



# INDEPENDENT EVALUATION OFFICE UPDATE

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## Message from Director General IEO

As we reach the end of the first half of this year, I am delighted to present this newsletter which gives an overview of some key activities we've been doing in the year to date, with a taste of what's to come before the end of the year too. As you will see, the team has been busy on multiple fronts – completing complex evaluations, beginning work on new ones and representing IEO in multiple fora across the world; all of which will continue into the latter part of the year too. In the midst of this, back in April we also reached an important milestone: the second anniversary of IEO's existence!

We've come a long way, and I thank all IEO team members for

their valuable contributions in building the department and collectively taking forward our evaluation agenda. I am also grateful to the Board of Directors for their guidance and oversight on all evaluation matters including strengthening the independence of the function; and thank the NDB Management and staff for their engagement since our foundation back in April 2022.

We look forward to building on our work thus far to the enhance further the role of independent evaluation for heightened impact of the Bank. I hope that you find this newsletter interesting and informative.

**Ashwani K. Muthoo**

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## Evaluation Manual - the third piece of our evaluation architecture is now complete

In IEO we have three key documents which guide our work. The first two approved by the Board are the [NDB Evaluation Policy](#) and the [IEO Evaluation Strategy 2024-2026](#). This year, we finally completed the third piece of the jigsaw: the Evaluation Manual. To recap: the Policy sets out, amongst other things, the overall authorising environment for our work, and the respective roles and responsibilities of evaluation at the Bank, whereas the Strategy outlines our strategic priorities and how to operationalize the Policy. The Manual, on the other hand, delves into the practicalities of IEO's work - that is, the methodologies and processes we follow to conduct independent evaluations. The Manual will also be a resource for self-evaluations done by NDB Management, and evaluations by partners at the country level. It will be posted on the IEO webpages soon - and I encourage you to read it.

## What are we currently evaluating?

Here's a quick overview of the evaluations we hope to finalise over the coming months: the first are our corporate-level evaluations (CLEs) on the Bank's Policy Framework and Project Cycle. We are also working on the first country portfolio evaluation (CPE) in India and will finalise our first joint evaluation with the Latin American Development Bank (CAF) of a co-financed operation in Brazil, the Pará Sustainable Municipalities Project.

And finally, we are beginning to put together our first "Development Effectiveness Report" (DER) – which will provide an aggregate overview of the results of NDB operations and draw lessons from all the evaluations IEO has undertaken to date. We plan to present the DER to the Board at the end of the year.

## Taking expert advice: NDB High Level Evaluation Advisory Committee (HLEAC) meeting

We welcome external input at IEO to make ourselves better and, to that end in May we hosted, for the first time in person, the members of the HLEAC to Shanghai for a two-day meeting. HLEAC is made up of five development and evaluation experts from a variety of backgrounds, who provide guidance on improving the independent evaluation function at NDB.

Over the two days, they shared their knowledge and views, and provided inputs on the Evaluation Manual, our evaluation on NDB's Financial Architecture and of how to approach our upcoming evaluation



about NDB's first ten years of activities. Committee members also had the opportunity to interact with representatives of NDB Senior

Management as well as with the Inter-Departmental Working Group on Evaluation. Read the short summary of the two days [here](#).

## What evaluations have we completed so far in 2024?

In the first half of the year, we completed multiple evaluations. Of major corporate importance, we assessed NDB's Financial Architecture and also finalized two project evaluations: the Renewable Energy Sector Development Project in South Africa, and the Putian Pinghai Bay Offshore Wind Power Project in China.

In addition, we completed our first "evaluation synthesis", which assessed the experience to date of NDB's "on the ground" presence with its regional offices and centres (see [here](#)).



# Sharing knowledge and learning around the world

The evaluation team has been hosting and participating in numerous learning events to share knowledge and improve our own evaluation approaches. In February, we held a seminar in Beijing with key stakeholders to share the results and lessons with a wide audience from the evaluation of NDB's Luoyang Metro Project (see [here](#)); and in the same month at the 2024 EVALFest, held in Delhi, IEO led a session on approaches and lessons on sustainable infrastructure development in BRICS countries. Then, in mid-June, we participated for the first time in the EvalNet in Paris, and at the end of that month, we participated in the two-day national seminar of the Brazilian Network of Monitoring and Evaluation in Belém (see [here](#)), at which we shared lessons from IEO evaluations undertaken in Brazil and learnt from the network about opportunities and challenges to conducting evaluations in the country.



## What's coming up over the coming months?

Later this year, we will: present numerous reports to the Board, such as on the aforementioned evaluations on NDB's Financial Architecture, Policy Framework, Project Cycle and the India CPE; start designing the important evaluation on the first 10 years of NDB's activities; organise two knowledge-sharing seminars with stakeholders in India and South Africa; hold a training workshop on evaluation methods with partners in the UAE; participate in the Asian Evaluation Week when it touches down in Shanghai and in the National Evaluation Capacities Conference in Beijing. Finally, in September, we will present our initial proposal for evaluations to be done in 2025 to the Budget, Human Resources and Compensation Committee for review, and on that basis, finalise the 2025 work programme and budget for Board approval in December.

## Welcome to new recruits!

Over the first six months of 2024, the evaluation team took on board: Julian Escobar, a data scientist, and John Laird for editorial and content creation; and two interns Afra Ahmad Alsuwaidi - a UAE national (and NDB's first ever staff member from that country); and Miguel Alonso (Brazil). Welcome all!