



INDEPENDENT EVALUATION OFFICE UPDATE

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Message from Director General

As the year comes to an end, I am pleased to share with you the fourth IEO Update. It has been a satisfying year, and I am delighted to inform you that IEO completed several important evaluation products, which have generated wide interest within the Bank, among its Board of Directors and other stakeholders. I have also

noticed important progress in the Bank's results and evaluation focus and culture. The Board of Directors and the NDB President, Senior Management and staff at large have extended their strong support and cooperation to IEO, which is facilitating the advancement of our activities. We look forward to an

exciting year ahead, and reassure you of our continued efforts and engagement to strengthening the Bank's impact.

Happy Holidays!

Ashwani K. Muthoo

Approval of Evaluation Strategy 2024-2026

The NDB Board of Directors approved, on 28 November 2023, the Evaluation Strategy 2024-2026. The Strategy, the first of its kind for the Bank, is part of IEO's broader enabling environment and aims to operationalise the NDB Evaluation Policy as well as generate a common understanding on the approach to evaluations by IEO.

[Read full Strategy.](#)

Completion of Four Evaluations and Two Ongoing Evaluations

In 2023, IEO completed four major evaluations reports on the following topics: (i) NDB's response to the COVID-19 emergency; (ii) the Brazil Renewable Energy Projects and Associated Transmission; (iii) the China Luoyang Metro Construction and Urban Development Sector Project; and (iv) the South Africa Greenhouse Gas Emission Reduction and Energy Sector Development Project.

All the final reports will soon be made available at www.ndb.int/governance/independent-evaluation/.

During the year, IEO also launched two further evaluations, respectively, on NDB's financial architecture and the role of the Bank's regional offices in strengthening on-the-ground presence, which will both be completed in the first quarter of 2024.

Knowledge Sharing and Partnerships

In addition to further developing its webpages ([Independent Evaluation - New Development Bank \(ndb.int\)](http://Independent Evaluation - New Development Bank (ndb.int))), IEO organised various internal and external seminars, events and workshops, to share evaluation lessons and insights. In particular, a major seminar was organised in Delhi in November to discuss the results of the evaluation of the Bank's COVID-19 emergency loans. Moreover, IEO took part in numerous country-level, regional and international conferences such as the Asian Evaluation Week, Brazil-Africa Forum, Second Sunshine Forum on International Development by the China International Development Cooperation Agency, South Africa National Evaluation Seminar, and others. It is also engaging with evaluation departments and associations in member countries, to conduct joint activities (such as BMEN, ECOI, SAMEA and others).



The 2024 IEO Work Programme

During its meeting at the end of November, the Board approved the IEO work programme for 2024. Two corporate level evaluations will be undertaken next year on NDB's project life cycle and policy framework. In addition, IEO will do its first country portfolio evaluation in India, undertake further project evaluations in Brazil (jointly with CAF - Development Bank of Latin America and the Caribbean), China and South Africa as well as validate all project completion reports. IEO will finalise its Evaluation Manual and introduce an annual report on results and impact. It will continue to engage in evaluation capacity development and partnerships, as well as strengthen further knowledge sharing and outreach activities.

[See the full work programme.](#)

High-Level Evaluation Advisory Committee

The five-member committee is up and running, and in the second part of the year, provided valuable inputs in the preparation of NDB's first Evaluation Strategy 2024-2026. At the Delhi seminar, they took part remotely in a dedicated panel discussion on the evaluation of the COVID-19 emergency response loans sharing their insights on the topic. The first in-person meeting of the Committee is planned in early 2024 at NDB Headquarters in Shanghai.

[Read the full biographies of the members.](#)



Inter-Departmental Working Group on Evaluation

The Working Group is also up and running, and members have been regularly providing inputs on several products and engaging in collective and bilateral discussions with IEO on evaluation methodology and related topics. Four meetings of the Group are planned next year, one per quarter.

Human Resources

In the second part of the year, IEO onboarded Mr. [Manas Puri](#) as Senior Professional Specialist. Further staff recruitments are planned in 2024 to ensure IEO has the required level of human resources to deliver on its mandate. In addition, in the second semester of 2023 and as part of NDB's newly-launched internship programme, IEO welcomed its first intern for three months, Mr. Emil Khayasedinov, from Russia. Emil provided invaluable support to furthering IEO activities, and upon his departure wrote a hand-over note about his experience, also noting that "I was touched by the hospitality and camaraderie of my colleagues. It's a testament to the positive working environment. The experience that I got in NDB and IEO will undoubtedly resonate throughout my career, serving as a benchmark for fostering a collaborative and results-driven work culture". IEO looks forward to welcoming further interns in 2024.

For further information please contact: ieo@ndb.int