

Evaluation Synthesis Report
Preliminary experience in establishing NDB on-the-ground presence
the role of regional offices

Approach Paper: Methodology and Process

Independent Evaluation Office

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Abbreviations and acronyms

ADB	Asian Development Bank
AfDB	African Development Bank
ARC	Africa Regional Centre (NDB)
ARO	Americas Regional Office (NDB)
BoD	Board of Directors
EBRD	European Bank for Reconstruction and Development
ERC	Eurasian Regional Centre
IaDB	Inter-American Development Bank
IEO	Independent Evaluation Office
IFI	International Financial Institution
IFAD	International Fund for Agricultural Development
IRO	Indian Regional Office (NDB)
MDB	Multilateral Development Bank
NDB	New Development Bank
ToR	Terms of reference
ROCs	Regional Offices and Centers
VP & COO	Vice-President & Chief Operating Officer
WBG	World Bank Group

1. Background

1.1 Context of NDB

1. The New Development Bank (NDB, or the Bank) is a multilateral development bank established by Brazil, Russia, India, China and South Africa (BRICS) with the purpose of mobilising resources for infrastructure and sustainable development projects in emerging markets and developing countries.
2. NDB intends to be “new” in three broad areas: relationship, projects and instruments, and approaches¹. New Relationships mean that a relationship of equality, mutual respect, and trust between NDB and member countries permeates all aspects of the Bank’s policies and operations, and national sovereignty is paramount. New Projects and Instruments refers to the fact that NDB is helping to fill an important gap in the global development finance architecture, as financing for and technical expertise in sustainable infrastructure development is limited, despite growing demand. And lastly, as for Approaches, NDB aims to be fast, flexible, and efficient by designing a more streamlined project review and implementation oversight without unnecessary bureaucracy.
3. As the first development institution of global scope set up exclusively by emerging markets and developing countries, NDB started its operations in the Bank’s headquarters in Shanghai from July 2015. As of September 2023, the Bank has approved over 90 projects in its five founding member countries, with a total committed amount of development financing approximately USD 32 billion. 55.4% of the approved projects has been successfully disbursed (around USD 16.9 billion) during the first eight years of NDB’s operations.

Table – 1 NDB’s operations by country as of September 30th, 2023

Member Country	Net approval ² (USD million)	Loan disbursed (USD Million)	Disbursement ratio	Notes
China	8,007.45	4,841.70	60.46%	for 22 sovereign projects
India	7,193.11	4,234.60	58.87%	for 23 projects ³
Russia	4,234.06	2,370.40	55.98%	for 14 projects/ 15 loans
Brazil	6,082.62	1,968.00	32.35%	for 21 projects
South Africa	5,144.79	3,567.60	69.34%	for 12 projects
Sub-total	30,662.0	16,982.20	55.39%	

Source: Loan Dashboard by NDB Finance, Budget, and Accounting (FBA)

¹ NDB General Strategy 2017-2021.

² Amount here has deducted the projects that have been cancelled after NDB Board’s approvals.

³ Number here excluded the projects cancelled and includes one Technical Assistance (TA) project.

4. In 2021, NDB Board of Governors approved admission of its first non-founding members. Bangladesh, United Arab Emirates (UAE), Egypt and Uruguay into the NDB family. Continued membership expansion will enable NDB to promote infrastructure and sustainable development in a larger number of countries, creating an impact beyond its existing members. New members will also strengthen the Bank’s capital base, support portfolio diversification, enhance its capacity to mobilise resources, enrich its development experience and bolster NDB’s role as a platform for wider collaboration among the emerging markets and developing countries. NDB expects its membership to grow consistently and in a geographically balanced manner throughout the 2022-2026 strategy period.
5. The Bank has set itself six targets across the strategic imperatives of the five-years’ strategy cycle from 2022– mobilising resources, financing for impact, and institution building – reflect the primary aspirations of the Bank until 2026:

Box 1: Strategic imperative and targets for 2022-2026

Strategic Imperative	Strategic Targets
Mobilising Resources	Provide USD 30 billion in total volume of approved financing from own balance sheet over 2022–2026
	Extend 30% of total financing in local currencies over 2022–2026
Financing for impact	Provide 30% of total financing to non-sovereign operations over 2022–2026
	Co-finance 20% of projects (in numbers of projects) with partner MDBs over 2022–2026
	Direct 40% of total financing to projects contributing to climate change mitigation and adaptation, including energy transition, over 2022–2026
Institution building	Increase female representation to 40% of professional and managerial staff by 2026

Source: NDB General Strategy For 2022-2026 (Scaling Up Development Finance for a Sustainable Future)

1.2 NDB organizational structure and operating model

6. The Bank’s initial organizational structure was revamped, and a new chart approved by NDB Board of Directors (BoD) in December 2020, and has been implemented in a phased manner from 2021 to 2022. It has been subject to several adaptations as the Bank’s lending volume rapidly grows and the organization expands, including membership expansion. It is to be expected, based on experience from peers, that such adaptation will continue, to ensure that the Bank’s organizational architecture adequately reflects a continually evolving business model of NDB, a gradually growing global membership, an expanding and diversifying work programme and work force and a dynamic operational context.
7. Currently, NDB is a fairly centralized organization, as the Bank’s second General Strategy (2022-2026) confirms: *“The Bank’s existing centralised operating model, based on a lean*

organisational structure and cloud-based IT infrastructure has served its objectives well, allowing for optimal processing and decision-making. NDB will maintain this approach as it continues to further refine and calibrate its delivery capabilities⁴. “Delivering as One Team” is part of the four main elements that are part of a 5-year ambition, which the Bank aspires to be known by the end of 2026 as “Silo-free culture of collaboration, innovation, knowledge and inclusion that attracts and nurtures best-in-industry talent to deliver on the Bank’s mandate with a member country and client-centric approach⁵.”

8. Moreover, the establishment of regional office towards **“Strengthening On-the-ground Presence”** has also been defined as a key building block to achieve NDB’s objective of Financing for Impact, and the important contribution that a global presence with country level representation can bring has been borne out by evaluations from many peer multilateral development banks (MDBs). NDB’s second General Strategy (2022-2026) states:

- *NDB’s experience suggests that an on-the-ground presence helps in scaling up operations in a region. The Bank’s regional offices have been instrumental in developing strong project pipelines in their respective geographies.*
- *The Bank will optimise its workflows by clearly delineating the important role of regional offices in the Bank’s activities. Under the guidance of the headquarters, the regional offices will strengthen their engagement with regional partners in the origination, preparation, implementation and monitoring of projects.*
- *In view of NDB’s membership expansion, business continuity considerations, operating requirements and the need for operating in time zones suitable for accessing global funding pools and maintaining relationships with investors, the Bank could evaluate broadening its presence through a rigorous analysis of its business needs and cost implications.*

1.3 NDB regional offices and centers

9. Regional Offices and Centers were a key element of the Bank’s first General Strategy (2017-2021) which explained their main functions to be *“identification and preparation of bankable projects in BRICS and other member countries. Project preparation encompasses all the activities undertaken to advance a project from conceptualization to implementation, including identification of funding sources, undertaking of assessments and community and stakeholder consultations. Back-office and supporting activities will be kept in NDB headquarters to ensure that regional offices focus on their core functions. Regional offices will operate under the guidance of the head office and in alignment with NDB’s General Strategy.”⁶*

⁴ NDB General Strategy 2022-2026, page 10.

⁵ NDB General Strategy 2022-2026, page 31.

⁶ NDB General Strategy 2017-2021, page 28.

10. In addition to the Bank’s headquarter office in Shanghai, NDB thus now has Regional Offices and Centers (ROCs) in four founding member countries, which are: Africa Regional Centre (ARC, established in 2017), Americas Regional Office (ARO, established in 2019), Eurasian Regional Centre (ERC, established in 2020), and Indian Regional Office (IRO, established in 2022). The Desk for East Asia and Pacific, under the Project Portfolio Management Department (PPMD) based in NDB headquarters at Shanghai, became fully operational in 2021 and is managing the Bank’s operations portfolio of China currently.
11. Each ROC is led by a Director – General (DG), who reports to NDB’s Vice-President & Chief Operating Officer (VP & COO). The Desk for East Asia and Pacific is led by a Principal Professional, supervised by the Acting DG of PPMD under the reporting line of VP & COO. Total number of staff in ROCs as of October 2023 is 23 (including one support staff and one outsourced employee), which is around 10% of the Bank’s total workforce.

Table – 2: Movement of NDB regional offices’ headcounts

Regional offices/ centers	Number of new joiners (annually, net)						Total staffs October 2023
	2018	2019	2020	2021	2022	2023	
Africa Regional Centre (ARC)	3	1	1	-	2	-	7
Americas Regional Office (ARO)	-	1	2	2	2	-	7
Eurasian Regional Centre (ERC)	-	-	2	1	-	2	5
Indian Regional Office (IRO)	-	-	-	-	3	1	4
Total	3	2	5	3	7	3	23

Source: NDB HR Department, as of October 2023

12. The current guiding framework, formally approved by the NDB BoD for the regional offices, is laid out in “Note on Draft General Principles for the Terms of Reference for Regional Offices” (2019-BD19-DOC-024-a) and the “General Principles for Terms of Reference for Regional Offices” (2019-BD19-DOC-024-b). Other guidance documents, such as the terms of reference (ToR) for the regional offices, exist⁷ but has not been approved by NDB BoD.⁸
13. According to these documents, NDB ROCs are the primary interfaces between the Bank and stakeholders in their respective regions. The ROCs are responsible for building and deepening the Bank’s regional partnerships with stakeholders in the respective region. They manage client relations and identify potential partnerships for NDB on-the-ground. Coordinating the work program, leading the project sourcing/ origination and supervision of the implementation of NDB operations in their respective region, with contribution from other departments under the VP & COO as necessary. Thus, the ROCs support the Public Sector Department and the Private Sector and Non-Sovereign Transactions Department in

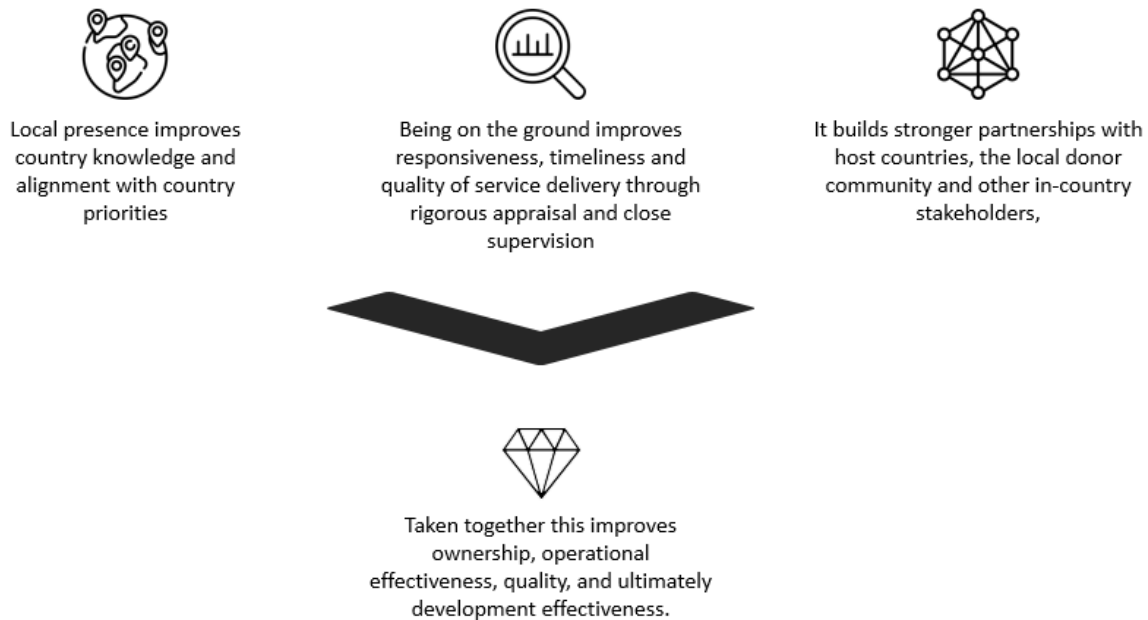
⁷ In July 2021, the former VP & COO, Mr. Zhu Xian, circulated a ToR with staff members under his reporting line, which describes the functions and responsibilities of the VP & COO, its Departments and Divisions.

⁸ “The Bank will finalise the ToR for the ARC and the ARO by incorporating these principles. The ToRs of these regional offices will be submitted to the BoD for its endorsement on no-objection basis.” --- Note on Draft General Principles for the Terms of Reference for Regional Offices (2019-BD19-DOC-024-a).

project preparation and appraisal missions. Project Managers from ROCs lead the process of preparing annual Project Performance Assessment and Project Completion Reports of operations. Furthermore, according to the ToR for Vice Presidency for Operations, NDB ROCs also support and collaborate with the NDB Environmental, Social and Governance Department in monitoring environmental, social, procurement and governance related aspects in the implementation stage of projects and in the dialogue with civil society organizations.

2. Peer MDBs’ experiences

14. Looking at peer MDBs’ operating models and based on available evaluations from comparable International Financial Institutions and United Nations organizations, it appears that most organizations have over time established regional and country offices to strengthen on-the-ground presence in a variety of ways and with varying degrees of delegated power. Common to all is a wish to facilitate efficient and effective service delivery as well as favoring proximity to clients for greater impact.
15. The intervention logic of a regional or country level presence can be articulated as follows:



16. Accordingly, most traditional MDBs/IFIs, especially the Bretton Woods Institutions, started the establishment of their field offices and regional centers from early 1980s, and have since evolved and accelerated their in-country presence, based on a “closer to the client” philosophy. Few organizations have published comprehensive evaluations from the outset but there is a relatively solid body of evaluative studies on various aspects of a client focused operational model and organizational decentralization that can be drawn upon.

17. A brief review of existing summaries of experience with establishing regional/country office for improving on-the-ground presence⁹ from more “mature” organizations – the traditional MDBs/IFIs and United Nations agencies – suggest that in the following issues are common:
- It is a transformative process that generally requires several iterations and frequent realignment of headquarter functions in tandem with efforts to optimize structures and business processes;
 - There are different models of large and small structures, national or regional, complete departments or small liaison offices, etc. that may evolve over time and be used simultaneously – there is no “one size fits all”;
 - Without clarity of objectives, key performance metrics, and a well-articulated strategy, it is not possible later to assess the contribution that the regional or country offices have made to operational effectiveness or development results; and
 - There are in particular two areas of frequent discussion and sometimes disagreement: i) human resource management issues and ii) issues related to clarity of regional offices’ roles, by implication delegation of authority and accountability.

3. Evaluation synthesis

18. This is the first Evaluation Synthesis Report (ESR) that will be produced by IEO. It is therefore important to clarify that ESRs are different as compared to other types of evaluation products (e.g., project evaluation or thematic evaluation), as they focus mainly on learning and knowledge generation, and less on performance assessment. As such, as part of its methodology, the ESR will not make use of the traditional evaluation criteria (e.g., relevance, effectiveness, efficiency, and others), nor assign ratings, in its analysis. The ESR will also not include recommendations for Management or other concerned stakeholders to implement, but rather highlight broad topics and issues that merit attention for the way forward.

3.1 Objectives and rationale

19. As part of the Independent Evaluation Office (IEO) work programme for 2023, the BoD approved the undertaking of this ESR. The main objectives of the ESR are to: (i) capture the initial experience and lessons in setting up of the NDB regional offices for strengthened on-the-ground presence; (ii) identify relevant good practices from peer organizations; and (iii) highlight issues that require Management attention for the way forward.
20. The rationale for preparing the ESR at this point in time are as follows: (i) NDB has been operating for more than 8 years and the first regional office (ARC) was established in 2017. As such, a fair amount of experience has been accumulated that offers opportunities for

⁹ EC 2021/115/W.P.4 annex 3 https://www.adb.org/sites/default/files/evaluation-document/36105/files/eap-ses-decentralization_6.pdf

reflection and making any necessary adjustments to NDB’s approach for strengthening on the ground presence; (ii) Given “strengthening on-the-ground-presence” is a priority in the NDB General Strategy 2022-2026 and the Bank is approaching the midterm in its implementation, it is timely to review the experience so that the remaining period of strategy implementation can be informed by a robust set of lessons and insights; and (iii) this ESR is the first corporate review that will provide a consolidated and independent view of NDB’s initial experience on the topic.

3.2 ESR methodology and key questions

21. The evaluation synthesis will be carried out within the overall framework of the NDB Evaluation Policy¹⁰ and Evaluation Strategy 2024-26.¹¹ The ESR will take as a primary reference the objectives and approach set out for the establishment of the regional offices to strengthen on-the-ground-presence captured in several NDB corporate documents submitted to the Governing Bodies, including the Agreement on the NDB (2014)¹², the General Strategies of 2017-2021 and 2022-2026, the General Principles for the Terms of Reference for Regional Offices of the NDB (2019), and others as appropriate.
22. The Evaluation Synthesis will rely on the application of mixed methods of both quantitative and qualitative analysis including the use of techniques of triangulation for validation of analysis as appropriate. A detailed evaluation framework (see Annex 1) has been produced that will allow IEO to structure its analysis. The instruments for data and information collection may be seen in the next section on evaluation building blocks.
23. While the full set of questions may be seen in Annex 1, some of the key questions that the ESR will examine are as follows:
 - (i) **Scaling up and project pipeline.** Are regional offices contributing to their prime purpose of scaling up operations in the respective regions and developing strong project pipelines? What kind of country business plans have been developed to prioritize and guide their activities?
 - (ii) **Monitoring, supervision and implementation support.** How are regional offices supporting project implementation and monitoring activities including collection and review of progress reports, field visits to on-going projects, periodic project supervision and supporting capacity building for project implementing agencies?
 - (iii) **Partnerships.** How have the regional offices strengthened their engagement with Governments, and national and regional partners to advance the Bank’s mandate?
 - (iv) **Knowledge work.** To what extent and what type of knowledge sharing and outreach activities are being undertaken by the regional office to enhance the Bank’s impact and visibility?

¹⁰ [IEO Final-Evaluation-Policy-1.pdf \(ndb.int\)](#)

¹¹ [IEO-Evaluation-Strategy-2024-2026.pdf \(ndb.int\)](#)

¹² <https://www.ndb.int/wp-content/uploads/2022/11/Agreement-on-the-New-Development-Bank.pdf>

- (v) **Membership expansion.** Taking into account its member expansion, is there need for the Bank to evaluate broadening its presence through a rigorous analysis of its business needs and cost implications?
- (vi) **Regional offices architecture.** How relevant is the role and structure of NDB regional offices to further NDB's broader strategic objectives? Do the regional offices have appropriate levels of human resources and budgets, and IT and administrative infrastructure to advance their activities?
- (vii) **Workflows.** To what extent has the Bank optimized its workflows by clearly delineate the important role of regional offices in the Bank's activities?

3.3 Evaluation building blocks

- 24. The ESR will be prepared based on the following main building blocks:
- 25. **Documents review.** This will entail two main components. The review of: (i) NDB documents; and (ii) evaluative documents produced by peer organizations.
- 26. **Data analysis.** Collection and analysis of quantitative data on a variety of topics such as project pipeline, lending volumes, disbursements, human resources, budgets, and others.
- 27. **Key informant interviews.** The evaluation will conduct customized semi-structured focus group and bilateral interviews with NDB Management and staff, members of the BoD, partner organizations, regional offices, and others.
- 28. **Benchmarking analysis.** While recognizing the specific background, context and operating model of the NDB, a thorough analysis will be done to identify lessons and good practices of relevance from peer organization to the NDB. The peers to be covered include the Asian Development Bank (ADB), African Development Bank (AfDB), Asian Infrastructure Investment Bank (AIIB), Development bank of Latin America and the Caribbean (CAF), European Bank for Reconstruction and Development (EBRD), Inter-American Development Bank (IDB), International Fund for Agricultural Development (IFAD), Islamic Development Bank (IsDB), and the World Bank Group.

3.4 Evaluation team and process

- 29. The ESR will be prepared under the overall leadership and oversight of Mr. Ashwani K. Muthoo, the Director General IEO. Mr. Chao Sun, Senior Professional, IEO is the designated lead evaluator for the ESR, who will be supported by Ms. Dorte Kabell (Senior Evaluation Expert) and Mr. Heng Zhao (IEO Evaluation Analyst). IEO will bear the full responsibility for the contents and quality of the ESR and related outputs.
- 30. The following are the main steps in the ESR process:
 - i) **Preparation of approach paper.** The approach paper will outline the overall context of the ESR, its methodology, process and timelines. The draft will be shared with the NDB Management and BoD for comments and finalized building on their feedback.

- ii) **Data and information collection and analysis.** During this phase, IEO will collect data and information, and conduct its analysis based on the key evaluation questions presented earlier in the paper and those contained in Annex 1. Subject to the timelines of the ESR and as a means to optimize overall costs, any ongoing IEO evaluation missions to NDB member countries will be leveraged to collect data/information and interact with in-country stakeholders.
- iii) **Preparation of ESR.** IEO will prepare and share the draft report for comments by the NDB Management, BoD, and other relevant stakeholders. The comments will be carefully considered in finalizing the ESR. During this phase, discussions will also be held with NDB Management and Board members to exchange views on the findings in the ESR.
- iv) **Discussion in NDB Board.** The final ESR will be discussed in the BoD in the first quarter of 2024.
- v) **Communication and disclosure.** In addition to the ESR, IEO will prepare an Evaluation Lens, a two-page brochure summarizing in a reader-friendly manner the main findings from the evaluation. In line with the NDB Evaluation Policy and Evaluation Strategy, the ESR and the Evaluation Lens will be posted on the IEO webpages on the NDB website and disseminated through a variety of communication instruments.

4. Evaluation synthesis report timeline

31. The broad timelines for the preparation of the ESR are as follows:

Key Activity/ Deliverable	Timeline
Draft approach paper shared with NDB Management and BoD	11 December 2023
Comments received on draft approach paper	2 January 2024
Approach paper finalised	15 January
Draft ESR shared with NDB Management and BoD for comments	19 January
Comments received on draft ESR	9 February
Final ESR shared with Corporate Secretary's Department for transmission to the NDB Board of Directors	29 February
Presentation of report to the NDB Board of Directors	20 March

ANNEXES
Annex 1: Evaluation framework

No.	Clusters of issues	Evaluation questions	Primary data source
(i)	Scaling up operations and project pipeline: strategic objectives, anticipated results and impact	<ul style="list-style-type: none"> • What is the rationale for, and objective of the ROCs as expressed in the NDB's documents? • What contribution do the NDB ROCs currently make to the strategic objectives by strengthening on-the-ground presence? Is there evidence to support their contribution, or if not, what are the data or information should be recorded in a systematic approach for future evaluative work? • Are regional offices contributing to their prime purpose of scaling up operations in the respective regions and developing strong project pipelines? What kind of country business plans have been developed to prioritize and guide their activities? • How relevant is the role and structure of NDB regional offices to further NDB's broader strategic objectives? Do the regional offices have appropriate levels of human resources and budgets, and IT and administrative infrastructure to advance their activities? • Are there any critical issues that could be addressed for the NDB ROCs to better maximize their contribution to the implementation of the NDB General Strategy (2022-2026)? 	Document review Interviews Data analytics Comparative analysis
(ii)	Regional offices architecture: governance and management framework underpinned by a clear ToR	<ul style="list-style-type: none"> • To what extent does the current organizational architecture support effectiveness and efficiency at the level of NDB ROCs and the Bank's Desk for East Asia and Pacific? • How are regional offices supporting project implementation and monitoring activities including collection and review of progress reports, field visits to on-going projects, periodic project supervision and supporting capacity building for project implementing agencies? • Are there any gaps in the administrative and policy framework for the NDB ROCs in terms of providing 	Document review Interviews Comparative analysis

		<p>clear guidance on the respective roles, accountability, and authority?</p> <ul style="list-style-type: none"> • Are there changes that could help ensure that the NDB ROCs fully support the Bank’s organizational efficiency and effectiveness? 	
(iii)	Visibility, partnerships and knowledge management	<ul style="list-style-type: none"> • Given the NDB ROCs’ client-facing role, what are the results in terms of engaging with the host country government and establishing partnerships? Who are the key regional partners, stakeholders and clients for the Bank? • What is the evidence of the Bank’s visibility among peers, partners, and host country government? What activities and strategies have supported efforts to engage and enhance NDB’s visibility? • How have the regional offices strengthened their engagement with Governments, and national and regional partners to advance the Bank’s mandate? • To what extent and what type of knowledge sharing and outreach activities are being undertaken by the regional office to enhance the Bank’s impact and visibility? 	<p>Document review Interviews</p>
(iv)	Workflow, reporting lines and membership expansion	<ul style="list-style-type: none"> • Are reporting lines clear? Is there any information asymmetry between NDB ROCs and headquarters? • Is there scope for optimizing workflows and ensuring information sharing and effective knowledge management? • What specific efforts are made to strengthen the One Bank corporate culture, targeted at the NDB ROCs? • To what extent has the Bank optimized its workflows by clearly delineate the important role of regional offices in the Bank’s activities, especially considering below perspectives: <ul style="list-style-type: none"> ○ The time for response between requests from the regional offices; ○ The impact of time zone difference in responding to client needs, in a lean and fast way; and 	<p>Document review Interviews Comparative analysis</p>

		<ul style="list-style-type: none"> ○ The costs and time involved in deploying people from Shanghai to do appraisal, supervise and monitoring on the ground. ● Taking into account its member expansion, is there need for the Bank to evaluate broadening its presence through a rigorous analysis of its business needs and cost implications? 	
(v)	HR management	<ul style="list-style-type: none"> ● What is the HR strategy or model used to determine the staff mix at the NDB ROCs? Does it include criteria for recruitment, career planning, staff mobility and incentives? ● Is the current staff composition and numbers of staff optimal to meet the ROCs' ToR? 	Document review Interviews Data analytics Comparative analysis
(vi)	Baseline metrics on current performance	<ul style="list-style-type: none"> ● Is it possible with currently available data to establish a baseline that will enable future assessment of impact of the ROCs? 	Document review Data analytics Comparative analysis

Annex 2: Evaluation synthesis report outline (Draft)¹³

Acknowledgements	
Preface by DG IEO	1 page
List of acronyms	1 page
Executive summary	2 pages
Background	
• Context of NDB	3 pages
• Conceptual framework	1 pages
Evaluation Synthesis objectives, methodology and process	
• Objectives	1 page
• Methodology and questions	2 pages
• Limitations and mitigation measures	1/2 page
• Process steps	1/2 page
Evaluation synthesis findings	
• Regional offices and on-the-ground presence	10 pages
• Synthesize the lessons learnt from peer MDBs	2 pages
Conclusions and considerations for the way forward	
• Conclusions	2 pages
• Considerations for the way forward	1-2 pages
Annexes	

¹³ This is a draft and will be further developed as the evaluation is undertaken.

Annex 3: Bibliography and project documents reviewed

Section A - NDB's Policies, Guidelines and General Strategies

- New Development Bank General Strategy for 2022-2026: Scaling Up Development Finance for a Sustainable Future – May 2019
- New Development Bank General Strategy: 2017 – 2021
- Extension of the New Development Bank's Delegation of Signing Authorities of April 28, 2023
- Host Country Agreements for NDB Headquarters and Regional Offices
- NDB Country Partnership Plan
- Policy on Processing of Sovereign Loans and Loans with Sovereign Guarantee
- Policy on Transactions without Sovereign Guarantee
- NDB Project Implementation Guidelines
- Guideline on Approving Changes to NDB Operations

Section B – NDB Board of Directors' Documents

- Note on Draft General Principles for the Terms of Reference for Regional Offices
- Summary Extracts on Regional Office ToR – 19th BoD Meeting (June 25, 2019)
- General Principles for Terms of Reference for Regional Offices of the NDB – Revised
- HR Decisions Extract during 2018-2019 (NDB BoD and BHRC meetings)

Section C – Operational Documents and Reports

- Reassignment Plan circulated by former VP & COO in July 2021
- Term of Reference of the Operations Vice Presidency (July 2021)
- NDB Budget Utilization Reports (from 2019 to 2023)
- NDB Regional Corporate Procurement Plans (from 2019 to 2023)
- NDB Loan Dashboard as of September 30th, 2023
- List of Proposed Projects (summarized from NDB's website in November 2023)
- NDB HR Recruitment and Diversity update (2020, 2021 and 2022)
- Note on Mid-Year NDB HR Headcount Budget Review 2022
- Full list of Staff Members in NDB Regional Offices as of October 2023

Section D – Peer IFIs' Evaluative Works

- Corporate Level Evaluation of IFAD's Decentralization Experience 2023
- An Evaluation: Enhancing the Effectiveness of World Bank's Global Footprint – 2022
- Asian Development Bank Decentralization Progress and Operational Performance - 2013
- Independent Evaluation of the Decentralization Strategy and Process at the African Development Bank – 2009
- Decentralization in Client Countries - An Evaluation of World Bank Support, 1990–2007