

IsDB



البنك الإسلامي للتنمية
Islamic Development Bank

ANNUAL EVALUATION REPORT 2025

DIGEST

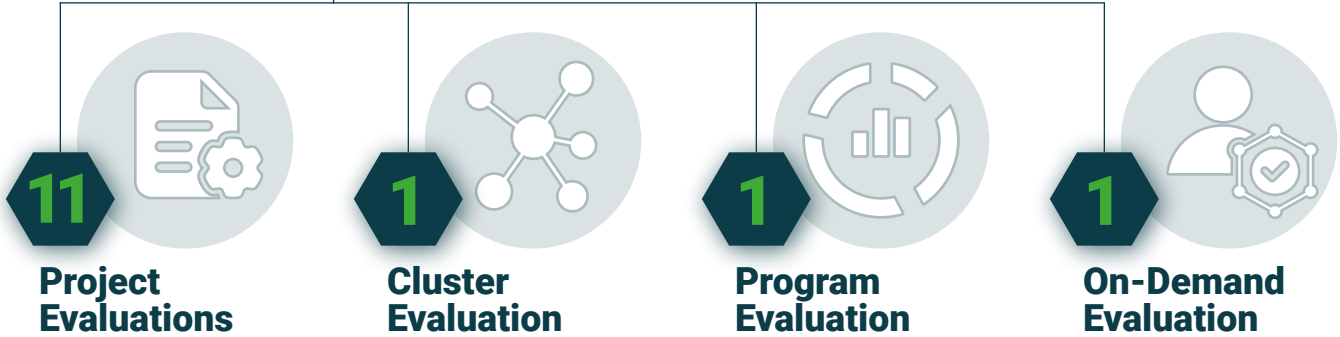
2025 IN NUMBERS



14

PROJECT AND PROGRAM EVALUATIONS

(emphasis on energy sector)



Project Evaluations

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

Cluster Evaluation

Special Assistance Operations in Thailand

Program Evaluation

of the three Tadamon Programs

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



PROJECT AND PROGRAM EVALUATIONS



The 2025 project evaluations focused on the energy sector, assessing a diverse portfolio covering renewable energy, thermal power generation, transmission and distribution, rural electrification, and energy efficiency across nine member countries.

The evaluated 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). The portfolio delivered substantial results: 631.75 MW of new generation capacity, approximately 1,656 km of transmission lines, and over 654,000 tons of annual CO₂ emissions reduction. Notable achievements include

Morocco's Safi Coal IPP, which delivered 1,250 MW of baseload capacity through effective PPP arrangements.

However, implementation challenges persisted. While cost efficiency was generally strong, most projects faced delays ranging from 17 months to over seven years due to procurement challenges, land acquisition issues, and external shocks including COVID-19.

Three key lessons emerged. First, safeguard systems require adaptive design and ongoing oversight: environmental compliance must be designed for real operating conditions, and safeguard plans updated when project scope changes. Second, strong sovereign support and enforceable contractual frameworks are decisive for mobilizing private financing: government guarantees, payment discipline, and clear risk allocation are key to securing investment under PPP models. Third, financial sustainability in rural electrification depends on effective revenue collection and supportive policy frameworks: projects without enforceable cost-recovery mechanisms faced recurring viability challenges.

The department also evaluated two programs: IsDB Special Assistance to Muslim Communities in Thailand and the Tadamon Community Empowerment Program, both underscoring the need for strategic targeting and robust monitoring.



MACRO EVALUATIONS: CORPORATE, COUNTRY AND THEMATIC

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 alongside operational constraints.

Strategic alignment remained strong. The Country Engagement Evaluation of Nigeria confirmed portfolio alignment with Nigeria's National Development Plan 2021-2025 and Agenda 2050, covering 67 interventions totaling USD 1.3 billion. Quality at Entry reviews of ten MCPs and nine CEFs confirmed strong relevance and alignment with national priorities.

Operating model improvements showed progress with persistent bottlenecks. The Corporate Evaluation of Operational Efficiency documented measurable gains between 2014 and 2023, the share of projects reaching first disbursement within 18 months rose from 29% to 53%. However, centralized fiduciary functions

continue to slow execution, and only 48% of completed projects have PCRs.

The Bank made progress in mainstreaming gender and youth priorities, but measurement gaps remain. The Thematic Evaluation of Women's Empowerment Policy and Youth Development Strategy showed gender and youth mainstreaming rising from 9% in 2019 to 81% by 2024. However, outcome evidence remained uneven, with frequent gaps in sex and age disaggregation.

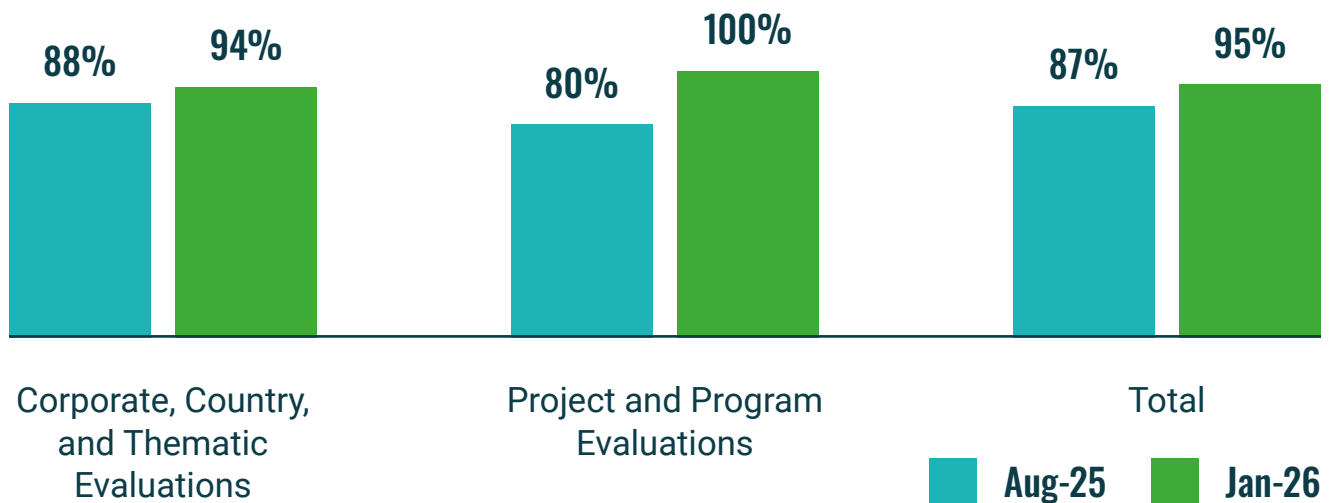
The evaluations highlight three findings. Country strategies are well-aligned with national priorities, but weak operational readiness constrains evaluability. In Nigeria, solid sector-level outputs did not always translate into outcomes due to slow start-ups, delays, and sustainability risks. And women's empowerment interventions delivered strongest results when program design deliberately combined access to finance, skills training, and market linkages.





EVALUATION RECOMMENDATIONS IMPLEMENTATION, LEARNING, AND OUTREACH

Evaluation Recommendations Implementation Progress*



Evaluation Learning and Outreach

Throughout 2025, the Evaluation Learning and Outreach function strengthened institutional learning and evidence-based decision-making through the production of 31 knowledge products, including the Annual Evaluation Report, 18 digests, four newsletters, and various multimedia outputs.

To ensure these insights translated into practice, capacity-building efforts expanded evaluation competencies across the Bank and its member countries through two major trainings: one designed for participants from 13 francophone African countries and another delivered through the IPDET program for IsDB Group staff.

Knowledge sharing was further advanced through three thematic webinars, including a joint session with the African Development Bank, which facilitated cross-institutional exchange on sector evaluations and counterpart funding. These collective efforts culminated in the IsDB Group 2025 Results and Evaluation Symposium, held on 9–13 November 2025, which promoted evaluability by design for the Group 2026–2030 strategy and contributed to strengthening Group-wide coherence in results measurement, reinforcing a culture of evidence-based decision-making and strategic alignment across the IsDB Group.

*IEvD monitors whether evaluation recommendations have been translated into concrete actions across the Bank through STEER (Systematic Tracking of the Execution of Evaluation Recommendations). The implementation progress is presented twice a year to the Board of Executive Directors.

VOICES FROM THE FIELD

“

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.**

“

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.

— **An IsDB scholarship recipient, Thailand.**

“

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.**



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INDEPENDENT EVALUATION DEPARTMENT (IEvD)

www.isdb.org/independent-evaluation