Independent Evaluation Office





PURPOSE OF THE CPE



ASSESS RESULTS

Evaluate the results of India and NDB partnership.

GENERATE RECOMMENDATIONS

Provide actionable insights to improve ongoing and future activities.

IMPROVE FUTURE CPEs

Learn from this evaluation to improve the design and methodology of future CPEs.

NDB INDIA PORTFOLIO: WHAT DID IEO EVALUATE?



Ongoing and completed projects and nonlending activities from 2015-2023 and key developments in 2024.

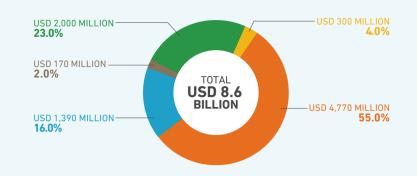


All 26 NDB-funded projects across India.



Total value of NDB financing: USD 8.6* billion (33% of NDB's global portfolio).

NDB IN INDIA: **WHAT SECTORS DOES** IT INVEST IN?













DISTRIBUTION OF NDB PROJECTS BY STATE IN INDIA*

NATIONWIDE PROJECTS

TOTAL PROJECTS

PROJECT	STATE	NO. OF PROJECTS
	Madhya Pradesh	5 total
(3)	Manipur	3 total
7: V	Andhra Pradesh, Bihar, Maharashtra	2 projects per state

PROJECT	STATE	NO. OF PROJECTS
7:1	Assam, Delhi, Gujarat, Tamil Nadu	1 project per state
(3)	Himachal Pradesh, Nagaland, Rajasthan	1 project per state
&	Meghalaya	1 project per state

WHAT WORKED WELL



NDB's commitment of USD 8.6 billion has improved India's transport, water supply and management, and sanitation infrastructure, improving mobility and access. For example:

IMPROVED WATER MANAGEMENT

e.g. the Rajasthan Water Sector Restructuring Project contributes to sustainable water management in a water-scarce region.

EXPANDED URBAN MOBILITY

e.g. the Mumbai Metro Rail project reduces congestion, cuts down on commuting times and improves air quality.

SUPPORTED INDIA'S INFRASTRUCTURE GOALS

by providing dedicated financing.



Indian Regional Office (IRO) establishment: increased local responsiveness.



Rapid growth: NDB built a strong portfolio quickly with a small team in IRO.



NDB collaboration with the government: portfolio aligned with India's infrastructure priorities.

^{*} By December 2023

^{*} By December 2023



KEY FINDINGS OF THE CPE

NDB'S LENDING ACTIVITIES



- Aligns with India's priorities in infrastructure development and the SDGs.
- Limited focus on social and digital infrastructure.
- Minimal nonsovereign and local currency financing.



- Notable contributions to urban mobility. and clean water supply.
- Design and supervision issues impact outcomes.
- Varying state capacities delay projects.

Efficiency

- Strong loan processing; however, delays due to COVID-19 and external factors.
- Cost overruns from misaligned disbursements.
- Gaps in sectoral expertise affect operations.

Impact

- Improved connectivity and access to services.
- Challenges in impact indicators and stakeholder engagement.
- Limited frameworks for long-term monitoring.

Sustainability

- Inconsistent sustainability practices across projects.
- NDB projects need stronger exit strategies.

NDB'S NON-LENDING ACTIVITIES

Technical Assistance

Focused on project design; limited support during implementation.

Capacity-Building

Limited integration; approach lacks institutional development efforts.

Knowledge Management

- No structured framework for learning.
- Limited attention to lessons and best practices.

Partnership Development

- Strong ties with national agencies.
- Weak collaboration with MDBs, IFIs, United Nations and private sector.

RECOMMENDATIONS



Develop and introduce a country strategy for better impact.



Deepen strategic and purposeful partnerships with multilateral development banks, United Nations agencies and the private sector for greater impact.



Develop a knowledge management framework to capture and share lessons and good practices from the India-NDB partnership.

Enhance the operational capacity of the Indian Regional Office.

Strengthen state-specific capacity-building for local implementing agencies to enhance project management and procurement efficiency.

OPERATIONAL

Strengthen the continuum between project design, implementation and completion.

INDEPENDENT EVALUATION OFFICE



https://www.ndb.int/governance/independent-evaluation/

December 2024



REPORT

RECOMMENDATIONS

