

REPORT ON NDB'S DEVELOPMENT RESULTS – FIRST EDITION EVALUATION LENS

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This Evaluation Lens contains key messages from the first edition of the Report on NDB's Development Results (RDR) prepared by the Independent Evaluation Office (IEO). The RDR provides a consolidated assessment of the Bank's development effectiveness, synthesising key findings, emerging issues and lessons learned from 13 independent evaluations conducted by IEO between 2022 and 2024. The projects evaluated by IEO in this period account for around 56% of NDB's total disbursements.

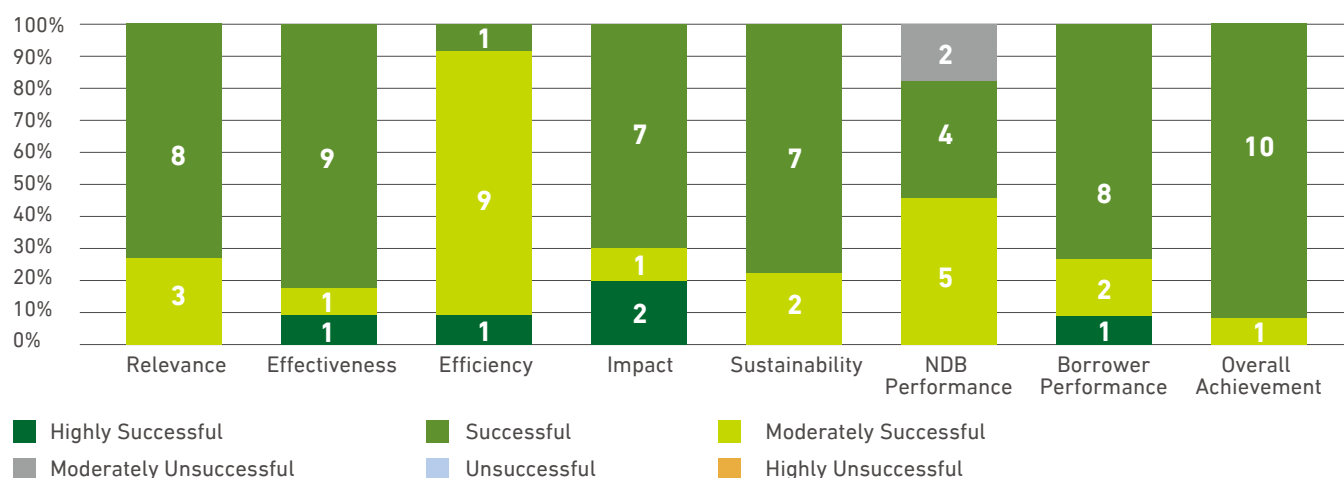


OVERARCHING FINDINGS

As shown in the below chart, NDB operations are generally performing well, delivering useful results in promoting sustainable economic and social development. Projects are, on the whole, achieving the targets established at design, for example in terms of the number of kilometres of roads constructed, reduction in greenhouse gas emissions, generation of additional electricity supply

using renewable energy sources, improving mobility and access to services, and others. However, the efficiency of operations and NDB's own performance in terms of the additionality that it offers beyond its financing of projects are areas that require further improvement, and very few projects are rated as highly successful across the various evaluation criteria and in terms of "overall achievement".

PROJECTS WERE EVALUATED ACROSS THE BELOW CRITERIA



Note: 13 evaluations include corporate-level evaluations and evaluation synthesis reports that do not provide ratings. Of the 13 reports, 11 provide ratings which include 8 stand-alone project evaluations, 1 project completion report validation and 2 projects from the India CPE. Impact based on 10 ratings / Sustainability based on 9 ratings

THINGS THAT HAVE WORKED WELL

NDB-financed projects have been relevant, addressing infrastructure and development needs of member countries and end beneficiaries. Projects are generally aligned with national priorities and the Sustainable Development Goals. The Bank's response and financing to the COVID-19 pandemic was particularly timely in supporting member countries in their own efforts to combat the unprecedented global pandemic. However, its alignment with some of the strategic priorities set out in the Bank's general strategies, like knowledge

management and partnership-building, needs to be bolstered. Borrower performance and commitment to the implementation of NDB-financed projects has been high, which is a key driver of success. The establishment, over time, of NDB regional offices and centres in Brazil, India, Russia and South Africa, respectively, has strengthened dialogue with in-country partners and brought the Bank closer to action on the ground. Constant oversight and guidance by the Board of Directors has ensured operations and implementation remain on track.

AREAS FOR IMPROVEMENT

Efficiency of operations remains a challenge. In this regard, several projects faced delays and administrative bottlenecks. Project supervision and implementation support, monitoring of projects, and documenting, sharing and internalising lessons and good practices are further areas which have not received the required levels of resources and attention. Insufficient attention has also been devoted to capacity-building and the provision of technical assistance, especially in lagging and remote areas and provinces where institutional capabilities are generally weaker.

Partnerships with like-minded institutions, especially multilateral organisations, local currency financing and lending to the private sector for non-sovereign operations are also areas which require expansion. The lack of country strategies for the Bank's development activities is limiting synergies across operations and constraining wider impact and scaling up of success stories. The Bank's information technology systems are still under development, also constraining access to and sharing of reliable project performance data, information and documentation.

MAIN CONCLUSIONS

With close to 100 projects financed since its establishment in 2015 and around USD 36 billion provided in loans, NDB has established itself as a key financier of development projects in emerging markets and developing countries. Its country and demand-driven approaches are highly appreciated by its members. To fully realise its potential, the Bank must however move beyond its role merely as a financier of projects and strengthen its position as a development bank, which in particular requires deeper investments in the provision of non-lending activities (such as knowledge-sharing, capacity-building, technical assistance and partnerships), and a more coherent approach to country programming, strengthening the impact-orientation of its operations and enhancing its technical staffing capacities.

THE INDEPENDENT EVALUATION OFFICE

The NDB Independent Evaluation Office was established in April 2022. The Director General of IEO reports directly and exclusively to the NDB Board of Directors. The main objective of IEO is to promote accountability and learning for enhancing the Bank's performance. IEO conducts a range of independent evaluations at different levels: evaluations of projects and programmes as well as of policies, strategies, instruments, and corporate processes.



Want to find out more?

Evaluation Lens' provides a short summary of evaluations conducted by IEO. The full evaluation report and related documentation may be accessed through the IEO web pages.

◀ Scan to access the full report.