible Consumption and Production) and SDG 13 (Climate Action)—stand out with “Very Satisfactory” achievements, surpassing 80 percent of their respective targets. This indicates strong commitments to sustainability and environmental protection across the IsDB MCs. While these successes are encouraging, sustained momentum and strategic efforts will be essential to maintain progress and ensure that all SDGs achieve their intended impact by 2030 (Figure 4).

Figure 9: Performance of the 17 SDGs



Source: The IsDB “Reaching the SDGs: Progress of the IsDB MCs, 2024”

Examining regional disparities among the IsDB MCs reveals a significant divergence in SDG performance, highlighting the varied progress made toward sustainable development. Countries shaded in green on the SDG performance map indicate higher achievement levels, while those marked in red reflect lower progress in the above figure. Among the leading performers, Albania and the Kyrgyz Republic stand out, showcasing strong commitments to sustainable development. Their deep green SDG profiles reflect effective policy implementation, institutional strength, and progress in key areas such as education, health, and gender equality.

Conversely, countries such as Chad and Somalia are marked in red, signifying significant challenges in meeting SDG targets. These nations face structural difficulties, including limited institutional capacity and economic constraints, which hinder their ability to implement development initiatives effectively. The disparities in SDG performance underscore the need for a tailored, country-specific approach in the IsDB’s development assistance, ensuring that support mechanisms align with each country’s unique challenges. Additionally, these variations highlight the importance of strengthening collaboration between the IsDB and its MCs to provide targeted interventions and capacity-building



Power Grid Enhancement Project, Indonesia

initiatives. Addressing these regional inequalities requires a more nuanced and responsive strategy, ensuring that all the MCs, regardless of their starting point, have the necessary resources and support to achieve sustainable development.

The diverse range of scores across the 17 SDGs underscores the multifaceted nature of sustainable development, with progress varying significantly across different goals. Strong performance in SDG 12 (Responsible Consumption and Production) and SDG 13 (Climate Action) reflects higher scores in environmental sustainability and resource management. However, persistent challenges remain in other critical areas, particularly in SDG 5 (Gender Equality) and SDG 9 (Industry, Innovation, and Infrastructure), where progress has been relatively slower. Addressing these challenges requires targeted interventions that align with national priorities and ensure inclusive growth, enabling the MCs to overcome structural and institutional barriers.

To accelerate progress toward the 2030 SDG targets, the IsDB could implement a comprehensive and adaptable

approach that addresses both country-specific and goal-specific challenges. Sustainable development is inherently complex, requiring solutions that integrate various dimensions of economic and social progress. Strengthening institutional capacities, enhancing knowledge-sharing, and mobilizing financial resources will be essential in supporting long-term development efforts. Additionally, encouraging regional cooperation and public-private partnerships may facilitate innovation and infrastructure development, helping the MCs bridge existing gaps. By adopting a holistic and strategic approach, the IsDB could play a pivotal role in advancing sustainable development, ensuring that all the MCs remain on track to meet the 2030 SDG agenda and secure long-term prosperity.

2.3 EFFECT OF FOOD CRISIS IN THE MCs

Sustainable Development Goal Target 2.1 aims to end hunger and ensure access to safe, nutritious, and sufficient food for all people, particularly the poor and vulnerable, by 2030. It is measured through Indicator 2.1.1 (Prevalence of Undernourishment), which estimates the percentage of people lacking adequate dietary energy intake, and Indicator 2.1.2 (Prevalence of Moderate or Severe Food Insecurity), which reflects individuals experiencing uncertainty in food access. Despite global efforts, progress remains slow, with millions still affected by hunger and food insecurity. Addressing these challenges requires strengthened agrifood systems, inclusive policies, and increased financing for sustainable food security solutions.

2.4. CURRENT STATE OF FOOD INSECURITY AND NUTRITION IN THE WORLD AND THE IsDB

Global hunger, as measured by the prevalence of undernourishment, surged following the COVID-19 pandemic. Since then, hunger levels have remained unchanged for three consecutive years, affecting 9.1 percent of the global population in 2023, compared with 7.5 percent in 2019. However, regional trends vary significantly—hunger continues to rise in Africa, remains stable in Asia, and has shown some progress in Latin America. Despite this, Asia still accounts for more than half of the world's undernourished population, with approximately 385 million people affected, while Africa faces a crisis with 300 million people experiencing hunger, and Latin America and the Caribbean report over 40 million

affected individuals. Looking ahead, projections indicate that 582 million people will be chronically undernourished by 2030, a staggering 130 million more than what was expected in a scenario without the COVID-19 pandemic's economic disruptions.

Among the IsDB MCs, the prevalence of undernourishment stands at approximately 13 percent, according to the latest data. Additionally, around 640 million people in the IsDB MCs are experiencing moderate or severe food insecurity, highlighting the widespread challenges in accessing adequate food. Among them, 1.9 million individuals are facing catastrophic hunger, with Gaza and Sudan being the most affected, where ongoing conflict and disruptions to food supply chains have pushed conditions to the brink of famine levels.⁴

Additionally, food insecurity has worsened significantly in Nigeria, where the number of people facing hunger has surged from 18.6 million at the end of 2023 to a projected 26.5 million by August 2024,⁵ underscoring the escalating crisis in the region. This alarming trend underscores the urgent need for decisive intervention, as the situation threatens to deteriorate further, affecting millions globally, including populations in the IsDB MCs. Without immediate action and coordinated international efforts, the humanitarian crisis will continue to deepen, exacerbating economic and social vulnerabilities across affected regions.

2.5 THE ISDB GROUP'S STRATEGIC RESPONSES

In response to the evolving food security situation, the Islamic Development Bank Group has launched a comprehensive Food Security Response Program (FSRP) with a budget of US\$ 10.54 billion. The program focuses on developing green, resilient, and sustainable infrastructure to address the key dimensions of food security – availability, affordability, accessibility, and stability. This initiative aims to strengthen the agricultural sector and enhance food resilience through technological advancements, such as improved irrigation systems, ensuring long-term sustainability in food production and supply.

The IsDB Group has made notable strides under the FSRP, demonstrating a strong commitment to enhancing development and resilience in its MCs. As of December 31, 2024, the IsDB has approved a cumulative total of

approximately US\$ 2.96 billion for various projects aimed at fostering food security.

In addition to the IsDB's contributions, other group entities have also played a significant role in this initiative. ITFC has approved funding amounting to US\$ 4.91 billion, while the ICD US\$ 0.075 billion. ISFD has provided US\$ 0.03 billion, and ICIEC has offered US\$ 1.12 billion in insurance coverage to mitigate risks associated with FSRP projects.

Furthermore, the IsDB has prioritized not only approvals but also the fast-tracking of disbursements, achieving an accelerated US\$ 0.92 billion in funding. This proactive approach ensures timely financial support for food security initiatives across the MCs. By combining swift disbursements with strategic interventions, the IsDB and other group entities are effectively addressing both short and long-term food security challenges, reinforcing resilience and sustainability within agricultural and food supply systems.



Building on the macroeconomic outlook and SDG progress across the MCs, the next chapter shifts focus to Level 2 of the RBMF—the project-level results of the Bank's operations. Chapter 3 reports on how the IsDB's strategic interventions, delivered through its green infrastructure and human development pillars, have responded to the development needs and contributed toward measurable outcomes on the ground.



4. <https://www.wfp.org/global-hunger-crisis>

5. <https://www.wfp.org/countries/nigeria>



CHAPTER
03

**DEVELOPMENTAL RESULTS OF
BANK'S OPERATIONS (LEVEL 2)**

The Bank conducts a comprehensive assessment of the development effectiveness of its projects at three pivotal stages: approval, implementation, and completion. Level 2 focuses on measuring concrete development results, which encompass project outputs and transformative intermediate outcomes. This chapter is strategically crafted around the two strategic pillars (green, sustainable, and resilient Infrastructure - Pillar 1; and inclusive human capital development - Pillar 2) and vital cross-cutting thematic areas of the Bank's Realigned Strategy.

The key results⁶ presented in this chapter are derived from 45 high-impact projects and 110 grants and trust fund operations approved in 2024. There are also results, reflecting our unwavering commitment to accountability and excellence, that are derived from 58 projects and 101 grants completed within the year. This chapter not only highlights publicly financed projects but also highlights the remarkable

achievements of grants, technical assistance, and special trust funds managed by the Bank. Additionally, it features "spotlight," and "notable projects" selected based on their impact, total investment, and co-financing amounts. Finally, "human impact stories" have been included to demonstrate the Bank's efforts in human development and building resilience.



The key results presented in this chapter are derived from 45 high-impact projects and 110 grants and trust fund operations approved in 2024. There are also results, reflecting our unwavering commitment to accountability and excellence, that are derived from 58 projects and 101 grants completed within the year. This chapter not only highlights publicly financed projects but also highlights the remarkable achievements of grants, technical assistance, and special trust funds managed by the Bank.



Marble Technician Project Funded by the ISDB Youth Employment Support Project, Tunisia

6. Note: Results from Projects, Funds (e.g., ISFD, LLF, Trust Funds), and Programs (e.g., KAAP) are included in the respective pillars below.

3.1 REALIGNED STRATEGY - PILLAR 1: GREEN, RESILIENT & SUSTAINABLE INFRASTRUCTURE

Under Pillar 1, the Bank is poised to harness its extensive expertise and remarkable achievements in infrastructure development to spearhead the creation of green, resilient, and sustainable infrastructure. This bold initiative prioritizes quality and sustainability, aligning seamlessly with the G20 Quality Infrastructure Investment principles, the ambitious objectives of the Paris Agreement, and the Bank's rigorous Environmental and Social Safeguards (ESS) Policy.



AGRICULTURE & RURAL DEVELOPMENT



Approved Projects



In 2024, the Bank approved fourteen (14) transformative agriculture and rural development projects, **totaling US\$ 1.96 billion. Seven (7) of these projects are in the Sub-Saharan region, six (6) in Asia, Latin America and Europe, and one in the Middle East and North Africa.** These projects are poised to deliver significant benefits to the communities they serve, driving sustainable development and economic growth.

Completed Projects



In 2024, the Bank successfully executed fifteen (15) agriculture and rural development projects. These initiatives significantly enhanced land irrigation, boosted crop production, and established or rehabilitated vital agricultural research centers. For detailed results, refer to the table below.

Table 6: Agriculture & Rural Development Planned Result Indicators

Core Sector Indicator (CSI) / Planned Target				
				
Area to be irrigated (hectare)	Crop production to be increased (ton)	Crop productivity/yield to be increased (ton/hectare)	Agricultural processing facilities to be constructed or rehabilitated (number)	Farmers to be benefited from agricultural services and investments (number)
16,465	190,925	77	72	1,761,247

Table 7: Agriculture & Rural Development Results from Completed Projects

Core Sector Indicator (CSI) / Results				
				
Agricultural processing facilities constructed or rehabilitated (number)	Agricultural storage capacity built or upgraded (ton)	Area irrigated (hectare)	Crop production increased (ton)	Current irrigation network rehabilitated or maintained (km)
22	3	8,368	18,143	4
				
Farmers' organizations capacity built or trained (number)	Land for crop production developed (hectare)	Livestock production increased (ton)	New irrigation network designed and installed (km)	Prevalence of hunger reduced (people)
50	244	260	21	660,000

IN THE SPOTLIGHT 01



GRASSFIELD PARTICIPATORY INTEGRATED RURAL DEVELOPMENT PROJECT, CAMEROON

The overarching goal of the project was to reduce poverty in rural areas of Cameroon. Specifically, the project aimed to increase the incomes of small rural farmers in the North-West Region by boosting agricultural output and improving their socio-economic environment. This initiative led to the expansion of irrigated land by 3,050 hectares, the construction, upgrading, or rehabilitation of 253 kilometers of local and rural roads, and an increase in crop production by 2,489 tons. The IsDB approved an amount of US\$ 41.8 million for this impactful project, while the co-financier contributed US\$ 660,000.



 Photo 1: Upland Rice Plain in Gayama



 Photo 2: Secondary Canal and Dyke Mbonso



Notable Projects

In 2024, the Bank successfully completed the **Integrated Agricultural Development Project in Kef and Kasserine, Tunisia**. This project aimed to enhance agricultural production and productivity, improve food security, develop agricultural potential, restore natural resources, and boost rural income and welfare in the regions of Kef and Kasserine. As a result, the project increased irrigated land by 721 hectares. The IsDB approved an amount of US\$ 34.6 million for this initiative.

In 2024, the Bank approved the **Cassava Value Chain Development Project in Benin**. The primary objective of this project is to bolster food security, stimulate economic growth, and elevate household incomes. This will be achieved by enhancing the production, processing, and marketing of cassava, sweet potatoes, and yams, as well as by supporting private sector participation in these value chains.



SUSTAINABLE TRANSPORT



Approved Projects



In 2024, the Bank approved twelve (12) transformative transport projects, totaling an impressive US\$ 1.47 billion. Of these, eight (8) projects are in the Sub-Saharan region, while four (4) span Asia, Latin America and Europe. Upon completion, these initiatives will provide nearly 7 million people with enhanced transportation services. For further details, see Table 8 below.

Completed Projects



In 2024, the Bank triumphantly completed thirteen (13) transport projects across diverse countries. These vital initiatives involved the construction and upgrading of expressways, highways, and local/rural roads, playing a crucial role in unlocking economic potential and driving social development. By enhancing connectivity, these projects significantly contribute to thriving communities and sustainable growth.

Table 8: Sustainable Transport Planned Results

Core Sector Indicator (CSI) / Planned Target				
Expressways/highways to be built, upgraded, or rehabilitated (km)	Local/rural roads to be built, upgraded, or rehabilitated (km)	Railway tracks to be constructed, upgraded, or rehabilitated (km)	Maritime capacity to be increased (ton)	People to be provided with improved access to transportation services increased (number)
374	1,397	660	50,000	6,889,778

Table 9: Sustainable Transport Results from Completed Projects

Core Sector Indicator (CSI) / Results	
Expressways/highways built, upgraded, or rehabilitated (km)	Local/rural roads built, upgraded, or rehabilitated (km)
1,636	3,103



Olama-Kribi Road Project - Construction of Olama-Bingambo Section, Cameroon

IN THE SPOTLIGHT 02



BATCHENGA-NTUI-YOKO-TIBATI-N'GAOUNDERE CORRIDOR PHASE I (CONSTRUCTION OF LENA-TIBATI ROAD SECTION), CAMEROON

This transformative project aimed to catalyze Cameroon's economic growth by dramatically enhancing the national road network. The initiative achieved remarkable milestones, including the construction, upgrading, or rehabilitation of 167 km expressways and highways, the development and equipping of 10 health facilities, and the building, upgrading, or rehabilitation of 10 km of local and rural roads. The IsDB committed a substantial US\$ 190.06 million to this impactful project, while the co-financier contributed an impressive US\$ 363.30 million. This significant investment underscores the project's critical role in boosting infrastructure, improving healthcare access, and fostering sustainable development in Cameroon.



Photo 3: Batchenga-Ntui-Yoko-Tibati-N'gaoundere Corridor Phase I (Construction of Lena-Tibati Road Section), Cameroon 1



Photo 4: Batchenga-Ntui-Yoko-Tibati-N'gaoundere Corridor Phase I (Construction of Lena-Tibati Road Section), Cameroon 2



Notable Projects

In 2024, the Bank successfully completed the **Batchenga-Ntui-Yoko-Tibati-N'gaoundere Corridor Phase I, specifically the construction of the Lena-Tibati road section in Cameroon**. This project aimed to significantly boost Cameroon's economic growth by enhancing the transport infrastructure on the national road network. Key achievements include:

- 167 kilometers of expressways/highways built, upgraded, or rehabilitated
- 10 kilometers of local/rural roads built, upgraded, or rehabilitated

In 2024, the Bank also approved the **Center-West Region Roads project in Côte d'Ivoire**. The objective of this project is to stimulate the country's economic growth and indirectly support the government's Poverty Reduction Strategy Program. The project aims to contribute to the economic and social development of the center-west region and enhance the competitiveness of the Ivorian economy within the West African sub-region. Internationally, the project seeks to promote regional integration between Côte d'Ivoire, Guinea, Liberia, and Sierra Leone.



CLEAN & RENEWABLE ENERGY



Approved Projects



In 2024, the Bank approved nine (9) groundbreaking energy sector projects, with a total allocation of US\$ 918 million. Five of these projects are in Asia, Latin America and Europe, while two are in both the Sub-Saharan region and the Middle East and North Africa region. Upon completion, these initiatives are expected to add over 4000 MW of renewable energy in Morocco, Tajikistan, Benin, and Uzbekistan. These projects will significantly enhance energy efficiency and replace fossil fuels with renewable energy sources. For further details, see Table 10 below.

Completed Projects



In 2024, the Bank successfully completed six (6) energy sector projects designed to address the increasing demand for electricity. These initiatives involved the installation of new transmission lines and the modernization of the generation system by replacing outdated and inefficient power plant units. By enhancing energy efficiency and reliability, these projects are set to significantly bolster the power supply and support sustainable development.

Table 10: Clean & Renewable Energy Planned Results

Core Sector Indicator (CSI) / Planned Target			
<p>Energy generation capacity to be installed using renewable sources (MW equivalent)</p> <p>4,452</p>	<p>Substations to be Installed, upgraded, or Rehabilitated (MVA)</p> <p>1,415</p>	<p>Transmission /distribution lines to be installed, upgraded, or rehabilitated (km)</p> <p>1,253</p>	<p>Households to be connected to electricity (number)</p> <p>864,476</p>
<p>Electricity services availability to be improved (hour/customer)</p> <p>26</p>	<p>Energy generation capacity to be installed using non-renewable sources (MW equivalent)</p> <p>40</p>	<p>Greenhouse gas (GHG) emissions to be reduced (ton, CO₂ equivalent)</p> <p>20,351,640</p>	

Table 11: Clean & Renewable Energy Results from Completed Projects

Core Sector Indicator (CSI) / Results			
<p>Electricity services improved (hour)</p> <p>1,415</p>	<p>Households connected to electricity (number)</p> <p>6,000</p>	<p>Installed energy generation capacity using non-renewable sources (MW equivalent)</p> <p>10,135</p>	<p>Oil refining capacity increased (ton)</p> <p>660,000</p>
<p>Substations, Installed, upgraded, or Rehabilitated (MVA)</p> <p>1,180</p>	<p>Transmission /distribution lines installed, upgraded, or rehabilitated (km)</p> <p>1,182</p>		

IN THE SPOTLIGHT 03



POWER GRID ENHANCEMENT PROJECT, INDONESIA

The objective of this ambitious project was to meet the surging demand for electricity by expanding the power transmission infrastructure across Java-Bali, Sumatra, Kalimantan, and Sulawesi. This transformative initiative resulted in a significant increase in electricity coverage for households, businesses, and industries. It boosted the installed energy generation capacity using non-renewable sources by 10,135 MW and monitor the installation, upgrading, or rehabilitation of substations totaling 1,060 MVA. The IsDB approved a substantial amount of US\$ 210.22 million for this impactful project, with co-financiers contributing an impressive US\$ 635.3 million.



Photo 5: Power Grid Enhancement Project, Indonesia



Notable Projects

In 2024, the Bank successfully completed **the 50MW Power Plant of Kossodo in Ouagadougou, Burkina Faso**. The objectives of this project were to contribute to the country's economic growth by ensuring sustained access to electricity and to enhance the technical capabilities of SONABEL. Key achievements include:

- Electricity services availability improved 6044 Hour.
- Installed energy generation capacity using non-renewable sources: 50 MW.

The IsDB approved a substantial amount of US\$ 91.1 million for this impactful project.

In 2024, the Bank approved **the El Menzel Pumped Storage Hydropower Plant (PSH) Project in Morocco**. This ambitious project aims to support the energy sector's strategic goals of achieving a 52% share of renewable energy in the power sector by 2030 and transitioning to net-zero emissions by 2050. Specifically, the project will help meet power demand during peak periods with a clean, renewable, and cost-effective power supply by adding 362 MW of installed energy generation capacity using renewable sources.



WATER, SANITATION, AND URBAN DEVELOPMENT



Completed Projects



In 2024, the Bank successfully completed nine (9) transformative projects in the Water, Sanitation, and Urban Development sector. These groundbreaking initiatives have significantly enhanced sanitation for over 2.8 million households and granted nearly 24,000 households' access to safe water supply. By addressing critical water and sanitation needs, these projects are making a profound impact on public health and community well-being.

Table 12: Water & Sanitation Results from Completed Projects

Core Sector Indicator (CSI) / Results		
 <p>Households provided access to improved sanitation (i.e., latrines, sewage system) (number)</p> <p>2,815,000</p>	 <p>Households provided access to regular solid waste collection services (number)</p> <p>1,620,000</p>	 <p>Households provided access to safe water supply systems (number)</p> <p>23,843</p>
 <p>Potable water treatment capacity increased (m³/day)</p> <p>193,600</p>	 <p>Shelters/houses built, upgraded, or rehabilitated (number)</p> <p>1,500</p>	 <p>Water supply network installed or upgraded (km)</p> <p>623</p>



Kenoudougou Water Points Project, Burkina Faso

IN THE SPOTLIGHT 04



WATER SUPPLY PROJECT FOR THE EASTERN REGION, CÔTE D'IVOIRE

This groundbreaking project aimed to dramatically improve social living conditions in the three most populous cities among the nine targeted. Thanks to this initiative, 23,320 households now have access to safe water supply systems, the potable water treatment capacity has surged by 16,800 m³/day, and 152 kilometers of the water supply network have been installed or upgraded. The IsDB approved a substantial investment of US\$ 38.91 million for this transformative project, with co-financiers contributing an impressive US\$ 23.48 million.



 Photo 6: Water Supply Project for The Eastern Region, Côte d'Ivoire 1



 Photo 7: Water Supply Project for The Eastern Region, Côte d'Ivoire 2



Notable Projects

In 2024, the Bank successfully completed the **Sohar to Ibbri Water Supply Project in Oman**. This ambitious project aimed to provide a sustainable supply of potable water to the main towns and villages within the Ad Dhahirah region, sourced from a new 250 MI/day desalination plant. The project ensures safe health and environmental conditions for the targeted areas, where the population is expected to reach 502,000 by 2035. The IsDB approved a substantial amount of US\$ 348.7 million, resulting in the installation or upgrading of 217 kilometers of water supply network, including the main water pipes from Sohar to Ibbri.

Another significant achievement in 2024 was the completion of the **Dhar Rural Water Supply Project in Mauritania**. This project aimed to improve the quality of life by providing access to safe drinking water through two distinct water production and distribution networks, thereby reducing the incidence of waterborne diseases. The IsDB approved US\$ 41.2 million for this impactful project, which led to the installation or upgrading of 205 kilometers of water supply network and the development of 22,000 m³ of water resources for multiple uses.

3.2 REALIGNED STRATEGY PILLAR 2: INCLUSIVE HUMAN CAPITAL DEVELOPMENT

Under Pillar 2 of the Realigned Strategy, the Bank is dedicated to driving comprehensive and inclusive human capital development in the MCs and Muslim communities in non-Member Countries. Recognizing the significant challenges underscored by the Human Development Index and the Human Capital Index, the Bank is determined to tackle these issues head-on. Through strategic projects and capacity-building initiatives, the Bank aims to empower these communities, enhancing their skills and potential.



Solar Mama Testing a Solar Lantern, Afghanistan

Nutrition & Food Security - Food Security Response Program (FSRP)

In 2023, the IsDB Group launched the transformative US\$ 10.54 billion Food Security Response Program to combat the global food crisis and strengthen resilience in the MCs. By the end of the year, US\$ 7.97 billion group level had been approved, with US\$ 0.91 billion disbursed for ongoing projects.

Key expected results include:



3,400

km of irrigation networks rehabilitated and modernized



350,000

hectares of land sustainably irrigated for crop production



180,000

hectares utilized for other agricultural activities



1,000

water operators trained through a TVET program



50,000

people trained in climate-smart agriculture and early warning systems



10,000

farmers accessing e-extension services

This program underscores the Bank's commitment to ensuring food security and fostering sustainable development.



RESILIENT & QUALITY EDUCATION



Approved Projects



In 2024, the Bank approved two (2) significant projects in the education sector in Türkiye, with a total investment of US\$ 315 million. These initiatives aim to benefit students by constructing and upgrading educational institutions. For further details, see Table 13 below.

Completed Projects



In 2024, the Bank successfully implemented six (6) education projects that have made a significant difference for students across multiple countries, including Oman, Cameroon, Niger, Guinea, Djibouti, and Mauritania. These initiatives involved the construction and upgrading of educational institutions and classrooms, providing students with enhanced learning environments crucial for their academic success and future opportunities.

Table 13: Resilient & Quality Education Planned Results

Core Sector Indicator (CSI) / Planned Target				
Classrooms to be built or upgraded in educational institutions (number)	People to be provided technical or vocational skills (number)	Students to be accommodated in educational institutions (number)	Students to be benefited (number)	Teachers/Faculty/staff to be trained (number)
808	450	20,000	98,570	38,915

Table 14: Resilient & Quality Education Results from Completed Projects

Core Sector Indicator (CSI) / Results			
Classrooms built or upgraded in educational institutions (number)	Educational institutions built, upgraded, or equipped (number)	Students benefited (number)	Teachers/Faculty/staff trained (number)
559	8	536,406	3,837



Establishment of Islamic Development Smart Classroom at the International Islamic Academy, Uzbekistan

IN THE SPOTLIGHT 05



QUALITY AND COMPETITIVENESS IMPROVEMENT OF THE UNIVERSITY OF NIZWA PROJECT, OMAN

The objective of this project was to bolster the Government's National Higher Education Strategy, aiming to cultivate a highly skilled workforce equipped to meet the dynamic demands of the economy. This ambitious initiative provided 9,000 students annually with access to top-tier education and facilitated the training of 1,632 teachers, faculty, and staff got training, significantly enhancing the quality of education. The IsDB's substantial investment of US\$ 110.1 million underscores the project's critical importance and its far-reaching impact on the future of higher education in Oman.



Photo 8: Quality and Competitiveness Improvement of The University of Nizwa Project, Oman 1



Photo 9: Quality and Competitiveness Improvement of The University of Nizwa Project, Oman 2



Key Results from Scholarship Program

Over the past 41 years, the Bank has awarded scholarships to an impressive 19,491 students from 122 countries worldwide, including 57 MCs and 66 Muslim communities in non-MCs. This includes 15,722 scholarships for the Scholarship Program for Muslim Communities (SPMC), 1,433 M.Sc. scholarships for 1,773 Merit Scholarship Program (MSP) recipients, and 563 scholarships for the IsDB-ISFD program. Gender representation stands at 70% male and 30% female.

In the academic year 2024 alone, the Bank awarded scholarships to 474 students from 57 countries, comprising 35 MCs and 22 Muslim communities in non-MCs. The IsDB Scholarship Program is one of the few development-focused initiatives that equip mid-career professionals from MCs and students from Muslim communities in non-MCs with enhanced knowledge, skills, international exposure, and the confidence needed to serve their countries effectively.



Notable Projects

Support to the Primary Education Sector Program, Guinea (2024)

In 2024, the Bank successfully completed the Support to the Primary Education Sector Program in Guinea. This project aimed to contribute to the Education Sector Program's goal (2008-2015) of achieving universal primary education by enhancing access and quality in the education sector. The IsDB approved an amount of US\$ 11.7 million for this initiative, resulting in:

- 339 classrooms built or upgraded in educational institutions.
- 14,160 students benefiting annually.

Smart-ED Project, Uzbekistan (2024)

In 2024, the Bank approved the joint IsDB/ISFD/GPE Smart-ED project to improve the quality and efficiency of education services in Uzbekistan. This project aims to support overarching priorities, including equitable access to quality education, through interventions in the following areas:

- Improving access to student-friendly learning environments, including the construction and equipping of new schools
- Enhancing the quality and efficiency of education services
- Improving the quality of pre-school education

These initiatives underscore the Bank's commitment to fostering educational development and ensuring equitable access to quality education.



UNIVERSAL HEALTHCARE



Approved Projects



The Bank has approved five (5) transformative projects in 2024 totaling US\$ 221 million, aimed at enhancing health and social services across multiple MCs in Asia, Latin America and Europe, including Turkmenistan, Kyrgyzstan, Bangladesh, and Mozambique. These strategic initiatives will significantly upgrade and construct hospitals and health facilities, ensuring that communities gain access to a comprehensive range of high-quality health services. When completed, these projects will empower individuals and improve the overall well-being of the population. For further details, please refer to the below table.

Completed Projects



The Bank proudly completed nine (9) health sector projects in 2024 including Chad and Mozambique, significantly transforming healthcare infrastructure. These initiatives included the construction of the state-of-the-art health facilities and the addition of new hospital beds, dramatically improving local communities' access to essential health services and ensuring better health outcomes for all.

Table 15: Universal Healthcare Planned Results

Core Sector Indicator (CSI) / Planned Target		
<p>Health facilities to be constructed, upgraded, or equipped (number)</p> <p>26</p>	<p>Number of beds to be added to health facilities (number)</p> <p>650</p>	<p>People to be benefited from in-patient hospitalization services (number)</p> <p>16,500</p>
<p>People to be benefited from outpatient services (number)</p> <p>150,000</p>	<p>People to be reached through preventive healthcare awareness campaigns (number)</p> <p>61,420</p>	<p>Health personnel to be trained e.g., doctors, nurses, paramedics, technicians (number)</p> <p>2,020</p>

Table 16: Universal Healthcare Results from Completed Projects

Core Sector Indicator (CSI) / Results		
<p>Health facilities constructed, upgraded, or equipped (number)</p> <p>2,036</p>	<p>Number of beds added to health facilities (number)</p> <p>755</p>	<p>Healthcare facilities were equipped with medical and non-medical supplies (number)</p> <p>400</p>
<p>People benefited from outpatient services (number)</p> <p>5,111,600</p>	<p>Health personnel trained e.g., doctors, nurses, paramedics, technicians (number)</p> <p>2,818</p>	

IN THE SPOTLIGHT 06



IVAC COVID-19 VACCINE SUPPORT FOR PAKISTAN

This transformative project aimed to fortify the Government's efforts to safeguard the population against COVID-19 through widespread vaccination. The initiative achieved extraordinary success, constructing, upgrading, or equipping 2,000 health facilities and providing outpatient services to 4.6 million people. The IsDB committed a substantial US\$ 67.6 million to this critical endeavor, while co-financiers contributed an impressive US\$ 653 million. This significant investment underscores the project's pivotal role in enhancing healthcare infrastructure and protecting public health in Pakistan.



Photo 10: IVAC COVID-19 Vaccine Support for Pakistan 1



Photo 11: IVAC COVID-19 Vaccine Support for Pakistan 2



Notable Projects

In 2024, the Bank completed a transformative **Primary Healthcare Services Expansion Project in Chad**. This ambitious initiative aimed to enhance access to and the quality of primary healthcare services by constructing and equipping 27 Primary Healthcare Centers (PHCs) and building the capacity of health personnel in the regions of Hadjer Lamis, Kanem, and Wadi Fira. The IsDB committed US\$ 13.7 million to this vital project. As a result, 27 health facilities were constructed, upgraded, or equipped, benefiting 184,000 people annually with improved outpatient services.

In 2024, the Bank approved the Improving **Quality of Oncology Services and Construction of Cancer Treatment Centers** Project in Turkmenistan. The project's objective is to enhance access to high-quality oncology services in Turkmenistan by constructing and equipping oncology centers with state-of-the-art medical equipment and providing comprehensive training for healthcare providers and specialized staff. As part of the planned activities, these oncology centers will receive capacity-building support to strengthen both institutional and human resource capabilities within the oncology sub-sector.

ISFD/IsDB Launches Eyecare for Empowering Children in Africa (EYECA)

In 2024, the IsDB and the Islamic Solidarity Fund for Development (ISFD) launched the Eyecare for Empowering Children in Africa (EYECA) Program. This initiative aims to reduce Uncorrected Refractive Error (URE) in schools by 25% by 2029.

Key Goals:

- Screen 10 million children and 250,000 teachers.
- Provide corrective glasses to 320,000 students and 37,000 teachers.
- Offer medical treatment to 76,000 children.
- Perform 4,000 surgeries for severe visual impairments.
- Strengthen national health institutions and raise awareness.

Building on the success of the AFAB program, which provided eye care to over 825,000 individuals and restored sight to 136,469 through cataract surgeries, EYECA aims to ensure sustainable eye care services and empower future generations.



SOCIAL PROTECTION



The Bank conducted comprehensive poverty assessments in its MCs with persistent poverty to diagnose the underlying drivers. This led to the creation of context-specific intervention programs addressing multiple dimensions of poverty, including health, education, access to finance, MSME support, capacity development, and job creation. Some of the flagship interventions in this area are highlighted in the subsequent section.



Islamic Solidarity Fund for Development (ISFD)

It was established in 2007 as a special fund within the IsDB Group with the dedicated purpose of financing productive and service projects and programs that help in reducing poverty in MCs of the OIC. ISFD provides grants and concessional financing to MCs in tackling extreme poverty by reducing unemployment, fighting diseases and epidemics, eliminating illiteracy, and building the capacities of the MCs. The fund has approved US\$ 1.36 billion since inception, of which US\$ 53 million was approved in 2024.

Technology – Story 1: ISFD was There, - Fatoumata Kone: A Journey to Sight

Fatoumata's Struggle with Blindness

Fatoumata Kone, a 12-year-old girl from the small town of Rubino, Côte d'Ivoire, had lived her entire life in darkness. Born with bilateral cataracts, she had never seen the world beyond the touch of her hands and the sound of her surroundings. While other children her age attended school, played, and explored, Fatoumata remained isolated, unable to join them due to her blindness. Fatoumata's parents were heartbroken but powerless. Living in poverty, they lacked the financial means to afford the surgery that could restore their daughter's sight. For twelve years, they had accepted the painful reality that Fatoumata would never see.

Chance for Sight

One day, everything changed when they heard a broadcast on the local radio station. The announcement spoke of a free cataract surgery campaign at the Agboville Regional Hospital (ARH). This campaign, organized under the Alliance to Fight Avoidable Blindness (AFAB), was made possible through the collaboration of the National Eye Health Program, and the generous support of the IsDB, the Islamic Solidarity Fund for Development (ISFD), and the Arab Bank for Economic Development in Africa (BADEA). With a mixture of disbelief and hope, Fatoumata's parents took her to the hospital, where her condition was confirmed by ophthalmologists. To the family's immense joy, the surgery was a success. For the first time in her life, Fatoumata could see.

Tears of joy streamed down Fatoumata's face as she realized the miracle that had occurred. For the first time in her life, she could see the faces of her parents, the greenery of her surroundings, and the bright blue sky. The once-silent world around her was now filled with sights and sounds that she had only ever imagined.

Embracing a World of Possibilities

Fatoumata's parents were overcome with gratitude for the compassionate individuals who had made their daughter's vision a reality. The surgery had not only restored Fatoumata's sight but had also given her a newfound sense of hope and possibility.

As Fatoumata embarked on a journey of discovery, she was eager to explore the world that had previously been hidden from her. With her newfound vision, she aspired to attend school, learn to read, and write, and live a life filled with purpose and joy.



Photo 12: Fatoumata Kone: A Journey to Sight

ISFD Flagship Programs

The Alliance to Fight Avoidable Blindness Program (AFAB)

Launched in 2008 by the IsDB and the Islamic Solidarity Fund for Development, the Alliance to Fight Avoidable Blindness (AFAB) aims to prevent and cure vision problems, offering not just the gift of sight but a pathway out of poverty.

In 2024 alone, the program successfully performed 86,983 cataract surgeries free of charge, transforming lives and communities.

Out-of-School Children Program (OOSC)

The OOSC Program utilizes accelerated alternative learning modules to reach, enroll, and retain out-of-school children. It acknowledges the diverse backgrounds and challenges these children face, including those in remote communities, conflict zones, and children with mild special needs or disabilities.

Key Results:



Enrolling and Retaining: 2.4 million out-of-school children in school.



Training: 250,000 teachers and government officials.



Construction: Facilitating the construction of 8,860 new schools.

Currently, the program is being implemented through three impactful projects in Mali, Burkina Faso, and Nigeria.

Global Islamic Fund for Refugees (GIFR)

The GIFR is a collaborative initiative by the IsDB, the Islamic Solidarity Fund for Development (ISFD), and the United Nations High Commissioner for Refugees (UNHCR) to address the critical needs of refugees and their hosting communities in the OIC MCs.

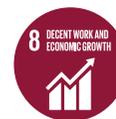
The GIFR aims to provide sustainable financing for essential projects that support both refugees and their hosts. In 2024, the fund successfully mobilized US\$ 60 million from the UNHCR and the King Salman Humanitarian Aid and Relief Centre (KSrelief), underscoring its commitment to fostering resilience and improving the lives of those affected by displacement.



ISFD Alliance to Fight Avoidable Blindness Program (AFAB)



SMES & JOB CREATION



Approved Projects



The Bank has approved two (2) new projects in 2024, allocating a total of US\$ 85 million to Tunisia and Uganda. These initiatives are set to extend Islamic microfinance support, fostering job creation and economic empowerment. Ultimately, these projects will provide vital economic relief and enhance the livelihoods of communities, driving sustainable development and prosperity.

Completed Projects



In 2024, the Bank successfully completed projects that supported 1,500 small and medium-sized enterprises (SMEs), significantly contributing to job creation, and enhancing the income levels of over 2 million individuals. These initiatives underscore the vital role of SMEs in fostering economic growth and improving livelihoods within the communities they serve.

Table 17: SMEs & Job Creation Planned Results

Core Sector Indicator (CSI) / Planned Target			
<p>People to be employed (number)</p> <p>279,088</p>	<p>Small/medium enterprises to be established or promoted (number)</p> <p>32,625</p>	<p>People with access to microfinance to be increased (number)</p> <p>72,362</p>	<p>People with improved livelihoods/income to be increased (number)</p> <p>80,600</p>
<p>Market centers to be established, upgraded, or rehabilitated (number)</p> <p>37</p>	<p>Women to be benefited from women empowerment initiatives (number)</p> <p>320</p>	<p>People to be trained (number)</p> <p>244,850</p>	

Table 18: SMEs & Job Creation Results from Completed Projects

Core Sector Indicator (CSI) / Results		
<p>Market centers established, upgraded, or rehabilitated (number)</p> <p>25</p>	<p>People with access to microfinance increased (number)</p> <p>2,425,000</p>	<p>Small/medium enterprises established or promoted (number)</p> <p>1,500</p>



Notable Projects

ISFD - Youth and Women MSMEs and Entrepreneurship Support in Tunisia Project

The Youth and Women MSMEs and Entrepreneurship Support in Tunisia Project is the first initiative approved under the flagship Harvesting Opportunities for Poverty Eradication (HOPE) Finance Program. This project aims to alleviate poverty and empower vulnerable populations by providing smallholder farmers, cooperatives, and Micro-Small-Medium Enterprises (MSMEs) in Tunisia with comprehensive support, including affordable blended financing, tailored technical assistance, market access, and capacity building.

Designed to boost productivity and ensure sustainability within Tunisia's food and agriculture sectors, particularly in the fourteen (14) interior governorates, the project is expected to achieve the following results:

1. Job Creation and Preservation: Creating or preserving 66,680 direct and 99,961 indirect jobs in the agri-food and complementary sectors.
2. Access to Finance: Providing financial access to 31,500 micro-enterprises, 945 cooperatives and business associations, and income-generating activities in the agri-food sector.
3. Islamic Finance Adoption: Implementing two Islamic finance modalities/products.
4. Capacity Building: Training 308 staff of partner MFIs/FIs across 28 bank branches on the IsDB Toolkits in Economic Empowerment.
5. Entrepreneurship Training: Training 250 high-potential entrepreneurs on Ethical Leadership and Social Intelligence.
6. Empowering Women: Financially and technically empowering six women agricultural associations in rural areas to actively participate in the production of olive oil, honey, and its derivatives.



Youth and Women MSMEs and Entrepreneurship Support Project, Tunisia



LLF FLAGSHIP PROGRAMS STORY OF SANGIMOH TAKING CHARGE OF LIFE

HUMAN IMPACT STORIES

STORY 2

LLF: Tajikistan Sangimoh Story

SHE: SECURING HEALTH Empowerment Meet Sangimoh, a skilled birth attendant, who is helping rural women secure health empowerment and take charge of their lives.

Sangimoh leaves Sitora and her daughter to have their exclusive first moments together. She cleans her hands and walks out of the labor room, smiling triumphantly. It is another day well spent for the 48-year-old Sangimoh, who is a trained midwife in the delivery ward of the maternity department of Danghara District Hospital.

A mother of three daughters, Sangimoh, has been working as a midwife for a quarter of a century. In all these years her village, district and country have undergone major economic, social, and political shifts, while she continued providing compassionate care and supporting women as they navigate their journey of motherhood.

Sangimoh brings her years of rich experience and passion to a US\$ 23 million Improving Maternal, Neonatal, and Child Health Services Project, funded by the Lives and Livelihoods Fund and implemented in partnership with the Ministry of Health & Social Protection of Population and development partners WHO, UNFPA and UNICEF.

The project is designed to transform the lives of low-income and often resourceless women and their babies. Through ongoing home visits from registered nurses like Sangimoh, vulnerable mothers receive the care and support they need to promote healthy pregnancies and empower mothers with timely information related to their personal health and hygiene.

"Information can power up women in more ways than one," says, Sangimoh, who has managed numerous pregnancies

that became complicated because proper information and timely guidance was unavailable to mothers. "But things are changing now as more women are seeking healthcare at early stages of pregnancy as well as registering themselves. This is real empowerment," she added.

With the LLF-funded project and untiring efforts of our partners and healthcare providers like Sangimoh, a new generation of mothers are on the rise who are more cognizant of their health status and well poised to make decisions about expanding their family.

"Our series of health awareness sessions at the community level have witnessed a marked improvement in the understanding level of mother in laws and how they throw their weight behind the daughter in laws to take important decisions regarding pre and postnatal check-ups and family planning," continued Sangimoh. Citing the example of 28-year-old Sitora, Sangimoh tells us, "Sitora is now empowered to use contraceptives, decide on time intervals between births, and regularly visit hospital for periodic immunization and vaccination".

LLF's collaboration with female nurses through the Maternal, Neonatal, and Child Health Services Project in the target districts of Tajikistan has not only improved the quality and delivery of first-level healthcare to expectant mothers, but it has also diversified their income and elevated their place in the community as skilled birth attendants.

Sangimoh is determined that her daughters will continue their education after school graduation and will pursue their dreams to make their lives better through self-development, leadership skills and better financial opportunities.



 Photo 13: Sangimoh Story, Tajikistan



LLF FLAGSHIP PROGRAMS STORY OF MR. KANDE MOULAYE IMPROVING FOOD SECURITY

HUMAN IMPACT STORIES

STORY 3

3 LLF Rice Value Chain Development Project in Senegal

Mr. Kande Moulaye, a rice miller who has benefited from the Rice Value Chain Development Program (RVCDP) funded by the Lives and Livelihoods Fund (LLF) in Senegal, expresses his gratitude by stating, "Thanks to the increased yields of the farmers, my rice mill is now able to run for longer periods, which was not possible before. The linkages created between the farmers and the rice millers also allow me to buy the farmers' produce at a fair price and provide them with production inputs like improved seeds and fertilizers. Everyone's winning!"

The Rice Value Chain Development Program is making great strides in improving food security and increasing the yield of rice, Senegal's staple food crop. With a demand of 1.2 million tons a year and growing, the country's top policy priority is to close the gap between supply and demand, which currently costs US\$ 500 million in imports. Thankfully, with the public and private sectors investing in development projects within the rice sector, this goal is quickly becoming a reality for the 16 million people who call Senegal home. Investment in the rice sector has been a major focus in recent years, with the Rice Value Chain initiative gaining approval in 2019.

This ambitious project aims to benefit 39,000 households in the three main rice growing regions of Senegal: the north, central, and south (Casamance). In the north and central regions, rice production occurs mainly through irrigation, while the south's abundance of rainfall supports a single annual crop in a rain-fed system.

RVCDP's impact is evident across all three focal regions, with the greatest strides made in the south, where the

potential for growth is tremendous. By expanding the land area under cultivation and implementing better agronomic practices, the project has seen a significant increase in productivity. In 2021 alone, over 9,500 hectares of land under smallholder farming practices were successfully cultivated using improved seeds and techniques, resulting in a yield increase of over 30% compared to the previous year.

The success continued in 2022, with an increase in cultivated land to 11,764 hectares and an average yield of 2.6 tons per hectare. These improvements have benefited over 13,797 smallholder farmers, with 85% being women. Together, they produced an impressive 33,000 metric tons of rice, ensuring their own food security while also contributing to the local markets and supporting the region's rice millers. The RVCDP's success story is being spearheaded by smallholder farmer associations, with women comprising over 80% of the participants.

The project's efforts to increase access to high-yield seeds and appropriate equipment for land preparation, harvesting, and threshing have paid off significantly. Not only has this reduced the labor required for these physically demanding tasks, but it has also led to the provision of hand-driven small tractors that are more manageable and easier for women to operate than their larger counterparts. Ensuring that smallholder farmers have access to markets is crucial for the sustainability of the Senegal Rice Value Chain Project, so the project has invested in creating linkages between the farmers and rice millers, which has tremendously helped both.



Photo 14: Yields and Food Security on the Rise, Senegal

3.3 KEY RESULTS IN CROSS-CUTTING AREAS



3.3.1. Islamic Finance

Islamic finance primarily supports projects developed under Awqaf properties. In 2024, the Bank completed two (2) Awqaf projects designed to enhance public services and alleviate poverty. These initiatives demonstrate the Bank's commitment to promoting social welfare and improving the quality of life in communities served by the Awqaf framework."

Table 19: Islamic Finance

Core Sector Indicator (CSI) / Results
 <p>The income of the Waqf beneficiary organization increased (US\$ per year)</p> <p>1,910,000</p>



Notable Projects

Construction of a Commercial and Residential Complex in Kampala, Uganda: the project designed to support the Uganda Muslim Education Association (UMEA) in advancing educational development for the Muslim community. The project, consisting of commercial and residential buildings of two (2) each, was completed and began operations in 2024. The current occupancy rate stands at 20%.



Photo 15: Construction of a Commercial and Residential Complex in Kampala, Uganda



3.3.2. Resilience & Disasters

The Bank remains committed to enhancing resilience against disasters, climate change, and external shocks. Through ongoing initiatives, the Bank is proactively working to strengthen communities and safeguard livelihoods, ensuring sustainable development in the face of evolving challenges.



Approved Projects

In 2024, the bank approved five (4) grant projects amounting to US\$ 3.8 million.

Table 20: Resilience & Disasters Planned Results

Core Sector Indicator (CSI) / Planned Results				
				
Refugees to be provided with access to clean water (number)	Refugee children and youth to be transitioned to formal education (number)	Patients to be accessed to healthcare services (number)	People to be provided with food security support (number)	People to be provided with nutritional support (number)
50,000	245	95,000	34,659	26,500



Notable Projects

Tailored Flagship Program Emergency: The Bank prepared Crisis Anticipation Initiative for Pilot MCs in Africa in close collaboration with African Risk Capacity (ARC). The main objective of the program is to build resilience and ensure preparedness to respond to climate threats in the selected MCs.

Responding to Emergency Crises: in 2024, to address escalating fragility, conflict, and natural disasters, the Bank supported for the humanitarian crises in Gaza, Palestine, and Sudanese refugees in Chad, Egypt, and Libya in partnership with the World Food Program and UNHCR. These efforts mobilized over US\$ 42 million in additional grants, amplifying the impact of interventions.



Emergency Food Assistance to Refugees in Eastern Chad



3.3.3. Climate Change

In 2024, the Bank once again exceeded its climate finance target of 35% by 2025, marking the second consecutive year of surpassing this goal. The Bank's committed climate finance reached 47% of total financial (against the 2024 target of 33%)

The Bank integrated climate change and green growth elements into all Member Country Partnership Strategies (MCPS) developed in 2024, including those for Azerbaijan, Côte d'Ivoire, Suriname, Uganda, Türkiye, Algeria, and Brunei.

Significant milestones were achieved in resource mobilization and accreditation to specialized funds. The CCED secured US\$ 2.3 million from the Green Climate Fund (GCF) Readiness Window to support the Maldives.

The Bank actively participated in three major conferences of the parties' sessions in 2024. At the UNFCCC Conference of the Parties (COP29) in Baku, Azerbaijan, the Bank had a strong presence. Additionally, at the 16th Session of the Conference of Parties (COP16) to the UNCCD in Riyadh, Saudi Arabia, the IsDB Group made several significant declarations, including a US\$ 1 billion commitment for the Riyadh Global Drought Resilience Partnership and a joint ACG pledge of US\$ 10 billion for drought resilience and combating land degradation by 2030. The Bank also

co-announced the Global Takaful Alliance with UNDP and introduced two knowledge products on innovative finance for sustainable dryland development and building climate resilience through Takaful.



In 2024, the Bank once again exceeded its climate finance target of 35% by 2025, marking the second consecutive year of surpassing this goal. The Bank's committed climate finance reached 47% of total financial (against the 2024 target of 33%)



Mobile Medical Units (MMU) in Rural Areas, Bangladesh



3.3.4. Women and Youth

The Bank remained steadfast in prioritizing the integration of gender and youth needs and priorities across its programs and projects. This commitment spans critical areas such as business finance, social protection, health, skill training, and career advancement, ensuring that these groups receive the support and opportunities they need to thrive.



Approved Projects

In 2024, the bank approved four (4) grant projects amounting to US\$ 1.09 million.

Table 21: Women and Youth

Core Sector Indicator (CSI) / Planned Results		
<p>People to be benefited from outpatient services (number)</p> <p>150,000</p>	<p>People to be employed (number)</p> <p>20,000</p>	<p>People to be trained (number)</p> <p>1,100</p>



Notable Projects

Youth Digitalization for Employability and Entrepreneurship Grant Program (Y-DEEP): The Y-DEEP aims to equip young women and men with the digital skills and knowledge needed to thrive in the modern workforce and start and grow successful digital businesses. In 2024, a dedicated project was processed in Indonesia to enhance the employability and entrepreneurial capacity of youth through digitalization. This project provides targeted digital skill training, facilitates access to job-matching platforms, and offers entrepreneurship development programs tailored to the local labor market.

Women Entrepreneurs Finance Initiative (We-Fi): The grant aims the strategic commitment to the promotion of women's entrepreneurship becoming a signatory of the Joint Statement of Support for implementing the Women Entrepreneurs Finance Code (WE Code). In 2024, two (2) projects in Bangladesh and Indonesia have targeted the WASH (Water, Sanitation, and Hygiene) sector and the Islamic Finance sector.



Assiut (EL Walidia) Thermal Power Plant Project, Egypt



3.3.5. Civil Society

The Bank continued to forge strategic partnerships with Civil Society Organizations (CSOs), Non-Governmental Organizations (NGOs), and other International Financial Institutions (IFIs) to mobilize resources and address the urgent needs of MCs.



Approved Projects

In 2024, the bank approved seven (7) grant projects amounting to US\$ 2.48 million.

Table 22: Civil Society

Core Sector Indicator (CSI) / Planned Results



Farmers to be benefited from agricultural services and investments (number)

4,493



People to be benefited from food security initiatives (number)

262,796



Individuals to be accessed to inclusive finance, skills & training, and digital healthcare services (number)

500,000



Families to be provided access to income-generating activities (number)

16,000



Efficiency and capacity of CSOs to be improved (number)

1,500



Notable Projects

Tadamon Phase 2: In 2024, building on the success of the first phase and in line with the IsDB Realigned Strategy, and ISFD strategy 2030, the Bank has developed Tadamon Phase 2 through internal and external consultations with CSOs, INGOs, UN agencies, governments, and philanthropic foundations. It gives a stronger emphasis on the empowerment of hard-to-reach and vulnerable populations by supporting local community resilience with technology driven solutions, community resilience through agribusiness, and mainstreaming.

Strategic Partnership: The Bank has finalized an Operational Framework Agreement with ICRC to explore strategic multidisciplinary projects and multiyear financing support to drive sustainable humanitarian impact in countries affected by fragility and conflicts.

Knowledge Products and Capacity Building: The Bank in close coordination with the Regional Hubs Cairo and Rabat is conducting joint international capacity development trainings to raise awareness and application of Do-No-Harm and Conflict Sensitivity and implementing operations in fragile and insecure environments.



Shurokha – Livestock Consultation with Vets, Bangladesh



3.3.6. Science, Technology & Innovation

The STI initiative focused on deploying affordable and practical technologies to drive the development of the MCs, ensuring tangible and sustainable impacts on their growth and progress.



Approved Projects

In 2024, the bank approved four (4) grant projects amounting to US\$ 1.85 million in Science, Technology & Innovation

Table 23: Science, Technology & Innovation

Core Sector Indicator (CSI) / Planned Results



Highly viable technologies to be identified to be enhance food security and sustainability (number)

120



Facilitated to be early diagnosed and referred at-risk to newborns (number)

3,055



Disease and treatment information to be provided to active users (number)

34,000



People to be trained for the use of advanced technologies (number)

1,500



Technology evaluations to be conducted (number)

2



IsDB Healthcare Projects, Tajikistan



SOLAR MAMA OF CAMEROON

HUMAN IMPACT STORIES

STORY 4

Niembain Charlotte, a 60-year-old former farmer, travelled to Rajasthan, India in 2019 to learn solar engineering with Barefoot College International. At her age, it was unthinkable that she'd be offered an opportunity to study anything. But women like Charlotte are actually those who are most encouraged to enrol. When she was asked to come to India to study, she envisioned a future with meaningful work that would help boost prosperity in her own community.

In 2020, 400 solar home lighting systems arrived in Cameroon, assigned to very remote regions where grid electricity is not available, to benefit 2,800 villagers. Such villages rely entirely on wood and kerosene as light sources. Kerosene is a costly and dangerous source of light that creates plumes of black smoke indoors. Acquiring it can require long-distance travels to larger villages.

Barefoot College International followed Charlotte to Mpagne where she began solar electrifying the villagers' homes. It's a region with only one road in and out that winds through a rainforest. The clay road is frequently inundated with water and can be reached only by motorcycle. With good weather, the road takes 3 hours one-way. On bad days, the road becomes impassable.

Her village, Mballa in central Cameroon, is in the French-speaking Muslim region and is home to around 3,000 residents. She has been a widow since 2007, has one surviving daughter who is 27 and a grandson.

In her region, it's the woman's job to collect water. Each collection is an hour's walk each way, and the source isn't generally clean. Bottled water is available, but it is costly and only the wealthy can afford to purchase it regularly. Like the rest of the villagers in Mballa, Charlotte's home



 Photo 16: Niembain Charlotte - Solar Mama of Cameroon

is not equipped with indoor plumbing, so every drop of water counts and must be used for daily tasks such as bathing, cleaning and drinking. Charlotte urges that water has become increasingly scarce- there are still no hand-pumps for the inhabitants.

Women are also expected to collect and chop wood, which is needed as a light source and for cooking. A lot of open flame cooking indoors still occurs, which is a main factor in respiratory issues that are developed by rural inhabitants. Wood collection also results in deforestation. Charlotte is fortunate that her village is still lush and surrounded by old-growth forests, but this is changing dangerously fast and with little local regulation.

Charlotte married young and had to abandon studies as a young woman to take on the tasks of a housewife and mother. Having the opportunity to study again was a no-brainer to her and she seized the chance as soon as it was offered to her. She appreciated the kindness and generosity of her teachers in India. Because of the lessons she received about carbon emissions and Climate Change, Charlotte is eager to distribute solar panels and lanterns to the communities nearby.

"When the panels arrived, I was so happy. Villages will be bright for the first time. People will be able to move safely during the night."

Charlotte is a bright light, admired in her village for her strong will and courage. Barefoot College International prefers older rural women because they are often

respected in their villages and have strong convictions to improve the quality of life in their community. Their age is often associated with a wealth of wisdom; thus, they are the most influential members in society. After their training, they are the most likely to share their new skills and knowledge with women and girls and lead by example for their peers to see.

She returned to her village in early 2020, just before the upheaval of the pandemic began. The Enriched and Solar training model provided her with a great amount of applicable information. Most noteworthy is the opportunity it gave to Charlotte as a woman; to work in a village where typically only men work in such occupations.

Her newfangled business and financial acumen will help her to save money and use a bank account. The cellphone she was provided with, and digital literacy classes have helped her navigate the internet, make phone calls and take photos and videos by phone. She better understands Women's Rights and health and nutrition.

Learning English was a milestone for Charlotte, whose country has English as an official language but is often divided due to civil unrest. She recalls learning how to make jewelry, build a healthier family life and health and sanitation- especially useful during the pandemic. She predicts a better future for children in her village, with increased opportunity and more employment regardless of their gender.



Notable Projects

Education Technology: Improve the delivery quality of education through supporting teachers with quality educational technology tools and materials. This project aims to improve access to quality healthcare services in Afghanistan through the expansion of telehealth education and clinical support facilities in 14 provinces across the country.

Access to Markets to MSMEs: Providing a platform to support MSMEs in gaining access to appropriate markets.

Earth Observation Technology: Providing a platform to enable farmers to better understand the crop conditions so that they will use the right amounts of water and fertilizer.

Operationalization of the Technology Deployment Cooperation Program (TDCP): Two (2) technology evaluations were conducted in 2024. The first is on innovative soil stabilization technologies for road construction, in collaboration with the Morocco Ministry of Water and Equipment. The second was the evaluation of modern aquaculture industry technologies, in collaboration with the Food and Agriculture Organization (FAO) of the UN.



3.3.7. Capacity Development - Regional Cooperation and Integration

To address the emerging challenges faced by our MCs, the IsDB continues to champion regional integration as a vital tool for enhancing connectivity, boosting trade and investments, and improving livelihoods. Grounded in the principles of solidarity and mutual benefits, regional cooperation and integration provide assured pathways for MCs to enhance competitiveness, sustain long-term growth, and accelerate economic transformation in an increasingly interconnected global economy.



Approved Projects

In 2024, the bank approved eight (8) grant projects amounting to US\$ 1 million.

Table 24: Regional Cooperation and Integration

Core Sector Indicator (CSI) / Planned Results			
 <p>Institutions or entities (Seaports) to be improved for capacity and service delivery (number)</p>	 <p>Policy Options to be developed for regional integration (number)</p>	 <p>Trade facilitation measures to be implemented (number)</p>	 <p>Cross border exchanges (SME B2B) to be facilitated (number)</p>
2	1	1	1



Notable Projects

Capacity Assessment Report of Cargo Seaports in OIC Asian Countries: The project aims to assess the operational efficiency of cargo seaports in the MCs to identify capacity development and knowledge exchange projects among priority seaports at different capacity levels.

Promoting Food Security and Climate Resilience through Trade in the IGAD Region: The overall objective of the grant operation is to strengthen IGAD countries' capacity to use intraregional trade and cooperation as a driver for food security and climate change adaptation.

Attracting Foreign Direct Investment (FDI) in Renewable Energy in Central Asia: This initiative, in partnership with the CAREC Institute, seeks to attract FDI in renewable energy across Central Asia. It focuses on establishing a comprehensive investment framework that emphasizes key factors impacting investor decisions, such as effective policies, market dynamics, financial incentives, and technology.

Improving the Capacity of Small and Medium-Sized Enterprises (SMEs) and SME Support Institutions to Use Online Business-to-Business (B2B) Matchmaking Tools in OIC Member States. The project aims to enhance the capacity of SMEs and their support institutions in seven OIC member states to utilize online B2B matchmaking tools. Implemented in partnership with Islamic Centre for Development of Trade (ICDT), KOSGEB, and SME agencies, it provides tailored training, access to digital tools, and participation in trade fairs and matchmaking events.

IN THE SPOTLIGHT 07



REVERSE LINKAGE PROJECT DIGITAL HALAL ECOSYSTEM FOR FIJI

In 2024, the Bank approved a pioneering Reverse Linkage project to benefit the Fiji Muslim League (FML) by developing a customized digital Halal ecosystem with Serunai Commerce from Malaysia. This initiative aims to modernize Halal certification processes, fostering economic growth and employment opportunities for Fiji's Muslim community.

Key Outcomes:

- Streamlined administration of the Digital Halal Ecosystem.
- Integration of advanced digital systems (VH SMART™, CBMS™, CBMS App, Verify Halal™) with comprehensive training for FML.
- Establishment of a sustainable Halal digital service system.
- Training of 15 individuals to enhance FML's certification capacity.
- Recognition by the Department of Islamic Development Malaysia (JAKIM).

This project will position Fiji as a trusted provider of Halal products and services globally.



The Launch Event: Fiji and Malaysia Join Forces in Pioneering Halal Ecosystem Development Under IsDB Reverse Linkage Project



With a clear view of the developmental outputs and intermediate outcomes delivered through the Bank's operations, the next chapter sheds light on how effectively and efficiently these results were achieved. Chapter 4 transitions to Levels 3 and 4 of the RBMF, focusing on the Bank's internal performance, organizational learning, and operational delivery systems that underpin development success.





04

CHAPTER

ORGANIZATIONAL EFFECTIVENESS (LEVELS 3 & 4)

4.1 FINDINGS AND LESSONS LEARNED FROM EVALUATIONS

The Independent Evaluation Department (IEvD) is an independent and specialized organ with the prime responsibility to plan, design, and conduct the evaluation of the operations funded by the IsDB in line with internationally recognized evaluation principles. In addition, it conducts corporate, country, sector, and thematic evaluations, providing a sound assessment of the relevance, efficiency, and effectiveness of the IsDB's interventions, policies, and strategies, and sustainability of the development results achieved. The evaluation conducted by IEvD aims to generate evidence to enhance accountability at all levels, enable collective and effective ongoing learning, improve the effectiveness and impact of the IsDB interventions, and contribute to position the IsDB as a Knowledge Institution. Based on these evaluations, IEvD formulates relevant recommendations, identifies lessons learned, and disseminates valuable insights to improve the Bank's development effectiveness.

Prioritizing Regional Cooperation and Integration (RCI) Agenda

*** Mainstreaming the RCI agenda into the IsDB Group operations will enhance the impact of RCI activities.**

While large-scale public finance projects have been prioritized, many small-scale grants lacked integration. A pillar-based RCI Strategy with programmatic subregional cooperation programs for major infrastructure projects is recommended. In developing subregional cooperation programs, the IsDB Group must combine all available support instruments, including public finance projects, technical assistance and grant support for project

identification and feasibility studies, capacity building, and private sector trade and PPP lending. It is also crucial to ensure inclusivity and equity, addressing the needs of low-income, island, and fragile MCs.

*** A strong endorsement of the RCI Policy and Strategy within the IsDB Group is necessary to enhance ownership and ensure more effective delivery of RCI operations.** It is important to ensure that relevant the IsDB Departments, RHs, and Group entities contribute to implementing RCI strategy pillars. Effective harmonization across these business units is needed to integrate the RCI agenda under each RCI pillar. Introducing and institutionalizing

2024 Evaluation Products

In 2024, IEvD completed 11 project performance evaluations in 11 MCs, a mid-term evaluation of the Mobile Medical Units (MMUs) Program across seven Asian countries, and a Cluster Evaluation of the Special Assistance Program in Ethiopia. Additionally, IEvD produced eight macro evaluations, including corporate evaluations of various funds and programs, a process evaluation of Corporate Consultancy Procurement, a thematic evaluation of Regional Cooperation and Integration Policy, a Country Engagement Evaluation for Egypt, and a sector evaluation of Agriculture and Rural Development. IEvD also finalized 19 PCR Validation Notes and one PCR-VN Synthesis Report. Beyond evaluations, the department prioritized knowledge dissemination, producing 14 K-Series publications, six Executive Dissemination Notes, eight articles, eight evaluation videos, and four newsletters, thereby enhancing its knowledge base and supporting informed decision-making



Health Workers, Yemen

a review and monitoring mechanism of the RCI strategy and its results framework is also necessary. The review process should include preparing an annual RCI implementation plan and progress reporting based on planned RCI activities and submitting them to the IsDB Group Management and the Board of Executive Directors. Additionally, strengthening the Regional Integration Section by providing it with adequate human (sector experts) and financial resources will contribute to better coordination and monitoring of RCI operations.

Reinvigorating Islamic Solidarity Fund for Development (ISFD)

- * **The successful implementation of projects and programs is highly dependent on the ISFD's institutional capacity, including active engagement in MCPS preparation, available financial resources, and timely disbursement.** Developing clear operational guidelines for flagship Poverty Alleviation Programs (PAPs), with both internal and external peer review, is essential. As part of MCPS engagement, ISFD should take the lead

in preparing the 'Country Poverty Assessment (CAP)' to prioritize PAP allocations and generate a pipeline of prioritized projects. These two key activities are essential to provide institutional coherence and visibility, as well as consistent branding, aligned with the ISFD mandate to support poverty alleviation in Least Developed Member Countries (LDMCs).

- * **Sustainable and sufficient availability of financial resources is essential for the ISFD to meet the needs of the MCs in supporting their poverty alleviation efforts.** Without a solid and well-established resource mobilization strategy, the financial sustainability of the ISFD will be limited, restricting its ability to effectively fund its operations budget. By complementing ISFD's capital with contributions from the IsDB Group members, crowd funding, and country-level Waqf funds, the ISFD can enhance its financial capacity. This approach will allow it to offer tailored financing solutions for poverty alleviation projects in Least Developed Member Countries (LDMCs). Furthermore, showcasing success stories of poverty alleviation projects and programs can boost donor's trust.

Improved Country Engagement

- * **Engaging communities early in project design enhances understanding of the local context, facilitating smoother implementation, and greater sustainability.** Projects that do not incorporate community input during the planning stages are more likely to encounter cost overruns and delays. Engaging in meaningful dialogue with communities during the design phase is crucial for identifying their needs and understanding their capacity to afford and sustain the project, particularly in infrastructure. While it is important for projects to meet sector-specific requirements, their preparation must also thoroughly address the unique needs, expectations, and challenges of local communities to ensure successful implementation and long-term impact.
- * **The establishment of the IsDB Group's Regional Hub in Cairo has proven to accelerate project implementation and achieve project outputs and outcomes.** The decentralization process has accelerated the approval of requests and improved decision-making, effectively addressing critical implementation challenges, particularly in project procurement and disbursement. It has also strengthened local engagement and built trust among the IsDB, the Government of Egypt, and PMUs.

Enhancing IsDB's Agriculture and Rural Development (ARD) Sector Operations

- * **Project sustainability in the ARD sector requires proper risk assessment, factoring in operational costs, and incorporating disaster resilience features at the design stage.** As demonstrated by the Kabala Water Supply Project in Sierra Leone, project sustainability is affected by a lack of adequate risk assessment. Following the project completion, the water intake and weir on Mongo River were damaged due to the flooding. Consequently, the water system's operation was completely halted, leading to the cessation of water supply to the end-beneficiaries. This underscores the importance of integrating resilience measures into Water, Sanitation, and Hygiene projects to mitigate the impact of such incidents and ensure sustained access to safe water. On the other hand, active involvement of end-beneficiaries in project design is critical to address specific needs, as shown in Indonesia's National Slum Upgrading Project, where inadequate consultation led to mismatched housing designs and ownership for the sustainability. Additionally, a proper exit strategy and robust coordination among stakeholders, including beneficiaries and local governments, are crucial for long-term sustainability, as evidenced by Indonesia's National Slum Upgrading and Integrated Farming Projects.
- * **Reverse linkage operations in the ARD sector enable the MCs to share agricultural expertise and technology, improving food security and reducing poverty.** There is significant demand among the MCs to exchange experiences and benefit from each other's knowledge. The IsDB can leverage reverse linkages to facilitate this sharing, especially in water and sanitation interventions.



Project sustainability in the ARD sector requires proper risk assessment, factoring in operational costs, and incorporating disaster resilience features at the design stage.



Corporate Consultancy Procurement Process

- * **A clear and comprehensive policy, along with well-defined rules and regulations, is essential but not sufficient to ensure a smooth corporate procurement process.** Several weaknesses limit the effectiveness of the IsDB Corporate Consultancy Procurement Policy. Low approval thresholds and prolonged internal approval processes slow down decision-making and cause delays in procurement timelines. Insufficient staff capacity and inadequate training among procurement stakeholders further impacts the system's efficiency. The use of multiple, non-integrated technology platforms, combined with an overly tedious and time-consuming ARIBA (IT Platform) registration process, complicates the procurement process. Additionally, inconsistent advertising and notification of business opportunities create challenges for potential bidders. Addressing these issues is essential to enhancing the efficiency and functionality of the corporate procurement system.



Hydro Agung " House of Vegetables" Pekon Jati Agung. Pringsewu Regency LAMPUNG, Indonesia

- * **An improved corporate procurement governance system, including the delegation of authority and a mechanism in the Corporate Procurement Division for handling complaints and grievances could streamline the procurement process.** Strengthening and strictly enforcing accountability measures will ensure the appropriate use of higher approval thresholds. For instance, revising the Delegation of Authority for consultancy procurement by empowering the heads of business units (divisions, departments, and regional hubs) and introducing higher approval thresholds for Directors—aligned with the thresholds for Work, Services, and Real Estate (up to US\$ 100,000)—is expected to deliver more efficient and effective procurement outcomes.

The Awqaf Properties Investment Fund (APIF)

- * **Assessing the success of the APIF projects requires a holistic view that considers its impact on both reviving Waqf practices and achieving socio-economic development.** While the APIF contributes to social outcomes by providing support to those in need, its true value extends beyond immediate social



Health Sector Project, Tajikistan



Strengthening and strictly enforcing accountability measures will ensure the appropriate use of higher approval thresholds. For instance, revising the Delegation of Authority for consultancy procurement by empowering the heads of business units (divisions, departments, and regional hubs) and introducing higher approval thresholds for Directors—aligned with the thresholds for Work, Services, and Real Estate (up to US\$ 100,000)—is expected to deliver more efficient and effective procurement outcomes.



benefits, offering potential for long-term impact. A comprehensive evaluation of the APIF's effectiveness must consider both the development of Waqf practices, and the social benefits generated. By doing so, a clearer understanding of the program's overall success can be achieved. For instance, in 2023, the total amount allocated for beneficiaries to spend on charitable activities was approximately US\$ 4.0 million across six institutions. This net social return is an important factor to consider when making strategic decisions regarding Awqaf investments.

- * **Purchasing an existing building and investing in other countries where revenue is higher, whenever feasible, can be a valuable option to minimize implementation delays and reduce the risk of cost overruns.** In some countries, particularly Least Developed Member Countries (LDMCs), projects often generate limited revenues and are vulnerable to exchange rate fluctuations. APIF could consider financing Waqf projects in countries where revenues are higher, more stable, and with lower exchange rate risks, as well as the potential for capital gains from the property.

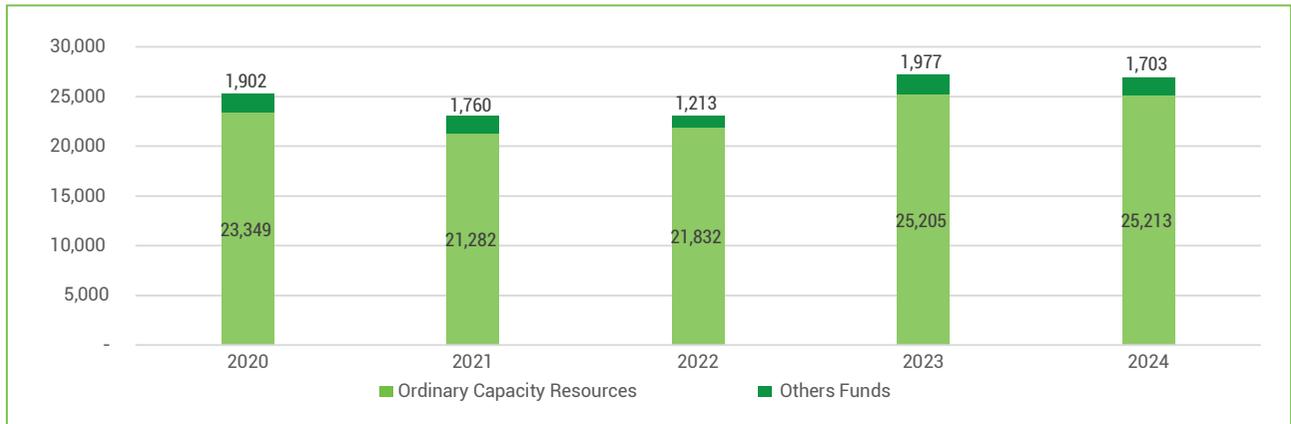
4.2 OPERATIONS EFFICIENCY

4.2.1 Performance of the Active Portfolio

In 2024, the Bank’s active portfolio soared to an impressive US\$ 26.9 billion, highlighting a robust and diverse portfolio of projects funded through Ordinary Capital Resources

(OCR), technical assistance, grants, and trust funds. Despite a nominal decrease from the previous year, this portfolio exemplifies the Bank’s unwavering dedication to sustainable development. The growth trends depicted as shown in the below figure powerfully illustrate the Bank’s strategic commitment to advancing high-impact projects across various sectors, driving transformative change, and fostering resilience in communities worldwide.

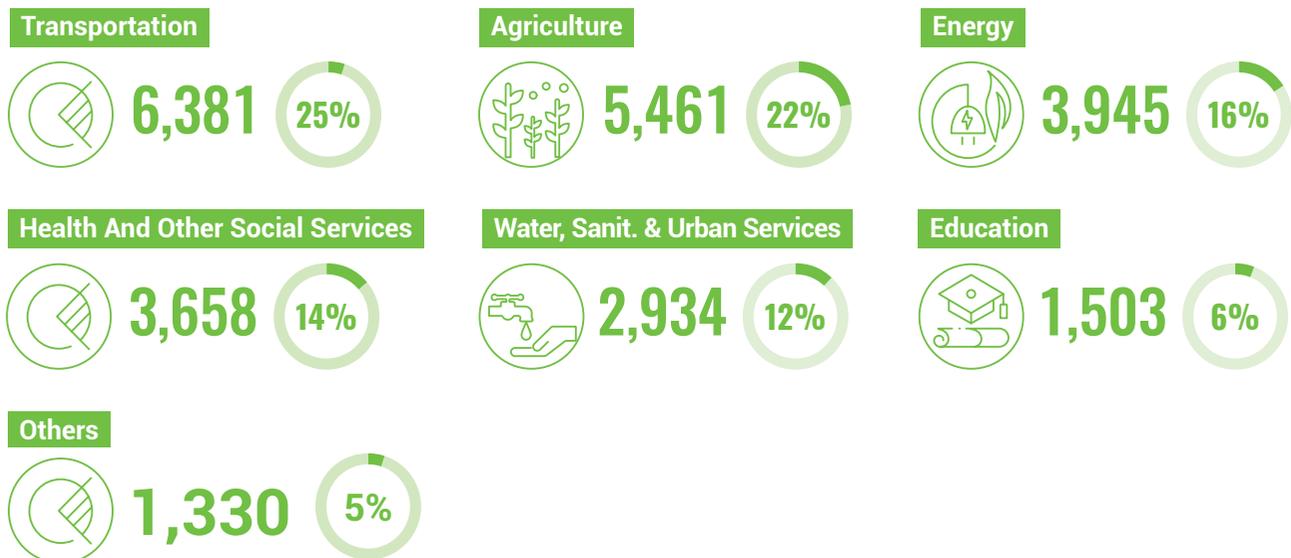
Figure 10: Trends of Active Portfolio at Year-ends (US\$ Millions)



The Bank’s financing strategy is meticulously concentrated, with the transport sector receiving the largest share at 25%. This significant investment underscores the critical role of infrastructure in fostering economic growth and connectivity. Agriculture follows closely at 22%, fueling essential growth and ensuring food security. The energy sector, receiving 16% of the portfolio, is pivotal in driving

sustainable power solutions. Health and social services account for 14%, enhancing community well-being, while water and urban services represent 12%, supporting vital infrastructure. Education garners 6%, investing in future generations, and the remaining 5% is dedicated to advancing finance, ICT, trade, and industry sectors, as illustrated in the below figure.

Figure 11: Active Portfolio by Sectors (US\$ Millions)



Reflecting its unwavering commitment to Least Developed Member Countries (LDMCs), the Bank dedicates a remarkable 46% of its active portfolio to the Sub-Saharan Africa region. This substantial allocation highlights a decisive focus on catalyzing development in this vital area. Additionally, 35% of the portfolio is directed towards transformative projects in Asia, Latin America & Europe, while 19% targets the Middle East and North Africa. The figure below provides a comprehensive breakdown of this regional distribution, emphasizing the Bank's strategic priorities and its mission to drive impactful changes across diverse landscapes.

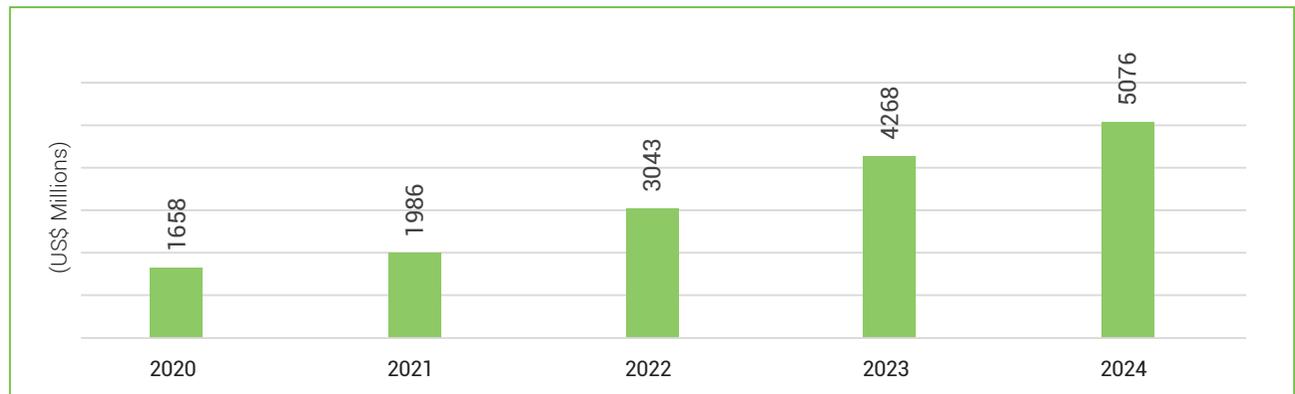
Figure 12: Active Portfolio by Regions (US\$ Millions)



Project Approvals in 2024

The year 2024 witnessed a significant milestone for financing projects under Ordinary Capital Resources (OCR) rise steeply to a remarkable US\$ 5.07 billion an impressive 19% increase from the prior year. This robust upward trajectory, displayed in the below figure, powerfully underscores the Bank's steadfast commitment to investing in transformative initiatives that catalyze impactful change and significantly uplift communities.

Figure 13: OCR Approval Trends 2024



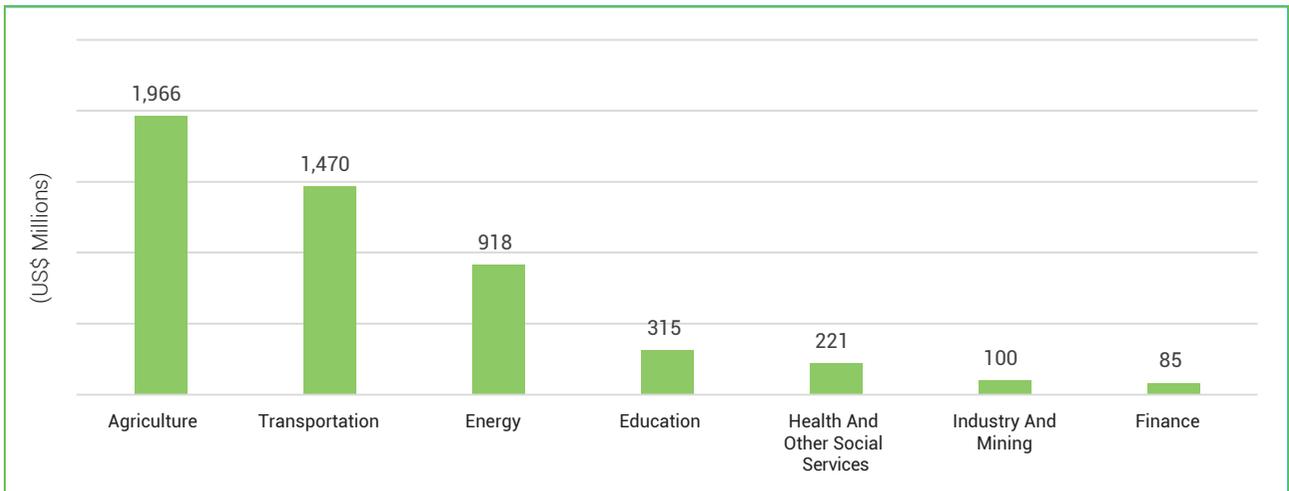
Oncology Services Project, Uzbekistan



Completed Installation of Solar Panels in Jakiri Health Center, Cameroon

The sectoral distribution of OCR approvals in 2024, as illustrated in the below figure, reveals a decisive commitment to key areas of impact: 39% of funding was directed towards Agriculture, followed by transportation at 29%. The energy sector received 18%, while education accounted for 6%. This strategic allocation underscores the Bank’s unwavering focus on empowering sectors that drive substantial change and significantly elevate the quality of life for communities across the globe.

Figure 14: OCR Approvals (US\$ Millions) by Sector



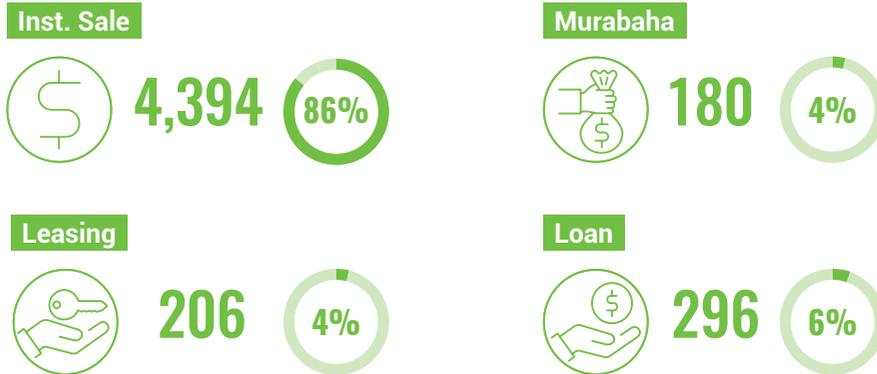
Regionally, the largest share of OCR approvals in 2024 was directed towards Asia, Latin America and Europe, comprising 57% of total funding, followed by Sub-Saharan Africa at 28% and Middle East and North Africa at 15%. This strategic distribution highlights the Bank’s expansive geographical focus and its commitment to addressing diverse regional needs, ensuring that vital resources are allocated to areas with immense development potential, driving transformative change across the globe.

Figure 15: OCR Approvals (US\$ Millions) by region.



In financing modes, installment sales overwhelmingly led OCR approvals, accounting for 86% of total financing, followed by loans at 6%, with leasing and Murabaha each representing 4%. This distribution underscores the Bank's strong preference for installment sales as a primary financing mechanism, facilitating flexible and sustainable funding solutions tailored to support a wide range of impactful projects."

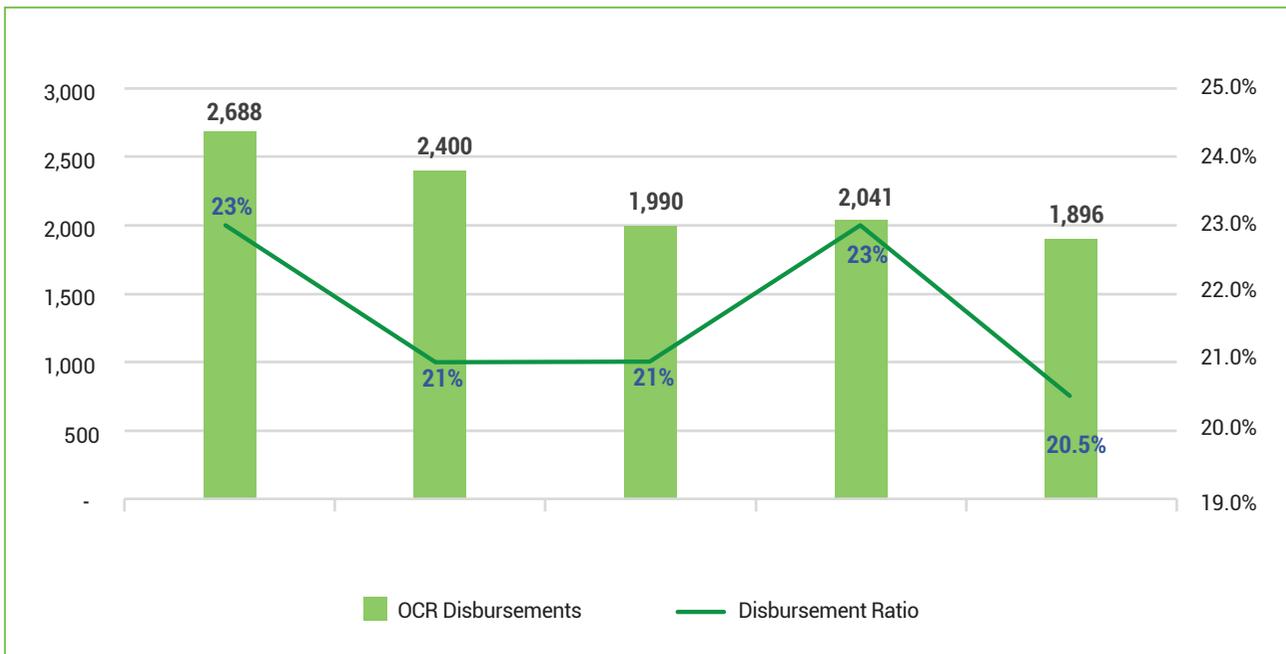
Figure 16: OCR Approvals (US\$ Million) by Mode of Financing



OCR Disbursements

In 2024, the Bank proudly achieved OCR disbursements totaling US\$ 1.9 billion, maintaining a strong alignment with the previous year's figures. Although the disbursement ratio slightly decreased to 20.5% from 23.0% in 2023, this offers a wonderful opportunity to refine our disbursement processes. By embracing this opportunity for improvement, the Bank can enhance the impact of its allocated resources, ensuring that our funding effectively reaches those in need and fostering positive development outcomes for communities.

Figure 17: OCR Disbursements (US\$ Million) and Disbursement Ratio (%)



4.2.2 Effective Portfolio Management

Operational Efficiency: Driving Excellence in Bank Operations

The Bank's commitment to operational efficiency is transforming project delivery, decision-making, and impact. By streamlining processes, enhancing data quality, and leveraging technology, it ensures faster, smarter, and more effective operations.

At the core of this transformation are the Operations Technical Committee and Operations Management Committee, which enforce rigorous quality assurance and compliance, resolving bottlenecks and strengthening project integrity. The Grant Resource Allocation Taskforce (GRAT), launched in 2024, has standardized grant planning, resource allocation, and implementation, maximizing impact in the MCs and Muslim Communities in Non-Member Countries.

Strategic alignment remains the key. Tools like the Three-Year Work Program (3YWP), MCPS and CEF guide decision-making, ensuring projects align with development priorities. In 2024, the Operations Complex (OC) issued quality standards and refined critical business processes, including procurement, project processing, and country strategies, improving quality, enhancing transparency, and reducing delays.

A major leap forward came with digitized solutions, including the Early Warning System (EWS) and Operations Management Solution (OMS) enhancements. Additionally, the digitization of the RRM document and the development of user-friendly tutorials for digitized templates have streamlined workflows, ensured consistency, and reduced manual errors. These innovations provide real-time alerts, automate risk identification, and improve data reliability for superior portfolio management.

The Action Plan for Data Quality Improvement marked a significant milestone, cleansing and validating data for 488 operations (2016–2023) and resolving anomalies in 132 grant operations. Additionally, more than 1,600 operations were successfully published on the International Aid Transparency Initiatives (IATI platform), reinforcing transparency and accountability.

By strengthening governance, enhancing digital tools, improving knowledge sharing and ensuring data integrity, the Operations Complex is optimizing efficiency and delivering tangible development results, positioning the Bank for sustained effectiveness in 2024 and beyond.

4.2.3 Operations Efficiency Initiatives

In 2024, the **1Process** program firmly established itself as a cornerstone in the Directorate General Country Program's journey toward achieving operational excellence. Designed to streamline and enhance the efficiency of business processes, the program is aligned with the IsDB's vision of delivering impactful and sustainable results. At its core, the program encompasses strategic continuous improvement, ensuring that every process is constantly refined and adapted to meet the evolving needs of our operations.

Recent accomplishments include the successful optimization and streamlining of key processes across MCPS, CEF, the 3-Year Pipeline and Annual Work Program, Project Procurement and Financial Management, as well as Project Processing and Approval. These improvements have led to faster turnaround times and greater stakeholder satisfaction, showcasing the program's capacity to drive strategic change and achieve significant outcomes.

In addition to these tools, an essential element of the program is the use of BPMN (Business Process Model and Notation), a globally recognized standard for process modeling. BPMN provides a systematic way to understand, analyze, and improve workflows. Its use is essential for enabling benchmarking with other MDBs and ensuring a shared understanding of process flowcharts throughout the organization, fostering continuity and consistency.

In 2024, the Bank developed, assessed and rolled out a multidimensional portfolio management framework for its sovereign portfolio to monitor and forecast portfolio trends and take strategic and decisive actions in real time. As a result, the Bank now monitors and scores the operational performance of projects through real time dashboards at three levels at portfolio level, at country level, and at project level. At project-level, with the operationalization of the new Project Disbursement Performance Index (PDPI) that was rolled out in 2024, project-level scoring and monitoring has been firmly institutionalized.

4.3 ORGANIZATIONAL PERFORMANCE

The PDPI has three key objectives:

- Enhanced Monitoring:** Providing a clear view of a project's financial performance.
- Proactive Problem Solving:** Flagging and helping Operations Complex identify and address potential issues early.
- Data-Driven Decision-Making:** Delivering real-time insights to support informed actions.

Using PDPI scores, the Bank has identified projects in each MC that require targeted and enhanced field supervision in 2025. With this capability, the Bank has completely revamped its field supervision program to be driven by real-time data insights with an objective to improve the project's financial performance. With these new tools, the Bank is now assertively managing results with an active portfolio worth more than US\$ 25 Billion.

Table 25: RBMF Structure and Levels

Level	Brief Definition
 Level 1: Development Goals	Country-level economic and social development indicators
 Level 2: Development Results	The IsDB's contribution to the MCs sectoral and thematic priorities in terms of project outputs and intermediate outcomes.
 Level 3: Operational Effectiveness	The IsDB operational performance indicators and quality of project operations at entry, during implementation, and at completion.
 Level 4: Organizational Efficiency	The quality of financial management, compliance, human resource, procurement, information technology, and administrative services.

Some of the major KPIs are highlighted below under Level 3 and Level 4 whereas a detailed RBMF table is presented in Annex 1:

- Operations Work Program 2024 Performance:** The Bank ensured effective project implementation by managing active projects, complemented by the approval of 45 new projects. By the end of the year, operations approvals reached an impressive US\$ 5.076 billion, reflecting the Bank's commitment to impactful development.
- Growth Trajectory:** The Bank has grown by 19% for OCR approvals amounting to US\$ 5.076 billion, against a previous year's figure of US\$ 4.3 billion.
- Co-financing:** For every US\$ 1 approved by the IsDB, it has been co-financed by US\$ 1.07 leveraged from other sources (1:1.07). This indicates the Bank's ability to build partnerships with other MDBs.
- Average Portfolio Age:** One of the most critical operational KPIs to gauge the quality of operational

4.3.1 Corporate Performance Indicators

Results-Based Management Framework (RBMF):

For effective monitoring and implementation of the Bank's operations, a Results-based Management Framework (RBMF) has been developed. As Any organization moves from strategy formulation to strategy implementation, it requires a results framework with clearly defined indicators and targets. The Results-based Management Framework (RBMF) aims to measure and track the Bank's progress in meeting the strategic objectives and priorities in a transparent, quantifiable, and interconnected manner. The RBMF is structured along four levels: Development Goals (Level 1); Development Results (Level 2), Operational Effectiveness (Level 3); and Organizational Efficiency (Level 4). There are well-defined indicators at each of these levels, with clear targets set for Level 3 and Level 4 as per the best industry practices.

efficiency is the average time taken to complete each project. This stands at 4.9 years, reflecting a significant improvement.

- **Disbursement Ratio:** The Bank has maintained a very healthy disbursement ratio above 20%, which is very competitive against the other MDBs.
- **Climate Financing:** The Bank has exceeded the climate financing targets both in 2023 and 2024, with an achievement of 37% and 47%, respectively.
- **Resource Mobilization:** In 2024, a total of US\$ 236 million has been mobilized.
- **Maintaining the AAA Rating:** The Bank maintained the AAA rating by the three major rating agencies at the end of 2024 (Moody's, Fitch, and S&P).
- **Strong Financial Health:** The Bank had a very strong performance against all the financial indicators in 2023 and 2024. In 2024, a net income of ID388 million against the annual projection of ID217 million was recorded. Similar strong performance was witnessed on Return on Equity (3.36%), Return on Treasury Assets (4.5%) and Return on Investments (5.69%).
- **Risk Adjusted Capital Ratio:** This is one of the most critical financial ratio to maintain the IsDB's sound capital adequacy and the AAA rating. Against a target of 28%, this stands at 39% as of December 31, 2024.
- **% of Advertised Positions filled by internal candidates:** The Bank is continuously investing in human capital and preparing the leaders of tomorrow. This is evident by the fact that 33% of the vacant positions were filled internally.
- **Enterprise Risk Management (ERM) Project:** The Bank has successfully implemented the Enterprise Risk Management project which has played a critical role in improving internal controls and governance.
- **Annual Development Effectiveness Reporting:** The Bank publishes the Annual Development Effectiveness Report to demonstrate the implementation of the Results-based Management Framework in an integrated manner. The ADER showcases the Bank-wide efforts in achieving socio-economic development.
- **Percentage of completion of the Internal Audit Department's Annual Work Program:** The Internal Audit has an annual audit work program to conduct audit in critical areas and this has been implemented satisfactorily in 2024.
- **Member Country Partnership Strategy (MCPS), CEFs, and Mid-term Reviews:** In 2024, the Bank successfully completed nine (9) MCPSs and CEFs, meeting its target. These included MCPS Guinea, CEF Suriname, CEF Türkiye, CEF Mauritania, CEF Uganda, MTR Maldives, MTR Uzbekistan, MTR Indonesia, and MTR Senegal. This achievement underscores the Bank's dedication to strategic partnerships and continuous improvement.
- **Amount of Grant Resources Mobilized (US\$ Million):** Resource mobilization and building partnerships are top priorities for the Bank. In 2024, the Bank mobilized US\$ 236 million through collaborations with partners such as Aerodyne for Reverse Linkage, Doktor Technologies-Turkey, WFP and its donors for the Gaza Emergency Response Project, the Bill and Melinda Gates Foundation for the Afghanistan Humanitarian Trust Fund (AHTF), and KSA's Ministry of Energy (MoE) for the Clean Cooking Trust Fund.
- **Financial Performance:** The Bank demonstrated strong financial performance in 2024, with IsDB-OCR reporting a net income of ID 388 million, a 22.5% increase from ID 317 million in 2023. This growth was driven by higher market rates, resulting in increased treasury income (ID 91.7 million), project assets income (ID 115.1 million), and investment income (ID 16.2 million).



IsDB Encourages Energy Policy Renewables

- **Resource mobilization through Grant Financing (US\$ Million):** In 2024, the total of US\$ 236 million has been mobilized, some of the achievements are shown below:



US\$ 50 Million by Aerodyne to Support its participation in the Islamic Development Bank Reverse Linkage Intervention



US\$ 35 million Grant from Doktor Technologies-Turkey for the development of Doktor Technologies solutions in the IsDB MCs.



US\$ 34.1 million from WFP and its donors to contribute and participate in Gaza Emergency Response Project.



US\$ 15.5 million Donor grant contribution from Bill and Melinda Gates Foundation (BMGF) to Afghanistan Humanitarian Trust Fund.



US\$ 23 million from KSA's Ministry of Energy (MoE) for the Clean Cooking Trust Fund

4.3.2 Integrated Work Program

The Bank's main planning process includes an integrated approach across strategy, finance, operations, and support functions referred to as the Integrated Work Program (IWP). This includes both operational and administrative work programs. The IWP has a series of strategic programs, which are designed to enhance and improve the Bank's operating model. Some of the major and strategic programs are shared below:

Operationalization of RBMF Program: Results Based Management Framework (RBMF) helps cascade the Bank's strategy across the organization in connection with the Bank's developmental priorities through interventions that are monitored through well-defined results indicators. This cannot be attained except through internal organizational efficiencies. The entire framework is underpinned by Theory of Change. This program seeks to create a performance and results culture in the organization through awareness, advocacy, and gradual integration in the Bank both at Operational and Organizational hierarchies. The Bank hosted the 3rd RBMF Symposium with participation from more than fifteen international organizations.

Strategic initiative on the IsDB-managed Trust Fund: Consultancy for Governors' Round Table (GRT) strategic initiative on IsDB-managed Trust Fund dedicated to finance

the development of regulatory frameworks & infrastructure. The objective is to mature this GRT initiative for reporting back to Governors during the next Annual Meetings.

Implementation of Climate Action Plan 2020-2025: The program oversees the implementation of the CC Action Plan, including through partnership development and strengthening, mainstreaming of climate change in the IsDB operations and climate aligned pipeline by: (i) leading the showcasing and work of the IsDB Group at COP29 to be held in Australia ; (ii) Development of e-module on climate finance and mainstreaming; and (iii) Facilitate and participate with the Top management of the Bank at flagship international events on Climate Change at UN and other organizations' events throughout the year such as Middle East Green Initiative, COP (UNCBD), World Water Forum and with key strategic partners such as KSA, UAE, etc.

Development and rollout of the IsDB Environmental and Social Safeguards program and practices: The program seeks to address environmental and social impacts of and risks to the IsDB's operations, including through the operationalization and implementation of the IsDB Environmental and Social Safeguards items by: (i) supporting regional hubs at appraisal as they analyze and integrate environmental and social impact assessments (ESIAs) and environmental and social



Dhahira, Sohar to Ibri Water Supply Project, Oman

management plans (ESMPs) in project documents (ii) familiarizing staff with the detailed guidance document on the assessment of individual safeguards, including compendium of relevant existing international laws and regulations, tools and guidelines for the use of the IsDB project OTLs and ESS experts; and (iii) operationalizing the business process and guidelines on Environmental and Social Impact Assessments (ESIAs) and Environmental and Social Management Plans (ESMPs) for project.

Implement G20 MDB Capital Adequacy Framework (CAF) Recommendations

This is a program within the Financial Policies Planning & Analytics Department. By the end of 2024, the MDB CAF G20 dashboard is in development, with completion expected by the first quarter of 2025. The Callable Capital and Reverse Stress Testing project has been completed, and the Bank is currently reviewing and validating the deliverables.

SaaS Solutions Risk Assessment:

This is a program within Information Management and Disruptive Technology (IMDT). The program covers violability assessment, vulnerability assessment and risk mitigations. In 2024, phase one is completed and for the second phase, it is going to be updated based on twelve months implementation period, starting from September 2024.

4.3.3 Building Organizational Capabilities

Culture Refresh Program: The IsDB launched a 12-month culture refresh program in August 2023 to reinvigorate its institutional culture, ensuring that leaders and staff embrace mindsets, values, and behaviors aligned with the organization's Realigned Strategy. The aim of the Culture Refresh Program is to:

- * Define the mindsets, values, and behaviors essential for effectively realizing IsDB's new strategy (The IsDB Way).
- * Engage the entire Bank in a dialogue about its unique culture, enabling employees and management to evaluate which elements of the Bank's culture should be upheld and celebrated and which require modification or replacement.
- * Refine HR policies and processes to resonate with and reinforce this renewed culture.
- * Develop a language and set tools for management and employees to discuss culture in day-to-day operations.



A bilingual Education Project Financed by IsDB, Bangladesh

The first phase of the culture refresh program was completed in December 2023 and the second phase of this program is completed by the end of 2024. The organization-wide consultation process for the IsDB Way Cultural Model has been approved by H.E. the President.

Leadership Development Program: Cultivating Excellence in Leadership:

The Bank has instituted a Leadership Development Program as a strategic investment in building a robust pipeline of future leaders. This initiative reflects the Bank's long-term commitment to human capital development, ensuring that its leadership remains agile, visionary, and equipped to drive organizational success. As part of this initiative, the 2024 program includes:

1. **Executive Coaching (1:1):** A structured coaching intervention designed for 40 internally appointed Directors and Managers to enhance leadership effectiveness. Each participant is paired with a certified executive coach for six tailored sessions over six months, focusing on leadership acumen, strategic decision-making, and personal development.



Boosting Regional Connectivity - IsDB to Fund 145 km Road Project, Cameroon

- * This initiative is designed to strengthen leadership capabilities, fostering a high-performance culture and enabling participants to lead with impact.
- * The program is being implemented through a comprehensive process, including the selection of service providers, coach allocation, and alignment with leadership development objectives.
- * As part of the Bank's continuous investment in leadership excellence, this program will be conducted on an annual basis, ensuring sustained leadership growth and institutional resilience.

2. Leadership Revitalization Process (LRP): The Leadership Revitalization Process (LRP) is a strategic initiative introduced by HRMD to assess and enhance the leadership effectiveness of the Bank's managerial cadre. Designed as a leadership health check, the LRP ensures that all Directors and Managers who have completed three years in their roles undergo a structured review aimed at sustaining leadership excellence and organizational agility.

The process is anchored on three key pillars (3Rs):

- * **Renew** – Grants an additional three-year term to high-performing leaders, fostering continued professional growth, recognizing outstanding contributions, and providing opportunities for advancement to senior managerial roles, subject to established promotion criteria.
- * **Refresh** – Introduces new leadership perspectives by rotating managers and onboarding talent with diverse skills and experiences. This ensures leadership renewal, prevents stagnation, and aligns managerial capabilities with the Bank's evolving strategic objectives.
- * **Recharge** – Provides leaders with opportunities for reflection, rejuvenation, and skill enhancement, mitigating burnout while fostering renewed commitment and innovation. This process also includes identifying and replacing underperforming leaders with high-potential successors to strengthen institutional resilience.

The first cycle of LRP involved conducting a comprehensive 360-degree assessment of 26 managerial staff. The assessment results will be reviewed by the People Success Committee, which will provide recommendations to senior management for informed decision-making on leadership continuity and succession planning.

4.3.4 Integrating Technology for Operational Efficiency

Information Management and Disruptive Technology (IMDT) has steadily developed its role in supporting the IsDB strategic objectives, focusing on innovation and operational excellence. By bringing together people, processes, technology, and data, IMDT plays a crucial role in improving efficiency, ensuring resilience, and preparing the IsDB for the future driven by a key guiding principle of ensuring optimal services while managing related risks and costs.

The completion of the IT Strategy and Operating Model (ITSOM) in 2024 was a major milestone for IMDT. Designed to align with the IsDB's Realigned Strategy, ITSOM laid the groundwork for operational improvements and digital innovation. It focused on three key areas: aligning business and technology, maintaining smooth operations, and exploring new technologies. This effort addressed critical gaps in infrastructure, cybersecurity, and data management, as well as setting the stage for the Bank's next phase of



Empowering Afghan Smallholder Farmers to Improve Agricultural Practices and Build Resilience in the Face of Food Insecurity, Afghanistan

digital transformation. The foundation built by ITSOM now supports digital expansion while balancing risks and costs across adoption of latest technologies, strengthening platform security, increasing integrated systems, and increasing IT resiliency. These advancements are paving the way for new roadmaps in 2025, linkups of the data driven, and technology enabled operations in the bank's new 10 Year strategy.

IMDT has taken a pragmatic approach to **managing IT risks**. **Cybersecurity** has been made stronger, stopping potential threats, and managing significant security checks all year round. This is also balanced against potential issues and operational overheads. IMDT has also improved compliance, achieved two important international ISO certifications, and met global standards.

Efficiency gains have been remarkable, **reducing technical IT infrastructure setup times** from months to just days or weeks. The Tier 4 data center, which represents a higher standard of reliability and resiliency with stronger redundant systems, ensures optimal services and seamless business continuity of critical core business operations, even during unexpected disruptions.

Looking ahead, IMDT is committed to **adopting data-driven and technology-enabled operations** to streamline processes, optimize resource allocation, and enhance development impact assessments that directly improve lives. By leveraging advanced technologies, these efforts not only position IMDT as a key driver of operational efficiency

but also strengthen its role as a strategic partner in aligning with the IsDB's 10-Year Strategy, ensuring sustainable development and transformative impact.

IMDT's achievements highlight their critical role in turning challenges into opportunities and advancing the IsDB's mission. By delivering practical solutions and fostering continuous growth, IMDT ensures the Bank is well-positioned to meet the needs of a dynamic and evolving world.



With internal performance and delivery systems assessed, the report concludes by synthesizing the key findings across all RBMF levels. Chapter 5 reflects on the Bank's overall progress, outlines persistent challenges, and proposes a forward-looking agenda to sustain momentum toward 2030 SDG targets and beyond.





CHAPTER
05

CONCLUSION

The IsDB has been responsive to the 57 MCs in a time of need, especially in the aftermath of COVID-19, the emerging geopolitical situation and the macroeconomic challenges. This is evident by continuous growth in operations lending which rose from US\$ 3 billion in 2022, to US\$ 5.076 billion in 2024. In the next three years the Bank plans to continuously increase the Operations approval and take it to US\$ 6 billion by 2027. These financing amounts are the means to an end for the IsDB to deliver development results.

This growth strategy reflects the Bank's ability to adapt and improve its operational efficiencies and translate it into development effectiveness. As there are limited development finance resources available globally, which need to be spent as effectively as possible. A robust results-based management system is critical to achieve the best, fastest and most sustainable impact for those most in need. Hence, it is important that as a we keep the results, outcome, and impact at the heart of our project delivery approach and decision-making.

Last year (2023) marked the end of the second year of the Realigned Strategy (2023-2025). Hence, the achievements made in these two years as presented in the report provide an insight into the progress on this journey. The Bank is on course to achieve the results in the two pillars of **"Green, Resilient and Sustainable Infrastructure"** and **"Inclusive Human Capital Development."** The mapping of the

OCR approvals at the end of 2024 against the Realigned Strategy (2023-2025) reveals a focus towards Pillar 1 - Green, resilient and sustainable infrastructure which received the largest share at 68% amounting to US\$ 6.3 billion (2023-2024), while the "Pillar 2- Inclusive Human Capital Development" share stood at 32% or US\$ 2.9 billion (2023-2024).

In addition to that the ADER demonstrates that achieving development effectiveness is not merely possible at the Operations level, but support must be provided across the board from the whole machinery of the Bank. Achieving results and making an impact is a continuous journey and this is evident in this ADER as how a holistic approach has been adopted to magnify the Bank's interventions in the form of effective monitoring of the results from the Bank's interventions.



This growth strategy reflects the Bank's ability to adapt and improve its operational efficiencies and translate it into development effectiveness. As there are limited development finance resources available globally, which need to be spent as effectively as possible.



A Child Receives Oral Polio Vaccine, Pakistan

5.1 SUMMARY OF RESULTS

Results monitoring and reporting is at the heart of the Bank's strategic reporting. As per the previous years' practice the Bank is monitoring and reporting the results across the two strategic pillars: (i) Pillar 1: Green, resilient, and sustainable infrastructure across the six (6) sectors of clean and renewable energy, sustainable multi-

modal transport, agriculture, and rural development, ICT and digitalization, social infrastructure and urban development, water, and sanitation; and (ii) inclusive human capital development across the areas of universal healthcare, resilient and quality education, nutrition and food security, social protection, and MSMEs and job creation. Some of the major results from the projects completed in 2024 are:



Households provided access to regular solid waste collection services (number)

1,620,000



Households provided access to improved sanitation (i.e., latrines, sewage system) (number),

2,815,000



Potable water treatment capacity increased (m³/day),

193,600



Area irrigated (hectare),

8,368



Local/rural roads built, upgraded, or rehabilitated (km),

3,103



Oil refining capacity increased (tons),

660,000

Some of the major results from the projects approved in 2024 are as follows:



People to be provided with enhanced resilience to disasters, climate change, displacement and external shocks increased (number),

11,000,000



Water resources to be developed for multiple use (m³),

31,060,000



Households to be connected to electricity (number),

864,476



Farmers to be benefited from agricultural services and investments (number),

1,761,247



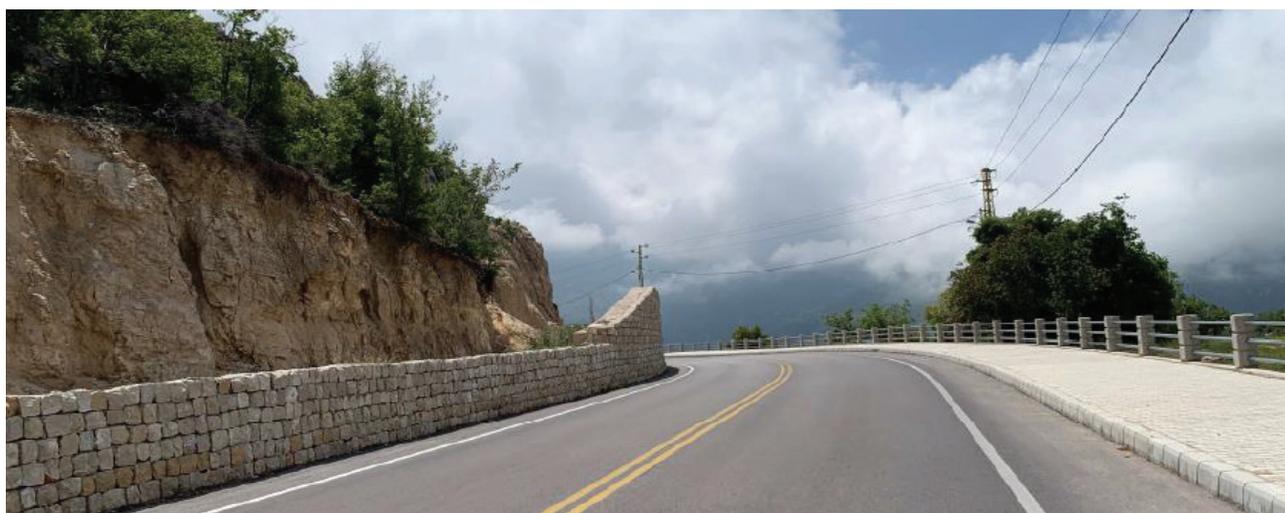
Greenhouse gas (GHG) emissions to be reduced (ton, CO₂ equivalent),

20,351,640



People to be provided with improved access to transportation services increased (number),

6,889,778



Bir El Heith – Qartaba Road Project, Lebanon

5.2 KEY CHALLENGES

The IsDB operates in 57 MCs and Muslim communities in non-Member Countries, which are spread across three continents. This is a significant span which means the external spillover effects contribute significantly to the development plan of the MCs. Hence there are exogenous and endogenous factors that must be considered in this regard.

Nevertheless, the Bank is fully conscious of these effects and aims to address these challenges within the remit of the Bank's capacity. Hence the Bank has a systematic approach towards these challenges and is continuously striving to explore the best solutions that can complement the MCs' National Development Plans.

Concessional financing is an area where the Bank is aspiring to invest more resources as it is the requirement of the MCs, particularly the LDMCs. Hence, the Bank embarked on initiating a new Concessional Window Strategic Initiative. During the recent 49th Annual Meetings and Golden Jubilee celebrations, organized in Riyadh in April 2024, the Bank held a Governors' Round Table meeting (GRT) to consult with the Governors on the issue of concessional financing.

Islamic Finance is at the core of the Bank's operating model. Hence, it is a priority area for the Bank to further leverage

the modalities and deploy them for socio-economic development as well as building the ecosystems in the MCs. Mainstreaming the Islamic Finance in the MCs can be challenging due to the systemic issues prevailing at the countries' side.

New product development can be extremely critical as it allows the IsDB to position itself in a more competitive manner to the MCs. This can support the Bank's aspirations to be the lender of choice, thereby attracting bankable and ready projects. This can also be helpful in the faster implementation of the projects to the end beneficiaries. The Bank has established a Task Force which is working on exploring practical opportunities.

5.3 WAY FORWARD

In 2025, the IsDB Group's 10-Year Strategy (10-YS) concludes, along with the IsDB (2023-2025) Realigned Strategy. During the IsDB Group's 49th Annual Meetings and Golden Jubilee held in Riyadh in April 2024, the Chairperson of IsDB Group announced the launch of a new strategic planning cycle. The Bank has historically followed a planning approach guided by a high-level Strategic Framework and Corporate Strategies. In this regard, a new planning cycle was approved during the IsDB BED 357th meeting held on October 14, 2024. This Planning cycle follows a two-phases approach:



The IsDB operates in 57 MCs and Muslim communities in non-MCs, which are spread across three continents. This is a significant span which means the external spillover effects contribute significantly to the development plan of the MCs. Hence there are exogenous and endogenous factors that must be considered in this regard.



A Bilingual Education Project Financed by IsDB, Chad

- * 10-Year Strategic Framework (2026-2035); and
- * Two consecutive 5-Year Corporate Strategies.

The IsDB BED at the same meeting approved the Approach Paper for the IsDB Group Strategic Framework Formulation. The Approach Paper sets a timeline for the 10-Year Strategic Framework (2026-2035) to be finalized and endorsed by the Bank's Board of Governors by May 2025. The 10-Year Strategic Framework will capture and express the shareholders' vision and ambitions. It is an aspirational document that articulates what should be the desired future state of the Group and overarching strategic directions and orientations of the IsDB Group in the upcoming decade.

To facilitate the formulation of this framework, the IsDB Group Board of Governors (BoG) held a high-level consultative retreat on January 12, 2025, in Al Madinah, to discuss their aspirations and the Group's role and focus over the next decade as part of formulating the IsDB Group Strategic Framework (2026-2035).

The full-day retreat was attended by Governors, alternate Governors, and senior representatives from 44 IsDB Group MCs, including all the Group's major shareholders, in addition to the executive directors of the IsDB and members of the Boards of Group entities.

To facilitate the retreat discussions, the IsDB Group Chairperson, H.E. the President, Dr. Al Jasser, solicited the Governors' guidance on three key points:

- * First, the Group's overarching aspiration to be the development partner of choice enabling impactful nationally driven development solutions while efficiently facilitating the transfer of resources and knowledge.
- * Second, the Group's primary role guided by Islamic principles of solidarity, fairness, and sustainability to support MCs in driving sustained growth and building resilience and assist Muslim communities globally.
- * Third, the Group's focus is on development areas that significantly contribute to the MCs' economic productivity and resilience.

The Governors' discussions were guided by a working paper, which provided an analysis of the Group's internal and external contexts and key strategic narratives to inform the formulation of the Strategic Framework, benefiting from earlier guidance from the Governors as well as discussions and input from the Group's Boards and Management.

H.E. the President, the IsDB Group Chairman acknowledged all the valuable contributions provided by the Governors and pointed out that the final draft of the Framework would be tabled for discussion at the Group's joint boards for review, guidance, and approval before being submitted for endorsement by the BoG during the 2025 Group Annual Meetings in Algeria.

The IsDB has been on a growth trajectory for the past few years and intends to maintain it in the future. The growth is not merely about operations financing but primarily about improving lives and making an impact. This ADER is a testament of the Bank's collective efforts and focus towards enhancing the results and making a long-term impact.



The 2024 ADER reaffirms the Bank's strategic positioning and operational resilience in a time of global uncertainty. By linking development goals, results, delivery systems, and internal performance under the RBMF, the report presents a coherent narrative of effectiveness. As the Bank enters the final year of the Realigned Strategy, focus must now shift to consolidating gains, addressing delivery gaps, and accelerating progress toward the SDGs—particularly for the most vulnerable MCs. These priorities will define the Bank's commitment to inclusive, green, and resilient growth in the years ahead.



ANNEXES

RBMF Indicators (Goals, Results, Operational Effectiveness and Organizational Efficiency)

Level 1 RBMF (Goals, Macroeconomic Indicators in the MCs)

SDG	Indicator	IsDB	World	Year	Source
3	Mortality rate, under 5 (per 1,000 live births)	44.3	37.1	2022	WB, WDI
3	Maternal mortality ratio (per 100,000 live births)	265.1	223.0	2020	WB, WDI
6	People using at least basic drinking water services (% of the population)	87.0	91.1	2022	WB, WDI
6	People using safely managed sanitation services (% of the population)	44.4	56.6	2022	WB, WDI
4	Gross enrolment ratio, secondary, total (%)	63.2	77.1	2013-2023	WB, WDI
4	Government expenditure on education as % of GDP (%)	2.6	3.8	2022	WB, WDI
5	Gender Inequality Index (value)*	0.4	0.5	2022	UNDP
5	Labour force - 15+ - female (participation rate)	40.5	48.8	2023	UN ILO
5	School enrollment, secondary, female (% gross)	72.3**	76.8	2023	WB, WDI
7	Access to electricity (% of population)	84.6	91.3	2022	WB, WDI
8	Real GDP growth (% change) *	3.4	3.3	2023	IMF, WEO
8	Exports of goods and services (% of GDP) *	34.7	29.3	2023	WB, WDI
8	The unemployment rate, total (% of the total labour force)	5.7	5.0	2023	WB, WDI
9	Individuals using the internet (% of the population)	54.7	67.4	2022-2023	WB, WDI
9	Manufacturing, value added (% of GDP)	15.7	15.2	2023	WB, WDI
9	Industry including construction, value added (% of GDP)	37.7	26.1	2023	WB, WDI
13	CO ₂ emissions (per unit of GDP PPP)	0.2	0.2	2023	GCA

* RBMF Level 1 Indicators

** Simple average of latest available data

Data source: IsDB Group Chief Economist

Figures are rounded to one decimal point

Level 2 RBMF (Consolidated Results from Projects Approved in 2024 and SDGs Mapping)

Core Sector Indicator	Planned Target
Realigned Strategy Pillar-1 Green Resilient and Sustainable Infrastructure	
Clean Energy SDG 7 (Affordable and Clean Energy)	
Installed energy generation capacity using renewable sources (MW equivalent)	4,452
Substations, Installed, upgraded, or Rehabilitated (MVA)	1,415
Transmission /distribution lines installed, upgraded, or rehabilitated (km)	1,253
Households connected to electricity (number)	864,476
Electricity services availability improved (hour/customer)	26
Installed energy generation capacity using non-renewable sources (MW equivalent)	40
Greenhouse gas (GHG) emissions reduced (tons, CO ₂ equivalent)	20,351,640
Transportation SDG 11 (Sustainable Cities and Communities)	
Expressways/highways built, upgraded, or rehabilitated (km)	374
Local/rural roads built, upgraded, or rehabilitated (km)	1,397
Railway tracks constructed, upgraded, or rehabilitated (km)	660
Maritime capacity increased (ton)	50,000
People with improved access to transportation services increased (number)	6,889,778
Agriculture SDG 2 (Zero Hunger)	
Area irrigated (hectare)	16,465
Crop production increased (ton)	190,925
Crop productivity/yield increased (ton/hectare)	77
Agricultural processing facilities constructed or rehabilitated (number)	72
Farmers benefited from agricultural services and investments (number)	1,761,247
Water, Sanit. & Urban Services SDG 6 (Clean Water and Sanitation)	
Households provided access to safe water supply systems (number)	7,572
Water resources developed for multiple use (m ³)	31,060,000
Water supply network installed or upgraded (km)	3
Social Infrastructure SDG 9 (Industry, Innovation, and Infrastructure)	
Shelters/houses built, upgraded, or rehabilitated (number)	119,647
Households provided access to improved shelter/houses (number)	7,500
People with enhanced resilience to disasters, climate change, displacement and external shocks increased (number)	11,000,000

Core Sector Indicator	Planned Target
Realigned Strategy Pillar-2 Inclusive Human Capital Development	
Healthcare & Services SDG 3 (Good Health and Well-Being)	
Health facilities constructed, upgraded, or equipped (number)	26
Number of beds added to health facilities (number)	650
People benefited from in-patient hospitalization services (number)	16,500
People benefited from outpatient services (number)	150,000
People reached through preventive healthcare awareness campaigns (number)	61,420
Health personnel trained e.g., doctors, nurses, paramedics, technicians (number)	2,020
Quality Education SDG 4 (Quality Education)	
Classrooms built or upgraded in educational institutions (number)	808
People provided technical or vocational skills (number)	450
Students accommodated in educational institutions (number)	20,000
Students benefited (number)	98,570
Teachers/Faculty/staff trained (number)	38,915
Food Security SDG 2 (Zero Hunger)	
Livestock production increased (tonnes)	320,589
Agricultural commodities linked to value chains (number)	427
Agricultural storage capacity built or upgraded (ton)	166,201
MSMEs and Job creation SDG 8 (Decent Work and Economic Growth)	
People employed (number)	279,088
Small/medium enterprises established or promoted (number)	32,625
People with access to microfinance increased (number)	72,362
People with improved livelihoods/income increased (number)	80,600
Market centers established, upgraded, or rehabilitated (number)	37
Women benefited from women empowerment initiatives (number)	320
People trained (number)	244,850

Level 2 RBMF (Consolidated Results from Projects Completed in 2024 and SDGs Mapping)

Agriculture & Rural Development

Core Sector Indicator (CSI) SDG 2 (Zero Hunger)	Results
Agricultural processing facilities constructed or rehabilitated (number)	22
Agricultural storage capacity built or upgraded (ton)	3
Area irrigated (hectare)	8,368
Crop production increased (ton)	18,143
Current irrigation network rehabilitated or maintained (km)	4
Farmer's organizations capacity built or trained (number)	50
Land for crop production developed (hectare)	244
Livestock production increased (ton)	260
New irrigation network designed and installed (km)	21
Prevalence of hunger reduced (people)	660,000

Sustainable Transport

Core Sector Indicator (CSI) SDG 11 (Sustainable Cities and Communities)	Results
Expressways/highways built, upgraded, or rehabilitated (km)	1,636
Local/rural roads built, upgraded, or rehabilitated (km)	3,103

Clean & Renewable Energy

Core Sector Indicator (CSI) SDG 7 (Affordable and Clean Energy)	Results
Electricity coverage for households/ businesses/industries increased	291
Electricity services improved (hours)	6,044
Households connected to electricity (number)	6,000
Installed energy generation capacity using non-renewable sources (MW equivalent)	10,135
Oil refining capacity increased (ton)	660,000
Substations, Installed, upgraded, or Rehabilitated (MVA)	1,180
Transmission /distribution lines installed, upgraded, or rehabilitated (km)	1,182

Water, Sanitation, and Urban Development

Core Sector Indicator (CSI) SDG 6 (Clean water and Sanitation)	Results
Households provided access to improved sanitation (i.e., latrines, sewage system) (number)	2,815,000
Households provided access to regular solid waste collection services (number)	1,620,000
Households provided access to safe water supply systems (number)	23,843
Potable water treatment capacity increased (m ³ /day)	193,600
Shelters/houses built, upgraded, or rehabilitated (number)	1,500
Water supply network installed or upgraded (km)	623

Resilient & Quality Education

Core Sector Indicator (CSI) SDG 4 (Quality Education)	Results
Classrooms built or upgraded in educational institutions (number)	559
Educational institutions built, upgraded, or equipped (number)	8
Students benefited (number)	536,406
Teachers/Faculty/staff trained (number)	3,837

Universal Healthcare

Core Sector Indicator (CSI) SDG 3 (Good Health and Well-Being)	Results
Health facilities constructed, upgraded, or equipped (number)	2,036
Number of beds added to health facilities (number)	755
healthcare facilities were equipped with medical and non-medical supplies (number)	400
People benefited from outpatient services (number)	5,111,600
Health personnel trained e.g., doctors, nurses, paramedics, technicians (number)	2,818

SMEs & Job Creation

Core Sector Indicator (CSI) SDG 8 (Decent Work and Economic Growth)	Results
Market centers established, upgraded, or rehabilitated (number)	25
People with access to microfinance increased (number)	2,425,000
Small/medium enterprises established or promoted (number)	1500

Level 3 Operational Effectiveness KPIs

	2024	Annual Target	
Percentage of climate financing	47	33	●
Paris aligned approval (Public Financing)-percentage	100	100	●
Percentage of projects in compliance with thematic and sectoral policies and strategies	100	100	●
Number of knowledge products developed and disseminated by the Global Practice & Partnerships (GPP) Directorate on select areas of focus (such as food security, climate/renewable energy, digital transformation, social sectors..) and SDGs	20	20	●
Number of interventions to support muslim communities in non-MCs	6	6	●
Number of developments of partnership, global advocacy and resource mobilization framework/strategies	2.5	3	●
Development of a digital platform to manage partnership and resource mobilization activities	1	1	●
Co-financing catalyzed for sovereign finance (joint with Country Programs)	1.07	1	●
Number of initiatives for the establishment of a concessional window	1.5	2	●
Number of quality PCRs delivered and findings disseminated	21	20	●
GPs resource mobilization through grant financing (US\$ Millions)	236	200	●
Average implementation age of active projects	4.9	5.3	●
MCPS, CEFs and MTRs	9	8	●
Disbursement ratio	20.5	20	●
Annual OCR disbursement amount (US\$ Millions)	1,896	2,000	●
Achievement on resolving delayed projects not signed within six months from approval	13	8	●
Achievement on resolving delayed projects not effective within six months from signature	4	3	●
Achievement on resolving delayed projects not disbursed within six months from effectiveness	9	15	●
Average project start-up period in months (for projects approved after 2018)	16.3	18	●
Annual OCR approval volume (US\$ Millions)	5,076	4,500	●
Average time from concept to approval (Months)	8.7	9	●

0%-50% 51%-80% >81%

Level 4 Organizational Efficiency Major Indicators of RBMF

	2024	Annual Target	
Percentage of completion of the IsDB culture exercise	80	100	●
Number of implemented internal and external communications initiatives	6	6	●
Accredited LEED certificate for making the IsDB green and sustainable bank	100	100	●
Percentage of reducing the carbon emissions in the IsDB HQ premises	80	100	●
Percentage of initiatives implemented to promote institutional resilience and sustainability measures	37	40	●
IT and Data Governance Framework operationalization	75	75	●
Number of foundational Corporate Service policies, rules, strategies and guidelines approved and published during 2024	5.88	8	●
Satisfaction on Corporate Services/Employee engagement index (Score of 1-5)	3.8	4	●
Publication of the Annual Report (Annual Report, Financial Statement, and Digest - all in 3 languages)	1	1	●
Number of project, program and macro evaluations and validations reports issued	36.3	33	●
Percentage of completion of the Internal Audit Department's Annual Work Program	85	80	●
Bank wide quarterly risk report and implementation risk mitigating action plans	4	4	●
Number of strategic approach initiatives for the IsDB's Group Synergy	1	1	●

0%-50% 51%-80% >81%

VP Finance & CFO - Key Result

	2024	Annual Target	
Return on treasury assets	4.57	3.52	●
Financing cost basis points (bps)	50	60	●
Net Income (ID Millions)	388	217	●
Debt/equity ratio	146	175	●
Return on equity	3.36	2	●
Number of AAA rating reaffirmation	3	3	●

0%-50% 51%-80% >81%

A wide-angle photograph of a large agricultural field. The foreground and middle ground are filled with numerous parallel rows of young, vibrant green plants, likely a vegetable or crop field, stretching towards a distant horizon. The plants are densely packed and appear to be in the early stages of growth. The soil between the rows is dark and rich. In the far distance, there are faint outlines of hills or mountains under a vast, clear blue sky with a few wispy clouds near the horizon. The overall scene conveys a sense of order, productivity, and natural beauty in an agricultural setting.

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