

**IsDB**



البنك الإسلامي للتنمية  
Islamic Development Bank

**ANNUAL  
EVALUATION  
REPORT  
2025**



# Table of Contents

List of Acronyms and Abbreviations	4
Acknowledgments	5
Foreword by ODEC Chair	6
Message from the IEvD Director	7
Executive Summary	8
2025 in Numbers	12
Introduction	14
<b>Chapter 1: Project and Program Evaluations</b>	16
1.1 Project Evaluations	17
1.1.1 Energy Sector Context	17
1.1.2 Key Findings	18
1.1.3 Key Lessons Learned	24
1.2 Program Evaluations	25
1.2.1 Cluster Evaluation of IsDB Special Assistance to Muslim communities in the Kingdom of Thailand	25
1.2.2 IsDB-ISFD Tadamon Community Empowerment Program	26
1.2.3 Key Lessons Learned	27
<b>Chapter 2: CORPORATE, COUNTRY AND THEMATIC EVALUATIONS</b>	28
2.1 Key Findings	29
2.2 Key Lessons Learned	32
<b>Chapter 3: EVALUATION RECOMMENDATIONS IMPLEMENTATION, LEARNING AND OUTREACH</b>	34
3.1 Recommendation Implementation Progress	35
3.2 Influencing Change	36
3.3 Evaluation Learning and Outreach	37
<b>Appendix 1: List of Projects and Programs</b>	41
<b>Appendix 2: Project Evaluation Ratings</b>	44
<b>Appendix 3: List of Macro Evaluations</b>	46
<b>Appendix 4: List of 2025 PCR Validation Assessment Scores</b>	47
<b>Appendix 5: List of Knowledge Products and Outreach Activities</b>	49
<b>Appendix 6: STEER Business Process</b>	50

## List of Acronyms and Abbreviations

<b>ADB</b>	Asian Development Bank
<b>AfDB</b>	African Development Bank
<b>BED</b>	Board of Executive Directors
<b>CEF</b>	Country Engagement Framework
<b>COP</b>	Community Outreach Program
<b>CSO</b>	Civil Society Organization
<b>ESMP</b>	Environmental and Social Management Plan
<b>HEPP</b>	Hydro Electric Power Plant
<b>ICD</b>	Islamic Corporation for the Development of the Private Sector
<b>ICIEC</b>	Islamic Corporation for the Insurance of Investment and Export Credit
<b>IDEV</b>	Independent Development Evaluation
<b>IEvD</b>	Independent Evaluation Department
<b>IPDET</b>	International Program for Development Evaluation Training
<b>IsDB</b>	Islamic Development Bank
<b>ISFD</b>	Islamic Solidarity Fund for Development
<b>MAP</b>	Management Action Plan
<b>MC</b>	Member Country
<b>MCPS</b>	Member Country Partnership Strategy
<b>NGO</b>	Non-Governmental Organization
<b>OCR</b>	Ordinary Capital Resource
<b>ODEC</b>	Operations and Development Effectiveness Committee
<b>PCR</b>	Project Completion Report
<b>PPP</b>	Public-Private Partnership
<b>SAP</b>	Special Assistance Program
<b>SDG</b>	Sustainable Development Goal
<b>SFD</b>	Saudi Fund for Development
<b>SMEs</b>	Small and Medium Enterprises
<b>SP</b>	Scholarship Program
<b>STEER</b>	Systematic Tracking of the Execution of Evaluation Recommendations
<b>WEYD</b>	Women's Empowerment and Youth Development

## Acknowledgments

This report was prepared by a team led by Nur Abdi and comprised of Oguz Ceylan, Mirianaud Oswald Agbadome, ABM Javeed Ahsan, Md Golam Mortaza, Ehtisham UL Hassan, Reem Ahmed, Dieynaba Niabaly, and Hassan Mahmoud Alrabayah.

The report benefited from overall guidance of Hon. Dr. Mahmoud Isa-Dutse, Operations and Development Effectiveness Committee (ODEC) Chairman along with other ODEC members and the oversight of Mohameden Mohamed Sidiya, IEvD Director.

The team also acknowledges Amin Abdullahi, Mohammed Alsayed, and Ahmedou El Bah for their valuable peer review.





## Foreword by ODEC Chair

It is my privilege to present the IsDB 2025 Annual Evaluation Report (AER), prepared by the Independent Evaluation Department (IEvD). This year marks a notable milestone, as IEvD commemorates 35 years of advancing the Bank's evaluation function and supporting evidence-informed decision-making across the IsDB Group. Over this period, the Department has grown into a key institutional asset, delivering credible assessments, generating strategic insights, and contributing to the continued strengthening of operational quality and development effectiveness.

Accountability and learning remain the twin pillars of independent evaluation at IsDB, which serves not only as a mechanism for objective performance assessment but also as a driver of institutional learning, enabling the Bank to understand what works, what does not, and why. In an increasingly complex development environment, this role is indispensable to strengthening operational effectiveness and reinforcing the Bank's commitment to results.

This year's sectoral focus on energy provides a solid evidence base across eleven projects in nine countries, offering balanced assessments that identify both areas of strong performance and implementation challenges. The macro-evaluations completed in 2025 confirm strong strategic alignment and measurable process improvements while also identifying areas

requiring sustained attention as we embark on the first Corporate Strategy cycle (2026-2030) under the 10-year Strategic Framework. The work of IEvD, including the evidence from 2025 evaluations, will be instrumental in shaping the operationalization of our forthcoming strategy.

For the second consecutive year, this AER highlights the progress achieved in the implementation of evaluation recommendations. I am pleased to report that the overall implementation rate reached 93.5% in 2025, compared to 87% 2024. This progress demonstrates the Bank's strong commitment to acting on evaluation findings and using evidence to inform decision-making and drive institutional change.

On behalf of the Operations and Development Effectiveness Committee, I extend sincere gratitude to H.E. Dr. Muhammad Al Jasser, the Chairman of the IsDB Group as well as IsDB Management for their unwavering support of the independent evaluation function. I also express my deep appreciation to the IEvD team under the leadership of Mr. Mohameden Mohamed Sidiya, IEvD Director, for their professionalism and their dedication to producing rigorous, credible, and useful evaluations. Finally, I acknowledge with thanks, the valuable cooperation of all business units across the IsDB Group, whose active engagement makes it possible to undertake thorough evaluations and translate their insights into improved development outcomes for our member countries.

**Hon. Dr. Mahmoud Isa-Dutse,**

Chairman, Operations and Development Effectiveness Committee (ODEC)



## Message from the IEvD Director

I am pleased to present the 2025 Annual Evaluation Report (AER), which highlights IEvD's ongoing efforts to provide the IsDB Group with credible, independent, and actionable evaluations that support both accountability and learning. During the year, the department completed 20 evaluations across projects, programs, and macro-level assessments, demonstrating sustained delivery and deeper analytical engagement across the Bank's operations. In keeping with IEvD's practice of focusing on one sector annually, the 2025 project evaluations centered on the energy sector, covering a diverse portfolio that includes renewable energy, thermal power generation, transmission and distribution infrastructure, rural electrification, and energy efficiency across nine member countries. These evaluations will provide critical inputs for the comprehensive Energy Sector Evaluation planned for 2026. At the institutional level, macro-level evaluations examined key dimensions such as decentralization, country engagement, women's empowerment and youth development, special assistance operations, and operational efficiency during project implementation and at completion.

A major highlight of the year was the IsDB Group Results and Evaluation Symposium jointly organized by IEvD, Strategy, Budget & Corporate Performance Department, and Development Effectiveness Departments of IsDB Group Entities. During the event, a high-level panel composed of all VPs and CEOs, explored how evaluability can be embedded from the outset into the IsDB Group's next five-year

strategy, drawing on lessons from recent evaluations and insights from peer institutions. The participants underscored the need for strategies that balance ambition with measurability, integrate evaluability early, and foster a culture of accountability and continuous learning across the IsDB Group.

It is encouraging to see the growing emphasis on results across the institution. The Country Programs Directorate, for example, made meaningful strides by streamlining operational KPIs and introducing multidimensional portfolio management tools, including digital dashboards and predictive analytics. These developments reflect a broader recognition that evaluation is not an endpoint but a catalyst for institutional learning. When self-evaluation enables teams to adapt and independent evaluation challenges them to refine their approaches, the Bank moves closer to a virtuous cycle of learning, adjustment, and impact.

IEvD's achievements this year would not have been possible without the strong and continuous support of H.E. Dr. Muhammad Al Jasser, President of the IsDB, and the valuable guidance of Hon. Dr. Mahmoud Isa-Dutse, Chairman of the Operations and Development Effectiveness Committee (ODEC), along with the Committee members. On behalf of the IEvD team, I extend my sincere appreciation to them. I also express our deep gratitude to all business units across the IsDB Group for their cooperation, without which the work of the evaluators would not have been possible.

**Mr. Mohameden Mohamed Sidiya**

Director, Independent Evaluation Department (IEvD)

## Executive Summary

In 2025, the Independent Evaluation Department (IEvD) completed a total of 20 evaluations, comprising: a) 14 project and program evaluations, including 12 projects and two program evaluations; and b) 6 macro evaluations covering country engagements, thematic, and corporate evaluations. The Annual Evaluation Report (AER) 2025 presents the findings from these evaluations across three core chapters: Project and Program Evaluations, Macro-level Evaluations, and Implementation of Evaluations Recommendations.

Consistent with IEvD's practice of focusing on a specific sector each year, the 2025 project evaluations concentrated on the energy sector. The energy portfolio evaluated spans eleven projects across nine member countries, encompassing diverse interventions including renewable energy (hydroelectric and wind power), thermal power plants, transmission and distribution infrastructure, rural electrification projects, and energy efficiency programs across nine countries in Africa and Asia. These evaluations were strategically selected to inform a comprehensive Energy Sector Evaluation planned for 2026.

### Energy Sector Evaluations: Significant Results Amid Implementation Challenges

The evaluated energy projects demonstrated strong alignment with national priorities, IsDB policies, and Sustainable Development Goals, particularly SDG 7 (affordable and Clean Energy) and SDG 9 (Industry, innovation and infrastructure). Collectively, the portfolio delivered substantial outputs including

631.75 MW of new installed generation capacity, approximately 1,656 km transmission lines, and about 7,226 MVA of transformer capacity. Notable achievements include electrification of over 40,527 households and installation of 134,083 LED streetlights in Tashkent, resulting in 43.8 GWh annual electricity savings.

At the outcome level, projects contributed to aggregated annual CO2 emissions reduction exceeding 654,000 tons. The Asagi Kalekoy Hydropower Project in Türkiye achieved technical availability rates above 95% while generating 1,019 GWh annually and offsetting 551,719 tons of CO2 emissions per year. Morocco's Safi Coal IPP delivered 1,250 MW of baseload capacity, supplying 18% of national electricity demand through effective PPP arrangements.

However, significant implementation challenges persisted across the portfolio. While cost efficiency was generally strong, the majority of projects faced implementation delays ranging from 17 months to over seven years. Primary causes included procurement challenges, contractor insolvency, complex land acquisition processes, scope changes, and external shocks including the COVID-19 pandemic and global supply chain disruptions. The absence of centralized, empowered project management units resulted in fragmented oversight, weak coordination between implementing entities, and inconsistent progress tracking, contributing to cumulative delays and reduced efficiency in project delivery. Sustainability concerns emerged in rural electrification projects, where weak revenue collection, unauthorized connections, and limited government financial support threatened long-term service delivery.

## Program Evaluations:

### Focused engagement with Civil Society

The department evaluated two programs in 2025: a Cluster Evaluation of IsDB Special Assistance to Muslim Communities in the Kingdom of Thailand and IsDB-ISFD Tadamon Community Empowerment. The Thailand evaluation assessed the Special Assistance Program (SAP) which supports socio-economic development of Muslim Communities through two pillars: the Community Outreach Program (CoP), supporting 31 projects (USD 8.14 million) focused on education and socio-economic development, and the Scholarship Program (SP), providing scholarships to needy students. Key results include construction of 61 classrooms benefiting approximately 1,700 students annually (52% girls), capacity building for 150 teachers and administrators and 630 scholarship beneficiaries with 599 completing their studies and securing employment, often in leadership roles.

The IsDB-ISFD Tadamon Community Empowerment Program rapid evaluation revealed that while the initiative achieved broad reach, mapping over 5,500 Civil Society Organizations (CSOs), engaging 700+ in capacity building, and drawing USD 155 million in co-financing, spreading the resources across more than 86 small projects limited the program's ability to achieve significant and lasting results. The evaluation underscored the need for strategic targeting, robust monitoring systems, and embedding sustainability into project design from the outset.

## Macro-Level Evaluations:

### Strategic Alignment with Implementation Constraints

The six completed Macro-Level Evaluations provided evidence on organizational performance across corporate functions, country engagement, and thematic priorities. Key findings revealed consistent patterns of strategic alignment strength and operational constraints:

**Strategic alignment strengthened:** The Country Engagement Evaluation of Nigeria documents strong portfolio alignment with Nigeria's National Development Plan 2021-2025 and Agenda 2050, covering 67 interventions totaling USD 1.3 billion alongside The Islamic Corporation for the Insurance of Investment and Export Credit (ICIEC) insurance of USD 1.8 billion. Quality at Entry reviews of ten Member Country Partnership Strategies (MCPSSs) and nine Country Engagement Frameworks (CEFs) confirmed strong relevance and alignment.

### Operating Model Improvements with

**Persistent Bottlenecks:** The Corporate Evaluation of Operational Efficiency documented measurable process gains between 2014 and 2023 across 504 approved projects totaling USD 34.5 billion. The share of projects reaching first disbursement within 18 months rose from 29% to 53%, and the average disbursement ratio reached 20.5% in 2024. However, centralized fiduciary functions continue to slow execution. Similarly, only 48% of completed projects have PCRs between 2018 and 2024.

### Cross-Cutting Mainstreaming with

**Measurement Gaps:** The Thematic Evaluation of Women’s Empowerment Policy and Youth Development Strategy show gender and youth mainstreaming rising from 9% in 2019 to 81% by 2024. Between 2005 and 2024, 240 approved projects across IsDB Group entities were tagged as having Women’s Empowerment and Youth Development-related activities and components, with 71% approvals accruing after 2019. However, coherence weakened in implementation when women and youth agendas followed different pillar structures, and outcome evidence remained uneven with frequent gaps in sex and age disaggregation.

### Implementation of Evaluation Recommendations

For the second consecutive year, the AER reports on recommendations’ implementation progress through the STEER system.

During the year, IEvD tracked 250 actions derived from 206 recommendations across 29 Management Action Plans (MAPs), covering 15 macro-level evaluations and 14 project and program evaluations. Overall implementation performance improved significantly, with average

completion rate rising from 87% to 93.5% during the year. Macro-level evaluations achieved 92% implementation progress across 192 actions, while project and program evaluations reached 100% completion across 58 actions. Only 17 actions (7%) experienced minor implementation delays. In chapter 3, AER also reports on notable institutional changes triggered by evaluation recommendations through MAPs.

### Knowledge Dissemination and Capacity Building

IEvD developed a wide range of knowledge products in 2025 including evaluation knowledge series, evaluation insights and articles, multimedia products and periodic newsletters. The department also organized a number of learning events including its flagship annual evaluation symposium and a dissemination event with African Development Bank’s Independent Development Evaluation department (IDEV). Two capacity-building workshops were conducted, including an evaluation workshop for institutions in 13 francophone African countries and IPDET evaluation training program attended by 26 IsDB Group staff.





# 2025 in Numbers



## 14

### PROJECT AND PROGRAM EVALUATIONS

(mainly energy sector renewable energy, transmission and distribution systems, thermal power, and energy efficiency initiatives)



### 11

#### Project Evaluations

in 9 member countries: Bangladesh, Jordan, Kyrgyz Republic, Mauritania, Morocco (2), Mozambique (2), Tunisia, Türkiye, and Uzbekistan



### 1

#### Cluster Evaluation

Special Assistance Operations in Thailand



### 1

#### Program Evaluation

of the three Tadamon Programs



### 1

#### On-Demand Evaluation

of the BINA Initiative for Leadership and SME Development for Libyan Youth in Libya



## 10

### MACRO EVALUATIONS

### 6

#### Completed in 2025

- 1 IsDB Group's Decentralization Experience
- 2 Country Engagement Evaluation of Nigeria
- 3 Corporate Evaluation of the IsDB Operational Efficiency During Project Implementation and Completion
- 4 Thematic Evaluation of Woman's Empowerment Policy and Youth Development Strategy
- 5 Review of the Quality at Entry of ten Member Country Partnership Strategy (MCPS)
- 6 Review of the Quality at Entry of 9 Country Engagement Frameworks (CEFs)

### 4

#### Launched in 2025

- 1 Country Engagement Evaluation of Uzbekistan
- 2 Evaluation of IsDB Interventions in the Health Sector
- 3 Evaluation of IsDB Interventions in the Education Sector
- 4 Thematic Evaluation of IsDB's Climate Change Policy and Action Plan



21



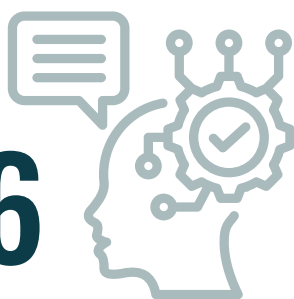
## PCR VALIDATION NOTES

31



## KNOWLEDGE PRODUCTS

6



## LEARNING EVENTS



1

**Joint IsDB Group Results and Evaluation Symposium**



2

**Evaluation Capacity-Building Workshops**



3

**Webinars for knowledge sharing**



1

**Annual Evaluation Report**



18

**Knowledge Digests**



5

**Evaluation Articles**



3

**Multimedia Products**

(2 evaluation videos and 1 podcast)



4

**Newsletters**



## Introduction

The report is structured into three main chapters.

**CHAPTER 1** presents the findings from project and program evaluations, with a dedicated focus on the energy sector.

**CHAPTER 2** synthesizes evidence from macro-level evaluations covering corporate performance, country engagement, and thematic priorities.

**CHAPTER 3** reviews the implementation of evaluation recommendations through the STEER system and highlights key institutional improvements and learning initiatives.

**APPENDICES** provide supporting data, lists of evaluations, and methodological notes.







CHAPTER

# 01

## PROJECT AND PROGRAM EVALUATIONS

With a focus on Energy

# 11

## ENERGY PROJECT EVALUATIONS

### SUB-SECTORS



renewable energy



transmission and distribution



thermal power



rural electrification



energy efficiency

<p>Efficient Outdoor Street Lighting Tashkent City Project   Uzbekistan  </p>	<p>Asagi Kalekoy Hydro Electric Power Plant TKB II (HEPP)   Türkiye  </p>	<p>About Wind Farm Project (PPP)   Jordan  </p>
<p>Niassa Rural Electrification (Phase II)   Mozambique  </p>	<p>Temane Transmission Project   Mozambique  </p>	<p>Improvement of Electricity Supply in Arka Area Batken Region   Kyrgyz Republic  </p>
<p>Power Grid Expansion Project   Bangladesh  </p>	<p>Mornaguia Gas Turbine Power Plant   Tunisia  </p>	<p>Rural Electrification Aftout Elchargui   Mauritania  </p>
<p>Supporting the Electricity Transmission and Distribution   Morocco  </p>	<p>Safi Coal Independent Power Plant (PPP)   Morocco  </p>	

# 1

## ON-DEMAND PROJECT EVALUATION

The BINA Initiative for Leadership and SME Development for Libyan Youth

# 2

## PROGRAM EVALUATIONS

Cluster Evaluation of IsDB Special Assistance to Muslim Communities in the Kingdom of Thailand

IsDB-ISFD Tadamon Community Empowerment Program

## 1.1 Project Evaluations

### 1.1.1 Energy Sector Context

The energy sector landscape across IsDB member countries is marked by stark contrasts. While some countries in the Middle East and North Africa hold vast oil and gas reserves, many others, particularly in Sub-Saharan Africa and parts of Asia, struggle with acute energy poverty and limited infrastructure, resulting in some of the world's lowest electrification rates. This disparity points to a dual imperative: expanding access to modern, affordable, and reliable energy while accelerating the transition to sustainable systems aligned with SDG 7.

Member countries face mounting pressures from rapid population growth, urbanization, and climate vulnerability, which amplify the need for resilient and low-carbon solutions.

Despite abundant renewable potential, especially in solar and hydro resources, deployment remains uneven due to financing gaps, policy constraints, and weak grid capacity. Energy efficiency, though recognized as a strategic priority, is still nascent, and fossil fuel dependence persists in several economies, complicating decarbonization efforts. These dynamics call for integrated approaches that combine innovative financing, regional interconnections, and technology transfer to bridge access gaps, enhance energy security, and foster inclusive green growth.

## 1.1.2 Key Findings

### [a] Strong Alignment with National Priorities, IsDB Policies and SDGs

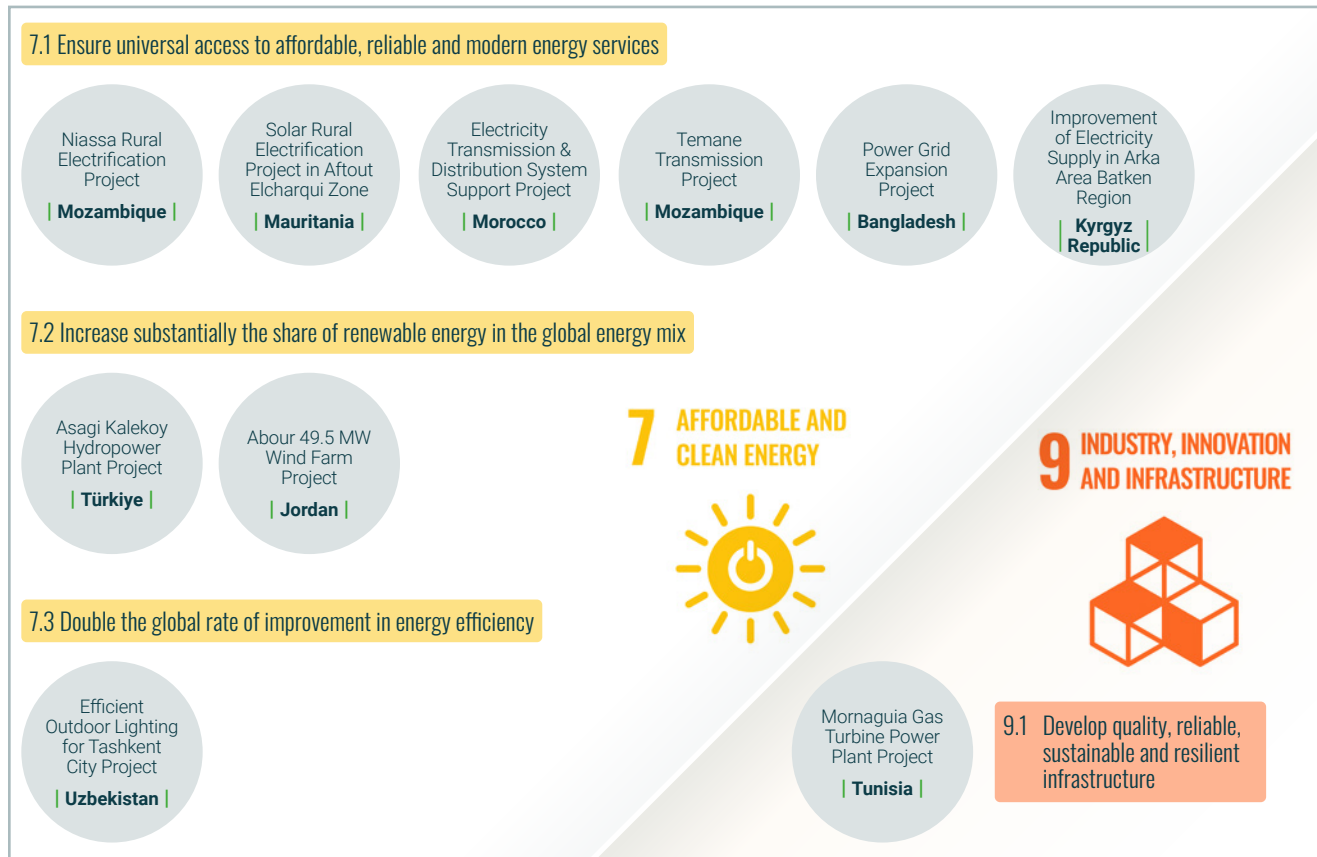
The evaluated projects were closely aligned with member countries’ national policies and sector strategies, contributing to government priorities for energy access and security, infrastructure modernization, and sustainable development. Each intervention supported the implementation of national energy master plans and electrification strategies and was integrated into broader frameworks for economic growth and social inclusion.

The evaluated projects were closely aligned with the IsDB 10-Year Strategy and the Strategic Realignment 2023–2025, supporting the pillars of green, resilient, and sustainable infrastructure, inclusive growth, and regional integration.

At the sectoral level, the portfolio directly advanced all three pillars of the IsDB Energy Sector Policy, expanding access to modern and reliable energy services, scaling up renewable energy, and increasing energy efficiency, while enabling private sector participation through PPP modalities.

These contributions map onto several Sustainable Development Goals, particularly SDG 7 (Affordable and Clean Energy), SDG 9 (Industry, Innovation and Infrastructure), and SDG 13 (Climate Action), with additional contributions to SDG 1 (No Poverty) and SDG 11 (Sustainable Cities and Communities) through improved energy access for underserved populations and enhanced urban infrastructure (Fig 1.1)

Figure 1.1: Direct Alignment with SDGs and Related Targets



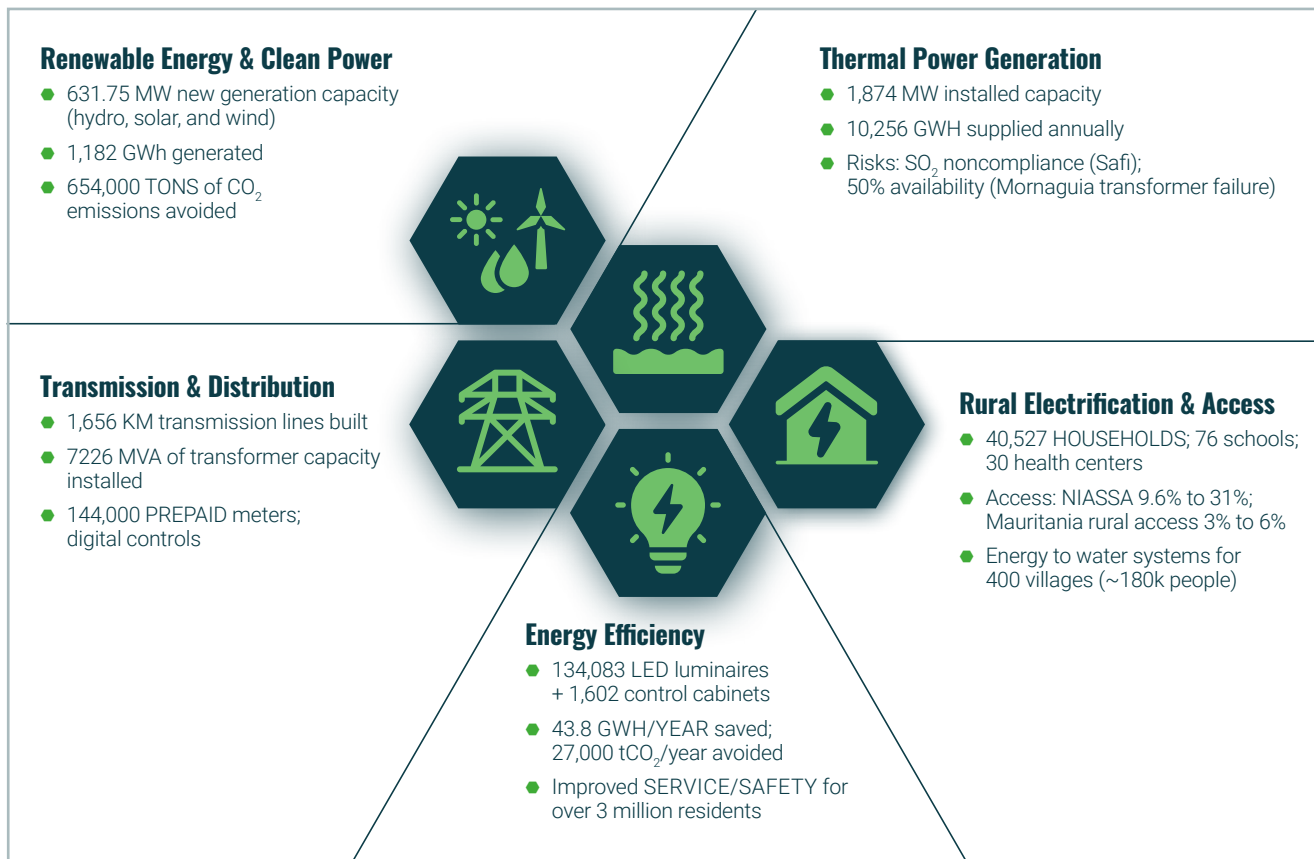
**[b] Development Effectiveness: Broad Achievement of Intended Results**

Across the 11 evaluated projects, the portfolio delivered substantial infrastructure at scale — 2,506 MW of new generation capacity spanning thermal, hydro, wind, and solar technologies; approximately 1656 km of transmission lines constructed or upgraded; and 7,226 MVA of transformer capacity installed. The projects also brought electricity to over 36,000 previously unconnected households, equipped Morocco’s grid with 144,000 prepaid meters to reduce commercial losses and replaced outdated streetlighting across Tashkent with 134,083 LED units.

At the outcome level, the projects collectively contributed to significant improvements in energy access, reliability, and efficiency, as

evidenced by increased electricity coverage rates, reduction in technical and commercial losses in several countries, and enhanced integration of renewable energy into national grids (fig 1.2). The interventions supported the supply of over 9,000 GWh annually from the Safi IPP, 1,127.5 GWh per year from Mornaguia, and 163 GWh per year from the About Wind Farm, among others. Notably, the aggregated annual CO<sub>2</sub> emissions reduction achieved by the portfolio exceeded 680,000 tons, with major contributions from wind, hydro, and energy efficiency projects. These outcomes translated into improved service quality, reduced outages, strengthened grid stability, and measurable progress toward national and sectoral climate and development goals.

Fig 1.2: Key Results Achieved with 11 Energy Projects Evaluated



[c] Key Results Achieved per Sub-Sector



**Renewable Energy and Clean Power Generation:**

The renewable energy portfolio delivered substantial additional capacity and measurable environmental benefits. The Asagi Kalekoy Hydro project in Türkiye commissioned 500 MW of hydroelectric capacity and an additional 80 MW of auxiliary solar, achieving technical availability rates above 95% and full workforce localization. In 2024, it generated 1,019 GWh of energy against the originally envisaged output of 1,090 GWh and contributed to the reduction of 551,719 tCO<sub>2</sub>-equivalent greenhouse gases, compared to a target of 635,470 tCO<sub>2</sub>-equivalent. The Abour Wind Farm in Jordan installed 15 turbines with a total gross capacity of 51.75 MW, exceeding its original target and generating 163 GWh annually, 25% above target, while offsetting 102,951 tons of CO<sub>2</sub> emissions per year.



**Thermal Power Generation:**

The Safi Coal IPP Project in Morocco provided critical base-load power and demonstrated the effectiveness of PPP model in mobilizing large-scale private investment. This project delivered 1,250 MW of net dependable capacity, supplying approximately 9,000 GWh annually, covering 18% of national electricity demand, and maintained technical availability at 95%. The Mornaguia Gas Turbine project in Tunisia, implemented by the state utility, installed 624 MW of capacity, and contributed an average of 1,127.5 GWh per year to the grid and supporting peak demand reliability. That said, available capacity was reduced to 50% due to a major transformer breakdown, which was not yet resolved at the time of the evaluation



**Transmission and Distribution Infrastructure:**

Transmission and distribution investments resulted in extensive grid expansion and modernization. The Temane Transmission Project in Mozambique completed the construction of 563 km of 400 kV lines (with 247 km IsDB-financed), although it will not reach commercial operation date till upstream power plant becomes operational . On the other hand, the Niassa Rural Electrification project added 255 km of 33 kV lines. In Morocco, the Transmission and Distribution project installed 35 km transmission line, 55 new 60/20 kV transformers and 11 distribution substations, and the Power Grid Expansion Project in Bangladesh commissioned 1,710 MVA of new substation capacity at midterm. The Improvement of



The project has transformed our community. Before electrification, our children could not study after dark and the health center could not refrigerate vaccines. Now, everything has changed.

— A community leader in Niassa Province, Mozambique.

Electricity Supply in Arka Area of Batken Region Project in Kyrgyz Republic completed a 51 km 110 kV line and new substations, directly benefiting over 33,000 people. Integration of advanced metering including 144,000 prepaid meters in Morocco, and digital control systems improved operational efficiency and loss reduction across the portfolio.



### Rural Electrification and Energy Access:

Rural electrification projects in Mozambique and Mauritania delivered transformative impacts for underserved communities. The Niassa project, in Mozambique, connected over 37,000 households, electrified 76 schools and 30 health centers, and increased the rural electrification rate from 9.6% to 31%. In Mauritania, the rural electrification (Aftout Elcharqui) project, ultimately implemented as a grid extension, connected 3,527 rural households in 30 localities, raising the rural access rate to 6% and supported potable water supply for 400 villages, benefiting approximately 180,000 people. Service delivery to beneficiaries is contingent on effective revenue collection and continued government support.



**Energy Efficiency:** The Tashkent Street Lighting project in Uzbekistan achieved significant results in municipal energy efficiency. The installation of 134,083 LED lights and 1,602 control cabinets resulted in annual electricity savings of 43.8 GWh, exceeding the original target by 33%, and reduced CO<sub>2</sub> emissions by 27,000 tons per year. The project also improved

“

Before this project, our village had no electricity and no clean water. Women and children walked hours to fetch water. Now we have light in our homes and water in our village. Our children can study at night and the clinic can store medicines properly.

— A village elder, Aftout Elcharqui zone, Mauritania.

public safety and service quality for over 3 million residents.

### [d] Efficiency Findings

**Cost efficiency across the portfolio evaluated was notable, with most projects delivered within or below their original budget estimates.**

Several large-scale investments, including the Safi Coal IPP (Morocco), Asagi Kalekoy Hydro (Türkiye), and the Mornaguia Gas Turbine (Tunisia), reported cost underruns of 10–36%, attributed to competitive procurement, effective contract management, and, in some cases, initial overestimation at appraisal. Transmission and distribution projects in Mozambique, Morocco, and Bangladesh also achieved significant cost savings, often due to overestimation at the project design, favorable bidding outcomes and scope adjustments. Overestimation during the appraisal process was consistently observed as a contributing factor for significant

cost underruns. Some projects experienced cost variations within components, such as increased consultancy or unforeseen technical requirements, but these were offset by savings in other project components.

**Most projects experienced significant implementation delays, with timeframes extending by 17 months to over seven years beyond original schedules.** Delays were primarily caused by procurement challenges, contractor insolvency, complex land acquisition process, changes in project scope, and external shocks such as the COVID-19 pandemic and global supply chain disruptions. While a few projects, such as the Mornaguia Gas Turbine, were completed ahead of schedule after contract signing, most required extensions to their original completion dates, impacting the timely realization of

benefits. In some cases, the absence of centralized, empowered project management units in multi-component operations resulted in fragmented oversight, weak coordination between implementing entities, and inconsistent progress tracking. This contributed to cumulative delays and reduced efficiency in project delivery. Moreover, delays in land acquisition, resettlement, and the implementation of environmental and social management plans were common, especially in transmission and rural electrification projects. These challenges often resulted in project delays and, in some cases, incomplete service delivery to intended beneficiaries.

**[e] Sustaining Results: Reliable Operations, Ongoing Compliance Needs**  
**The sustainability of the portfolio is underpinned by strong technical performance,**

### **How the PPP model can be instrumental in bringing expertise for wind energy development in Jordan:**

PPPs enable governments to develop critical infrastructure by leveraging private sector financing, expertise, and innovation while managing long-term fiscal risks. Jordan's Abour Wind Farm illustrates this well. Co-financed by IsDB and IFC under Jordan's Direct Proposals and Competitive Bids Program, the project was developed by Xenel International and AMEA Power, achieving 51.75 MW of installed capacity – exceeding initial plans – and producing approximately 163 GWh annually at some of the lowest wind energy costs in the country. The success rested on Jordan's enhanced legal and institutional frameworks, which reduced investment risk and attracted reputable international developers. Jordan's competitive bidding process reduced renewable energy tariffs by about 82% between the first and third rounds, far outpacing the global 30% decline in onshore wind costs – confirming that robust regulatory frameworks and competitive procurement, not technology improvements alone, are the key drivers of affordable renewable energy through PPP modalities.

**sound institutional arrangements, and strong beneficiary ownership.** Most projects have established effective operation and maintenance systems, with dedicated budgets and trained personnel ensuring continued asset functionality. In the case of PPP projects, financial sustainability is supported by long-term contractual frameworks, such as power purchase agreements and take-or-pay structures, which provide predictable revenue streams and mitigate demand risk. Several projects, including Safi IPP and Asagi Kalekoy, achieved full localization of operational staff and implemented structured capacity-building programs. However, persistent delays in bill payments, unauthorized connections, and weak revenue collection mechanisms in rural electrification projects undermined the financial sustainability of utilities and limited their ability to reinvest in reliable service provision.

**Environmental and social sustainability measures were generally well-integrated, with compliance to national and international standards,** although some projects reported recurring challenges in emissions control, stakeholder engagement documentation, and timely grievance resolution. Recurring challenges in maintaining environmental compliance, particularly with emissions standards in thermal power projects, highlighted the need for robust, adaptable mitigation systems and ongoing technical upgrades. Equipment failures and delayed repair works, such as transformer breakdowns, further underscored the importance of risk management and preventive maintenance. The transition to renewable energy and efficiency technologies further enhances long-term sustainability, though ongoing attention to environmental compliance and institutional adaptation remains necessary, particularly in the context of evolving sectoral reforms and market conditions.



### 1.1.3 Key Lessons Learned

**Centralized project management and flexible procurement are preconditions for efficient delivery of complex infrastructure operations.**

The Morocco T&D and Temane Transmission projects showed that fragmented management structures, rigid procurement, and overreliance on lowest-price contractor selection lead to coordination failures, repeated procurement setbacks, and compounding delays. In Morocco's case, a seven-year implementation delay was caused in part by the absence of a dedicated Project Management Unit. Establishing empowered PMUs with clear authority and building in flexible procurement mechanisms—such as multi-lot structuring and rated criteria that balance financial and technical attributes—are critical first steps. Equally important is grounding cost estimates in rigorous technical due diligence to support timely and efficient delivery.

**Environmental compliance must be designed for real operating conditions, and ESMPs must be updated when project scope changes.**

The Safi Coal IPP experienced recurring SO<sub>2</sub> non-compliance, demonstrating that emission-control systems must be resilient to feedstock variability, aging, and performance drift over time. Preventive maintenance and technical upgrades are necessary to ensure long-term compliance and minimize safeguard and regulatory risks. The Temane Transmission Project further showed that when additional components are added, ESMPs must be revised to address new environmental and social risks, especially those related to land acquisition and resettlement. Leveraging co-financier expertise and ensuring new components fall within the overall ESMP's scope can support effective implementation. Beyond environmental compliance, verifiable

documentation of stakeholder consultations and grievance handling, as highlighted by the Safi and Mauritania evaluations, is equally essential for credible social performance.

**Strong sovereign support and enforceable contractual frameworks are decisive for mobilizing private financing, while early investment in national capacity and community engagement strengthens long-term sustainability.**

The Safi Coal IPP and Abour Wind Farm showed that the credibility of government guarantees, payment discipline, and clear risk allocation in long-term contracts were key to securing private investment under PPP models (Box 1.4). Projects such as Asagi Kalekoy and Safi achieved full localization of operational staff and implemented structured capacity-building programs, contributing to high availability and stable operations. Rural electrification projects in Mozambique and Mauritania demonstrated that active involvement of local stakeholders fostered acceptance, improved service reliability, and supported revenue collection. The Mauritania Aftout Elcharqui project showed that combining energy access with water supply improvements achieved more sustainable and transformative impacts.

**Financial sustainability in rural electrification depends on effective revenue collection, supportive policy frameworks, and continued government support.**

Persistent delays in cost recovery and unauthorized connections, as observed in Mauritania and Mozambique, can undermine the ability of utilities to reinvest in reliable services. Where PPP projects with enforceable contractual frameworks proved financially resilient, rural utilities operating without such structures faced recurring viability challenges. Building in financial sustainability

from the outset—through diversified revenue streams, robust billing systems, and an enabling policy environment—is essential to ensure that infrastructure investments translate into lasting service delivery.

## 1.2 Program Evaluations

In 2025, IEvD completed two program level evaluations: *The Cluster Evaluation of IsDB Special Assistance to Muslim communities in Thailand*, which assessed the Community Outreach and Scholarship programs in Thailand, and a *Rapid Evaluation of the Three Tadamon Community Empowerment Programs*, as an on-demand evaluation. Taken together, these two evaluations generate systemwide insights on engaging civil society, structuring partnerships, and strengthening monitoring and scaling pathways, complementing the 2025 project level evidence base.

### 1.2.1 Cluster Evaluation of IsDB Special Assistance to Muslim communities in the Kingdom of Thailand

The IsDB Special Assistance Program (SAP) in Thailand, launched in the mid-1980s, aims to support the socio-economic development of Muslim communities through two main pillars: the Community Outreach Program (CoP), which has supported 31 projects (USD 8.14 million), with a strong focus on education and socio-economic development, and the Scholarship Program (SP), providing scholarships since 1986. The evaluation reviewed SAP's overall performance, covering 10 selected CoP projects with a total financing of USD 5.85 million and all

SP activities, and identified lessons and recommendations to enhance future operations in Thailand and other non-Member Countries.

The Community Outreach Program remains highly relevant to the needs of the Muslim community, especially in the southern provinces. Key results include the construction of 61 classrooms (target: 58), 98 dormitory rooms (target: 85), 82 toilets (target: 76), 13 administrative units (target: 10), and 2 laboratories, all exceeding their original targets, benefiting

“



In 1986, I was awarded an IsDB Scholarship that changed the course of my life. After completing my medical education and specializing in Hematology and Oncology in the USA, I returned to Thailand where I have spent over 23 years treating patients from across the globe. The scholarship did not just fund my education; it ignited a lifelong commitment to serving others.

— Dr. Surasit Saleh Issarachai, IsDB Scholar and Cancer Specialist, Bumrungrad International Hospital, Thailand.

approximately 1,700 students annually, of whom 52% are girls. Capacity-building initiatives improved teaching quality, with 25 administrators and 125 teachers trained. Humanitarian assistance, such as the Al Rahmah Village Project, provided housing for 102 households with direct links to vocational training for improved employability and resilience.

The Scholarship Program benefited 630 students, contributing to increasing university graduates in fields such as health and engineering. Of 630 beneficiaries, 599 completed their studies, and most have reportedly secured employment, often in leadership roles.

**Most CoP projects were implemented efficiently and within budget**, though some experienced delays due to the inability of beneficiary organizations to provide their portion of the funding and weak planning or contracting issues. The SP is cost-effective, with streamlined selection processes and standardized financial arrangements. Sustainability for CoP projects is strong due to government support, community ownership, and active civil society involvement. The SAP's contribution to women's empowerment is notable, with at least half of all beneficiaries being women.

## 1.2.2 IsDB-ISFD Tadamon Community Empowerment Program

The IsDB-ISFD NGOs Empowerment for Poverty Reduction Program, launched in 2019 by IsDB and ISFD, aims to strengthen NGO capacity and introduce innovative sustainable financing like crowdfunding to improve socio-economic conditions of poor and marginalized communities in MCs. The Program later expanded to address

COVID-19 and food security crises and support community resilience and emergency interventions in fragile MCs. The Rapid Evaluation of the Tadamon Program assessed its relevance, effectiveness, efficiency, and sustainability to guide approval of the Program's second phase. Using both qualitative and quantitative methods, the evaluation included desk reviews, interviews, field visits to Jordan, Nigeria, and Türkiye, and consultations with stakeholders from implementing partners, CSOs, IsDB, ISFD, and beneficiaries.

**The Tadamon Programs closely aligned with IsDB strategies and MC priorities**, maintaining their relevance during crises such as COVID-19 and food insecurity. The program created a unified platform for Bank-CSO collaboration, mapping over 5,500 CSOs and engaging more than 700 in capacity building, laying the groundwork for future scalable partnerships aligned with national priorities.

**Collaborations with international and national partners enabled rapid, cost-effective crisis responses, drew USD 155 million in co-financing**, and enhanced both reach and sustainability in fragile countries. But spreading resources across more than 86 small projects limited the program's ability to achieve meaningful and lasting results.

**Most interventions remained pilots with no clear plans for scaling or integrating into national systems, making long-term impact uncertain.** The main training initiatives also struggled with interactivity, monitoring, contextualization, and country selection, despite timely support from the Pandemic Response and Food Security Accelerators.

### 1.2.3 Key Lessons Learned

**Realistic counterpart funding estimation and ongoing relevance assessment are essential for community-driven programs.** The Thailand SAP evaluation showed that while most beneficiary organizations met their funding commitments, overestimation of counterpart contributions can suggest insufficient consultation. For delayed and incomplete projects, it is essential to reassess current relevance before deciding to repurpose, complete, or discontinue, as beneficiary needs may evolve over time. When a project's relevance is not adequately established before such a decision, it can lead to underutilization, diminished impact, and waste of resources.

**The Tadamon experience showed that transitioning from ad-hoc CSO engagement to a structured program strengthened institutional credibility and enabled more effective coordination with member country governments.** However, this institutional gain was not matched by results discipline on the ground. Weak alignment between program frameworks and individual projects, combined with unreliable reporting, particularly in crowdfunding, undermined the credibility of reported outcomes. The lesson is that structured CSO programs must pair institutional coordination with strong monitoring systems, standardized indicators, and independent verification from the start if they are to generate credible evidence of impact.

**Interventions tailored to local contexts can deliver immediate and sustainable resilience benefits.** The strong performance of the Food Security Response Program under Tadamon, particularly through the promotion

of climate-smart agricultural practices and support to cooperatives in Niger and Nigeria, demonstrates that well-designed, context-responsive interventions can effectively address urgent food security challenges while strengthening long-term adaptive capacity. When agricultural programs combine access to technology, financing, market opportunities, and capacity development, as in the case of Tadamon, they can become powerful and sustainable drivers of poverty reduction.

**Many Tadamon projects lacked clear strategies for continuation beyond initial funding and remained pilots without scaling or institutional integration.** Where international NGOs partnered with local CSOs, the combination of technical expertise and community trust increased effectiveness and reach, particularly for vulnerable and hard-to-reach groups. The lesson is that sustainability, through local ownership, follow-up financing, or policy adoption, must be embedded in project design from the outset, and CSO implementing capacity should be carefully assessed during planning rather than assumed. Partnerships that bridge international and local organizations offer a tested model for strengthening both delivery and sustainability in community-level programs.



CHAPTER

# 02

## CORPORATE, COUNTRY AND THEMATIC EVALUATIONS

Informing Organizational Performance and  
Strategic Goals

In 2025, IEvD completed six evaluations, spanning corporate performance, country engagement, thematic priorities, and institutional design quality. These include:

- [1]** Evaluation of Country Engagement of the IsDB Group in Nigeria,
- [2]** Thematic Evaluation of the IsDB Women's Empowerment Policy and Youth Development Strategy,
- [3]** Corporate Evaluation of the IsDB Operational Efficiency during Project Implementation and Completion,
- [4]** Corporate Evaluation of the IsDB Group Decentralization Experience,
- [5]** Quality at Entry Review of Member Country Partnership Strategies (MCPS) approved from 2022 to 2024, and
- [6]** Quality at Entry Review of Country Engagement Frameworks (CEF) approved from 2023 to 2024.

## 2.1 Key Findings

The macro evaluations completed in 2025 provide a strong evidence base to assess whether the IsDB Group's strategic directions are translating into selective portfolios, disciplined delivery, and measurable results aligned with MC priorities. The overarching findings below synthesize what this evidence implies for organizational performance and progress toward strategic goals. They highlight what is working in the operating model, where performance can

improve, and what this means for delivery discipline, results orientation, and readiness for the next strategic cycle.

### **[a] Strategic intent and upstream alignment: strong and getting stronger**

Across evaluations, alignment is consistently strong and increasingly explicit. In Nigeria, the Country Engagement Evaluation finds that the IsDB Group portfolio aligns with Nigeria's National Development Plan 2021 to 2025 and Agenda 2050 and is consistent with IsDB sector priorities. The portfolio covered 67 interventions, including 16 projects, 34 grants, and 17 operations, totaling USD 1.3 billion, alongside ICIEC insurance coverage worth USD 1.8 billion supporting trade and investment activity. This alignment signal is reinforced by the Quality at Entry review, which finds strong relevance and alignment across the assessed country engagement instruments, covering nine Member Country Partnership Strategy (MCPs) approved between 2022 and 2025 (Bangladesh, Guinea, Indonesia, the Kyrgyz Republic, Maldives, Niger, Qatar, Senegal, and Uzbekistan), and nine CEFs developed during 2023 and 2024 (Azerbaijan, Guyana, Mauritania, Pakistan, Suriname, Tajikistan, The Gambia, Türkiye, and Uganda).

### **[b] Operating model and portfolio implementation: improved client proximity, measurable process gains, persistent bottlenecks at the country level, and completion gaps**

The corporate evaluations indicate that recent operating model reforms, including the opening of IsDB Group regional hubs, the shift to a project management approach in place of the earlier sector focused model, and the creation of the Operations Management and Services Division to manage the sovereign project life

cycle, have strengthened upstream engagement and the client interface, supporting business development, more complex origination, and partnership formation.

The Corporate Evaluation of Operational Efficiency during project implementation and completion provides the strongest quantified evidence on what has improved. From 2014 to 2023, the Bank approved 504 projects totaling USD 34.48 billion, with four hubs accounting for 54 percent of approvals and projects. The evaluation reports faster starts and steadier disbursement for a larger share of the portfolio. The share of projects reaching first disbursement within 18 months rose from 29 percent to 53 percent, average disbursement processing time improved from 13 days to under 7 days, the OCR disbursement ratio reached 20.5 percent in 2024, and portfolio backlog indicators improved, with aging projects declining and average project age falling.

Country level constraints, including weak executing agency capacity, procurement stalls, delayed land acquisition, delayed counterpart funding, and staff turnover affected project implementation performance. Durability and learning constraints are visible at completion and only 48 percent of projects completed between 2018 and 2024 had PCRs.

**[c] Country delivery and development effectiveness: strong outputs, uneven outcomes, and sustainability exposure**

The Nigeria Country Engagement Evaluation documents sector results, including major gains reported in agriculture through the National Program for Food Security, job creation figures in agriculture value chains, and social sector outputs, including digital skills training reaching

large numbers of women and girls, health insurance coverage expansion, hospital capacity growth, and education infrastructure expanding student access to education. It also reports energy access finance reaching households and water infrastructure expansions.

At the same time, the portfolio faces challenges including slow start ups, implementation delays and sustainability issues.

**[d] Cross cutting priorities: mainstreaming surged, measurement and verification lagged**

The Thematic Evaluation of Women’s Empowerment and Youth Development confirmed a rapid institutional pivot after the approval of the Bank’s Women’s Empowerment Policy (WEP) in 2019 and Youth Development Strategy in 2020. Mainstreaming rose from 9 percent in 2019 to 81 percent by 2024, indicating a clear shift from stand-alone initiatives to integration into core operations. Between 2005 and 2024, 240 approved projects across IsDB Group entities were tagged as having Women’s Empowerment and Youth Development (WEYD) related activities and components. Out of these, 171 projects were approved following the approval of the WEP in 2019. Upstream integration progressed quickly, and gender analysis informed 88 percent of MCPSs against an 80 percent target (for 2025), and WYE team participated in 15 of 17 MCPS or CEF preparatory missions.



Still the evaluation highlights a significant disconnect between the Bank's strategic-level integration and its operational implementation. While WEYD is well-aligned at the country strategy level, coherence weakens during execution because the two agendas follow different pillar structures: Access, Agency, and Learning for women's empowerment versus Education, Economic Empowerment, and Engagement for youth development. This structural separation contributes to fragmented focus during project design and supervision. Where interventions were tightly targeted and linked to clear economic pathways, results were strong and visible. Examples include SheTrades Egypt, cited for export and job outcomes, and Youth Employment Support Program Egypt, cited for job creation and support to youth led micro and small enterprises. Across the broader portfolio,

the evaluation finds uneven outcome evidence, frequent gaps in gender and age disaggregation in supervision and completion reporting, and limited qualitative evidence on agency and decision making, which reduces learning on what drives variation.

Capacity and systems constraints were reasons behind these evidence gaps. Under-resourcing was acute, with 50 percent of the already small WYE professional positions vacant for a substantial part of the evaluation period, and an absence of dedicated WEYD specialists in regional hubs, which slowed delivery support and weakened policy dialogue and supervision. The evaluation also noted weak use of knowledge products such as Country Gender Profiles in appraisal documents and limited staff training on mainstreaming tools.



## Targeted Interventions That Delivered Results for Women's Economic Empowerment:

Women's empowerment interventions delivered the strongest results when they combined access to finance, skills training, and market linkages with deliberate targeting of women in specific economic sectors. The SheTrades initiative connected women-owned SMEs to international markets; small grant programs in Morocco, Uzbekistan, and Yemen gave women access to productive assets and business formalization; and Egypt's YES Project enabled young women from low-income rural communities to enter a traditionally male-dominated agricultural value chain. The common thread is that mainstreaming commitments translated into real outcomes only where program design was specific about who to reach, what barriers to address, and how to link beneficiaries to sustainable income.

### [e] Quality at entry as the institution bridges into the new cycle

The Quality at Entry review of MCPSPs and CEFs confirms strong relevance and alignment across both instruments and highlights that CEFs tend to perform better on focus and selectivity than MCPSPs. Operational readiness and evaluability stand as the main constraints across both instruments. Results orientation and group synergy are often moderate, with limited use of SMART indicators, weak baselines and targets, and results chains that remain implicit. Implementation roles, coordination mechanisms, and co-financing pathways are often described at a high level, while pipeline is rarely developed at approval in MCPSPs. For CEFs, flexibility supports responsiveness but there is room for further improvement in the depth of diagnostics delivery clarity. Overall, the MCPSPs and CEFs exhibited stronger direction and clearer upstream intent, while the main constraints remain between strategy and translating it into measurable results.

## 2.2 Key Lessons Learned

**Effective delivery traction depends on enforceable selectivity and readiness.** The QaE review of MCPSPs and CEFs confirms strong alignment with national priorities and the Bank's corporate objectives yet reveals uneven selectivity in approval and implementation arrangements that remain poorly defined. In practice, this means that strategies identify the right priorities, but do not sufficiently narrow them into a manageable and sequenced set of operations matched to country and implementing agency capacity. Country evidence confirms that alignment does not translate into delivery readiness when procurement complexity, executing agency capacity, counterpart financing, and coordination risks are acknowledged at entry but not reflected in project scope, sequencing, and implementation design with sufficient realism.

**Decentralizing critical functions, such as legal services and M&E, strengthens responsiveness and improves project implementation efficiency.** While the deployment of key staff to the field has enhanced responsiveness to country needs, limited delegation of authority and continued reliance on HQ for major decisions (e.g., approvals, amendments, scope changes) constrain efficiency. Empowering Regional Hubs with greater operational and fiduciary authority, supported by a clear, performance-based accountability framework, would enable faster decision-making, shorten processing timelines, and improve overall performance.

**Digitalization matters most when it improves processing speed and strengthens portfolio intelligence and early warning.** Transaction gains demonstrate the value of digitization for standardized workflows. Remaining bottlenecks highlight the need to use data to target supervision, detect risks earlier, track procurement, safeguards, and implementation delays in a way that supports timely corrective action.

**Consistent, well-resourced, and high-quality project supervision is essential for sustaining implementation efficiency.** Although supervision helps identify challenges such as procurement delays and counterpart funding gaps, its frequency and quality remain uneven across the portfolio. In many cases, missions fell below the expected minimum of one per year due to budget and staff constraints, and follow-up on recommendations was inconsistent. Strengthening resource allocation, ensuring systematic tracking of actions, and deploying multidisciplinary teams for supervision missions would enhance implementation support and enable timely course correction.

**Learning loops depend on evidence-based discipline during implementation and at completion.** Rapid mainstreaming and stronger policy posture have not been matched by consistent outcome measurement, disaggregation, and verification. Completion reporting gaps further weaken institutional learning. Under a phased corporate strategy model, weak evidence limits credible mid cycle adjustment and weakens accountability for results.





CHAPTER

# 03

**EVALUATION  
RECOMMENDATIONS  
IMPLEMENTATION,  
LEARNING AND OUTREACH**



The IEvD's mandate encompasses two complementary functions: accountability and learning. Accountability is exercised through independent evaluation and systematic follow-up on the implementation of evaluation recommendations, ensuring that evaluation findings translate into meaningful institutional actions. Beyond recommendation tracking, IEvD fulfils its learning mandate through generation and dissemination of evaluative knowledge, with the objective of strengthening institutional capacity and improving development effectiveness across IsDB's operations.

## 3.1 Recommendation Implementation Progress

In 2019, IEvD introduced the STEER system (Systematic Tracking of the Execution of Evaluation Recommendations) to strengthen followup on evaluation recommendations across the Bank. STEER enhances institutional performance by ensuring that evaluation findings are translated into concrete actions through Management Action Plans (MAPs), which outline the steps Management commits to undertake in response to each recommendation. The system provides the Board of Executive Directors (BED) with structured and timely oversight of progress, supported by bi-annual status reports that document implementation achievements and emerging challenges.

During 2025, IEvD reported to the Board on the implementation of evaluation recommendations through two bi-annual status reports, covering the periods February–July 2025 and August 2025–January 2026. Over this period, the average completion rate of actions improved from

78% to 87% in the first half of the year and rose further to 95% by January 2026 – reflecting the Bank's strengthening commitment to translating evaluation findings into institutional action.

**Report No. 8 (February–July 2025):** During this period, IEvD tracked 173 actions across 19 MAPs – 12 macro-level and 7 project and program evaluations. Of these, 120 actions were fully implemented, bringing the average completion rate from 78% to 87%. Six actions were delayed, including four under Corporate Services related to corporate consultancy procurement and one each under ICD and ISFD. Seven MAPs were completed during the period.

**Report No. 9 (August 2025–January 2026):** IEvD tracked 135 actions across 13 MAPs – 8 macro-level and 5 project and program evaluations. Implementation strengthened further, with 125 actions completed and the average completion rate rising from 87% to 95%. Five actions experienced delays, four related to corporate consultancy procurement and one under ICD concerning the Al Fareeda Fund liquidation. Nine MAPs were fully completed during the period.

The STEER business process (Appendix 6) reinforces resultsbased management, improves governance, and promotes evidenceinformed decisionmaking, helping ensure that evaluation recommendations effectively shape future policies, strategies, programs, and operations while maximizing development impact.

	REPORT NO. 8	REPORT NO. 9
Reporting Period	February–July 2025	Aug 2025–Jan 2026
<b>Total Actions</b>	<b>173</b>	<b>135</b>
<b>MAPs Tracked</b>	<b>19</b>	<b>13</b>
Project & Programme MAPs	7	5
Macro-Level MAPs	12	8
<b>MAPs Completed</b>	<b>7</b>	<b>9</b>
<b>Overall Avg. Completion Rate</b>	<b>87%</b> (up from 78%)	<b>95%</b> (up from 87%)
<b>Completed Actions</b>	<b>120</b>	<b>125</b>

## 3.2 Influencing Change

The Bank continues to translate evaluation recommendations into tangible institutional improvements, strengthening governance, operational quality, and development effectiveness across sectors and regions.

For example, in 2025 the rapid evaluation, carried out by IEvD upon management request, informed the design of Phase-2 of the Tadamon Program. Building on the evaluation findings and recommendations, the Program’s design has adopted a more focused and strategic approach, concentrating on priority sectors and thematic areas. The program has shifted from fragmented interventions to a focused portfolio built around three priority thematic areas, with particular emphasis on agriculture, agribusiness, and livelihoods, areas where Phase 1 demonstrated strong potential. Tadamon 2.0 has also strengthened financial efficiency by reducing administrative costs and ensuring more resources reach communities, while also enhancing due diligence through the submission of a consolidated Civil Society Organization list for formal IsDB compliance clearance.

Capacity building has been redesigned to be more practical and credible, introducing certification programs and in person training tailored to local contexts. The evaluation also catalyzed major improvements in monitoring and evaluation, including a unified M&E system, dashboards, field missions, midterm reviews, and dedicated staffing, alongside stronger involvement of Regional Hubs. In addition, sustainability considerations have been embedded more rigorously, with clearer follow up strategies, exit plans, and pathways for scaling up. Together, these changes reflect how the evaluation has sharpened strategic focus, strengthened governance, and enhanced the program’s ability to deliver meaningful and lasting impact.

Another example is the evaluation of the IsDB Partnerships (2015-2022) which has driven the organization toward greater coherence, accountability, and strategic alignment in partnership and resource mobilization work, and this is reflected clearly in the rollout of the 3i Platform. By standardizing processes, strengthening oversight, and consolidating partnership information into a single institutional system of record, the platform directly addresses calls for clearer

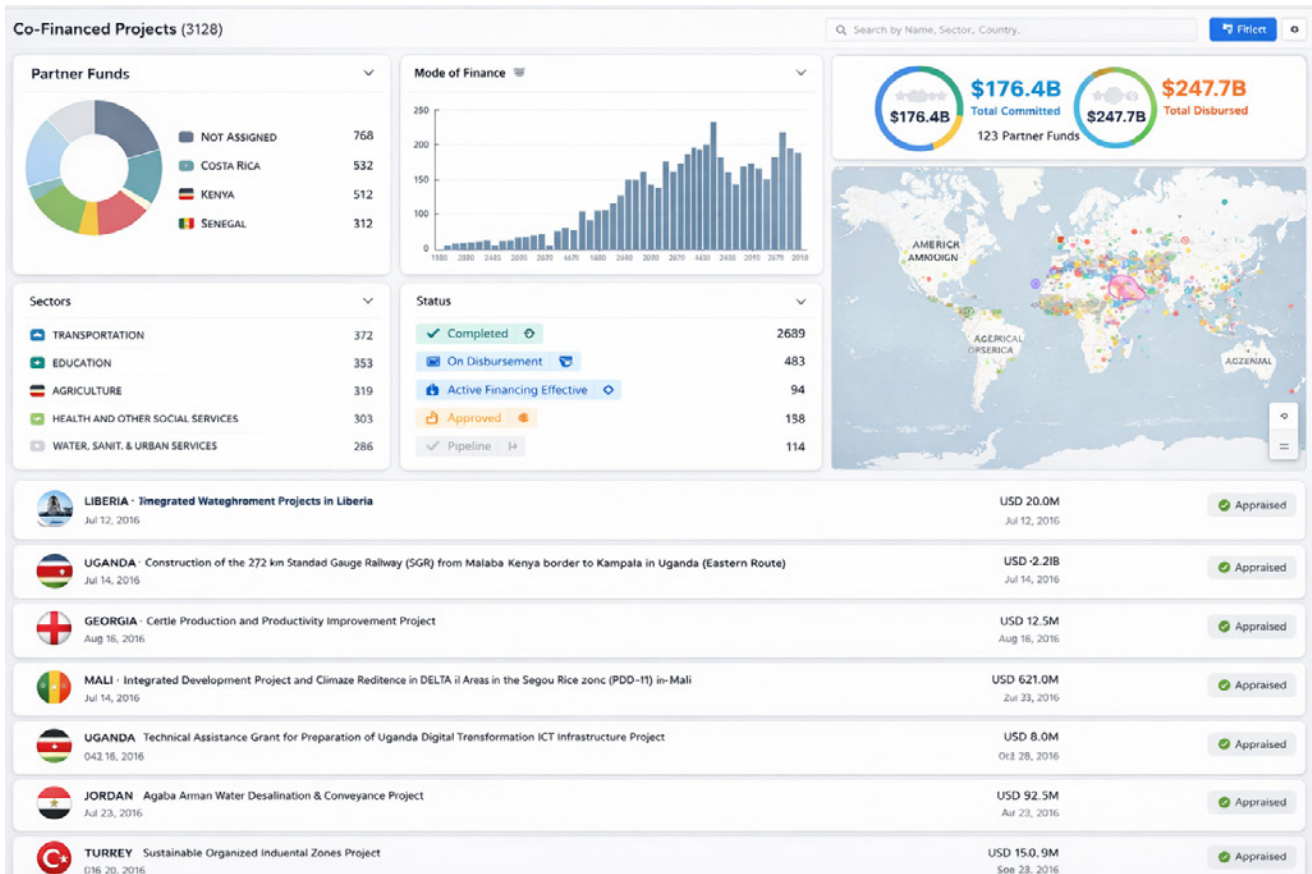
frameworks, consistent approval processes, stronger partner engagement, and improved management of funds and mobilization initiatives. It enhances transparency, preserves institutional memory, and supports data driven decision-making, enabling regional hubs and managers to engage partners more effectively and align mobilized resources with operational priorities. Overall, the changes demonstrate a shift toward more disciplined, integrated, and strategically focused partnership management across the Bank.

In response to corporate evaluations, the Bank introduced new Quality Standards covering operational data quality, peer review, project preparation, appraisal, and PCR preparation. These standards, accompanied by mandatory training and accreditation programs, have

elevated the consistency and rigor of project design. The introduction of dedicated project teams, enhanced fiduciary, engagement, and real-time operational dashboards has further strengthened quality-at-entry and monitoring practices across the portfolio.

### 3.3 Evaluation Learning and Outreach

In 2025, IEvD developed a variety of knowledge products and learning events in its efforts to disseminate evaluation knowledge and build capacity. Thirty-one (31) knowledge products, including the 2024 Annual Evaluation Report, 18 knowledge digests, 4 Newsletters, a podcast and two videos were disseminated. Two capacity-building events took place: an



evaluation workshop for institutions' staff from 13 member countries in francophone Africa and an International Program for Development Evaluation Training (IPDET) attended by 26 IsDB staff. The Department also hosted three knowledge sharing webinars on Agriculture and Rural Development sector evaluation, Regional Cooperation and Integration policy and strategy evaluation, and a joint event on counterpart funding with AfDB's Independent Development Evaluation Department.

A joint Results and Evaluation Symposium, held from 9–13 November 2025, was a significant milestone in advancing evidence-based decision-making at IsDB Group. The symposium promoted embedding “evaluability by design” into the upcoming 2026–2030 corporate strategy and fostered Group-wide coherence in results measurement. Co-organized by IEvD, Strategy, Budget and Corporate Performance Department (SBCP), and Monitoring and Evaluation Departments of IsDB Group Entities, with involvement from internal and external partners such as the World Bank Group, ADB, and academia, it attracted over 300 participants both in-person and virtually. Discussions centered on better strategy evaluability, adaptive results management, institutional readiness, and innovative analytics methods. Key outcomes included harmonized frameworks, stronger entry quality, better strategic alignment, and efforts to enhance M&E systems, underscoring evaluation's essential role in IsDB's transformation.



















# APPENDICES







## Appendix 1: List of Projects and Programs







PROJECT NAME			
About 49.5MW Wind Farm Project			
MEMBER COUNTRY		EVALUATION TYPE	
Jordan		Project Evaluations (PE)	
DESCRIPTION		OVERALL RATING	
			
SUB-CRITERIA RATING			
Relevance	Effectiveness	Efficiency	Sustainability
			


PROJECT NAME			
Niassa Rural Electrification Project			
MEMBER COUNTRY		EVALUATION TYPE	
Mozambique		Project Evaluations (PE)	
DESCRIPTION		OVERALL RATING	
			
SUB-CRITERIA RATING			
Relevance	Effectiveness	Efficiency	Sustainability
			







PROJECT NAME			
Improvement of Electricity Supply in Arka Area of Batken Region Project			
MEMBER COUNTRY		EVALUATION TYPE	
Kyrgyzstan		Project Evaluations (PE)	
DESCRIPTION		OVERALL RATING	
			
SUB-CRITERIA RATING			
Relevance	Effectiveness	Efficiency	Sustainability
			










PROJECT NAME			
Asagi Kalekoy Hydro Electric Power Plant Project			
MEMBER COUNTRY	EVALUATION TYPE		
Turkey	Project Evaluations (PE)		
DESCRIPTION	OVERALL RATING		
			
SUB-CRITERIA RATING			
Relevance	Effectiveness	Efficiency	Sustainability
			


PROJECT NAME			
Mornaguia Gas Turbine Power Plant Project			
MEMBER COUNTRY	EVALUATION TYPE		
Tunisia	Project Evaluations (PE)		
DESCRIPTION	OVERALL RATING		
			
SUB-CRITERIA RATING			
Relevance	Effectiveness	Efficiency	Sustainability
			

PROJECT NAME			
Supporting the Electricity Transmission and Distribution System Project (Midterm Evaluation)			
MEMBER COUNTRY	EVALUATION TYPE		
Morocco	Project Evaluations (PE)		
DESCRIPTION	OVERALL RATING		
	NA		
SUB-CRITERIA RATING			
Relevance	Effectiveness	Efficiency	Sustainability
NA	NA	NA	NA

PROJECT NAME			
Solar Rural Electrification Project in Aftout Elcharqui Zone			
MEMBER COUNTRY	EVALUATION TYPE		
Mauritania	Project Evaluations (PE)		
DESCRIPTION	OVERALL RATING		
			
SUB-CRITERIA RATING			
Relevance	Effectiveness	Efficiency	Sustainability
			

PROJECT NAME			
Safi Coal Independent Power Plant Project			
MEMBER COUNTRY	EVALUATION TYPE		
Morocco	Project Evaluations (PE)		
DESCRIPTION	OVERALL RATING		
			
SUB-CRITERIA RATING			
Relevance	Effectiveness	Efficiency	Sustainability
			

PROJECT NAME			
Power Grid Expansion Project (Midterm Evaluation)			
MEMBER COUNTRY	EVALUATION TYPE		
Bangladesh	Mid-Term Evaluation		
DESCRIPTION	OVERALL RATING		
	NA		
SUB-CRITERIA RATING			
Relevance	Effectiveness	Efficiency	Sustainability
NA	NA	NA	NA

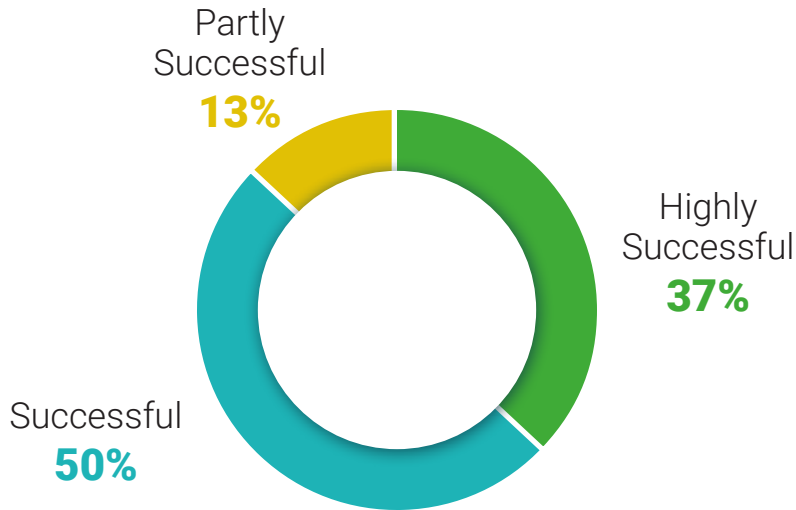
PROJECT NAME			
Temane Transmission Line Project (Midterm Evaluation)			
MEMBER COUNTRY	EVALUATION TYPE		
Mozambique	Project Evaluations (PE)		
DESCRIPTION	OVERALL RATING		
	NA		
SUB-CRITERIA RATING			
Relevance	Effectiveness	Efficiency	Sustainability
NA	NA	NA	NA

PROJECT NAME			
Efficient Outdoor Lighting for Tashkent City Project			
MEMBER COUNTRY	EVALUATION TYPE		
Uzbekistan	Project Evaluations (PE)		
DESCRIPTION	OVERALL RATING		
			
SUB-CRITERIA RATING			
Relevance	Effectiveness	Efficiency	Sustainability
			

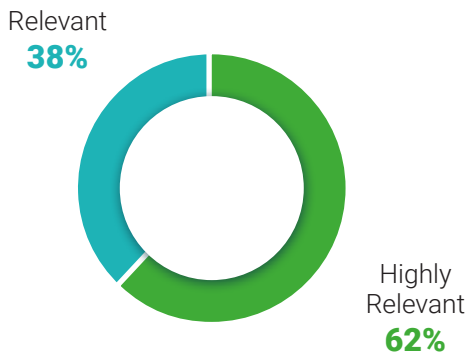
## Appendix 2: Project Evaluation Ratings

### 2.1. Performance across four evaluation criteria

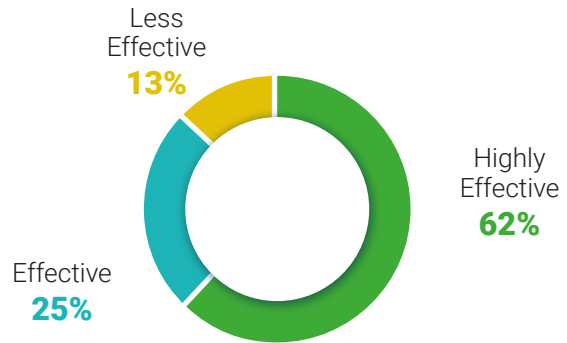
Overall Assessment of 8 PPERs



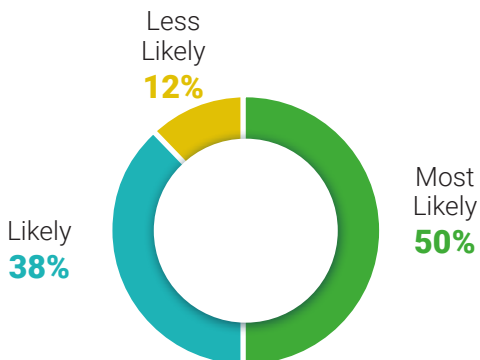
Relevance



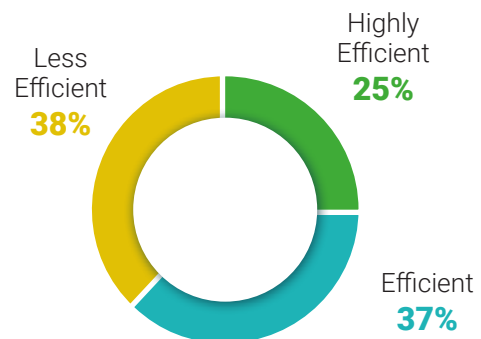
Effectiveness



Sustainability



Efficiency

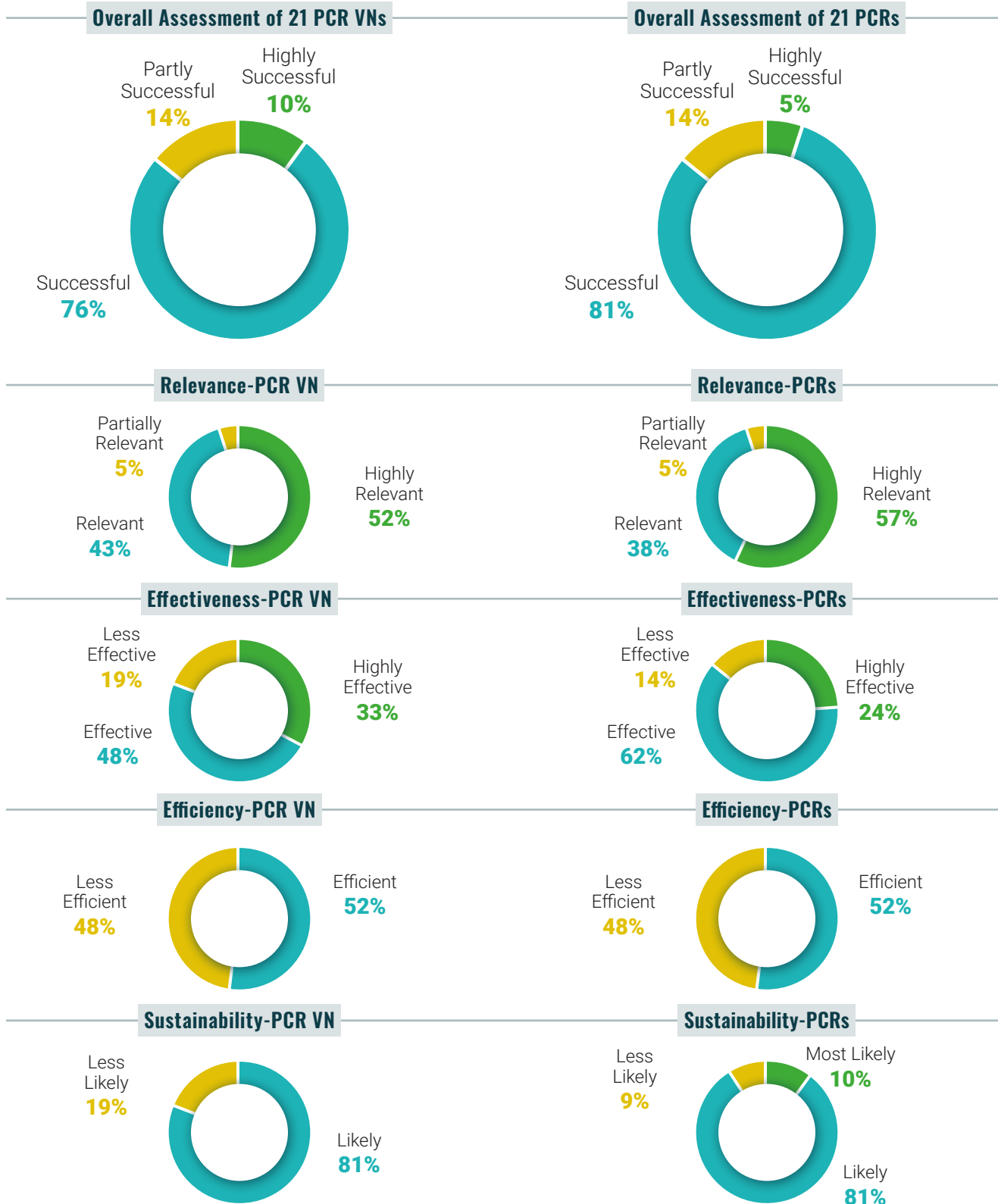


[This sample is limited in scope and does not represent the full IsDB energy portfolio.]

## 2.2. PCR validation ratings

IEvD prepared 21 PCR validation notes, validated 7 PCRs (33%) as submitted and revised the rating of 14 PCRs (67%).

### Evaluation Criteria based assessment of PCR and PCR VNs. (Number and % of total 21 PCR-VNs)



## Appendix 3: List of Macro Evaluations







EVALUATION TITLE	CLICK OR SCAN QR
Country Engagement Evaluation of the IsDB Group in the Federal Republic of Nigeria	
Cluster Evaluation Report on IsDB Special Assistance to Muslim Communities in the Kingdom of Thailand	
Thematic Evaluation of Women’s Empowerment Policy and Youth Development Strategy	

## Appendix 4: List of 2025 PCR Validation Assessment Scores

PROJECT NAME	COUNTRY	SECTOR	RELEVANCE	EFFECTIVENESS	EFFICIENCY	SUSTAINABILITY	OVERALL ASSESSMENT
Support to the National Malaria Prevention and Control Project	Senegal	Health And Other Social Services	Highly Relevant	Highly Effective	Efficient	Most Likely	Highly Successful
Sustainable Village Project	Mozambique	Agriculture	Relevant	Effective	Efficient	Likely	Successful
Sustainable Village Project	Guinea	Agriculture	Partly Relevant	Effective	Less Effective	Less Likely	Partly Successful
Municipal Solid Waste Management Program	Senegal	WATSAN	Relevant	Less Effective	Less Effective	Less Likely	NA
Access to Energy for Rural Communities Project	Togo	Energy	Highly Relevant	Highly Effective	Efficient	Likely	Successful
The Support to Development of Higher Education Project	Indonesia	Education	Highly Relevant	Effective	Efficient	Likely	Successful
Building Resilience to Recurring Food Insecurity	Senegal	Agriculture	Relevant	Less Effective	Less Effective	Likely	Successful
Development of the University of the Gambia Project	Gambia	Education	Highly Relevant	Effective	Less Effective	Likely	Successful
Antalya Light Rail Project (Phase II) under Urban Transport Program	Turkey	Transportation	Highly Relevant	Highly Effective	Efficient	Likely	Successful
Muharraq Pearling Heritage Conservation and Urban Economic Revival	Bahrain	WATSAN	Highly Relevant	Effective	Efficient	Likely	Successful
Olama-Kribi Road Project – Construction of Olama-Bingambo Section	Cameroon	Transportation	Highly Relevant	Highly Effective	Efficient	Likely	Successful
Upgrading of Tirinyi – Pallisa – Kumi and Pallisa – Kamonkoli Road Project	Uganda	Transportation	Highly Relevant	Highly Effective	Efficient	Likely	Successful
Improvement of Electricity Supply in Bishkek and Osh Cities	Kyrgyzstan	Energy	Highly Relevant	Highly Effective	Efficient	Most Likely	Highly Successful

PROJECT NAME	COUNTRY	SECTOR	RELEVANCE	EFFECTIVENESS	EFFICIENCY	SUSTAINABILITY	OVERALL ASSESSMENT
Opuyo – Moroto 132 KV Electricity Transmission Line Project	Uganda	Energy	Relevant	Highly Effective	Less Effective	Likely	Successful
Reconstruction of North South Alternative Highway (Balyktchy T – Jalal-Abad T)	Kyrgyzstan	Transportation	Highly Relevant	Effective	Efficient	Likely	Successful
Rural Water Supply and Sanitation Project in the Provinces of Boké and Télimélé	Guinea	WATSAN	Relevant	Less Effective	Efficient	Likely	Successful
Main Irrigation Canals of Tashsaka Irrigation System Project in Khorezm Region	Uzbekistan	Agriculture	Highly Relevant	Effective	Less Effective	Likely	Successful
Building Resilience to Recurring Food Insecurity in Gambia	Gambia	Agriculture	Relevant	Effective	Less Effective	Likely	Successful
Building Resilience to Recurring Food Insecurity in Mauritania	Mauritania	Agriculture	Relevant	Effective	Efficient	Likely	Successful
Sarymsak Irrigation Scheme Development Project	Kyrgyzstan	Agriculture	Highly Relevant	Effective	Less Effective	Likely	Successful
Support to the Development of Al-Azhar University Specialized Hospital Project (AUSHP)	Egypt	Health And Other Social Services	Relevant	Less Effective	Less Effective	Less Likely	Partly Successful

## Appendix 5: List of Knowledge Products and Outreach Activities

TITLE	CLICK OR SCAN QR
The Independent Evaluation Department (IEvD) Successfully Completes 2025 IPDET Training for IsDB Group Staff	
IsDB Group's Results & Evaluation Week Highlights Commitment to Evidence-Based Decision-Making	
IEvD Hosts Insightful EvalTalk Webinar on Agriculture and Rural Development Evaluation	
IsDB and AfDB Host Joint Dissemination and Learning Event on Counterpart Funding Evaluation Findings	
IEvD Held an EvalTalks Webinar on RCI Strategy and Policy Evaluation Learnings	
IEvD Launches Evaluation of IsDB Human Capital Development on Health and Education Policies	

## Appendix 6: STEER Business Process







**IsDB**   
البنك الإسلامي للتنمية  
Islamic Development Bank