

Independent Evaluation Office Work Programme and Budget for 2025 and Indicative Work Programme for 2026-2027

Owner: Independent Evaluation Office

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Abbreviations

AFDI	Asia-Pacific Finance and Development Institute
BHRC	Budget, Human Resources and Compensation Committee
BNDES	Brazilian Development Bank
BoD	Board of Directors
CAF	Development Bank of Latin America
CLE	Corporate Level Evaluation
CPE	Country Portfolio Evaluation
ECG	Evaluation Cooperation Group of Multilateral Development Banks
ESR	Evaluation Synthesis Report
HLEAC	High-Level Evaluation Advisory Committee
IEO	Independent Evaluation Office
IWGE	Inter-Departmental Working Group on Evaluation
MDB	Multilateral Development Bank
NDB	New Development Bank
PCR	Project Completion Report
PCRv	Project Completion Report Validation
RDR	Report on Development Results

Section I. Background and Context

1. The New Development Bank's (NDB) Evaluation Policy requires the Independent Evaluation Office (IEO) to prepare its work programme and budget independently from the NDB Management and present the same to the Board of Directors (BoD), through the Budget, Human Resources and Compensation Committee (BHRC), for approval during their last session in the year. The IEO work programme and budget document serves as a key instrument to operationalise the Evaluation Policy¹ and Evaluation Strategy 2024-2026² approved by the Board.
2. Building on good international practice, the preparation of the IEO Work Programme and Budget for 2025 and Indicative Work Programme for 2026-2027 involved a preliminary step: the preparation of the "High-Level Preview of IEO's Results-Based Work Programme for 2025 and an Indicative Rolling Work Programme for 2026-2027". This preview document was presented to the BHRC in August 2024 to facilitate early consultation and feedback from members. The feedback has been carefully incorporated into this final IEO work programme and budget document for BHRC consideration and subsequent Board approval in December 2024. The proposed work programme has also been informed by a portfolio analysis of NDB projects, discussions with NDB Management, additional consultations in October-November with Board members, and priorities outlined by member countries.
3. While the preview document focused on IEO activities for 2025 and provided an indicative work programme for 2026-2027, this document also includes a brief summary of the implementation of the 2024 activities and some lessons learned throughout the year. Additionally, based on a comprehensive review of staff requirements and cost estimates for each evaluation in 2023 and 2024, it outlines the resource needs and associated budget for 2025. The Board is requested to approve the 2025 work programme and budget, and to offer guidance on the indicative work programme for 2026-2027.
4. As the IEO work programme and budget operationalizes the Evaluation Strategy, it is essential to ensure alignment and synergies between the Strategy and the 2025 work programme. In this document, IEO clearly demonstrates how the proposed activities for 2025 will advance the priorities outlined in the Evaluation Strategy, ensuring transparency and coherence.

¹ See [NDB-IEO-Evaluation-Policy.pdf](#)

² See [IEO-Evaluation-Strategy-2024-2026.pdf](#)

Section II. Implementation of the 2024 work programme

5. This section provides an overview of the progress made by IEO in implementing its activities as agreed with the Board for 2024.³ In 2024, IEO successfully completed two corporate-level evaluations (CLEs): on the Bank's Financial Architecture and the Bank's Policy Framework. In addition, IEO completed its first evaluation synthesis report (ESR) on the Preliminary Experience in Establishing NDB on-the-ground Presence: The Role of Regional Offices.
6. Moreover, IEO completed three project performance evaluations (PPEs) of NDB-financed projects in Brazil, China and South Africa, respectively. Notably, the PPE in Brazil marked IEO's first-ever joint evaluation, conducted with the Development Bank of Latin America and the Caribbean (CAF), focusing on the co-financed Pará Sustainable Municipalities Project. In addition, IEO completed the first-ever country portfolio evaluation (CPE), in India, and the first Report on NDB's Development Results (RDR), which will be presented to the Board in the last quarter of 2024. The CLE of NDB's Project Cycle (with a focus on sovereign operations) is progressing as planned and is scheduled for presentation to the Board in the first quarter of 2025.
7. In terms of methodology development, IEO completed and issued the first edition of its Evaluation Manual. This is a key milestone in putting in place the Bank's evaluation architecture. The Manual is of fundamental importance as it promotes rigor, transparency, and consistency in independent evaluations. It will serve as a guide for NDB Management and staff in conducting self-evaluation activities and will support relevant stakeholders in member countries in carrying out their own evaluations.
8. Beyond its core evaluation work, in May 2024, IEO hosted the first in-person meeting of the High-Level Evaluation Advisory Committee (HLEAC) at NDB headquarters, where members shared insights on the Evaluation Manual, the evaluation of NDB's Financial Architecture, and approaches for IEO's upcoming evaluation of NDB's First Ten Years of Activities⁴. Additionally, IEO has engaged the Inter-Departmental Working Group on Evaluation (IWGE) on multiple occasions to discuss key IEO products.
9. In terms of evaluation capacity development, IEO organised a seminar in Beijing in February 2024, bringing together key stakeholders to share the findings and lessons learned from the 2023 evaluation of NDB's Luoyang Metro Project. Moreover, in collaboration with the

³ Refer to annex 1 for further details.

⁴ [Communiqué from the second meeting \(and first in-person session\) of the NDB High-Level Evaluation Advisory Committee.](#)

Ministry of Finance of the United Arab Emirates (UAE), IEO organised a one-day technical workshop in Dubai in November to discuss evaluation methodologies and related topics with multiple stakeholders.

10. In terms of knowledge sharing, in February, IEO participated in EVALFest in Delhi, organised by the Evaluation Community of India, where it led a session on approaches and lessons in sustainable infrastructure development across BRICS countries. In mid-June, IEO was invited for the first time by the Organisation for Economic Co-operation and Development/Development Assistance Committee (OECD/DAC) to the EvalNet meeting in Paris to share its experiences in evaluations at NDB. In the same month, IEO participated in a national seminar hosted by the Brazilian Network of Monitoring and Evaluation in Belém, where it shared insights from evaluations conducted in Brazil. In September, IEO participated in the 2024 Asian Evaluation Week (AEW) in Shanghai, jointly organised by the Asia-Pacific Finance and Development Institute (AFDI), and the Independent Evaluation Department of the Asian Development Bank (ADB), and the 15th Conference of the European Evaluation Society in Rimini, contributing its views as panellists across multiple sessions. In October, IEO took part in the National Evaluation Capacities Conference organized by United Nations Development Programme (UNDP) and China International Development Cooperation Agency (CIDCA) in Beijing, as well as the South African Monitoring and Evaluation Association (SAMEA) 9th Biennial Conference in Johannesburg organised jointly with the Department of Planning, Monitoring, and Evaluation (DPME) of the Government of South Africa. In the same month, IEO participated in and delivered a presentation at the Impact Evaluation Community of Practice and Climate Evidence Workshop in Bangkok organised by the United Nations World Food Programme. Finally, in line with the Evaluation Policy and Evaluation Strategy, IEO has kept its webpages updated, where all evaluation reports, methodology documents, publications, and related materials are available to a wider audience.
11. In terms of partnerships, IEO signed a partnership agreement with the AFDI in China and another agreement has been concluded with the Development Monitoring and Evaluation Office (DMEO) in India, which will be signed in the near future. Similar agreements will be explored in other NDB member countries in consultation with the Board. Lastly, in October, IEO received a high-level delegation consisting of three heads of evaluation from African Development Bank (AfDB), Black Sea Trade and Development Bank (BSTDB), and European Bank for Reconstruction and Development (EBRD) at NDB headquarters. The purpose of their visit was to engage in discussions with IEO, NDB Management, staff, and Board members to assess IEO's preparedness to join the Evaluation Cooperation Group (ECG) of

the Multilateral Development Banks (MDBs). The outcome of their assessment will be known in early 2025.

12. One important objective of the Evaluation Policy is for IEO to “provide independent feedback to the Board of Directors”. The DG IEO and selected staff took part in all Board meetings during the year, presenting numerous evaluation reports. The DG IEO also attended all BHRC meetings, presenting quarterly reports on IEO budget utilisation as well as discussing with them the IEO work programme and budget priorities. The DG IEO took part in the 9th NDB annual meeting in South Africa, making a presentation on evaluation lessons learned during the energy seminar held on the margins of the meeting and also engaged in the periodic NDB dialogue with civil society organisations/non-governmental organisations (CSOs/NGOs). Moreover, frequent bilateral interactions were held with Board members on specific evaluations and other topics.

Section III. Lessons learned

13. This section provides an account of selected lessons from the implementation of the 2024 work programme and budget, which have been internalised in the IEO Work Programme and Budget for 2025.
14. **Limiting the number of evaluations presented to the Board.** Based on accumulated experience and feedback received, IEO realises the importance of not overloading Board agendas and carefully spacing out the presentation of evaluation reports for discussion. Therefore, going forward, IEO will present at most two evaluation reports per Board meeting, ensuring a more thorough dialogue with Board members and Management.
15. **The need to customise evaluations.** In conducting the evaluation of the Renewable Energy Sector Development Project in South Africa, IEO incorporated two additional evaluation criteria as part of its methodology: transformative equity, and climate and ecosystems health (CEH), based on South Africa's National Evaluation Policy Framework 2019-2024. By placing recipient countries priorities at the heart of its evaluation design, IEO can deliver more impactful and actionable findings that are relevant to both the specific country and the broader sector in which the project operates.
16. **The value of joint evaluations.** Building on the experience of conducting a joint evaluation with CAF in Brazil, IEO realises the value of joint evaluations in fostering mutual learning, cross-fertilisation of experiences and best practices, and strengthening partnerships across organisations. As such, further opportunities will be explored for joint evaluations with like-minded institutions in the future.

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17. **Capacity-building for evaluation.** The evaluations conducted this year illustrated the importance of supporting NDB and its member countries in developing their skills in conducting evaluations. In response, IEO will strengthen its efforts in evaluation capacity development within NDB and member countries, using the Evaluation Manual complemented by concrete case studies as the basis for delivering customised training sessions.
 18. **The need to mobilise local expertise for enhanced evaluation quality and reduce costs.** The experience in 2024 reaffirms the importance of engaging local expertise in evaluations. Hiring country-based consultants not only enhances the evaluation’s relevance through deeper contextual knowledge but also reduces travel costs. Recognizing these benefits, IEO has now developed an internal database of qualified local experts to streamline their involvement in future evaluations, ensuring more cost-effective and context-sensitive assessments.

Section IV. IEO work programme for 2025 and indicative work programme for 2026-27

19. As outlined in the Evaluation Policy and Evaluation Strategy, IEO’s main objectives are to contribute to strengthening NDB accountability and learning for improved development effectiveness, as well as to provide independent feedback to the Board on NDB activities. In order to meet these objectives, IEO prepares a mix of different types of evaluations including: corporate-level evaluations, sector/thematic evaluations, country portfolio evaluations, project performance evaluations, evaluation synthesis reports and development effectiveness reports, as well as other activities such as evaluation capacity development, partnerships and knowledge-sharing and outreach.
20. The proposed evaluations for 2025 are briefly discussed below and summarised in annex II, whereas annex III includes the indicative work programme for 2026-27. The proposed start and end dates for individual evaluations shown in annex II are tentative and will be determined in close collaboration with relevant NDB departments and member countries where specific evaluations will be conducted. Efforts will be made to spread out the timelines of different evaluations to avoid clustering and minimise the burden on NDB Management and the Board.
21. **Corporate-Level Evaluation.** In 2025, IEO plans to undertake two CLEs: (i) Ten-Year Evaluation of NDB's Activities; and (ii) NDB's Human Resources Management. The CLEs in 2025 are briefly discussed below and will contribute to advancing IEO's strategic priorities (a), (b), and (c), as per the Evaluation Strategy. A number of CLEs are planned in 2026-2027 and a final decision on which ones to pursue will be taken next year, based on evolving

evaluation priorities and inputs from Management, the BHRC, and the Board. These include: Phase 2 of NDB's Project Life Cycle focusing on non-sovereign operations; Governance; Partnerships; and Information and Technology Systems.

22. **The CLE on Ten-Year Evaluation of NDB's Activities.** This aims to provide an independent analysis of how NDB initiatives and activities have contributed to its overarching goals. It will cover a wide range of topics including the alignment of NDB's activities with member countries' development priorities, the effectiveness of its financial interventions and operations, the impact on economic and social development, the sustainability of outcomes achieved, a range of internal processes, among others. The detailed scope of the evaluation will be shared for comments with Management and the Board as part of the draft approach paper. The evaluation will be completed by end-2025 and its findings will inform strategic decision-making and particularly guide the preparation of the Bank's next General Strategy.
23. **The CLE on NDB's Human Resources Management.** The objective of this CLE is to determine how well NDB's Human Resources (HR) policies and related guidelines are contributing to building a high-performing, diverse, and motivated workforce that aligns with NDB's broader strategic goals. Specifically, the evaluation will analyse the various HRD-related policies and wider HR Management at the Bank including the composition of its workforce, recruitment, retention, performance management, diversity, training, rotation and mobility, gender equality, and other aspects. The detailed scope of the evaluation will be shared for comments with Management and the Board as part of the draft approach paper. The evaluation will be completed by end-2025.
24. **Sector/thematic evaluations.** In 2025, IEO will conduct an evaluation of the energy sector in South Africa, building on cumulative evidence from two completed PPEs of NDB-financed renewable energy projects in the country and other data and information. This evaluation aims to understand the sectoral opportunities and challenges and inform NDB's broader responses for future intervention in the sector in the country. It will provide a comprehensive view of the energy sector landscape in South Africa, contributing to a larger evaluation of the renewable energy sector across all NDB founding member countries - provisionally planned for 2026. Moreover, IEO plans a joint sector/thematic evaluation with the Brazilian Development Bank (BNDES) in Brazil. The scope of this evaluation is yet to be fully determined in consultation with BNDES. Lastly, as part of its 2026-2027 rolling work programme, IEO plans to conduct two sector evaluations: one on the renewable energy sector in 2026 and another on the transport infrastructure sector in 2027, both spanning

across the five founding member countries of the NDB. Such evaluations will contribute to further strategic priorities (a), (b) and (c) of the Evaluation Strategy.

25. **Evaluation synthesis report on The Use of Country Systems in NDB Operations.** Member country systems are integral to the Bank’s operational approach, and the proposed ESR will review NDB’s experience in integrating the policies and procedures of its member countries in its operations, particularly in the areas of environmental and social governance, and procurement. In preparing the ESR, while IEO will analyse and assess the practices of other MDBs regarding their use of country systems, any comparisons will take into account NDB’s specific mandate, context and operating model. Lastly, one ESR is planned in 2026 and 2027, respectively, on the Efficiency of NDB Operations, and Environmental and Social Governance. Since ESRs focus on lessons learned, they do not include recommendations, and do not require a formal written NDB Management Response. ESRs contribute to advancing strategic priorities (a) and (c) of the Evaluation Strategy.
26. **Country portfolio evaluation.** In 2025, IEO proposes to conduct a CPE in China. The main objectives of CPEs are to: (i) assess the results of the partnership between NDB and the member country; and (ii) generate lessons and recommendations for strengthening the partnership in the future. The focus of CPEs will be to assess, in a wholistic manner, the results of the projects funded, the distribution of NDB funding across the different sectors in relation to NDB’s General Strategy and the evolving needs of the country, disbursement performance, the partnerships promoted to strengthen impact, and related activities. Building on the lessons from the CPEs in China and India, IEO will undertake further CPEs in South Africa (2026) and Brazil (2027). Such evaluations will contribute to further strategic priorities (a), (b) and (c) of the Evaluation Strategy.
27. **Project evaluations.** Two PPEs are scheduled to take place in 2025. After conducting a thorough review of all approved projects in each member country and applying its selectivity framework to determine which evaluations to pursue in 2025, IEO plans to evaluate the Bihar Rural Road Project in India, and the China Guangdong Yudean Yangjiang Shapa Offshore Wind Power Project. A PPE will be planned in Russia at an appropriate time, taking into account the unfolding of global events.⁵ No project evaluations will be undertaken in Brazil and South Africa in 2025, as other types of evaluations are already planned in these countries next year (see above).

⁵ NDB-financed private sector projects in Russia have been identified for evaluation but will be put on hold and the timing carefully considered, depending on the evolving global situation and consultation with the Government of Russia and the NDB Management.

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28. Further project evaluations will be planned in 2026-2027 and a tentative list may be found in annex III. The final choice of projects will be determined in the course of 2025, depending on evolving disbursement rates and project completion dates. In addition, each year in the period 2025-2027, IEO will validate all of Management’s project completion reports (PCRs), through desk reviews. Among others, such project completion report validations (PCRVs) done by IEO offer an opportunity to help strengthen the quality of future PCRs prepared by NDB Management. Project evaluations are important to further all four IEO strategic priorities.
 29. **Preparation of NDB’s Report on Development Results (RDR).** The RDR will provide an overview of the aggregate performance of NDB operations and related activities. Consistent with the practice in other MDBs/IFIs, this report will summarise key results and trends in performance, findings and lessons from a set of independent evaluations by IEO and offer suggestions for the way forward. Each edition of the RDR will include a dedicated chapter on one specific theme of significance to the Bank and its member countries (e.g. infrastructure, climate change, etc). The first such report will be issued by end-2024. Given the significant resources and attention required to carry out the CLE of NDB’s First Ten Years of Activities, scheduled for completion in 2025, and to ensure there is no overlap in major evaluation efforts, it is prudent to avoid preparing the RDR and CLE in parallel. Therefore, the second RDR will be produced in 2026. This sequencing ensures a more balanced and efficient approach to evaluation reporting, not only enhancing planning and alignment but also avoiding overburdening the Board with multiple major reports at once. The preparation of the RDR will contribute to advancing IEO strategy priorities (a), (c), and (d).
 30. **Evaluation methodology and capacity development, and knowledge management.** In 2025, IEO will organise training workshops on the first edition of the Evaluation Manual, which was completed this year. Furthermore, IEO will publish the Manual in three languages (Chinese, Portuguese, and Russian) to ensure greater accessibility to stakeholders at the country level, enhancing its usability and enabling it to serve as a valuable knowledge resource for a wider community. A revision of the Evaluation Manual is planned for 2027. The manual will help advance IEO strategy priorities (a), (b), (c) and (d).
 31. Additionally, in 2025, IEO provisionally plans to organise an in-country knowledge sharing seminar based on independent evaluations, or an evaluation capacity development workshop in Russia, the first such event in the country since the establishment of IEO in 2022. The scope and organisation of such an event will be firmed up after further

consultation with the NDB Management and the Government of Russia, who have expressed interest to pursue such an initiative.

32. IEO will also organise a knowledge seminar in India in 2025 to share the findings and recommendations from the first India CPE completed in 2024. Moreover, IEO will engage in several knowledge and outreach activities, such as the preparation of IEO Updates,⁶ further development of: (i) the IEO webpages on the NDB website; and (ii) an on-line Evaluation Knowledge System (EKS).⁷ Additionally, IEO will organise a joint evaluation conference together with the International Development Evaluation Association (IDEAS)⁸ in March 2025, and some in-country seminars on selected IEO evaluations. The joint conference with IDEAS will include a dedicate thematic stream on evaluations in BRICS countries and other emerging markets and developing countries. Finally, IEO will continue to engage in priority evaluation conferences, workshops and seminars organised by other institutions in NDB member countries and beyond.
33. These types of activities will be undertaken throughout 2025-2027 and contribute to furthering IEO strategy priorities (a), (b), (c) and (d).
34. **Evaluation partnerships.** IEO will continue to invest in building partnerships with evaluation offices of other MDBs/IFIs, United Nations entities, and relevant organisations in member countries. It will engage with evaluation associations, societies and networks at the national, regional, and global levels. The broad aim of these partnerships is to share knowledge on innovative evaluation techniques, learn from the experience of others, and identify opportunities for joint evaluations and related activities.
35. IEO will develop the concept for and launch a platform—or a community of practice—designed to facilitate partnerships, cooperation, joint evaluations, networking and the exchange of evaluation-based knowledge and methodologies among national-level government monitoring and evaluation departments in NDB member countries. In the second half of 2025, IEO will organise a seminar with platform members to share insights on evaluations and explore opportunities for collaboration among the various departments and IEO.
36. Further to the above, IEO will explore opportunities for further partnership agreements with relevant evaluation departments/institutions in member countries in consultation with the Board. IEO’s membership in the Evaluation Cooperation Group of the MDBs is

⁶ These are two to three-page newsletters providing a high-level summary of IEO ongoing and planned activities.

⁷ The EKS is used to store and facilitate internal and external access to evaluation lessons and good practices.

⁸ A major global development association established more than 20 years ago. See more [here](#).

expected to be finalized in early 2025, and should IEO be admitted to the ECG, it will actively participate in this important forum throughout 2025 and thereafter. Last, but not least, IEO will continue to engage with the NDB Inter-Departmental Working Group on Evaluation, and the High-Level Evaluation Advisory Committee, drawing on the extensive expertise and experience of the members of the Committee to guide key IEO activities. Evaluation partnerships will contribute to advancing IEO strategic priorities (a), (b) and (c).

37. **Review of Evaluation Policy and Evaluation Strategy**. Planning ahead, it is proposed that a comprehensive assessment of the NDB Evaluation Policy be conducted in the first part of 2027, as previously agreed by the Board.⁹ In the same year, IEO will develop a new Evaluation Strategy for the period 2027-2029,¹⁰ and fine-tune the Evaluation Policy following its assessment, as needed. These activities have been recorded in the forward/rolling working programme in annex III.

Section V. Resource requirements for 2025-2027

38. **Human resources**. There was no increase in IEO headcount in 2024 as compared to 2023. However, IEO proposes a slight increase in its headcount for 2025 (table 1). This aligns with the Board's guidance in August 2024 for IEO to strengthen the size and capacity of its regular staff resources as a way to further internalise the undertaking of evaluations and related activities, with reduced reliance on external resources. Moreover, the proposed additional headcount would also support IEO in further diversifying the composition of its workforce.
39. In this regard, IEO proposes to increase its headcount by two positions in 2025: (i) one Chief/Advisor to the Director General (DG)¹¹; and (ii) a junior professional. The Chief/Advisor's role will be critical in supporting the DG to ensure rigorous adherence to the Evaluation Manual and to undertake thorough quality assurance across all evaluations, in response to the growing volume of evaluation reports published annually (figure 1). In addition, the Chief/Advisor will be responsible for managing selected strategic corporate level evaluations. This role would also help free up the DG IEO's time and enable him to dedicate more time to enhancing dialogue and partnerships with the NDB Senior Management and staff, Board and its committees, and other priority stakeholders (e.g., member country governments including their evaluation departments and others). The junior professional will mostly be responsible for essential data collection and analysis across different evaluations done by IEO. The positions will be filled through the regular

⁹ See paragraph 44 of the Evaluation Strategy.

¹⁰ The current Evaluation Strategy covers the period 2024-2026.

¹¹ Majority of NDB departments have one or two Chief positions.

recruitment process and/or staff transfers as appropriate, in line with NDB recruitment policy.

40. In benchmarking IEO regular staff numbers with other Bank Departments/Divisions, considering the approved NDB headcount in 2024 of 324 positions and taking into account that the Bank has 22 Departments or Divisions reporting directly to the Management, the average headcount allocation by NDB Department/Division is around 15. Even with the proposed increase in 2025 bringing its total headcount to 9 positions, IEO headcount is well below the average by NDB Department/Division. Moreover, taking the 2025 IEO proposal for regular staffing, its total headcount next year would be under 3% of the total staff (324) in the Bank.
41. In addition, IEO is proposing a small increase in the number of short-term consultants (STCs, which are temporary staff positions, who have a maximum contract duration of only two years), in light of IEO's enhanced focus on disseminating evaluation knowledge, providing training on the Evaluation Manual, and fostering partnerships with institutions across NDB member countries and beyond. STCs also provide critical support in data analytics that is essential for rigorous and evidence-based evaluations. The additional (one) STC will fill the gap, pending the onboarding of existing and any new vacant IEO staff positions sanctioned by the Board. It is important to note that, while the proposed STC headcount in 2025 is 6, not all positions are expected to be filled for the full 12-month period in 2025. Out of the 6 temporary staff on STC contracts, 3 will complete their two-year STC contracts at different points in 2025 (February, July and August respectively), and will not be further extended in line with NDB rules. Therefore, only 3 temporary staff on STC contracts will have full-time equivalent contracts in 2025. The budget proposed for STCs (see table 1) has been constructed based on actual requirements, taking into account the remaining duration of ongoing contracts in 2025 and any new contracts to be issued.

Table 1: IEO staffing 2025-2027

Staffing category	2023	2024	2025	Indicative	
				2026	2027
Director General	1	1	1	1	1
Chief/Advisor	0	0	1	1	1
Professional staff	5	5	6	6	6
Support staff	1	1	1	1	1
Total regular staff	7	7	9	9	9
<i>Short term consultants</i>	3	5 ¹²	6	6	6
<i>Interns</i>	1	4	5	5	5

42. **IEO budget.** The IEO budget structure contains two major categories: non-staff costs and staff costs.
43. With regard to *non-staff costs*, the proposed IEO budget for 2025 is prepared based on an analysis of actual expenses incurred for evaluations conducted between 2022-2024. The proposed budget, aligned with the proposed work programme, is shown in table 2 below, which includes cost allocations for evaluations as well as other activities such as evaluation capacity development, knowledge sharing, partnerships, IEO staff training and others. In particular, as can be seen in figure 1, IEO plans to undertake a higher number of evaluations in 2025 as compared to the period 2022-2024.

¹² Taking into account one vacant staff position in 2024 and within the overall approved 2024 staff budget, IEO engaged an additional short-term consultant (over the 4 initially foreseen) in August to support the implementation of ongoing activities.

Table 2: Proposed IEO budget for 2025 (USD)

Expense category	Approved 2024	Reallocated 2024 ^a	Proposed 2025
A. Staff costs			
Staff	2 086 000	1 783 000	2 378 000
Short-term consultants	600 000	673 000	850 000
Interns	-	30 000	40 000
Total	2 686 000	2 486 000	3 268 000
B. Non-staff costs			
Professional consultancy and services	1 175 000	1 185 000	1 175 000
Partnerships & evaluation capacity development	100 000	100 000	100 000
Travel	210 000	400 000	300 000 ^b
Conference, meetings and hospitality	90 000	90 000	100 000
Staff training	25 000	25 000	25 000
Total	1 600 000	1 800 000	1 700 000^c

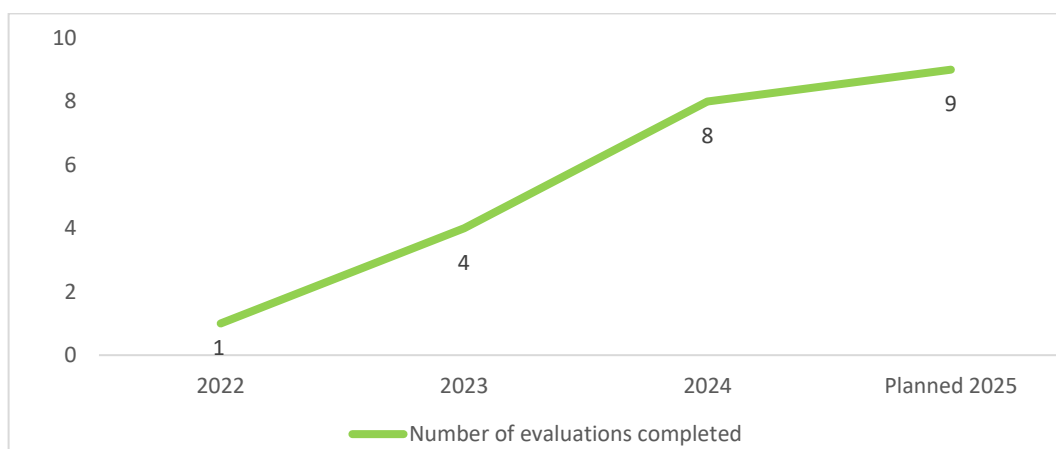
Expense category	2025
One-time cost	
Conceptualization and launch of the platform—designed to majorly facilitate evaluation-based knowledge & methodologies among national-level government monitoring and evaluation departments in NDB member countries.	100 000

^a USD 200k was reallocated from staff costs to non-staff costs from vacant IEO staff positions.

^b The 2025 travel budget request of USD 300k is lower than the 2024 reallocated budget because the China CPE (2025) will limit international travel costs. Also, some major international conferences/ knowledge seminars prioritised in 2024 occur biennially and will not take place in 2025, further lowering travel expenses.

^c Rounded off to the nearest million.

Figure 1: Number of evaluations by year



44. Although the planned number of evaluations for 2025 is slightly higher than in 2024, **there is no real increase in the proposed 2025 non-staff costs request**. The proposed 2025 budget for non-staff costs (**USD 1.7 million**) is marginally higher than the approved non-staff cost budget for 2024 (**USD 1.6 million**) only due to the fact that the 2025 proposal makes provision for annual inflation increases, calculated based on the International Monetary Fund’s projected 5.9% inflation rate for Emerging Markets and Developing Countries (EMDCs).¹³ Through efficiency gains and other measures, such as by combining official travel for different types of evaluations, IEO will be able to deliver a larger work programme in 2025 compared to 2024, without requiring a real increase in its non-staff costs next year.
45. In 2025, the IEO budget includes a ‘one-time, below-the-line cost’ for the conceptualisation and launch of a platform/network primarily aimed at facilitating the exchange of evaluation-based knowledge and methodologies among national-level government monitoring and evaluation departments in NDB member countries. This platform, the first of its kind, will also help build evaluation capacity at the country level and foster bilateral cooperation among countries, with facilitation from NDB/IEO. Following its launch, any future costs to IEO for maintaining the platform will be internalised as part of the existing IEO budgets, without the need for any corresponding increases.
46. The Board has agreed that 2024 onwards, the IEO *staff costs* (salary and related benefits) will be included within and approved as part of the IEO annual budget. Hence, table 2 also includes IEO staff costs, which is based on the figures provided by NDB’s Human Resources Department and therefore consistent with staff costs in the rest of the Bank. The proposed

¹³ See [here](#).

IEO staff costs for 2025 is aligned with the proposed headcount for the year, including the requirements for STCs and interns. It is important to note that the costs for two new proposed staff positions have not been budgeted for the whole 12-month period in 2025, but pro-rated in line with the anticipated timeframes to complete the recruitment process and onboarding of new personnel.

47. The total IEO budget for 2025, both staff costs and non-staff costs equals USD 4.97 million, plus the additional USD 100,000 ‘one-time, below-the-line cost’ in 2025.

Section VI. Benchmarking of IEO budget proposed for 2025

48. **Internal benchmarking.** Considering the 22 NDB Departments/Divisions and the total NDB Management’s budget proposal for 2025 of USD 110 million, the average all-inclusive budget per NDB Department/Division is USD 5 million. IEO’s proposed 2025 budget (staff and non-staff) is USD 4.97 million, which is marginally below the organisation-wide average by Department/Division. However, any benchmarking should be done and interpreted with caution, given the differing mandates, priorities, and functions of each Department/Division. Furthermore, it would be useful for the BHRC and the Board to consider the utilisation rates and delivery of each department, noting that IEO has consistently achieved close to 100% utilisation since its establishment, including in 2024, demonstrating its capacity to effectively deliver on its approved work programme and budget in a timely manner.
49. **External benchmarking.** Finally, table 3 below shows the overall annual independent evaluation budgets in other organizations. Any such benchmarking needs to be treated with caution, given the different mandates, portfolio sizes, lending volumes, and geographic coverage of the respective organizations. Nevertheless, based on the absolute numbers, IEO’s budget for 2025 is the smallest as compared to its peers.

Table 3. Benchmarking: Total budgets of independent evaluation departments of other international organizations¹⁴

Comparator	ADB	EBRD	GCF	GEF	IDB	IFAD	NDB	WB
USD million	16.78	5.2	7.87	8.96	11.13	7.26	4.97	44.4
Year	FY24	FY24	FY25	FY25	FY24	FY25	FY25	FY25

¹⁴ This includes staff and non-staff costs. Only those organizations have been included whose data was readily available from public sources.

Section VII IEO results framework and its progress against the Evaluation Strategy

50. IEO is committed to a sharp focus on results as measured primarily by the quantity and quality of its outputs. To that end, IEO is monitoring its performance against several key performance indicators (KPIs), approved by the Board. Furthermore, as outlined in IEO's Evaluation Strategy and agreed upon with the Board, IEO is also utilising some of these indicators to monitor its progress against the Evaluation Strategy. See annex IV for progress against the KPIs as well as their contribution to IEO strategic priorities.
51. IEO's progress against the agreed KPIs as of mid-November 2024 demonstrates several key developments. Firstly, Management is largely aligned with IEO recommendations (almost 90%), with no significant disagreements. Management has either agreed to or acknowledged the recommendations, with only a few instances where recommendations were deemed redundant due to already ongoing actions.
52. Secondly, IEO has reviewed one PCR and initiated the review of the only other PCR made available to IEO in the last quarter of 2024 - reflecting a 50% validation rate of the PCRs. Additionally, IEO has completed 12 evaluations as of mid-November 2024, exceeding its end-2026 target of 10 evaluations well ahead of schedule. Taking into account the Evaluation Policy, Evaluation Strategy and Evaluation Manual, IEO will have produced 16 evaluation outputs as of mid-November 2024, already achieving 64% of its target of 25 outputs by end 2026.
53. Furthermore, the proportion of active member countries covered by evaluations stands at 100%, with evaluations conducted in Brazil, Russia, India, China, and South Africa. Although Egypt and Bangladesh are also active borrowing members, no completed or nearly completed projects are available for evaluation in these countries.
54. In terms of engagement and outreach, IEO actively monitors feedback from the Board and the High-Level Evaluation Advisory Committee, maintaining a detailed audit trail of their input. Furthermore, IEO has exceeded its target for evaluation-related learning events, organizing a total of ten: four external events and six virtual or in-house knowledge-sharing seminars, compared to an initial target of three.
55. Regarding budget utilisation, IEO's non-staff budget accounts for 1.25% of the NDB's total administrative budget in 2024, and it is projected to exceed the 90% utilisation threshold by the end of the year.
56. Lastly, as of mid-November 2024, the representation of female personnel in IEO stands at 46%, surpassing the end-2026 target of 40%. This indicates that IEO is on track to sustain or potentially increase this percentage in the future.

Annex I. Implementation progress of evaluations 2024

Evaluation activities	Project/topic	Start date	End date	Remarks
Report on NDB's Development Results	Consolidated overview of the results of NDB operations based on independent evaluations	Sep-24	Dec-24	Completed. To be presented to the Board in December 2024.
Corporate-Level evaluations	NDB's Financial Architecture	Apr-23	Sep-24	Completed. Presented to the Board in August 2024. A Board retreat will be organised in cooperation with the Corporate Secretary's Department to thoroughly discuss the evaluation and its disclosure.
	NDB's Policy Framework	Jan-24	Sep-24	Completed. Presented to the Board in August 2024. The final report has been published.
	NDB's Project Life Cycle	Jun-24	Mar-25	On-track. The evaluation is on track and will be completed and presented to the Board in the first quarter of 2025.
Country portfolio evaluations	India	Jan-24	Dec-24	Completed. To be presented to the Board in December 2024.
Evaluation synthesis reports	Preliminary Experience in Establishing NDB On-The-Ground Presence: The Role of Regional Offices	Sep-23	Mar-24	Completed. Presented to the Board in March 2024. The final report has been published.
Project performance evaluations	<i>Brazil:</i> Pará Sustainable Municipalities Project	Jan-24	Sep-24	Completed. Presented to the Board in August 2024. The final report has been published.
	<i>China:</i> Putian Pinghai Bay Offshore Wind Power Project	Jan-24	Jun-24	Completed. Presented to the Board in August 2024. The final report has been published.
	<i>South Africa:</i> Renewable Energy Sector Development Project	Jan-24	Jun-24	Completed. Presented to the Board in August 2024. The final report has been published.

Evaluation activities	Project/topic	Start date	End date	Remarks
Project completion report validations	All project completion reports (PCRs) produced during the year validated by IEO	N/A	N/A	Only one new PCR was made available to IEO in the last quarter of 2024 for validation. The validation process has started and will be completed in early 2025.
Evaluation methodology	Finalisation and roll-out of NDB Evaluation Manual	Jun-23	Jun-24	Completed. The first edition of the Evaluation Manual has been completed and published. A detailed roll-out plan, along with associated training workshops, is currently under preparation.
	Two in-country evaluation capacity development workshops	Jan-24	Dec-24	Completed. Knowledge seminar held in Beijing in February on the evaluation of NDB's Luoyang Metro Project. An on-line training workshop organised in October on NDB independent evaluation experience for staff at the Infrastructure and Development Bank of Zimbabwe. Technical workshop on evaluation methodology held in Dubai in November.
High-Level Evaluation Advisory Committee	One virtual and one in-person meeting	Jan-24	Dec-24	Completed. In-person meeting held in May in Shanghai. In addition, various virtual meetings organised during the year and some members participated in selected IEO events. Members of the Committee participated in selected IEO panel discussions in various fora.
Inter-departmental Working Group on Evaluation	One meeting in each quarter	Jan-24	Dec-24	Completed. Several meetings held with the Group. Members were also invited to offer comments on several strategic IEO products.
Evaluation knowledge management and outreach	IEO Updates; IEO Lecture Series; further development and upkeep of IEO web pages; exchange of experiences with peers and others; organisation of seminars; and other activities	Jan-24	Ongoing	Partially Completed. IEO Updates (two); Further development and upkeep of IEO web pages; Exchange of experiences with peers and others; Organization of knowledge seminars in Beijing and Dubai; and other activities. Due to competing priorities, the Lecture Series was not implemented in 2024 but will be continued in 2025.
Evaluation capacity development and partnership	MoUs with: (i) implementation Monitoring and Evaluation Division, Ministry of Planning, Bangladesh; and (ii) Brazilian	Jan-24	Ongoing	On-track. Signed MOU with AFDI in China, and MOU with DMEO in India finalised and will be signed shortly. Hosted ECG members at NDB Headquarters.

Evaluation activities	Project/topic	Start date	End date	Remarks
	Monitoring and Evaluation Network; participate actively in annual evaluation conferences (e.g. Asian Evaluation Week, EvalFest by the Evaluation Community of India, and others); organize evaluation capacity development activities in member countries; Participate in ECG activities; and others			Participated in EVALFest in Delhi, EvalNet in Paris, Brazilian Network of Monitoring and Evaluation in Belém, Asian Evaluation Week in Shanghai, 15 th Conference of the European Evaluation Society in Remini, National Evaluation Capacities Conference in Beijing, SAMEA 9th Biennial Conference in Johannesburg, and the Impact Evaluation Community of Practice and Climate Evidence Workshop in Bangkok.

Annex II. Work programme for 2025 and tentative timelines

Activity	Projects/topics	Start date	End date	Link to IEO strategic priorities
Corporate-level evaluations	Ten-Year Evaluation of NDB's Activities	Jan-25	Dec-25	(a), (b), (c)
	NDB Human Resources Management	Jan-25	Sep-25	(a), (b), (c)
Country portfolio evaluations	China	Jan-25	Dec-25	(a), (b), (c)
Sector/thematic evaluations	Joint evaluation with BNDES, Brazil	Apr-25	Dec-25	(a), (c), (d)
	Energy sector in South Africa	Jan-25	Sep-25	(a), (c), (d)
Evaluation synthesis reports	Use of Country Systems in NDB Operations	Jan-25	Jun-25	(a), (c)
project performance evaluations	India: Bihar Rural Roads Project	Jan-25	Jun-25	(a), (b), (c), (d)
	China: Guangdong Yudean Yangjiang Shapa Offshore Wind Power Project	Jan-25	Jun-25	(a), (b), (c), (d)
Project completion report validations	All project completion reports produced by NDB Management during the year validated by IEO	Jan-25	Dec-25	(a), (b)
Evaluation methodology	Roll-out and training workshops on the Evaluation Manual along with the launch of the Manual in three NDB languages.	Jan-25	Dec-25	(a), (b), (c), (d)
	Knowledge seminar or evaluation capacity development workshop in Russia	Jan-25	Dec-25	(a), (b), (c), (d)
High-Level Evaluation Advisory Committee	One virtual and one in-person meeting	Jan-25	Dec-25	(a)
Inter-departmental Working Group on Evaluation	One meeting in each quarter	Jan-25	Dec-25	(a)
Evaluation knowledge management and outreach	IEO Updates (two); Publication and dissemination of final evaluation reports and related products; IEO Lecture Series (one); Further development and upkeep of IEO webpages; Development of on-line Evaluation Knowledge System; Exchange of experiences with peers and others; Organise a joint international conference with IDEAS; Organise a knowledge seminar in India on the findings and recommendations from the India CPE 2024, and other in-country seminars on selected IEO evaluations; and other activities.	Jan-25	Dec-25	(a), (b), (c), (d)
Evaluation capacity development and partnership	Implement MoUs with Asia-Pacific Finance and Development Institute (AFDI) (China) and Development Monitoring and Evaluation Office (DMEO) (India); Finalise MoU with Department of Planning, Monitoring and Evaluation (DPME) (South Africa) and others to be explored; Conceptualize and launch the platform on M&E for NDB member countries; Engage in Evaluation Cooperation Group of the MDBs, and other evaluation networks and associations in NDB member countries and beyond; Support member countries in evaluation capacity development; and others.	Jan-25	Dec-25	(a), (b), (c)

Annex III. Indicative Work Programme for 2026-2027 and Tentative Timelines*

Activity	Projects/Topics	Year
Annual Report on Evaluation	NDB's Report on Development Results	2026
Corporate-level evaluations	NDB's Governance	2026
	Phase 2 of project life cycle focussing on non-sovereign operations	2026
	NDB's Partnerships	2027
	NDB's Information and Technology Systems	2027
Country portfolio evaluations	South Africa	2026
	Brazil	2027
Evaluation synthesis reports	Efficiency of NDB operations	2026
	Environmental and Social Governance	2027
Thematic/sector evaluations	Renewable Energy Sector	2026
	Transport Infrastructure Sector	2027
Project performance evaluations	Russia: EDB II - Renewable Energy Project	2026
	India: REC Renewable Energy Project	2026
	China: Beijing Gas Tianjin Nangang LNG Emergency Reserve Project	2026
	South Africa: Renewable Energy Integration and Transmission Augmentation Project	2026
	Brazil: Sorocaba Mobility and Urban Development Project	2026
	Russia: Russian Maritime Sector Support Program	2027
	India: Manipur Water Supply Project	2027
	China: Hohhot New Airport Project	2027
	South Africa: The National Non-Toll Roads Management Program	2027
Project completion report validations	All project completion reports produced by NDB Management during the year validated by IEO	2026-2027
Evaluation policy and evaluation strategy	Comprehensive review of the Evaluation Policy and preparation of new Evaluation Strategy 2027-2029	2027
Evaluation methodology	Revision of Evaluation Manual	2027
High-Level Evaluation Advisory Committee	One virtual and one in-person meeting	2026-2027
Inter-Departmental Working Group on Evaluation	One meeting in each quarter	2026-2027
Evaluation knowledge management and outreach	IEO Updates; IEO Lecture Series; In-country seminars for selected evaluations; Publication and dissemination of final evaluation reports and related products; Further development and upkeep of IEO web pages; Strengthen internal and external knowledge sharing; Enhance strategic communication and branding; Exchange of experiences with peers and others, and other activities	2026-2027
Evaluation capacity development and partnership	Implementation of all MoUs; Organise evaluation capacity development activities in member countries; Participate in ECG activities; and others.	2026-2027

* This is tentative list of activities for 2025-2026. The final list for each year will be approved as part of the IEO annual work programme and budget.

Annex IV. Progress against agreed KPIs as of mid-November 2024

Key performance indicators	Baseline 2022	Target (End-2026)	Status	Contribution to IEO strategic priorities
Percentage of evaluation recommendations agreed by Management	N.A.	90%	Almost 90%	N.A.
Percentage of agreed corporate-level recommendations implemented satisfactorily	N.A.	90%	N.A ^a	N.A.
Percentage of project completion reports reviewed	N.A.	100%	50%	a, b, d
Number of evaluations completed ^b	1	10	12	a, b, c, and d
Number of evaluation outputs	2	25	16	a, b, c, and d
Minimum number of projects evaluated in each borrowing member country with projects mature for evaluation	N.A.	1	On-track ^c	a, and d
Proportion of active countries covered through evaluations	2	75%	100%	a, and d
Feedback received from BoD	N.A.	Monitored	Monitored	N.A.
Feedback of Evaluation Advisory Committee on evaluation quality	N.A.	Monitored	Monitored	N.A.
Number of learning events organised by IEO	2	3	10	a, c, and d
Number of external events organised by IEO	1	5	4	a, c, and d
Percentage of non-staff budget utilised	88%	>90%	TBD	N.A.
IEO non-staff budget as proportion of NDB administrative budget	0.80%	<3%	1.25%	N.A.
Percentage of female personnel in IEO		>40%	46%	N.A.

^a Can only be determined once NDB Management introduces their first report on the implementation of independent evaluation recommendations.

^b This includes project evaluations as well as other types of evaluations such as corporate level evaluations, country portfolio evaluations, thematic/sector evaluations and evaluation synthesis reports.

^c Although Russia, Egypt and Bangladesh are also borrowing member countries, IEO project evaluations in these countries have not been conducted yet due to the reasons outlined in the document.