

# NDB's Policy Framework

## Corporate-Level Evaluation

Independent Evaluation Office | Infographic



### ► Evaluation objectives

To assess how well **NDB's Policy Framework** supports the Bank in fulfilling its Articles of Agreement and General Strategies.



#### Relevance

Assess if the policy framework is **complete** and **aligned** with **NDB's mandate**



#### Effectiveness

Determine how well the framework **guides operations**



#### Efficiency

Evaluate **policy management process** across the policy cycle



#### Coherence

Examine **alignment of policies and instruments to operationalise** them

### ► NDB's policy framework

#### What

NDB uses **policies** to define *what* it does

**Guidelines** provide instructions on *how* policies are implemented

#### How



**Regulatory notes** address instructional gaps on an ad hoc basis

### ► Things that worked well

**63%** of policies developed in the Bank's **first year**

Policies cover essential areas like **operations, treasury and corporate governance**

**Departments take ownership of policies** drawing on their considerable knowledge

### ► Policy breakdown

By number

**48**

Total number of policy documents approved

By area



## ► Key figures

39

policies adopted during the first 3 years

35

policies revised since their initial approval

110

policy revisions approved by the Board

23 policies requiring annual review

41 guidelines to help staff operationalise the policies

## ► Governance and oversight committees

### Board committees

*Support the NDB Board on policy related matters*

- Audit, Risk, and Compliance Committee (ARC)  
*Established 2016*
- Budget, Human Resources, and Compensation Committee (BHRC)  
*Established 2018*

### Internal/Management committees

- Finance Committee (FC)  
*Established 2016*
- Credit and Investment Committee (CIC)  
*Established 2015*
- Executive Committee (EC)  
*Established 2023*
- Policy Coordination Committee (PCC)  
*Established 2017*

## ► Areas for improvement

Policy coordination and oversight responsibilities require more clarity.



Standardised formats for guiding policy length and technical detail should be developed.

A comprehensive policy repository is still to be created.



## ► Recommendations



Develop a **coherent and explicit framework** for all regulatory and guiding documents



Better clarify **institutional anchoring** of policy management (i.e. who's responsible for what)

**Institutionalise a process** for the review and update of policies



Reconsider **approval authority and process** (e.g. use of internal committees)



Strengthen **transparency and accessibility** (e.g. build platform for policy documents)



Develop **sectoral strategies** (e.g. detailed guidance for operational teams)

Identify **resources, skills and support** for effective policy implementation (e.g. training)



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