

Evaluation Manual

Approach Paper: Preparation of New Development Bank's Evaluation Manual

Owner: Independent Evaluation Office

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ABBREVIATIONS

BOD	Board of Directors
EAC	Evaluation Advisory Committee
IEO	Independent Evaluation Office
NDB	New Development Bank

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I. BACKGROUND

1. The New Development Bank's (NDB) Evaluation Policy¹, approved by the Board of Directors in August 2022, states that "IEO will prepare an evaluation manual that sets out the methodology and processes that will be applied in the assessment and evaluation of the results of NDB policies, strategies and operations. The development of the evaluation manual will provide the opportunity to establish 'state-of-the-art' evaluation criteria for assessing NDB performance. While building on good international practice, the key evaluation criteria should be relevant to the NDB and the specific context of any evaluation undertaken".
2. The Evaluation Policy further states that "the manual will also include a description of the instruments (e.g., ratings) that may be deployed to assess performance of the indicators selected. The manual will define the main counterparts who will be responsible for the implementation of IEO recommendations.....Lastly, the manual will clarify that the timelines for individual evaluations will be carefully determined by IEO in consultation with the NDB and member countries concerned, to ensure all parties are able to contribute towards independent evaluations in an appropriate manner".
3. The purpose of this approach paper is to outline the objectives of the manual, coverage, scope and key issues, process, roles and responsibilities, proposed timelines for its preparation and approval, and roll-out plans.

II. OBJECTIVES OF THE MANUAL

4. The main objectives of the NDB evaluation manual are to: (i) codify approaches to various methodological issues and promote consistency and quality across evaluations as well as help clarify expectations and orient NDB staff and consultants; (ii) generate a common understanding across the Bank of its evaluation methodologies and processes; (iii) facilitate high-quality and methodologically robust evaluations; (iv) promote harmonization across NDB's independent and self-evaluation activities²; (v) outline protocols for internal and external communication at different stages of evaluation processes; and (vi) serve as a key resource for evaluation capacity development of NDB staff and relevant partners in NDB member countries.

III. COVERAGE

5. The manual will serve as the key reference document for all types of evaluations conducted by IEO. It will articulate essential methodological fundamentals, criteria and rating system to be applied, as well as document key evaluation process steps. The core

¹ See https://www.ndb.int/wp-content/uploads/2022/11/IEO_Final-Evaluation-Policy-1.pdf

² Self-evaluation is the responsibility of NDB Management.

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principles enshrined in the Evaluation Policy – independence, utility/usefulness, timeliness, and credibility and transparency – will be carefully embedded in the manual.

6. As stated in the Evaluation Policy, “IEO is responsible for setting evaluation norms and standards for evaluations in line with international standards”. As such, and in order to ensure harmonization between NDB’s independent and self-evaluation activities (e.g., preparation of Project Completion Reports, etc.), the broad provisions outlined in the manual will form the methodological basis for NDB Management in its self-evaluation activities. The manual would also provide guidance to evaluations conducted by partners at the country level, and evaluation practitioners in general.

IV. SCOPE AND KEY ISSUES

7. This manual will focus on four issues: (i) evaluation in the multilateral development context; (ii) Methodology; (iii) Process; and (iv) Formats.
8. *Evaluation in the multilateral development context.* A discussion will be included on evolving evaluation thinking and approaches, and trends and issues in peers of particular relevance for NDB will be identified.
9. *Methodology.* The Evaluation Manual will build on internationally recognised evaluation criteria and good practices, customized as appropriate to the NDB context. There are some methodological issues that will need to be considered, inter-alia, how to factor in changing country contexts in evaluations; how to deal with attribution; how to leverage digital technology for data collection; how to build a robust evidence trails to strengthen the credibility of NDB evaluations; and how to adopt separate approaches to conducting evaluations for public and private sector projects. Finally, attention will be given to identifying innovative methods that can be utilized in IEO evaluations.
10. *Evaluation processes.* In this section, the manual will outline the key evaluation process steps, ensuring a streamlined approach and efficiency.
11. **Formats:** The evaluation manual will include a number of standard formats and templates, for project and other types of evaluations. Standardization is important so evaluations by NDB have a minimum quality benchmark. However, room will be given for customization to specific contexts, such as to tailor evaluations and evaluation reports to specific circumstances while ensuring coverage of the essential elements that need to feature in all evaluation reports.
12. Evaluation methodologies are not static, and new approaches are constantly on the horizon. Hence, the manual will be designed and prepared with a view to being updated periodically, taking into account the evolving thinking in the evaluation industry, the evolution of the multilateral and NDB context, and lessons from its application. More specifically, IEO will ensure that NDB’s specific context, values, and principles are properly enshrined in the Manual.

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V. PROCESS

13. Every effort will be made to make the preparation process of the manual as participatory as possible, and to draw upon existing knowledge and work, as well as good practices and knowledge from peers and internationally recognized experts. The development of the manual will therefore include intensive consultation and participation of NDB staff and, selectively, of consultants throughout the process. Member countries representatives will also be consulted at key stages.
14. The preparation of the manual will be carried out in five broad phases:
15. **Phase 1: Finalization of approach paper.** This phase will include discussions with relevant NDB departments and the Board of Directors.
16. **Phase 2: Preparation of draft working papers.** The papers will be initiated in sequence, starting with the context paper, followed by the other papers, some of which may be initiated simultaneously. In this phase, a thorough benchmarking analysis will be undertaken to identify good practices in evaluation methodologies and processes followed by a variety of multilateral development banks and selected other organisations, with the understanding that any good practices adopted in the Evaluation Manual will be appropriately customized to NDB's specific context.
17. **Phase 3: Preparation of the evaluation manual.** This phase will be devoted to the preparation of the draft manual. Once available, it would be presented to NDB Senior Management, followed by a stakeholders' workshop with NDB staff (which will be organized to exchange views). Representatives from members countries and other organizations will also be invited to the workshop. The final draft manual will be presented to the Board of Directors, and their comments incorporated before finalization.
18. **Phase 4: Dissemination.** Dissemination of the manual is to be done with due use of modern e-learning facilities including You Tube clips. The full manual will also be made available through the IEO webpages on the NDB website.
19. **Phase 5: Development of a training programme.** Within the broader context of NDB's Evaluation Capacity Development initiative, approved by the Board in April 2023, a program to train IEO and NDB staff and consultants and relevant member country stakeholders will be developed, to ensure full implementation and use of the evaluation manual.

VI. ROLES AND RESPONSIBILITIES

20. The preparation of the evaluation manual is included as a key activity in the IEO work programme 2023, as approved by the Board of Directors. As such, the Director General (DG) IEO will have the overall responsibility for its preparation. He will however work closely with NDB Management and staff, in particular colleagues in the Operations and

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Strategy Departments, Office of the President, and others. In particular, he will consult appropriately with the newly established NDB cross-departmental Working Group on **Evaluation**. As mentioned above, periodically, DG IEO will keep the Board informed of progress and seek their feedback, both bilaterally and collectively.

VII. HIGH-LEVEL EVALUATION ADVISORY COMMITTEE

21. The members of the recently established High-Level Evaluation Advisory Committee³ will serve as external peer reviewers in the development of the manual. They will review selected drafts of the manual and provide overall guidance at different stages of the process.

VIII. PROPOSED TIMELINES

Key steps and deliverables	Timeline
Draft Approach Paper discussed with Board of Directors at 40 th session	29 May
Finalisation of Approach Paper with feedback received by the Board	9 June
Preparation of context analysis and benchmarking study	June-July
Drafting of evaluation manual	August-September
Stakeholders' workshop to discuss draft evaluation manual	October
Discussion of draft evaluation manual with the high-level evaluation advisory committee	November
Presentation of final draft evaluation manual in the Board of Directors	1 st quarter 2024
Finalise evaluation manual incorporating feedback by the Board	1 st quarter 2024
Dissemination and roll-out	1 st -2 nd quarter 2024

³ Alexandre Meira da Rosa (Brazil), Sergei Shatalov (Russia), Vinod Thomas (India), Xianbin Yao (China) and Zenda Ofir (South Africa).