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## The Independent Evaluation Department (IEvD) 3-Year Rolling Annual Work Plan 2025 – 2027 and 2025 Budget

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FOR APPROVAL

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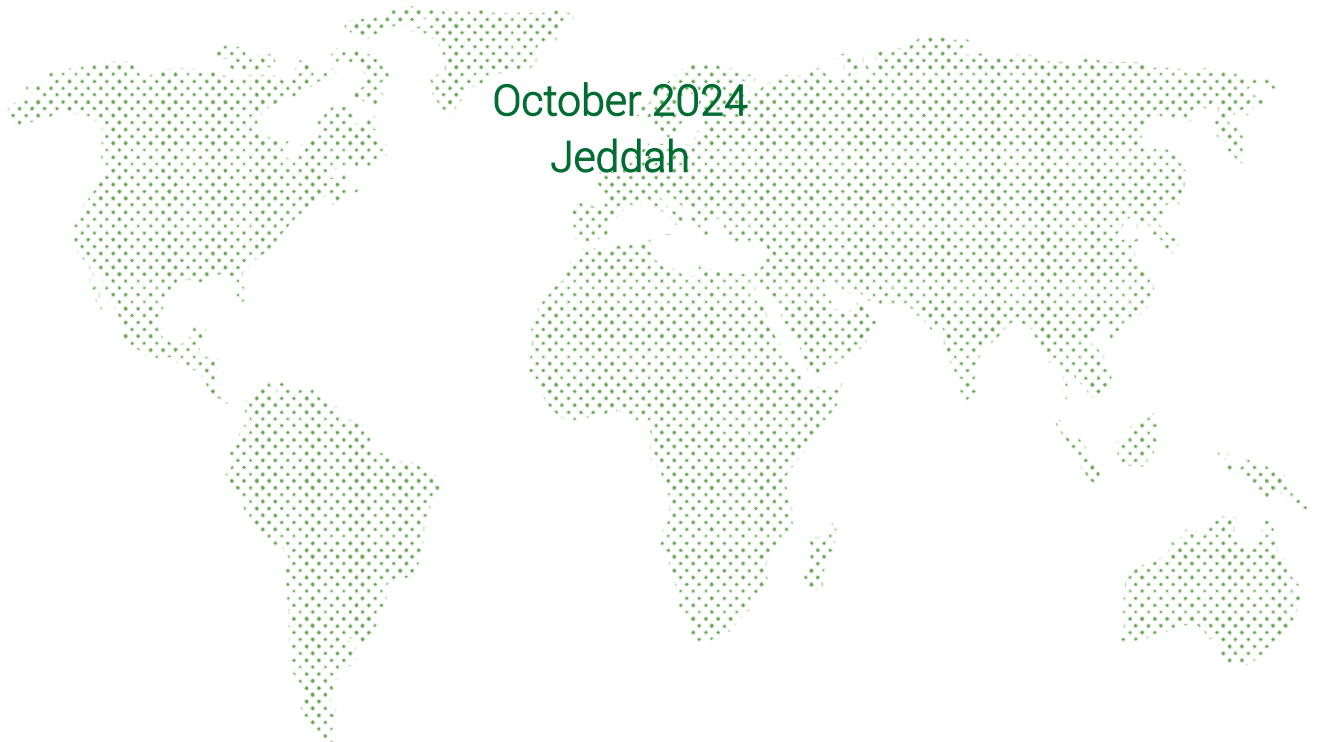
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INDEPENDENT EVALUATION DEPARTMENT (IEvD)

# 3-Year Rolling Work Plan (2025 – 2027) and 2025 Budget of IEvD

October 2024  
Jeddah



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## LIST OF ABBREVIATIONS

3Y-RWP	3 Year Rolling Work Plan
ACG	Arab Coordination Group
ADER	Annual Development Effectiveness Report
AER	Annual Evaluation Report
AWP	Annual Work Program
BADEA	Arab Bank for the Economic Development in Africa
BED	Board of Executive Directors
BTOR	Back to Office Report
CEE	Country Engagement Evaluation
CLEAR	Center for Learning on Evaluation and Results
COVID-19	Corona Virus Disease 2019
CPPE	Country Portfolio Performance Evaluation
DAC	Development Assistance Committee
ECD	Evaluation Capacity Development
ECG	Evaluation Cooperation Group of MDBs
ELO	Evaluation Learning and Outreach
ENAP	École Nationale d'Administration Publique
EvalMENA	Middle East and North Africa Evaluation Network
G	Gregorian
GEI	Global Evaluation Initiative
GPS	Good Practice Standards
HQ	Headquarter
HRMD	Human Resources Management Department
ID	Islamic Dinar
IEvD	Independent Evaluation Department
IMDT	Information Management and Disruptive Technology
IPDET	International Program for Development Evaluation Training
IsDB	Islamic Development Bank
ISFD	Islamic Solidarity Fund for Development
LEARN	Learning for Engagement, Actions, Results, and Networking
MENA	Middle East and North Africa
MC	Member Country
MCPS	Member Country Partnership Strategy
MCPS – CR	Member Country Partnership Strategy – Completion Review
MDB	Multilateral Development Bank
OC	Operations Complex
ODEC	Operations and Development Effectiveness Committee
OECD	Organization for Economic Cooperation and Development
PCR-VN	Project Completion Report Validation Note
PIASR	Project Implementation Assessment and Support Report
PPER	Project Performance Evaluation Report
RWP	Rolling Work Plan
SA	Special Assistance
SBCP	Strategy, Budget, and Corporate Performance
SFD	Saudi Fund for Development
STEER	Systematic Tracking of the Execution of Evaluation Recommendations
WB	World Bank
WP	Work Program

## ACKNOWLEDGEMENTS

This 3-Year Rolling Work Program (2025 - 2027) and Budget for 2025 have been prepared under the overall guidance of and submitted by Ahmed Ag Aboubacrine, Acting Director, IEvD. It has been prepared by a team of IEvD staff led by Ahmed Abdelgawad (Senior Evaluation Specialist), and comprising Elmoiz Ismail (Senior Evaluation Specialist), Golam Mortaza (Evaluation Specialist), and Bashirullah Najimi (Evaluation Specialist), with valuable inputs from Amin Abdullahi (Manager Projects and Program Evaluation), Oguz Ceylan (Lead, Corporate, Country and Thematic Evaluation), Nur Abdi (Associate Manager, Evaluation Learning and Outreach section (ELO)), and ABM Javeed Ahsan (Senior Evaluation Learning and Outreach Specialist).

The draft 3-Year RWP was shared with the VP (Operations), VP Finance & CFO, Acting CEO of ICIEC, CEO of ITFC, Acting CEO of ICD, DG ISFD, DG General Counsel, Acting DG of IsDB Institute, Group Chief Economist, Executive Office of the President, Group General Secretary, Director SBCP, Director Risk Management, Director Integrity & Ethics, and Director Internal Audit for their review and comments. The IEvD team would like to thank all Business Units for providing their feedback and suggestions. All feedback received was duly considered as applicable and in line with the principles outlined in the Bank's Independent Evaluation Policy.

## EXECUTIVE SUMMARY

Evaluations are a vital tool for reinforcing accountability in achieving results and for providing objective analysis and insights that help the Bank continuously enhance its performance. The Independent Evaluation Department (IEvD) is fully committed to contributing to the implementation of the Islamic Development Bank's (IsDB) Realigned Strategy for 2023-2025 by offering evidence that guides strategic and operational decision-making. Through joint evaluations with key strategic partners, IEvD not only creates shared evidence but also reduces the evaluation burden on Member Countries (MCs). Additionally, IEvD will intensify its efforts in strengthening evaluation capacity and establishing a systematic framework to support the promotion of development effectiveness.

As demand from IsDB senior management grows for high-level evaluations to inform critical corporate and operational decisions, as well as real-time evaluations for timely adjustments, maintaining a balanced range of evaluation products is essential. The careful mix of projects, programs, corporate, country, and thematic evaluations ensures credibility, maximizes value, and optimizes costs. By strategically selecting evaluations, IEvD enhances its ability to influence outcomes and aligns the Bank's initiatives with its overall development goals.

In the upcoming 3-Year Rolling Work Plan (3YRWP), the IEvD places a particular focus on strategic and corporate evaluations in addition to project and program evaluations. These evaluations are instrumental in shaping key decisions at the highest levels, ensuring that IsDB's operations drive greater development effectiveness and deliver long-term, impactful results for its Member Countries.

In 2025, for project-level evaluations, IEvD will prioritize the Energy sector to gain deeper insights and a more comprehensive understanding of this critical area. By focusing on this sector, IEvD aims to enhance evaluation learnings and generate more valuable findings. This approach will also help identify and address both internal and external strategic evidence gaps, which are crucial for increasing the department's influence and ensuring that evaluations are more impactful. The

project-level evaluations will be a key building block for the energy sector evaluation planned for 2026.

One of the goals of the evaluation function is to anticipate where evidence can have the greatest value and contribute to the most significant outcomes. By proactively targeting areas where evidence is needed, IEvD can help prevent the repetition of ineffective policies and reduce the risk of evaluations being misaligned with strategic priorities. Addressing these evidence gaps requires a careful analysis of the Bank's institutional priorities, combined with early engagement with key stakeholders—such as the Board, Management, and Business Services. This upstream engagement allows for a better understanding of their needs and priorities, fostering greater ownership of evaluation outcomes and increasing the likelihood of evidence uptake.

IEvD has updated its 3-Year Rolling Work Plan (3YRWP) for 2025-2027 with defined milestones to allow for flexibility in the work program. This approach ensures that the evaluation function remains adaptable to the evolving needs of management and provides relevant, timely input to ongoing and emerging discussions within the Bank. To support this plan, IEvD has developed a detailed work program and budget for 2025, along with an indicative plan for 2026-2027, ensuring that the department remains aligned with strategic objectives and prepared to address future challenges. Details of the IEvD 3Y-RWP (2025 – 2027) are as follows:

### A. PROJECT AND PROGRAM EVALUATIONS (2025-2027)

**1. Ex-Post Evaluation of Completed Projects.** Since 2023, IEvD successfully adopted the practice of selecting projects focused on a given sector to gain a deeper understanding of issues affecting the achievements of the results of projects and programs funded by the Bank under that sector. Then, IEvD linked this analysis with the sector evaluation conducted in the subsequent year. For 2025, IEvD randomly selected 8 projects from the Energy sector approved after 2012 and completed before or by 2022 considering subsector classifications. Similarly, for 2026, projects approved after 2013 and completed before or by

2023 will be considered and for 2027, those approved after 2014 and completed before or by 2024 will be selected.

**2. Mid-Term Evaluation of Ongoing Projects.** IEvD has also started evaluating ongoing projects to document learning and provide robust evidence to inform decision-making. For 2025, IEvD randomly selected 3 projects from the Energy sector approved after 2012.

**3. Joint Evaluations with other DFIs:** At least, one Joint Evaluation will be conducted each year with one of the IEvD partners such as the Saudi Fund for Development (SFD), Arab Coordination Group (ACG) members, MDBs, and other partners. In this context, IEvD will increase its engagements with partners for co-financed projects selected for evaluation.

**4. Program / Cluster Evaluation:** For 2025, IEvD will undertake the evaluation of the Special Assistance (SA) interventions in Thailand.

**5. Special/On-Demand Evaluations:** One to two On-Demand Evaluations will be undertaken each year upon Management's request.

**6. Validation of Self-Evaluation for Projects / Programs:** IEvD will validate all Project Completion Reports (PCRs) reports prepared each year. The validation of Project Implementation Assessment and Support Reports (PIASR) will be paused for 2025 as the PIASR process is currently undergoing improvements. The validation of PIASRs will resume in 2026 or beyond.

## B. CORPORATE, COUNTRY, & THEMATIC EVALUATION (2025 – 2027)

**1. Country Engagement Evaluation (CEE):** One CEE in one selected Member Country each year will be conducted. In principle, candidates for this evaluation will be countries where new MCPS will be prepared and the evidence from the evaluation informs the planning and decision-making.

**2. Sector Evaluation:** One sector evaluation will be conducted each year by assessing the effectiveness of the related policy, strategy, and operations. For 2025, the Health and Education sectors evaluation will be completed under one umbrella of Human Capital Development (Pillar 2 of the Realigned Strategy 2023-2025). It will take stock of all health and education sector projects and program evaluations conducted in 2024.

**3. Thematic Evaluation:** One Thematic evaluation will be conducted each year assessing the effectiveness of the related policy, strategy, and

operations. After evaluating the theme of Women's Empowerment and Youth Development Strategy in 2024, IEvD will undertake the thematic evaluation of IsDB's Climate Change Policy and Action Plan (2020-2025) in 2025. This is one of the key cross-cutting themes under the Realigned strategy. Thematic evaluations of Reverse Linkages and Capacity Development will be considered in the subsequent years.

**4. Organizational / Corporate Evaluation:** One corporate evaluation will be conducted each year. In 2025, IEvD will undertake the 50-Year Assessment of IsDB. This major initiative was requested by the Management as part of the planning of the 5-Year Corporate Strategy of the Bank. In addition, the Corporate Evaluation of IsDB Group's Decentralization Experience being conducted in 2024 will be carried over to 2025. Moreover, the Evaluation of Staff Learning and Development Function and Human Resource Business Process (HRBP) will be carried out in 2026 and 2027, respectively.

**5. Validation of Self-Evaluation of Member Country Strategy / Policy:** No Member Country Partnership Strategy (MCPS) Completion Review is expected to be prepared by the relevant business units in 2025. Hence, no validation of MCPS Completion Reviews will be undertaken in 2025. Instead, IEvD will undertake a Quality at Entry Assessment of 10 MCPSs and 8 Country Engagement Frameworks (CEFs) completed and adopted by IsDB Group by the end of 2024.

**6. Special On-Demand Macro Evaluation:** Besides the above, one macro evaluation may be undertaken by IEvD upon request of management.

## C. EVALUATION LEARNING AND OUTREACH (ELO) ACTIVITIES (2025 – 2027)

The IEvD will continue to prioritize the effective use and uptake of evidence by engaging strategic stakeholders early in the evaluation planning process. A communication strategy will be key to enhancing stakeholder engagement, particularly for evaluations of significant importance. To support this approach, the ELO team is committed to diversifying the range of evidence products, expanding knowledge-sharing initiatives, and improving the dissemination of evaluation findings to reach a wider and more diverse audience.

Building on the innovative approaches piloted in 2023, particularly the use of Virtual Reality (VR) in



project evaluations, IEvD will introduce new tools to further improve access to and utilization of evaluation knowledge, e.g. Chatbot on LEARN. Additionally, the department will continue to explore ways to enhance existing knowledge-sharing platforms and mechanisms, ensuring they contribute to these objectives.

To disseminate and further enhance the uptake and application of evaluation findings, IEvD will continue to organize seminars, workshops and symposiums, both in person and virtually. In this regard, the department will prioritize the quality, content, and influence/impact of its dissemination efforts, rather than the quantity, to ensure greater relevance and practical application. In addition, IEvD will continue to produce and publish high-quality knowledge products as a core component of its evaluation implementation. Collaborating with peer institutions to strengthen best practices, IEvD will also promote evaluative thinking through capacity development and knowledge-sharing initiatives.

Through these combined efforts, IEvD is committed to ensuring that its evaluations are practical, actionable, and contribute meaningfully to improving the Bank's corporate efficiency and development outcomes.



# I: INTRODUCTION

Looking ahead, the 3-Year Rolling Work Program (3Y-RWP) for 2025-2027 will remain focused on generating independent, credible evidence with impartiality and flexibility. This will be key to enhancing development effectiveness and meeting the evolving expectations of IsDB management and staff.

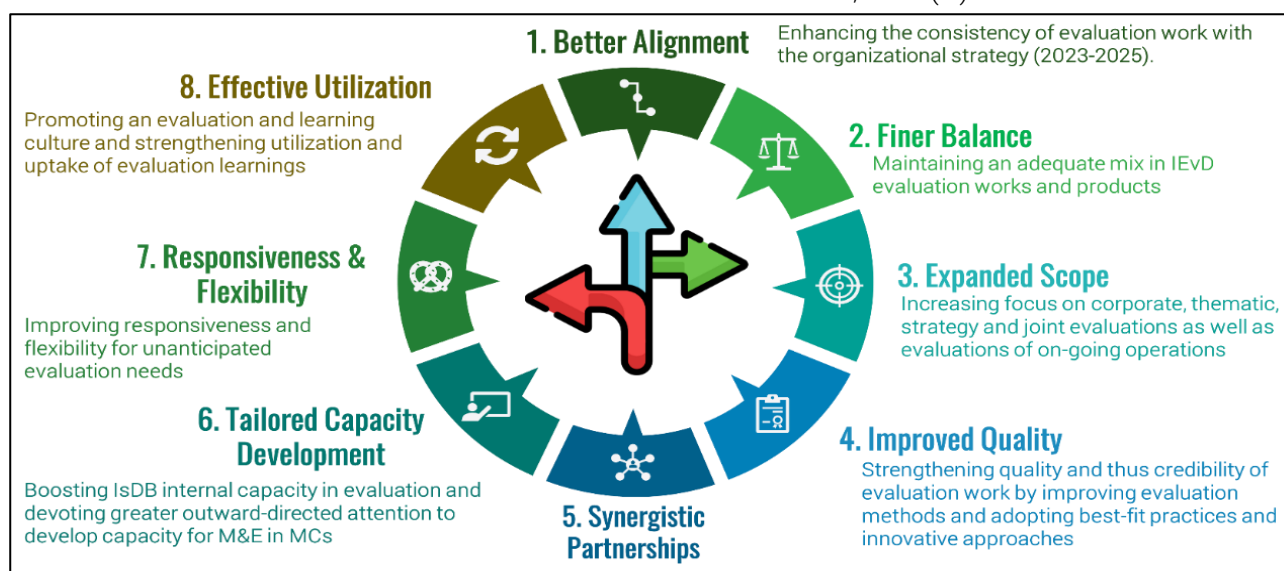
The Independent Evaluation Department (IEvD) continues to perform its mission effectively with an objective to support the Islamic Development Bank (IsDB) in its operational improvement and enhancing the development effectiveness of its interventions through drawing lessons from evaluations. In these efforts, accountability and learnings remain two key purposes of IEvD, aiming to improve the institutional relevance of IsDB and enhancing the development effectiveness of its strategies and operations. Accountability will ensure the demonstration of achieved results, report use of resources, and assessment of the performance of IsDB and its stakeholders. The learning dimension is expected to foster positive changes through the dissemination of evidence-based lessons and recommendations within the Bank and the MCs.

Relying on those key broad purposes, IEvD, as guided by the IsDB Independent Evaluation Policy 2022, will strengthen and institutionalize the independence of the evaluation function and further harmonize the evaluation standards of the IsDB with the Good Practice Standards (GPS) of the Evaluation Cooperation Group (ECG) of Multilateral Development Banks (MDBs) and with

the Evaluation Principles of the Development Assistance Committee (DAC) of the Organization for Economic Cooperation and Development (OECD). Internally, IEvD will continue to report directly to the Board of Executive Directors (BED) through the Operations and Development Effectiveness Committee (ODEC) and be oriented and inspired by the BED for its future operational activities.

In 2022, IEvD developed its first comprehensive 3-Year Rolling Work Plan (3Y-RWP) for 2023-2025 with a strategic direction that serves as the Evaluation Strategic Framework for 3 consecutive years. The purpose of the 3Y-RWP was to: (i) enhance the impact and value of IEvD work through better alignment of the evaluation activities with the Bank's Realigned Strategy 2023-2025, (ii) re-calibrate the business model of IEvD to embrace the emerging practices in the field of development evaluation and leverage the power of innovative technological solutions, and (iii) improve planning for annual evaluation work in light of shifting priorities, increased demand for evaluation by the Management, tightened resources and changing operating environment in order to remain useful and relevant.

In line with similar purposes and building upon the previous 3Y-RWP (2024-2026), this 3Y-RWP for 2025-2027 will (i) conduct project, program, sector, thematic, country engagement, business process, and institutional evaluations; (ii) contribute to knowledge creation and transfer by disseminating its evaluation findings within and outside the Bank; (iii) strengthen the evaluation capacity of the Bank staff and MCs; and (iv) harmonize its evaluation



policies, procedures, and methodologies with international standards to generate robust evidence.

IEvD has been progressing well to achieving balance in the workplan by prioritizing the critical areas identified in the strategy of the bank and connecting with the external organizational priorities.

## II: CONTEXT

Considering the evolving global landscape, the demand for better evidence, and the increasing importance of strategic partnerships, evaluation decisions, and execution must account for a wide range of dynamics that shape their process and impact. In preparing the 3-Year Rolling Work Plan (3Y-RWP) for 2025-2027, IEvD considers pressing global challenges, the specific needs of IsDB Member Countries (MCs), and the Bank's strategic priorities.

IsDB MCs have now passed the midpoint of the 2030 Sustainable Development Agenda, but significant gaps remain in achieving the Sustainable Development Goals (SDGs). This shortfall is primarily due to persistent challenges such as conflicts, climate crisis, economic instability, and the lingering effects of the COVID-19 pandemic. In several MCs, progress toward the SDGs has stalled, with reversals in key areas like poverty reduction, education, and health.

At the same time, there is a growing demand for greater organizational accountability and more effective development outcomes. Strengthening institutional accountability not only enhances governance mechanisms but also boosts the impact of development efforts. In response to this, the IsDB has adopted a Realigned Strategy for 2023-2025, focusing on two key pillars: (i) **green, resilient, and sustainable infrastructure**, and (ii) **inclusive human capital development**. Cross-cutting areas include **Islamic Finance, Climate Change, Women & Youth, and Capacity Development**. These strategic priorities, guided by principles of responsiveness, empowerment, results culture, and synergy, form the foundation for IEvD's evaluation activities.

As MCs seek visible results and impactful outcomes, there is a clear need for improved monitoring of projects and programs to enhance accountability and foster ownership of the

development process. Under the Realigned Strategy, IsDB emphasizes fostering a results-driven culture and improving project quality at both the design and implementation stages. In support of this, IEvD will conduct a series of flagship evaluations, covering a broad spectrum of operations, and of sector, corporate, and thematic areas, to provide evidence that can inform future interventions and enhance development effectiveness.

Climate change remains a critical global challenge, with its effects increasingly disrupting ecosystems, economies, and livelihoods. IsDB Member Countries, particularly low-income nations, are experiencing heightened vulnerabilities due to more frequent and severe climate-related events such as droughts, floods, and changing weather patterns. These impacts exacerbate existing socio-economic challenges, threatening long-term development and resilience. To better address these challenges, IsDB requires evidence of its past approaches in climate adaptation and mitigation, particularly in sectors such as agriculture, water, and rural development. The Independent Evaluation Department (IEvD) will undertake an evaluation of the Bank's climate change policy, strategy, and operations to identify lessons learned and inform future interventions aimed at enhancing climate resilience in Member Countries. This evaluation will guide efforts to build more sustainable and adaptive communities, enabling MCs to better withstand the growing impacts of climate change.

Though the impact of the COVID-19 pandemic has subsided, its aftermath revealed significant weaknesses in the health and education systems of IsDB Member Countries. Many MCs continue to struggle with inadequate infrastructure and service delivery, which undermines their ability to respond to future crises. In 2025, IEvD will evaluate IsDB-financed energy projects to assess their effectiveness and provide insights that will shape future sector policies and strategies.

As part of IsDB's broader change management initiative, IEvD will continue to evaluate the Bank's organizational structure, corporate functions, and alignment with the Realigned Strategy. This will ensure that the Bank adheres to the highest standards of evaluation quality and operational efficiency, enhancing the effectiveness of its interventions in MCs.

Building on the 2024 project-level evaluations in the health and education sectors, IEvD will now focus on evaluating the broader effectiveness of IsDB's interventions in Human Capital Development. This will provide crucial insights into the Bank's role in strengthening health systems and education frameworks, with a focus on identifying what has worked, what challenges remain, and how future interventions can be optimized for greater impact.

Looking ahead, further evaluations in 2026 and 2027 will examine IsDB's policies and strategies within the energy and other sectors, ensuring that they align with the Bank's overarching development objectives and global priorities. These assessments will help refine the Bank's approach, fostering stronger outcomes in capacity development, equitable access to services, and resilience in these sectors.

The 3Y-RWP for 2025-2027 is designed with flexibility to respond to emerging demands from the Board and senior management, ensuring that IEvD's evaluations remain relevant and useful in addressing pressing issues. By aligning its work with the strategic objectives of the IsDB Realigned Strategy, IEvD will continue to provide evidence that informs decision-making and enhances the Bank's overall development effectiveness.

### III: HIGHLIGHTS OF 2024

#### A. PROJECT-LEVEL EVALUATIONS OF 2024

**1. Ex-Post Project Evaluations:** In 2024, the focus of the evaluation was on the Health and Education sectors. Overall, IEvD has undertaken 10 project evaluations by the end of the year 2024 in the health and education sectors. In addition, one on-demand post-evaluation is being conducted based on management requests.

**2. Ex-Post Evaluations of Completed Projects Jointly with Other DFIs:** Out of the 10 project evaluations, the evaluation of the Construction and Equipping of the Dalal Jamm Hospital Project in Senegal was carried out jointly with the Saudi Fund for Development (SFD).

**3. Mid-Term Evaluation of On-Going Projects:** in 2024, IEvD conducted 4 project mid-term evaluations financed by KAAP under the Mobile Medical Units Program for Seven Asian Countries.

**4. Program / Cluster Evaluation:** During 2024, the IEvD carried out a cluster evaluation of Ethiopia

Special Assistance (SA) Projects. It covered 15 projects, and the scholarship program in Ethiopia.

**5. Validation of Self-Evaluation:** IEvD received 16 PCRs during 2024 and is expected to complete all PCR Validation Notes by the end of the year. In addition, IEvD validated 2 PIASRs. Moreover, a Synthesis of PCR-VN Findings covering all the PCR-VNs prepared from 2021-2023 is being finalized.

#### B. MACRO-LEVEL EVALUATIONS OF 2024

Overall, IEvD worked on 11 macro evaluations in 2024, including 5 newly initiated evaluations: 1) Thematic Evaluation of Women Empowerment and Youth Development; 2) On-Demand Evaluation of THIQA; 3) Corporate Evaluation of Operational Efficiency at Implementation and Exit; 4) Country Engagement Evaluation of Nigeria; and 5) Corporate Evaluation of IsDB Group Decentralization Experience.

Six Evaluations that were initiated earlier were completed in 2024, namely: 1) Country Engagement Evaluation (CEE) for Egypt; 2) Sector Evaluation of the Agriculture, Water, and Rural Development; 3) Thematic Evaluation of the Regional Cooperation and Integration Policy and Strategy; 4) Corporate Evaluation of the ISFD, 5) Corporate Evaluation of Awqaf Properties Investment Fund (APIF). and 6) On-demand Evaluation on the Impact of Organizational Restructuring on Business Stability.

The two MCPS completion review validations planned for 2024 were not done since there was no MCPS completion review received.

#### C. EVALUATION LEARNING AND OUTREACH (ELO) OF 2024

The Evaluation Learning and Outreach Section has continued to expand its activities, both internally and externally, through increased engagement with key stakeholders, broader dissemination of knowledge, enhanced staff competencies, and the ongoing refinement of evaluation guidelines and toolkits. At the end of Q3-2024, these initiatives included the successful organization of 15 knowledge-sharing sessions in 2024- including some with development partners such as the Asian Development Bank and The Evaluation Cooperation Group (ECG), as well as the preparation, publishing, and distribution of over 34 knowledge products. These products, tailored to a diverse range of stakeholders, included 12

Knowledge Series (K-Series), 8 Evaluation Discussion Notes (EDNs), six videos, five articles, and four newsletters. The Department has also launched the second edition of the Glossary of Key Evaluation Terms in three languages (Arabic, French, and English) in partnership with OECD. In addition, the IEvD made significant strides in innovation by piloting the use of Virtual Reality (VR) imaging in five project evaluations in 2024 in Uganda, Mauritania, Senegal, Türkiye, and Indonesia. The use of VR enriched further the collection of evidence and offered new ways to visualize project outputs.

## IV: PROPOSED ROLLING WORK PLAN FOR 2025 - 2027

This section presents the proposed 3Y RWP (2025 - 2027) for the following three main streams of the Department: (i) Project and Program Evaluations; (ii) Corporate, Country, and Thematic Evaluations; and (iii) Evaluation Learning and Outreach activities. Also, this section highlights the 2025 AWP for these three areas including the budget for 2025. The details of the activities of the 3Y-RWP are provided in [Annex-1](#).

### A. PROJECT & PROGRAM EVALUATIONS PROPOSED ACTIVITIES

#### 1. Ex-Post Evaluation of Completed Projects:

Like the previous 2 years, IEvD will continue linking the project evaluation with macro evaluations. Thus, the selection of the eligible projects will be based on a link of the project evaluations with the sector evaluations while maintaining the geographical coverage and project size diversity. The eligibility of projects for evaluation is determined based on the following criteria:

- a) **Time Factor:** The approval and completion dates are key factors for determining the eligibility of projects for long listing.
- b) **Completion Date:** Projects completed at least two years before the evaluation are selected as pertinent for the purpose of post-evaluation to allow for sufficient time for these projects to achieve their development results.
- c) **Approval Date:** Projects approved no earlier than 10 years prior to the evaluation date are selected.

For 2025 evaluations, only projects approved after 2012 and completed before or by December 2022 are considered. For 2025 evaluations, projects approved after 2013 and completed before or by 2023 will be considered. Similarly, for 2026, projects approved after 2014 and completed before or by 2024 will be considered.

It is proposed that one of the main sectors/ themes be considered as a featured sector/theme each year and most of the project evaluations will be linked to it. During 2024 focus was on the Health and Education sectors. For 2025, the featured sector will be the **Energy** sector in Alignment with **Pillar 1 "Green, Resilient and Sustainable Infrastructure"**, of the Realigned Strategy 2023-2025.

Based on the above criteria, a long list of 25 eligible energy projects was generated. The list was then divided into the five main sub-sectors namely: (i) Conventional Energy, (ii) Renewable Energy, (iii) Rural Electrification, (iv) Energy Efficiency, and (v) Transmission and Distribution for the purpose of representation of different sub-sectors in the subsequent selection process. For 2025, the projects were not divided into two lists based on the disbursement amount (below and above USD 10 million) since the disbursements of energy sector projects are usually higher than USD 10 million.

Accordingly, the firm list of projects to be evaluated in 2025 includes 8 randomly selected projects from the energy sector in 8 Member Countries (See details in Annex-2). The projects were financed through different modes of financing such as Loan, Leasing, Instalment Sale, and Istisna'a. In 2026 and 2027, other main sectors such as the Water and Urban Sector Development, and Transport will be considered as featured ones with the most project evaluations linked to these sectors. The list of projects to be evaluated in 2026 and 2027 will be developed for the work programs for these years.

**2. Mid-Term Evaluation of On-Going Projects:** For 2025, IEvD will conduct 3 mid-term evaluations of ongoing projects in the Energy sector. The same selection criteria and process used for completed projects were applied to identify the ongoing projects for evaluation. In addition, a disbursement ratio of 30% to 70% was used as a selection criterion. The above disbursement ratio is justified



by the fact that it represents a meaningful level of physical implementation of projects, enabling the evaluation to be more useful.

**3. Joint Evaluations with other DFIs:** At least, one Joint Project Evaluation will be conducted each year with one of the IEvD partners such as ACG members, ECG members, and other MDBs. In this context, IEvD will increase its engagements with partners for co-financed projects selected for evaluation.

**4. Program / Cluster Evaluation:** One Evaluation of a cluster of SA operations in non-member countries and/or an evaluation of a special program will be undertaken. For 2025, IEvD will undertake the evaluation of SA interventions in Thailand, which has not been covered before.

**5. Validation of Self-Evaluation Reports:** In 2025, all Project Completion Reports (PCRs) completed during the year 2024 will be validated (~20). Similarly, all completed PCRs will be validated in 2026 and 2027. The validation of Project Implementation Assessment and Support Reports (PIASR) will be paused for 2025 as the PIASR process is currently undergoing improvements. The validation of PIASRs may resume in 2026.

The summary of project evaluations planned for 2025 is presented in [Annex-2](#).

## **B. CORPORATE, COUNTRY & THEMATIC EVALUATION PROPOSED ACTIVITIES**

**1. Country Engagement Evaluation (CEE) / Country Portfolio Performance Evaluation (CPPE):** For 2025, one country will be selected based on portfolio analysis and a list of planned new MCPs for 2026. IEvD is planning to make future CEEs more focused, striving for depth over breadth by focusing on specific questions, evidence gaps, and any priority issues for the country and the Bank.

**2. Sector Policy / Strategy Evaluation:** One or two sector strategies and policy evaluation will be conducted each year. In 2025, IEvD will conduct the evaluation for both health and education sectors under one umbrella of Human Capital Development (**Pillar 2 of the Realigned Strategy 2023-2025**). The aim is to assess how the Bank's interventions under its pillar #2 have contributed to improving development outcomes in Member Countries, particularly in enhancing access, quality, and sustainability of services.

**3. Thematic Policy / Strategy Evaluation:** One thematic strategy and policy evaluation will be conducted each year. For 2025, IsDB Climate Change Policy and Action Plan (2020-2025) will be evaluated, including the Green Sukuk issuance and utilization. Reverse Linkages and Capacity Development will be considered in the subsequent years.

**4. Corporate Evaluation:** One Evaluation of an organizational function or process will be conducted each year. For 2025, IEvD will undertake the 50-Year Assessment of IsDB. In addition, the Corporate Evaluation of IsDB Group's Decentralization Experience, which was started in 2024, will be completed in 2025. Moreover, the Evaluation of Staff Learning and Development Function and Evaluation of the Human Resource Business Process (HRBP) will be carried out in 2026 and 2027, respectively.

**5. Validation of Self-Evaluation for Country Strategy:** Previously, one or two validations of MCPS/CEF Completion Reviews are undertaken each year depending on availability. However, no MCPS/CEF Completion Review is expected to be prepared by the relevant business units in 2025. Hence, no validation of MCPS/CEF Completion Reviews will be undertaken in 2025. Instead, IEvD will undertake a Quality at Entry Assessment of the available 10 MCPs and 8 Country Engagement Frameworks (CEFs) completed and adopted by IsDB Group by the end of 2024.

**6. Special On-Demand Macro Evaluation:** Besides the above, one macro evaluation may be undertaken by IEvD upon request of management.

## **C. EVALUATION LEARNING AND OUTREACH (ELO) PROPOSED ACTIVITIES**

The IEvD is committed to delivering independent and credible evaluations that promote accountability and promote learning throughout the IsDB Group. To support this commitment, the Department will enhance its knowledge generation and dissemination practices, emphasizing both quality and practical utilization to drive informed decision-making. Key efforts include investing in knowledge management, improving the quality of evaluation products, and ensuring that findings, lessons, and recommendations are effectively communicated to stakeholders. To achieve this, IEvD has outlined the following key ELO activities for 2025–2027:

## 1. Development and Dissemination of Evaluation Knowledge Products

- **Annual Corporate Reports:** Each year, IEvD will maintain its Annual Evaluation Report (AER) while being committed to contributing to IsDBG Corporate Performance Reports: (i) Annual Development Effectiveness Reports (ADER) of IsDB and IsDB Group entities; and (ii) IsDB's Annual Report.
- **Knowledge Products:** IEvD will produce and distribute insights through Knowledge Series (K-Series), Evaluation Discussion Notes (EDNs), insight papers, and articles.
- **STEER Bi-Annual Progress Reports:** Two reports will be published annually to track the implementation of Management Action Plans (MAP) based on independent evaluation recommendations.
- **E-Newsletters:** Quarterly newsletters will summarize activities, findings, and lessons learned.
- **IsDB Group Evaluation Symposium:** This annual flagship event will be organized each year to foster a culture of evaluation, disseminate evaluation findings, and promote learning. The event will be organized either virtually or in-person in 2025.
- **Internal and External Engagement Events:** The department will organize topical seminars, webinars, and workshops on a regular basis including at least one macro evaluation dissemination event in a Member Country annually.

## 2. Enhancement of Evaluation Knowledge and Learning Systems

- **Evaluation Recommendations Monitoring:** STEER will continue to be used for tracking and enhancing the use of evaluation insights. In 2025, the Department will revise the STEER guidelines based on lessons learned since the launch of the STEER platform in 2020.
- **Promotion of the LEARN Platform:** IEvD will upgrade its LEARN knowledge portal to improve user experience and access to knowledge products. The improvements will focus on creating a more seamless, user-friendly interface that facilitates quicker, easier access to relevant evaluation findings and lessons. Besides, IEvD will pilot the integration of an AI-powered chat box in

LEARN in collaboration with the Information Management and Disruptive Technology (IMDT) Department.

- **Frequently Updating of IEvD Page on IsDB Extranet:** After launching its external webpage in 2024, IEvD will continue updating it with new content on evaluation knowledge and activities (news and events). In the coming three years, the IEvD will continue to closely work with the Communication and Outreach Department to enhance accessibility to evaluation materials.

## 3. Evaluation Capacity Development and Partnerships

- **Capacity Building for IsDB Group Staff, including IEvD Staff.** IEvD will continue to organize and participate in seminars, webinars, and conferences. It will also host internal retreats for team building. Additionally, the department will provide training on foundational (IPDET) and advanced evaluation methodologies and tools, ensuring that both IsDB Group staff and IEvD staff are equipped with the latest skills and knowledge. E-learning courses on evaluation tools, offered through the STEER and LEARN platforms, will be supported by communication campaigns targeting both staff of Headquarters and Regional Hubs.
- **Partnerships for Evaluation Capacity Development (ECD):** IEvD will continue its engagement with partners like the Global Evaluation Initiative (GEI), Al Athar Impact Centre, EvalMENA, ENAP, Hamad Bin Khalifa University in Doha - Qatar, Mohamed V University in Rabat – Morocco, and other relevant organizations having a keen interest in strengthening Monitoring, Evaluation, and Learning capacities in IsDB Member Countries.

IEvD will remain also committed to supporting the establishment of CLEAR for the MENA region in Riyadh, Saudi Arabia by the World Bank in collaboration with the Ministry of Economy and Planning. In this regard, collaboration with organizations like the Global Evaluation Initiative (GEI) and other partners will continue to play a key role in advancing shared learning and capacity-building initiatives. Furthermore, active participation in the Evaluation Cooperation Group (ECG) meetings will support the exchange of best practices and contribute to the development of guidance notes to further improve evaluation

standards across institutions.

The details of the evaluation and ELO activities are provided in [Annex-1](#).

## V: RESOURCE REQUIREMENTS

The proposed annual budget of IEvD for the implementation of the 2025 AWP is estimated to be ID 577,743. The breakdown of various cost items of the budget is shown in **Table 1** and the details are in [Annex-3](#). The submitted annual budget covers the evaluation work program detailed herein. Any other additional evaluation work that may be requested during 2025 would require additional budget resources. Out of the total budget, 75% of resources will be used to undertake Project, Program, and Macro Level evaluations and 25% of the budget will be used to increase the use of evidence to inform decision-making in the Bank.

**Table 1: Summary of IEvD's Proposed Budget for 2025**

Activity		Amount (ID)	%
PPE	Consultancy	60,000	
	Business Travels	109,200	
	<b>Sub-total</b>	<b>169,200</b>	<b>29%</b>
CCTE	Consultancy	200,000	
	Business Travels	57,500	
	<b>Sub-total</b>	<b>257,500</b>	<b>45%</b>
ELO	Consultancy	12,000	
	Business Travels	53,735	
	Stationery and Printing	25,673	
	Seminar and Conferences	50,635	
	Memberships & Subscriptions	5,000	
	Reception & Entertainment Reason	2,000	
	Miscellaneous Expenses	2,000	
	<b>Sub-total</b>	<b>151,043</b>	<b>26%</b>
	<b>TOTAL</b>	<b>577,743</b>	<b>100%</b>

## VI: CONCLUSION

This 3-Year RWP (2025-2027) of the IEvD is aligned with IsDB's Realigned Strategy for 2023-2025. The program offers enhancements in the business model of independent evaluation at the Bank. It covers a wide range of relevant evaluation products to promote the use of evidence for operational and corporate decision-making. The IEvD's 3-Year Rolling Work Program 2025 – 2027 and the 2025 Budget are hereby submitted to the Operations and Development Effectiveness Committee (ODEC) for clearance and subsequent approval of the Board of Executive Directors (BED).

## ANNEXES

[ANNEX 1: IEVD 3 YEARS ROLLING WORK PLAN \(2025-2027\)](#)

[ANNEX 2: 2025 FIRM AND BACKUP LIST OF ENERGY PROJECTS TO BE EVALUATED](#)

[ANNEX 3: IEVD 2024 DETAILED ANNUAL BUDGET](#)



## ANNEX1: IEVD 3 YEAR ROLLING WORK PLAN (2025 – 2027)

		Evaluation Product	2025			2026			2027		
			KPI	M*	C**	KPI	M*	C**	KPI	M*	C**
1. Project and Program Evaluations	1.1	Project Post Evaluation Reports (PPERs)	8	8	3	8	8	5	8	8	5
	1.2	Evaluation / Review of On-Going Projects	3	3	0	3	3	0	3	3	0
	1.3	Program / Special Assistance/Cluster Evaluations	1	1	0	1	1	0	1	1	0
	1.4	Joint Evaluation/On Demand Evaluation	1	1	0	1	1	0	1	1	0
		<b>All Project and Program Evaluation Products</b>	<b>13</b>	<b>13</b>	<b>3</b>	<b>13</b>	<b>13</b>	<b>5</b>	<b>13</b>	<b>13</b>	<b>5</b>
	1.5	PCR-Validation Notes	100%	2	2	100%	2	2	100%	2	2
	1.6	PIASR – Validation Notes	0	0	0	2	0	0	2	0	0
	1.7	Synthesis Review of PCR-VN Findings	0	0	0	0	0	0	1	0	0
		<b>All Project, Program Evaluations and Validation Products</b>	<b>13</b>	<b>15</b>	<b>5</b>	<b>15</b>	<b>15</b>	<b>7</b>	<b>16</b>	<b>15</b>	<b>7</b>
2. Macro Level Evaluations	2.1	MCPS/CEF Completion Validation Notes (If available) /Quality at Entry Review	2	0	0	2	0	1	2	0	1
	2.2	Country Engagement Evaluation (CEE)	1	4	1	1	2	1	1	2	1
	2.3	Corporate Evaluation (Organizational / Process)	2	4	2	2	2	2	2	2	2
	2.4	Sector Strategy/Policy Evaluation	2	4	1	2	4	1	2	4	1
	2.5	Thematic Strategy/Policy Evaluation	1	4	1	1	3	1	1	3	1
		<b>All Macro Level Evaluation Products</b>	<b>8</b>	<b>16</b>	<b>5</b>	<b>8</b>	<b>11</b>	<b>6</b>	<b>8</b>	<b>11</b>	<b>6</b>
3. Learning Activities	3.1	IPDET (number of Staff)	25	0	1	25	0	1	25	0	1
	3.2	IEvD staff Retreat	1	0	0	1	0	0	1	0	0
	3.3	Attending/ contributing to Learning Events Organized by Peer Institutions and Evaluation Networks	3	6	0	3	6	0	3	6	0
	3.4	Workshops and Capacity Building for MCs	2	4	0	4	2	0	2	4	0
		<b>Total Learning Activities</b>	<b>31</b>	<b>10</b>	<b>1</b>	<b>33</b>	<b>8</b>	<b>1</b>	<b>31</b>	<b>10</b>	<b>1</b>
4. Evaluation Outreach/Dissemination Activities	4.1	Newsletters	4	0	0	4	0	0	4	0	0
	4.2	Knowledge Products for Project and Program Evaluations (K-Series, Articles, Success Stories)	10	0	0	10	0	0	10	0	0
	4.3	Knowledge Products for Macro Level Evaluations (EDNs, Articles, Success Stories)	4	0	0	4	0	0	4	0	0
	4.4	Synthesis Products	1	0	0	1	0	0	1	0	0
	4.5	Annual Evaluation Report	1	0	0	1	0	0	1	0	0
	4.6	Internal Evaluation Engagement/Launch Events	4	0	0	4	0	0	4	0	0
	4.7	External Evaluation Engagement Events	5	5	0	5	5	0	5	5	0
	4.8	IsDB Evaluation Symposium	1	0	0	0	0	0	1	0	0
		<b>Total Outreach/Dissemination Activities</b>	<b>30</b>	<b>5</b>	<b>0</b>	<b>30</b>	<b>5</b>	<b>0</b>	<b>30</b>	<b>5</b>	<b>0</b>
5. Other Activities	5.1	Methods and Tools (Adoption of innovative technology)	1	0	1	1	0	1	1	0	1
	5.2	Development of IEvD Rolling Work Program	1	0	0	1	0	0	1	0	0
	5.3	Contribution to IsDBG Corporate Performance Reports (ADER, IsDB Annual Report)	2	0	0	2	0	0	2	0	0
	5.4	Promoting Use of Evaluation Knowledge Management System "LEARN"	1	0	0	1	0	0	1	0	0
		<b>Total All Other Activities</b>	<b>5</b>	<b>0</b>	<b>1</b>	<b>5</b>	<b>0</b>	<b>1</b>	<b>5</b>	<b>0</b>	<b>1</b>
<b>Grand Total All Evaluation Activities</b>			<b>87</b>	<b>46</b>	<b>12</b>	<b>87</b>	<b>39</b>	<b>15</b>	<b>90</b>	<b>41</b>	<b>15</b>

\* M = Number of Missions

\*\* C = Number of Consultancies

## ANNEX-2: 2025 FIRM AND BACKUP LIST OF ENERGY PROJECTS TO BE EVALUATED

Table 2: Firm List of Completed Energy Projects to be evaluated

Project Code	Country	Project Title	Sector	Sub-Sector	Mode of Finance	Disbursed Amount (million USD)	Co-Financiers
TUN0137	Tunisia	Mornaguia Gas Turbine Power Plant Project	Energy	Conventional Energy	Inst. Sale	175.36	1. Ministere Des Finances 2. Saudi Fund for Development
SAU1003	Saudi Arabia	Fadhili Combined Heat and Power Project (FCHPP)	Energy	Conventional Energy	Leasing	101.96	1. KFW IPEX-BANK GMBH KFW IPEX-BANK GMBH 2. Sumitomo Mitsui Banking Corporation Euro 3. The Bank of Tokyo-Mitsubishi UFJ, LTD Th 4. Korea Eximbank 5. The National Commercial Bank The National
MRT0141	Mauritania	Solar Rural Electrification Project in Aftout Elchargui Zone	Energy	Rural Electrification	Loan IsDB, Loan ISFD, and Instalment Sale	10.67	1. Government of Mauritania 2. OPEC Fund for International Development
TGO0028	Togo	Access to Energy for Rural Communities in Togo Project	Energy	Rural Electrification	Loan IsDB and Loan ISFD	10.34	1. Government of Togo 2. OPEC Fund for International Development
KGZ0047	Kyrgyzstan	Improvement of Electricity Supply in Arka Area of Batken Region	Energy	Renewable Energy	Loan	14.40	National Electricity Grid of Kyrgyzstan
TUR1011	Türkiye	Asagi Kalekoy Hydro Electric Power Plant Project - Clean Energy and Energy Infrastructure Program (TKB II)	Energy	Renewable Energy	Inst.Sale	180.00	
UZB0068	Uzbekistan	Efficient Outdoor Lighting for Tashkent City Project	Energy	Energy Efficiency	Inst.Sale	29.76	Government of Uzbekistan
IRN0106	Iran	Esfahan Power Transmission Project	Energy	Transmission and Distribution	Istisna'a	94.95	Government of Iran

Table 3: Backup List of Completed Energy Projects to be evaluated

Project Code	Country	Project Title	Sector	Sub Sector	Mode of Finance	Disbursed Amount (million USD)	Co-Financiers
MLI1005	Mali	90 MW Kayes Thermal Power Plant Project	Energy	Conventional Energy	Leasing	34.73	1. Burmeister & Wain Scandinavian Contracto 2. Argan Infrastructure Fund Argan Infrastr 3. Investeringsfonden For Udviklingslande I 4. Infrastructure PPP Africa Fund Infrastru 5. Redox Power Solutions Redox Power Solution 6. Banque Centrale Populaire Banque Central 7. West African Development Bank 8. SABA ISLAMIC BANK
GIN0105	Guinea	Rehabilitation of Tombo-5 Power Plant Project	Energy	Conventional Energy	Inst. Sale	9.61	Government of Guinea
MLI0125	Mali	Balingue II Power Plant Project	Energy	Conventional Energy	Leasing	27.92	Government of Mali
BGD0170	Bangladesh	Rural Electrification Expansion Project in Barisal Division	Energy	Rural Electrification	Inst. Sale	13.87	Government of Bangladesh
MOZ0039	Mozambique	Niassa Rural Electrification (Phase II) Project	Energy	Rural Electrification	Loan	6.41	1. Government of Mozambique 2. Arab Bank for Economic Development in Africa 3. Kuwait Fund for Arab Economic Development 4. OPEC Fund for International Development 5. Saudi Fund for Development
MAR0142	Morocco	The Safi Independent Power Plant Project	Energy	Renewable Energy	Istisna'a	56.55	Government of Morocco
JOR1003	Jordan	About 49.5MW Wind Farm Project (Xenel)	Energy	Renewable Energy	Leasing	52.45	International Finance Corporation
UGA0091	Uganda	Opuyo-Moroto 132 kV Electricity Transmission Line Project	Energy	Transmission and Distribution	Istisna'a	61.67	Government of Uganda

Table 4: Firm List of On-going Energy Projects to be evaluated

Project Code	Country	Project Title	Sector	Sub Sector	Mode of Finance	Disbursed Amount (million USD)	Co-Financiers
MOZ1010	Mozambique	Temane Transmission Project - TTP	Energy	Transmission and Distribution	Leasing and Loan	45.91	1. African Development Bank 2. Norwegian Agency for Development Coopera 3. OPEC Fund for International Development 4. Development Bank of Southern Africa Deve 5. World Bank Including: IDA, IFC and IBRD
BGD0172	Bangladesh	Power Grid Expansion Project	Energy	Transmission and Distribution	Istisna'a	114.75	1. Government of Bangladesh 2. Asian Development Bank 3. French Development Agency
GUY1015	Guyana	Small Hydro Power Plants (Moco Moco, Kumu & Ikuribisi)	Energy	Renewable Energy	Inst.Sale	10.64	Government of Guyana

Table 5: Backup List of On-going Energy Projects to be evaluated

Project Code	Country	Project Title	Sector	Sub Sector	Mode of Finance	Disbursed Amount (million USD)	Co-Financiers
MAR0140	Morocco	Supporting the Electricity Transmission and Distribution System Project	Energy	Transmission and Distribution	Instalment Sale	74.27	Government of Morocco
TCD1003	Chad	Solar Energy for Rural Development	Energy	Rural Electrification	IsDB Loan and ISFD Loan	6.46	1. National Office of Electricity 2. Government of Chad
MLI1013	Mali	Sirakoro 100 MW Thermal Power Plant	Energy	Conventional Energy	Inst. Sale and Leasing	129.70	Government of Mali

## ANNEX-3: IEvD 2025 DETAILED ANNUAL BUDGET

Linkages with the IsDBG Strategic Framework Areas	Planned Outputs	Planned Activities consultancies	Budget (ID)	Planned Inputs
Results Based Management/ Evidence on Strategy Pillar 2 focus "Inclusive Human Capital Development" with specific focus on Health and Education Sector	1. 8 ex-Post Project Evaluation (PPER), 3 evaluations of on-going projects and 1 Program / Cluster Evaluation	1B. Three (3) consultants with a cost of ID 12,000	36,000	ID 577,743 budget covering the travel, consultancy, training, printing, and other costs needed to deliver the program
		1C. Eleven (11) 2-member missions are planned	109,200	
	2. 1 Joint Evaluation/ On Demand Evaluation.	2A. Undertake One (1) Joint Evaluation/ On Demand Evaluation with a co-fancier.	Budget will be covered by #1 above	
	3. A maximum of 20 Project Completion Report Validations produced	3A. Undertake desk reviews, hire 2 consultants, synthesize learning from PCR VNs, draft reports, process them through various fora and finalize 20 PCR-VNs and 2 PIASR VNs.	24,000	
	4. 6 Macro Evaluation Reports	4A. Undertake desk-reviews, hire five (5) consultants and mount 2-3 field missions per macro evaluations. Also prepare BTORs, draft reports, processing them through various fora and finalizing them. Produce insight papers.		
		4B. 4B. Tentatively, 6 Macro Evaluations are planned in 2025, including the 50-Year Assessment of IsDB requested by the Management. The details are: (i) Country Engagement Evaluation; (ii) Corporate Evaluation of IsDB at 50-Year; iii) Evaluation of IsDB Human Capital Development Policies and Strategies (covering Education and Health Sector); iv) Thematic Evaluation of IsDB Climate Change Policy and Strategy; (v) Review of the Quality at Entry of MCPs and CEFs; and (vi) Special On-Demand Evaluation. The total cost for the consultancies will be ID 200,000. The consultancy budget covers only five evaluations at an average cost of ID 40,000 each. An increase in the number of Macro Evaluations is expected due to higher demands from Management and Board. One macro evaluation will be covered either internally by IEvD staff (without consultant) or by using any saving that might be made.	200,000	

Linkages with the IsDBG Strategic Framework Areas	Planned Outputs	Planned Activities consultancies	Budget (ID)	Planned Inputs
		4C. About 16 Business Travels will be undertaken as evaluation missions. The budget of the field missions (3 members each) is estimated to the total cost ID 57,500	57,500	
Result Based Management / Build Capabilities in Strategic Pillars / Knowledge Management	5. Prepare the Annual Evaluation Report 2024,	5A. Design, edit, and print the Annual Evaluation Report, 6 Reports on Macro Evaluations, and other materials associated with these publications costing.	25,000	
		5B. Designing editing and printing of other IEvD knowledge dissemination video production(s), costing	10,000	
	5C. Obtain subscriptions for evaluation memberships (including ECG)	5,000		
	6A. Organize 2 events from macro-level evaluations	30,000		
	6B. Organize 1 Global Evaluation Event (7th IsDB Group Evaluation Symposium) online	10,000		
	6C. Attend 6 relevant events; international conferences of MDBs, and learning events organized by evaluation societies and partner institutions, which will cost (ID 4,500 each)	33,000		
	6D. Represent IsDB in Evaluation Cooperation Group (ECG), OECD DAC EvalNet, GEI, and Annual Meetings (Director's Missions).	25,043		
	6E. Organize Two capacity-building workshops on Evaluation for Member Countries	0		
	7A. Pilot use of AI-Powered Tools as a new source of synthesis and analytics to enhance LEARN Utilization.	9000		
	Reception & Entertainment Reason (for IEvD guests and keynote speakers)	2,000		
	Miscellaneous	2,000		
		TOTAL (ID)	577,743	
<b>Note:</b> Any additional task from the BED or the Management may require additional resources.				

