



# Transforming Development: Building a culture of accountability through evaluation, auditing and ethics

A JOINT LEARNING SEMINAR BY THE NEW DEVELOPMENT BANK AND THE  
ECONOMIC RELATIONS DIVISION OF THE MINISTRY OF FINANCE OF BANGLADESH

MAY 26, 2025 • Dhaka, Bangladesh

## AGENDA

09:30 – 10:00 **REGISTRATION AND NETWORKING COFFEE**

### HIGH-LEVEL INAUGURAL SESSION

10:00 – 10:05 Welcoming remarks by **Ms. Mirana Mahrukh**, *Additional Secretary and Wing Chief, Asia, JEC and F&F, Economic Relations Division, Ministry of Finance, Bangladesh*

10:05 – 10:10 Introductory remarks by **Mr. Ashwani K. Muthoo**, *Director General, Independent Evaluation Office (IEO), NDB*

10:10 – 10:15 Statement by special guest **Mr. Md. Kamal Uddin**, *Secretary, Implementation Monitoring and Evaluation Division, Ministry of Planning, Bangladesh*

10:15 – 10:20 Statement by special guest **Mr. Iqbal Abdullah Harun**, *Secretary, Planning Division, Ministry of Planning, Bangladesh*

10:20 – 10:30 Inaugural address by Chief Guest **H.E. Dr. Salehuddin Ahmed**, *Hon'ble Adviser, Ministry of Finance, Bangladesh*

10:30 – 10:35 Remarks by **Mr. Md. Shahriar Kader Siddiky**, *Secretary, Economic Relations Division, Ministry of Finance, Bangladesh*

10:35 – 10:45 **GROUP PHOTO WITH INAUGURAL SESSION SPEAKERS**



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## SESSION 1 HIGH-LEVEL LECTURE AND STATEMENT

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|---------------|---|
| 10:45 – 11:00 | Virtual lecture by <b>Dr. Abhijit Banerjee</b> , <i>Nobel Laureate (2019), Professor of economics at the Massachusetts Institute of Technology</i> , on the role of impact evaluation in economics transformation |
| 11:00 – 11:10 | Discussion, questions and answers   |
| 11:10 – 11:15 | Video recorded statement by the <b>Honourable Minister Dr. Rania A. Al-Mashat</b> , <i>Minister of Planning, Economic Development, and International Cooperation, Egypt</i>                                       |

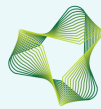
## SESSION 2 INTRODUCING NDB: PRINCIPLES, PURPOSE AND STRATEGIC PRIORITIES

- |               |   |
|---------------|---|
| 11:15 – 11:20 | Videos <ul style="list-style-type: none"> <li>• NDB – Shaping a new era of global development</li> <li>• IEO – who are we?</li> </ul>         |
| 11:20 – 11:30 | Virtual statement by <b>Dr. D J Pandian</b> , <i>Director General, Indian Regional Office (IRO), NDB</i> , on NDB's engagements in Bangladesh |
| 11:30 – 11:40 | Presentation by <b>Mr. Garvit Sah</b> , <i>Principal Professional, IRO, NDB</i> , on the Bank's overarching mandate and approach              |
| 11:40 – 11:50 | Discussion, questions and answers   |

## SESSION 3 IEO – PANEL DISCUSSION. BRIDGING THE GAP BETWEEN PUBLIC AND PRIVATE PARTNERSHIPS: NAVIGATING PRIVATE SECTOR ENGAGEMENTS IN DEVELOPMENT FINANCING



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|---------------|---|
| 11:50 – 12:50 | Moderator: <b>Ms. Prajna Naidoo</b> , <i>Evaluation Officer, IEO, NDB</i><br><br>Panellists: <b>Mr. Emmanuel Jimenez</b> , <i>Director General, Independent Evaluation Department, Asian Development Bank</i> ; <b>Ms. Raquel Porto Ribeiro Mendes</b> , <i>General Coordinator for Global Development Institutions, Ministry of Finance, Brazil</i> ; <b>Mr. Godfrey Mashamba</b> , <i>Deputy Director General, Department of Planning, Monitoring, and Evaluation, South Africa</i> ; <b>Mr. Hari Bhaskar</b> , <i>Manager, Public Sector Clients, Region 1 (South Asia, Southeast Asia, Sub-Saharan Africa), Asian Infrastructure Investment Bank</i> ; and <b>Mr. Kaushik Barua</b> , <i>Lead Portfolio Advisor, Asia and Pacific Division, International Fund for Agricultural Development</i> |
| 12:50 – 13:10 | Discussion, questions and answers   |
| 13:10 – 14:10 | <b>LUNCH FOR ALL PARTICIPANTS</b>   |



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#### SESSION 4

##### IAD – COMBINED ASSURANCE AND THE STRATEGIC INTEGRATION OF INTERNAL AUDIT WITHIN THE RISK MANAGEMENT FRAMEWORK



14:10 – 14:40

Interactive virtual presentation by **Mr. Lourival Rangel De Mattos**, *Director General*, Internal Audit Department (IAD), NDB, and **Mr. Kamal Ahuja**, *Chief*, IAD, NDB, on the Combined Assurance methodology and roadmap for implementation, moderated by **Mr. Henrique Pissaia**, *Principal Professional*, IEO, NDB

14:40 – 15:10

Discussion, questions and answers

#### SESSION 5

##### ENHANCING EVALUATION PRACTICES IN BANGLADESH: A LOOK INTO THE BANGLADESH EVALUATION SOCIETY

15:10 – 15:25

Presentation by **Dr. Muhammad Nuruzzaman**, *President*, Bangladesh Evaluation Society

15:25 – 15:40

**COFFEE BREAK**

#### SESSION 6

##### EID – THE ANATOMY OF INTEGRITY: INSIDE NDB'S COMPLIANCE & INVESTIGATIONS DEPARTMENT



15:40 – 16:10

Virtual presentation by **Mr. Morgan Pillay**, *Chief*, Ethics and Investigations Division (EID), NDB, on the Bank's Compliance and Investigations Department – its policies, procedures and complaint-handling approach – as well as the key features of the Uniform Principles and Guidelines for Investigations, moderated by **Mr. Henrique Pissaia**, *Principal Professional*, IEO, NDB

16:10 – 16:40

Discussion, questions and answers

#### CLOSING SESSION AND NEXT STEPS

16:40 – 16:50

Closing remarks by **Ms. Mirana Mahrukh**, *Additional Secretary and Wing Chief*, Asia, JEC and F&F, Economic Relations Division, Ministry of Finance, Bangladesh

16:50 – 17:00

Session recap and closure of the seminar by **Mr. Henrique Pissaia**, *Principal Professional*, IEO, NDB



## SESSION BRIEFS

# Session 3

## PRIVATE SECTOR ENGAGEMENT FOR SUSTAINABLE DEVELOPMENT: LESSONS LEARNED FROM INDEPENDENT EVALUATIONS

**Led by:** Independent Evaluation Office (IEO)

**Date & time:** Monday 26<sup>th</sup> May, 11:40-13:10(local time: GMT/UTC + 6)

### Background

The NDB General Strategy for 2022-2026 states that between 2021 and 2030 the financing gap between what emerging markets and developing countries require for their infrastructure needs will be approximately US\$39 trillion. To help address this gap, “over the strategy period, the Bank will engage strategically with private sector players to become a significant catalyser of private capital into infrastructure and sustainable development projects”.

### Objective

The objective of the session is to discuss and learn from the lessons, experiences and good practices of NDB, governments, and other development partners about the opportunities and challenges of private sector engagement for sustainable development in emerging markets and developing countries. The session will also explore and reflect on alternative and innovative policies, instruments and processes for enhancing the impact of development interventions in partnership with the private sector.

### Key questions

**Some of the broad questions that will be addressed during the session include:**

- What are the opportunities and challenges for governments and MDBs/IFIs in engaging the private sector?
- What are the incentives that need to be in place to ensure the full commitment and engagement of the private sector?
- How much of the financing gap mentioned above can be realistically filled by the private sector?
- What are some of the key evaluation lessons that should be implemented to strengthen private sector engagement?
- How should evaluation methodologies be tailored when assessing the impact of private sector operations?

### Format

**Length.** 90 minutes: 60 minutes questions/discussion by panel; 30 minutes live Q&A.

**Panellists:** **Mr. Emmanuel Jimenez**, *Director General*, Independent Evaluation Department, Asian Development Bank; **Ms. Raquel Porto Ribeiro Mendes**, *General Coordinator for Global Development Institutions*, Ministry of Finance, Brazil; **Mr. Godfrey Mashamba**, *Deputy Director General*, Department of Planning, Monitoring, and Evaluation, South Africa; **Mr. Hari Bhaskar**, *Manager-Public Sector Clients*, Region 1 (South Asia, Southeast Asia, Sub-Saharan Africa), Asian Infrastructure Investment Bank; and **Mr. Kaushik Barua**, *Lead Portfolio Advisor*, International Fund for Agricultural Development (a specialised agency of the United Nations).

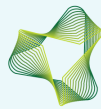
**Moderator.** **Ms. Prajna Naidoo**, *Evaluation Officer*, IEO, NDB

### Suggested background reading

**Select IEO evaluations:**

- China: Putian Pinghai Bay Offshore Wind Power Project ([here](#))
- Brazil: Renewable Energy Projects and Associated Transmission ([here](#))
- South Africa: Greenhouse Gas Emission Reduction and Energy Sector Development Project ([here](#))
- South Africa: Renewable Energy Sector Development Project ([here](#))

**NDB General Strategy for 2022-2026** ([here](#))



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## SESSION BRIEFS

# Session 4

## COMBINED ASSURANCE AND THE STRATEGIC INTEGRATION OF INTERNAL AUDIT WITHIN THE RISK MANAGEMENT FRAMEWORK

**Led by:** Internal Audit Department (IAD)

**Date & time:** Monday 26<sup>th</sup> May, 14:10-15:10 (local time: GMT/UTC + 6)

### Background

The combined assurance (CA) concept is not new. The first structured control frameworks mention it as a method for optimising assurance and promoting connectivity among different control functions. However, the updated Internal Audit Professional Standards from January 2024 (Global Internal Audit Standards [GIAS]) puts it in the spotlight. The GIAS emphasises the importance of aligning internal audit practices with the strategic objectives and risk management processes of organisations. Thus, CA became essential for effective organisational governance and risk management. It requires a common understanding of risks, coordinated planning, and alignment of monitoring activities to eliminate duplication of efforts. By working closely with all assurance functions, internal audit can significantly strengthen an organisation's approach to governance, risk and control.

### Objective

The objective of the session is to discuss the lessons and experiences of NDB and other organisations regarding the implementation of combined assurance. The session aims to explore the opportunities and challenges associated with integrating various assurance functions to enhance organisational governance and risk management. Participants will reflect on methodologies and tools that can improve the effectiveness and efficiency of assurance activities. The session will also provide a platform for sharing insights on how combined assurance can contribute to better risk management, resource optimisation, and overall governance within organisations.

### Key questions

Some of the broad questions that will be addressed during the session include:

- What are the key benefits and challenges of implementing combined assurance within an organisation?
- How can different assurance functions (internal audit, evaluation, compliance, etc.) be effectively integrated to enhance governance and risk management?
- How can organisations ensure that combined assurance efforts do not lead to duplication?
- What role does the assurance map play in identifying gaps and overlaps in assurance activities, and how can it be effectively utilised?
- How can combined assurance contribute to better resource optimisation and risk coverage within an organisation?

### Format

**Length.** 60 minutes: 30-minute presentation + 30 minutes live Q&A.

### Speakers

**Mr. Lourival Rangel De Mattos**, *Director General*, Internal Audit Department, NDB

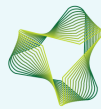
**Mr. Kamal Ahuja**, *Chief*, Internal Audit Department, NDB

Moderator: **Mr. Henrique Pissaia**, *Principal Professional*, Independent Evaluation Office, NDB

### Suggested background reading

The new Global Internal Audit Standards (GIAS) by Institute of Internal Auditors (IIA) ([here](#))

Executive Knowledge Brief of Combined Assurance by IIA ([here](#))



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## SESSION BRIEFS

# Session 6

## THE ANATOMY OF INTEGRITY: INSIDE NDB'S COMPLIANCE & INVESTIGATIONS DEPARTMENT

**Led by:** Ethics and Investigations Division (EID)

**Date & time:** Monday 26<sup>th</sup> May, 15:40-16:40 (local time: GMT/UTC + 6)

### Background

*The Ethics and Investigations Division (EID) is crucial in establishing and promoting a culture that reflects the highest professional and ethical standards in NDB. EID is an independent function possessing the sole mandate to conduct administrative investigations.*

**In this session, participants will be introduced to:** (i) EID, including its mandate, policy framework, responsibilities and the procedures for conducting investigations in an objective, professional and impartial manner, respecting due process of all parties; (ii) how complaints regarding NDB-funded projects are handled in regards to fraud and other prohibited practices; and (iii) the Uniform Principles and Guidelines for Investigations – guidelines that are designed to standardise investigative activities, promoting accountability and transparency, and which are subscribed to by numerous international organisations.

### Objective

**Participants will gain insight into NDB's investigative procedures and their application.** The session will outline the stages and activities involved in investigations into misconduct and wrongdoing, while emphasizing the principles of due process and protection against retaliation. Participants will also be familiarised with NDB's country system approach and how complaints related to NDB-financed projects are addressed, illustrated through examples of potential fraud warning signs and red flags in such projects. By the end of the session, participants will: understand how NDB's investigative processes ensure fairness and objectivity, resulting in unbiased and professional outcomes; gain further insights into how to identify possible proscribed practices in projects; and gain an understanding of the purpose and principles of the Uniform Principles and Guidelines for Investigations..

### Key questions

**Some of the broad questions that will be addressed during the session include:**

- What are the main challenges to ensure just, fair, and independent administrative investigations by/in Bangladesh, and how can they be overcome?
- What additional activities, mechanisms, or processes may benefit an effective compliance programme?
- What should be included in an anti-retaliation programme for it to be effective?
- "Speak Up and Listen Up" culture – what is it and which takes precedence?
- What standard of proof is most suited for administrative investigations?

### Format

**Length.** 45 minutes: 30-minute presentation + 15 minutes live Q&A.

### Speakers

**Mr. Morgan Pillay**, Chief, Ethics and Investigations Division, NDB



# Event Speakers

*By order of appearance*



## Ms. Mirana Mahrukh

Additional Secretary and Wing Chief, Asia,  
JEC and F&F, Economic Relations Division,  
Ministry of Finance, Bangladesh

Ms. Mirana Mahrukh, presently working as Additional Secretary and Wing Chief (Asia, JEC and F&F wing), Economic Relations Division, Ministry of Finance, belongs to 18th Batch of BCS Administration Cadre who joined Bangladesh Civil Service on 25 January 1999. She held various positions in the Field Administration and Ministry level, such as Assistant Commissioner and Executive Magistrate, Assistant Commissioner (Land), Senior Assistant Secretary, Deputy Secretary and Joint Secretary. She worked in Islamic Development Bank on loan during 2009-2012. She also worked as Counsellor and Head of the Chancery in the Consulate General of Bangladesh in Hong Kong from January 2013 to June 2017.

Mirana Mahrukh obtained her Bachelor (Honors) and Master's degrees in Public Administrative from the University of Dhaka. She also completed her MBA from the Victoria University, Melbourne, Australia.

She achieved several awards among which the Director General's Award in 1999 and National Integrity Award in 2023 are worth mentioning.



## Mr. Ashwani K. Muthoo

Director General, IEO, NDB

Mr. Ashwani K. Muthoo, an Indian national, assumed his position as the first Director General of the Independent Evaluation Office of the NDB on 18 April 2022, reporting directly and exclusively to the Bank's Board of Directors. Before his current role, Mr. Muthoo was the Director of the Quality Assurance Group in the Office of the President and Vice President at the International Fund for Agricultural Development (IFAD).

Prior to that, he was the Director of the Global Engagement and Multilateral Relations Division and Director of the Global Engagement, Knowledge and Strategy Division in IFAD. He also served as Deputy Director in the Independent Office of Evaluation (IOE) of IFAD, and in 2012-13, he was IOE Officer-in-Charge reporting directly to the Executive Board. He brings more than 30 years of professional and managerial experience in international cooperation, focusing on evaluation, quality assurance, global policies, country strategies, and development projects and programmes. His work experience covers more than 50 developing countries in Africa, Asia, Latin America and the Caribbean, and Near East and North Africa regions.

# Event Speakers



## Mr. Md. Kamal Uddin

Secretary, Implementation Monitoring and Evaluation Division, Ministry of Planning, Bangladesh

Mr. Md. Kamal Uddin is the Secretary of Implementation Monitoring and Evaluation Division of the Planning Ministry. He was born in 1967 at Chaugacha Upazila of Jashore District.

Md. Kamal obtained his BSS (Honors) and MSS Degree in Social Welfare from Dhaka University in the year 1987 and 1998. He also pursued a Post Graduate diploma in Macro-Economic analysis from BRAC University. Mr. Kamal also completed a professional certificate course in International Trade from Adelaide University, Australia.

Md. Kamal Uddin joined BCS (Admin) Cadre 11th BCS in 1993. During his service life, he worked as Assistant Commissioner, Senior Assistant Secretary, Private Secretary to the Secretary of the Government, Deputy Secretary, Joint Secretary and Additional Secretary in different Departments/Ministries. He visited India, Malaysia, Singapore, Australia UK, Saudi Arabia, and Philippines for the purpose of training & seminars.

Apart from his line ministries, he served as District Anti-corruption officer in the former Anti-Corruption Bureau, He also served as Deputy Director in the Directorate of Consumers Right Protection under the Ministry of Commerce.

Md. Kamal Uddin's spouse, Ashanoor Perven, is a housewife. He is the father of one daughter and one son. His daughter Tasfiunnoor Pinki completed her Honors and Master's degree in Economics from Jahangirnagar University and his son Talha bin Kamal has Completed his BSc Engineering degree in Mechanical Engineering from Rajshahi University of Engineering and Technology (RUET).



# Event Speakers



## Mr. Iqbal Abdullah Harun

Secretary, Planning Division, Ministry of Planning, Bangladesh

Mr. Iqbal Abdullah Harun, Secretary, Planning Division, Ministry of Planning, Bangladesh, is a member of BCS (Administration) 10th Batch. Prior that he served as Additional Secretary, Ministry of Environment, Forest and Climate Change, Bangladesh. He has a diverse public service career spanning from finance management, economic management, diplomacy, national budget preparation, PFM reform, institutional capacity development to the management of environment, forests and climate change issues.

Mr. Iqbal Abdullah Harun has rich experience in negotiations, cash and debt management, project management, training needs assessment, curriculum development, Sustainable Development Goal (SDG) financing, public-private partnerships, Integrated National Financing Framework and municipal investment financing. His long experience, relevant education and technical training in dealing with development issues and challenges in developing countries provided opportunities to work for Bangladesh with all major multilateral development institutions, including the United Nations, the World Bank, the International Monetary Fund and the United Nations Conference on Trade and Development (UNCTAD).

Mr. Iqbal Abdullah Harun has master's degrees in geography and environment, government financial management (UK), economics (Japan). He is fluent in English, Japanese, Bangla and has completed level-2 in Spanish.



## Dr. Salehuddin Ahmed

Hon'ble Adviser, Ministry of Finance, Bangladesh

Born in Old Dhaka with ancestral roots in Brahmanbaria, is a distinguished Bangladeshi economist and administrator. He completed his SSC from Dhaka Collegiate School and earned BA and MA degrees in Economics from the University of Dhaka, later obtaining a second MA and Ph.D. in Macroeconomics from McMaster University, Canada. He began his career as a lecturer at the University of Dhaka and then joined the Civil Service of Pakistan (CSP), serving in various administrative roles including Deputy Commissioner and Sub-Divisional Officer. He worked with several development organizations, including BARD, CIRDAP, and NGO Affairs Bureau. From 1996 to 2005, he served as Managing Director of PKSF, a major microcredit agency. Dr. Ahmed was Governor of Bangladesh Bank from May 2005 to April 2009. Currently, he serves as an adviser to the Ministry of Finance and the Ministry of Science and Technology till now.

# Event Speakers



## Mr. Md. Shahriar Kader Siddiky

Secretary, Economic Relations Division,  
Ministry of Finance, Bangladesh

Mr. Md. Shahriar Kader Siddiky Joined Economic Relations Division as the Secretary on 23 November 2023. Prior to that, he was an Additional Secretary in the Economic Relations Division (ERD).

Mr. Md. Shahriar Kader Siddiky is a member of the 11th batch of BCS (Administration) Cadre.

He joined as Assistant Commissioner in 1991. Later, he worked as AC (Land) and First-Class Magistrate in various places of Bangladesh. Besides, he worked in different Ministries including Cabinet Division, Ministry of Public Administration and Economic Relations Division, Ministry of Finance. He also served in Bangladesh Embassy in Kuwait.

Mr. Siddiky got his Masters in Management in 1990. He completed Chartered Accountancy course in the year 1993.

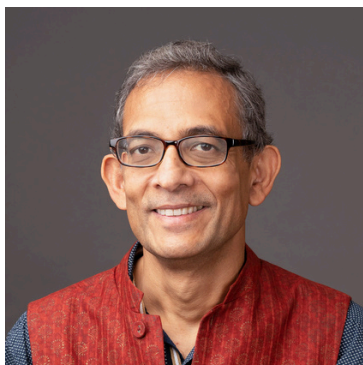
Mr. Siddiky represented at Asian Infrastructure Investment Bank's (AIIB) Board of Directors as Director from the Constituency 3 (Bangladesh, Malaysia, Maldives, Nepal, Philippines and Thailand) and in the Board of Directors of New Development Bank as Director from Bangladesh. He also served as the board member of IDCOL & IIFC.

Mr. Siddiky has undertaken extensive training in public sector management and has participated in numerous international workshops in different countries and UN bodies. His goal is to influence change in the public sector by promoting better services for the people of Bangladesh.

Recently he received the prestigious order of Diplomatic Service Merit (Heungin Medal) from the Republic of Korea for his outstanding and meritorious service rendered to promoting friendly relations between the Republic of Korea and the People's Republic of Bangladesh.

In his personal life, Mr. Siddiky is happily married and proud father of one son and one daughter.

# Event Speakers



## Dr. Abhijit Banerjee

Nobel Laureate (2019), Professor of economics at the Massachusetts Institute of Technology

Abhijit Vinayak Banerjee is the Ford Foundation International Professor of Economics at the Massachusetts Institute of Technology. In 2003 he co-founded the Abdul Latif Jameel Poverty Action Lab (J-PAL) with Esther Duflo and Sendhil Mullainathan, and he remains one of the Lab's Directors. Banerjee is a fellow of the National Academy of Sciences, the American Academy of Arts and Sciences and the Econometric Society. He is a winner of the Infosys Prize a co-recipient of the 2019 Sveriges Riksbank Prize in Economic Sciences in Memory of Alfred Nobel for his groundbreaking work in development economics research.

Abhijit is the author of a large number of articles and six books, including *Poor Economics*, which won the Goldman Sachs Business Book of the Year, *Good Economics for Hard Times*, both co-authored with Esther Duflo, and *Cooking to Save Your Life*. He is the editor of three more books and has directed two documentary films. Banerjee has served on the U.N. Secretary-General's High-level Panel of Eminent Persons on the Post-2015 Development Agenda. He is a trustee of Save the Children USA, a trustee of the British Museum, and the Chair of the Global Education Evidence Advisory Panel and the Global Advisory Board for COVID-19 Response of the government of West Bengal.



## Dr. Rania A. Al-Mashat

Minister of Planning, Economic Development, and International Cooperation, Egypt

Dr. Rania A. Al-Mashat has been part of Egypt's cabinet of ministers since 2018. She currently serves as the Minister of Planning, Economic Development & International Cooperation, and previously served as the Minister of International Cooperation and Minister of Tourism. She previously worked at the IMF in Washington D.C. as Advisor to the Chief Economist, and Senior Economist. She also served at the Central Bank of Egypt (CBE) where she contributed to modernizing the CBE's monetary policy strategy underpinned by structural reforms to formally adopt an inflation-targeting regime, a key pillar of the banking sector reform program launched in 2004.

Al-Mashat served on several boards, including the Egyptian Stock Exchange, the Egyptian General Authority for Free Zones and Investment, the Arab International Bank and the Arab Investment Bank. In her capacity as Minister of International Cooperation, she represents Egypt as Governor in several international financial institutions, including the World Bank Group, European Bank for Reconstruction and Development, Arab Fund for Economic and Social Development, and Arab Bank for Economic Development; and as Alternate Governor of Egypt at the African Development Bank, Asian Infrastructure Investment Bank, Islamic Development Bank and the New Development Bank as Egypt joined as a new member in 2023.

# Event Speakers



## Dr. D J Pandian

Director General, Indian Regional Office, NDB

Dr. D J Pandian currently serves as the Director General of the Indian Regional Office of New Development Bank (NDB). Prior to joining NDB, Dr. Pandian was the Vice President and Chief Investment Officer at Asian Infrastructure Investment Bank (AIIB).

He had an extensive career spanning 35 years with the Indian Administrative Services (IAS, 1981 batch), and held key positions at the provincial, national, and international levels in energy, infrastructure and finance sectors. During his career, he served in the provincial Government of Gujarat in various capacities including Chief Secretary; Additional Chief Secretary, Industries and Mines; and Principal Secretary, Energy and Petrochemicals Department. He played a vital role in creating favorable investment climate in Gujarat through dynamic policy interventions and ensured time bound and successful implementation of large scale projects.

He also had a stint as an advisor in the World Bank at Washington D.C. and held a key position at the Department of Economic Affairs, Ministry of Finance, Government of India.

Dr. Pandian established a modern university for higher education and an advanced institute for promoting applied research and policy making in the field of renewable energy and climate change.

# Event Speakers



## Mr. Garvit Sah

Principal Professional, Indian Regional Office, NDB

Mr. Garvit is a Principal Professional at New Development Bank's Indian Regional Office. He concentrates on origination of infrastructure and sustainable development transactions in Bangladesh and India. He also engages in development dialogue with national and sub-national governments as a part of his responsibilities to enhance the pipeline of projects for NDB. Additionally, he is responsible for implementation supervision and monitoring the portfolio of ongoing projects financed by NDB.

Garvit was earlier a part of the Public Sector Department of NDB where he was responsible for structuring and financing infrastructure projects in Brazil, China and India. He has led project appraisal teams for NDB covering critical sectors such as road transport, water supply and sanitation, renewable energy, and private equity fund investment.

Garvit has over eighteen years of experience in the area of infrastructure finance which includes public infrastructure, private sector investments and Public Private partnerships. Garvit holds an undergraduate degree in engineering, and an MBA from Indian Institute of Management Calcutta.



## Mr. Emmanuel Jimenez

Director General, Independent Evaluation Department,  
Asian Development Bank

Mr. Emmanuel Jimenez is Director General, Independent Evaluation Department of the Asian Development Bank. Reporting to ADB's Board of Directors, his responsibilities include assessing ADB's development effectiveness, as well as providing lessons to inform ADB operations. He was the Executive Director and CEO of 3ie. He led and conducted impact evaluations and evidence reviews and provided strategic direction to the organization as it championed the generation and use of evidence to guide decisions regarding policies and programs that improve lives in low and middle-income countries. He had worked for 30 years in the World Bank Group and held several senior management roles across several departments. He was a faculty member of the Economics Department of Western University in London, Canada. He has published extensively, including articles in peer-reviewed professional journals, books and reports on economic development and served as managing editor of several international development journals.



# Event Speakers



## Ms. Raquel Porto Ribeiro Mendes

General Coordinator for Global Development Institutions,  
Ministry of Finance, Brazil

Ms. Raquel Mendes is an experienced planning and budget analyst with over 25 years in the Brazilian federal public service, with a focus on budgeting, strategic planning, and international financial relations. She has deep expertise in the governance of multilateral development banks and international financial institutions, built through senior roles at the Ministry of Finance, the Ministry of Planning and Budget, and the Federal Budget Secretariat. Raquel has a strong track record in high-level negotiations and international coordination, including board-level engagement across Latin America, Europe, Asia, and Africa. She currently serves as the Director for Brazil at the International Fund for Agricultural Development. She holds a Bachelor's degree in Economics and a Master of Science in Environmental Impact Assessment, Auditing and Management Systems from the University of East Anglia, United Kingdom.



## Mr. Godfrey Mashamba

Deputy Director General, Department of Planning,  
Monitoring, and Evaluation (DPME), South Africa

Mr. Godfrey Mashamba is a Deputy Director General in the Department of Planning, Monitoring and Evaluation (DPME), South Africa. His duties include overseeing evaluation, evidence and knowledge systems, specifically managing the department's evaluations portfolio and providing technical support across government. He also supervises data integration and analytics services. A dedicated development and policy expert, Mr. Mashamba has experience in industrial development, science and innovation policy, and national statistics systems



# Event Speakers



## Mr. Hari Bhaskar

Manager, Public Sector Clients, Region 1 (South Asia, Southeast Asia, Sub-Saharan Africa), Asian Infrastructure Investment Bank

Mr. Hari Bhaskar has been an integral part of the Asian Infrastructure Investment Bank (AIIB) since its establishment in 2016. Initially based at AIIB's headquarters in Beijing, he relocated to the institution's hub in Abu Dhabi, UAE, during the summer of 2023. As the Manager of AIIB's Public Sector Clients department for Region 1, Hari oversees energy sector investment operations across South Asia, Southeast Asia, the Pacific Islands, and sub-Saharan Africa.

Hari has extensive experience in managing investment projects across South Asia, South East Asia, and Central/West Asia. In AIIB, he has managed investment projects across sectors including energy, transport, water, health and education sectors.

Prior to joining AIIB in Beijing, Hari had spent more than two decades with the energy majors Siemens, ABB and Alstom in various capacities in Singapore, Vietnam, Indonesia and India.



## Mr. Kaushik Barua

Lead Portfolio Advisor, Asia and the Pacific Division, International Fund for Agricultural Development

Kaushik Barua is Lead Portfolio Advisor for Asia-Pacific at the International Fund for Agricultural Development (IFAD), overseeing results monitoring and quality assurance for IFAD financed projects across 20 countries. He previously served as IFAD's Country Director for Cambodia and Laos, and managed programmes in other roles across West Africa, the Middle East, and East Asia. He co-authored IFAD's Fragile Situations Strategy and multiple IFAD Management Responses to independent evaluations, besides contributing to corporate results measurement guidelines. At the United Nations Development Programme (UNDP), he advised the Assistant Secretary General for Arab States, shaping green transition frameworks and Humanitarian-Development-Peace (HDP) Nexus strategies. With the World Bank and International Finance Corporation (IFC), he worked on household surveys and double bottom line investments in South Asia. Kaushik has over two decades of experience in rural development and has written on social and development issues for The Guardian, Open Democracy, Indian Express, The Hindu, and others.

# Event Speakers



## Mr. Lourival Rangel De Mattos

Director General, Internal Audit Department, NDB

Mr. Lourival Rangel de Mattos is a seasoned Brazilian executive with over 25 years of international experience in the financial industry holding senior positions in internal audit, compliance, corporate governance, and risk management. He currently serves as Director General of Internal Audit at the New Development Bank in Shanghai, advising the Board and senior leadership on governance, risk, and control matters.

Lourival has held leadership roles at Ernst & Young, HSBC Group, and Sumitomo Mitsui Banking Corporation in South America, including establishing and leading oversight functions aligned with global standards and regional regulations. He is a founding member of the audit commission of the Brazilian International Banks Association and has served on audit committees across Latin America. An active contributor to the MFI Chief Auditors and UN-RIAS networks, he promotes innovation in audit and oversight. Lourival holds an MSc in Business Management and has completed executive programs at Columbia Business School and Princeton University.



## Mr. Kamal Ahuja

Chief, Internal Audit Department, NDB

Mr. Kamal is Chartered Accountant & a career internal audit professional with more than 20 years of experience. His experience spans across banking and financial services. He has been with New Development Bank since 2016 and was earlier with another multilateral institution SAARC Development Fund.

# Event Speakers



## Dr. Muhammad Nuruzzaman

President, Bangladesh Evaluation Society

Dr. Md. Nuruzzaman holds a doctoral degree in Economics from the Department of Economics, University of Dhaka and has 33 years of capacity building and monitoring and evaluation experience at home and abroad. He served National Academy for Planning and Development (NAPD) as Director (Research and Publications) and Director (Training) for around two decades. He also served various national training and research institutes including Bangladesh Academy for Rural Development (BARD), National Institute of Local Government (NILG), Bangladesh Civil Service Administration Academy in various capacities i.e. as faculty and consultant.

Dr. Nuruzzaman started his career as a Monitoring Officer at the World Bank Supported MCH Co-ordination Cell at the Ministry of Health and Family Welfare. He also worked for DANIDA, KOICA, World Bank, UNFPA, IFAD and UNDP supported projects and programs as consultants. He has diverse experience in rural development, poverty alleviation, performance management and auditing, participatory planning and budgeting, monitoring evaluation and impact evaluation of policy, programs, and development projects. He is the current and founding President of the Bangladesh Evaluation Society. He is actively involved in regional and international initiative for national and international evaluation capacity building and networking. He is the founder President of Bangladesh Evaluation Institute (BEI) and founding Chairman of Bangladesh Foundation for Education Research and Development (BFERD).

# Event Speakers



## Mr. Morgan Pillay

Chief, Ethics and Investigations Division, NDB

A South African lawyer, Morgan's legal, criminal and administrative investigations, ethics and oversight experience spans over 27 years, including practicing law in a private firm, as a Prosecutor and Senior Defense Counsel in the South African government, serving as a military legal adviser in two United Nations peacekeeping missions (in the Democratic Republic of the Congo and Liberia), and as an investigator with the United Nations World Food Programme in Italy.

He joined NDB in 2022 after spending three years at the Green Climate Fund (GCF) in South Korea as the Senior Ethics Advisor to the Executive Director. Before his stint at GCF, he served seven years with the United Nations Population Fund in New York, culminating in heading the investigations function. He is a Rotary International World Peace Fellow alumnus.



## Mr. Henrique Pissaia

Principal Professional, IEO, NDB

Mr. Henrique Pissaia joined IEO in March 2023 as a Principal Professional Specialist in evaluation methods.

Henrique was staff in the Brazilian Ministry of Planning, and held positions on the Board of Directors and Governors in various Multilateral Development Banks and Funds, such as the AfDB, CAF, FONPLATA, IDB, IFAD and others. He also worked in IFAD and FONPLATA, where he was Chief of Staff of the Executive Presidency and General Coordinator for Strategic Alliances. Henrique has vast experience of working on the entire project cycle, from inception to evaluation and was a member of the Evaluation Committee of IFAD's Executive Board.

A Brazilian national, Henrique has a PhD in International Economics from the University of International Business and Economics in Beijing (China), a Master's in Laws, University of California, Berkeley (USA), and is trained in Law from UNICURITIBA (Brazil). He has published various papers, books, book chapters and given speeches on international development, environmental, social and governance (ESG) policies, international law and international economics.