



**Issue 6**  
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## CONTENTS

**IEO in 2024:  
A year in numbers**

**Ongoing and future  
evaluations**

**Evaluation Manual:  
third piece of NDB's  
evaluation  
architecture finalised**

**Sharing knowledge  
and learning around  
the world**

**IDEAS Conference**

**Visit by the Evaluation  
Cooperation Group  
(ECG)**

**Welcome to new  
recruits!**



## Message from Director General IEO

**Dear readers,**

As we arrive at the end of another year, I am pleased to share with you the sixth IEO update. As you will read, it's been a productive year for us in IEO. We've finalised multiple important evaluations leading to rich discussion and debate with Management and the Board, the third piece of our evaluation architecture, the Evaluation Manual, has been released, and our efforts to build evaluation culture and capacity within and outside the Bank is gaining traction. So let me wish you all a happy end to the year and my best wishes to you for 2025 which will also mark the 10th anniversary of the commencement of NDB operations.



**Ashwani K. Muthoo**



### IEO in 2024: A year in numbers



**8**

Evaluations  
completed



**26**

Projects analysed  
as part of India  
country portfolio  
evaluation (CPE)



**1**

First edition of  
IEO's new  
Report on NDB's  
Development  
Results released



**2**

IEO  
knowledge-sharing  
workshops held in  
member countries  
(China and UAE)

## Ongoing and future evaluations

The corporate-level evaluation (CLE) of NDB's Project Cycle is being finalised internally before its expected tabling at the first Board session of 2025. And the team is preparing for the evaluations that will begin in January 2025 including: CLEs on Ten-Year Evaluation of NDB's Activities and of NDB Human Resources Management; the second CPE, this time on the China portfolio; a thematic evaluation on the energy sector in South Africa; an evaluation synthesis report on the Use of Country Systems in NDB Operations; and two project performance evaluations on the Bihar Rural Roads Project (India) and the Guangdong Yudean Yangjiang Shapa Offshore Wind Power Project (China).



## EVALUATION MANUAL

### Third piece of NDB's evaluation architecture finalised



- ① Evaluation Manual
- ② Infographics leaflet
- ③ Overview flyer

The Evaluation Manual is the third key piece of NDB's evaluation architecture now in place after the Evaluation Policy and Evaluation Strategy. It was released in August.

The Manual provides clear and detailed guidance on evaluation methodologies, processes, approaches and the practical aspects of conducting evaluations. At its core is the use of recognised international practices and standards, with customisation to NDB's specificity and the context of each evaluation.

The Manual will serve as a comprehensive reference for conducting both independent and self-evaluations at NDB and help foster a stronger results and evaluation culture inside the Bank and with our partners; and over the coming months we will be organising various knowledge-sharing activities and training both in house and with partners externally to help with this.

[Read more >](#)





Images from the Joint Technical Workshop with the Ministry of Finance of the UAE held in Dubai on November 11, 2024.

## Sharing knowledge and learning around the world

Over the past 6 months, the evaluation team has been participating in numerous learning events to share knowledge and improve our own evaluation approaches. This included: 31st meeting of the Development Assistance Committee Network on Development Evaluation (EvalNet), Brazilian Monitoring and Evaluation Network (BMEN) National Seminar 2024, the Asian Evaluation Week in Shanghai, the South African Monitoring and Evaluation Association (SAMEA) Conference 2024 and some others.

We were also delighted to have organised a Joint Technical Workshop with the Ministry of Finance of the United Arab Emirates (UAE) entitled, “Learning from global experiences on approaches and practices for sustainable development projects: evaluation, internal audit, compliance and investigation”. This workshop was the first high-level technical event ever organised in the UAE by the Bank since the country became a member in 2021.

[See more >](#)



Images from the BMEN National Seminar 2024 held in Belém, Brazil, from June 24-26, 2024.



## Welcome to new recruits!

Over the final 6 months of 2024, IEO welcomed new colleagues on both long-term and short-term assignments. Xiaozhe Zhang (from China) joined as a Senior Professional; Siyamthanda Dlova (from South Africa) has arrived to offer data crunching support and will be involved in the China CPE; and we also welcomed three interns: Dana Kochieva (Russia) (who provided valuable support until the end of November), Preeti Prajapati (India) and Beatriz Vieira Rauber (Brazil).

**WELCOME (AND FAREWELL!) TO YOU ALL.**



**IDEAS Conference**  
IDEAS & Independent Evaluation Office - New Development Bank

Jointly organized by  
IDEAS  
New Development Bank

## MULTI-DIMENSIONAL EVALUATION

for influence & transformation

04-06 MARCH 2025 ROME | ITALY

#IDEASCONF2025

## IDEAS Conference

Next year from March 4-6 in Rome we will jointly organise the International Development Evaluation Association (IDEAS) Conference 2025 entitled, "Multi-dimensional Evaluation for Influence and Transformation". This prestigious conference aims to serve as a platform for a global dialogue on how evaluation can play a more influential role in contributing to transformational change and will play host to leading voices and actors from the evaluation field. We invite you to spread the word and join if you can.

[Find out more >](#)



## Visit by the Evaluation Cooperation Group

In October, IEO was visited by Evaluation Cooperation Group (ECG) of the Multilateral Development Banks (MDBs). The ECG promotes harmonising approaches to evaluation methodology and we in IEO have asked to become members. Being a member would allow us to share an important platform with leading evaluation offices in MDBs, keeping us abreast of latest developments and innovations in evaluation; and it would also allow us to shape the global evaluation discussion by bringing new perspectives from the Global South to the evaluation space. We will keep you posted on developments with our application to join.

The ECG delegation at NDB HQ (October 8, 2024). From L-R: Ms. Véronique Salze-Lozac'h, Managing Director and Chief Evaluator, Independent Evaluation Department, EBRD, and ECG Chair; Mr. Todor Dimitrov, Head, Independent Evaluation, Black Sea Trade and Development Bank; and Ms. Karen Rot-Munstermann, Evaluator General, AfDB.