

CONCEPT NOTE AND AGENDA

Enhancing Sustainable Development and Impact Through Evaluation

MAY 12, 2026 • MOSCOW, RUSSIA





Enhancing Sustainable Development and Impact Through Evaluation

KNOWLEDGE-SHARING SEMINAR ORGANISED BY THE
INDEPENDENT EVALUATION OFFICE (IEO) OF THE NEW DEVELOPMENT BANK (NDB)

A knowledge-sharing seminar by the Independent Evaluation Office
of the New Development Bank

CONCEPT NOTE AND AGENDA

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Background

1. In agreement with the Ministry of Finance of the Russian Federation, the Independent Evaluation Office (IEO) of the New Development Bank (NDB), in coordination with Eurasian Regional Centre (ERC) of NDB, will organise a day-long knowledge-sharing seminar in Moscow.
2. This concept note outlines the focus, objectives, process, audience and timelines for the organisation of the seminar.

Thematic focus

3. The seminar will focus on sharing lessons and good practices from independent evaluations undertaken by IEO in NDB member countries, specifically on private sector engagement, sustainable infrastructure development, and environment, social and governance (ESG) issues, including climate change and related topics.

Objectives

4. The main objectives of the seminar are as follows:
 - (i) Promote cross-fertilisation of experiences, good practices, lessons and dialogue on topics of mutual interest with a variety of stakeholders; and
 - (ii) Explore opportunities for future partnership between IEO and Russia on evaluations of projects and programmes, knowledge-sharing and evaluation capacity development.



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Venue and date

5. The seminar will be a one-day event to be held in Moscow on May 12, 2026 at Metropol Hotel.

Audience

6. Approximately 100 people are expected to take part in the seminar, including: government representatives from Russia, ambassadors and representatives of NDB member countries in Russia, representatives from the private sector, research and academic organisations, international organisations, NDB staff, and others (see Annex 1 for a provisional list of participants). While majority of the participants will attend the seminar in-person, arrangements have also been made to facilitate the virtual participation of selected individuals.

Format/speakers

7. The format of the seminar will include keynote statements and presentations on key event themes.
8. Speakers will be NDB staff members, representatives from the Federal Ministries and Agencies of Russia and other prominent internationally recognised subject-matter experts. The draft agenda may be seen in Annex 2.
9. The working language of the seminar is English. Simultaneous interpretation into Russian will be provided.

Documentation

10. Background documentation will be made available electronically to the participants, including key NDB strategies and reports, IEO documents, including the first edition of the IEO Evaluation Manual (translated into Russian) and others. Moreover, specific session briefs have been prepared by IEO on the themes being covered during the seminar, which may be seen in Annex 3.
11. Additionally, IEO evaluation products such as Evaluation Lens and Infographics (in Russian) will be showcased at the venue.

Communication and media

12. NDB will issue a press release on the day of the seminar. In the lead-up to the event, IEO will announce the seminar on the [“Events”](#) section of its website and will subsequently post key documentation, presentations, and the event communiqué. IEO will work with the NDB Corporate Communications Division for outreach purposes.



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ANNEX 1

Provisional list of participants

1. Government ministries of Russia:

- Ministry of Finance
- Ministry of Economic Development
- Ministry of Foreign Affairs
- Ministry of Transport
- Ministry for the Development of the Russian Far East and Arctic
- Ministry of Natural Resources and Environment

2. Federal agencies and state entities:

- State Development Corporation “VEB.RF”
- State Atomic Energy Corporation “Rosatom”
- Accounts Chamber of Russia
- Federal Agency for the Commonwealth of Independent States Affairs, Compatriots Living Abroad, and International Humanitarian Cooperation (Rossotrudnichestvo)
- Federal Service for Consumer Rights Protection and Human Wellbeing (Rospotrebnadzor)

3. NDB project partners in Russia:

- Joint-Stock Company “Russia Housing and Urban Development Corporation” (DOM.RF)
- Joint Stock Company “Russian Railways”
- Nord Hydro Beliy Porog Company
- The Saint Petersburg Foundation for Investment Projects
- Foundation for Enterprise Restructuring and Financial Institutions Development

4. Evaluation organisations:

- Russian Association of Social Programme and Project Evaluation Specialists
- Evaluation Associations of NDB members
- Process Consulting Company

5. Academia, research centres and think-tanks:

- National Research University Higher School of Economics
- Moscow State University
- Russian Presidential Academy of National Economy and Public Administration
- Moscow School of Management SKOLKOVO
- Centre for Strategic Research
- NITI Aayog



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6. International and regional organisations:

- Eurasian Development Bank
- Eurasian Economic Union
- International Bank for Economic Co-operation
- International Investment Bank
- Eurasian Fund for Stabilization and Development
- FAO Liaison Office with the Russian Federation

7. Non-profit organisations

- Chamber of Commerce and Industry of Russia
- Agency for Strategic Initiatives
- Charity Foundation «Giving Culture»
- Sberbank's Charity Foundation «Investment in the Future»
- Fund for the Support of Social Projects
- Charity Foundation «Absolut Help»
- Foundation for regional social programs “Our Future”

8. Embassy representatives in Russia:

- Embassies of NDB member countries

9. NDB staff:

- Ashwani K. Muthoo, Director General, IEO
- Andrey Bokarev, Director General, ERC
- D.J. Pandian, Director General, Indian Regional Office
- Anna Valkova, Principal Professional, ERC
- Maria Smirnova, Principal Professional, ERC
- Matlale Serobe, Professional, Africa Regional Centre
- Marina Ustinova, Junior Professional, ERC
- Chao Sun, Principal Professional, IEO
- Jaqueline Souza, Communication Specialist, IEO
- Dana Kochieva, Junior Professional, IEO
- Beatriz Vieira Rauber, Evaluation Analyst, IEO

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ANNEX 2

Provisional Agenda

09:30-10:00	REGISTRATION AND NETWORKING COFFEE
Master of Ceremony: Ms. Zarina Tsagaraeva, Head, International Unit, State Development Corporation VEB.RF, Russia	
INAUGURAL SESSION	
10:00 – 10:07	Inaugural statement by Mr. Pavel Snisorenko , Alternate Director for Russia on the NDB Board of Directors
10:07 – 10:14	Statement by Mr. Duncan Pieterse , Director-General of South Africa's National Treasury, and Chairperson of the NDB Board of Directors
10:14 – 10:21	Remarks by Mr. Ashwani K. Muthoo , Director General, IEO, NDB
10:21 – 10:28	Remarks by Mr. Andrey Bokarev , Director General, ERC, NDB
10:28 – 10:50	High-level statement by Professor Ramesh Chand , former Member (Union Minister of State), Niti Aayog, Government of India
10:50 – 11:00	Group photo
SESSION 1	
LESSONS FROM INDEPENDENT EVALUATIONS OF THE NDB OPERATIONS	
11:00 – 10:05	Introductory videos of NDB and IEO
11:05 – 11:25	Presentation by Mr. Chao Sun , Principal Professional, IEO, NDB, on cross-cutting lessons from independent evaluations of projects in NDB member countries
11:25 – 11:45	Plenary discussions, questions and answers
11:45 – 12:00	Coffee break
SESSION 2	
PRIVATE SECTOR ENGAGEMENT FOR SUSTAINABLE DEVELOPMENT	
12:00 – 13:30	Panel discussion: Catalysing transformational change: leveraging partnership with the private sector for greater impact

Enhancing Sustainable Development and Impact Through Evaluation

KNOWLEDGE-SHARING SEMINAR ORGANISED BY THE INDEPENDENT EVALUATION OFFICE (IEO) OF THE NEW DEVELOPMENT BANK (NDB)

Panellists:

- Mr. Sergey Storchak, Senior Banker, State Development Corporation VEB.RF, Russia, and former Chair of the NDB Board of Directors
- Mr. D.J. Pandian, Director General, Indian Regional Office, NDB
- Mr. Sergey Ulatov, Chief Economist, Eurasian Fund for Stabilization and Development
- Mr. Xianbin Yao, former Special Senior Advisor to the President, Asian Development Bank

Moderator: Mr. Sergey Shatalov, Senior Adviser, IEO, NDB

13:30 – 14:30 Lunch for all participants

SESSION 3

ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) INSIGHTS

14:30 – 15:50 **Panel discussion:** Good practices and lessons on ESG in NDB operations

Panellists:

- Ms. Izabella Teixeira, former Federal Minister of Environment, Brazil
- Ms. Matlale Serobe, Professional, Africa Regional Centre, NDB
- Ms. Polina Lion, Chief Sustainability Officer, State Atomic Energy Corporation “Rosatom”
- Mr. Igor Makarov, Associate Professor, Head of the School of World Economy of National Research University Higher School of Economics

Moderator: Mr. Chao Sun, Principal Professional, IEO, NDB

CLOSING SESSION

15:50 Event recap and next steps by **Mr. Ashwani K. Muthoo**, Director General, IEO, NDB

16:00 End of seminar



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ANNEX 3

Session Brief

SESSION 1

Lessons from Independent Evaluations of the NDB Operations

Background

NDB, established in 2015 by BRICS countries, mobilises resources for infrastructure and sustainable development across its founding members and other emerging market economies and developing countries (EMDCs). Complementing the ongoing efforts of other multilateral and regional financial institutions, NDB aims to contribute to global growth and development by helping address the needs and aspirations of EMDCs.

IEO, established in 2022 and reporting directly to the Board of Directors, conducts independent evaluations of the Bank's policies, strategies, processes, and projects, to strengthen accountability and inform future interventions.

Objective

This session will present lessons and good practices from IEO evaluations of the NDB operations across member countries. It will examine their relevance for Russian stakeholders and highlight the role of evaluation in shaping the NDB's future engagement in Russia. The session also will provide an opportunity to explore priorities for future IEO engagement.

Key Questions

- What specific lessons and good practices from IEO evaluations are most relevant in the Russian context and why?
- What support can IEO provide to Russian institutions going forward (e.g., thematic evaluation, knowledge sharing, evaluation capacity development)?
- What methodologies does IEO use to assess project success, particularly the sustainability of outcomes?
- As the NDB enters its second decade, what critical questions should the Bank address, based on IEO's evaluation evidence?



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SESSION 2

Private Sector Engagement for Sustainable Development

Background

The NDB General Strategy for 2022–2026 estimates the infrastructure financing gap in emerging markets and developing countries at approximately US\$39 trillion over 2021–2030. To help address this gap, the Bank “will engage strategically with private sector players to become a significant catalyser of private capital into infrastructure and sustainable development projects”. Since its establishment, the NDB has been expanding its engagement with the private sector, seeking to increase its share to 30% of the Bank’s total portfolio.

Objective

This session will consider the NDB’s experience in engaging with the private sector and lessons from IEO evaluations of such operations across member countries. It will also draw comparisons with the experience of peer institutions and discuss approaches to strengthening partnerships with the private sector in development.

Key Questions

- What are the opportunities and challenges for governments and MDBs in engaging the private sector in development?
- What incentives are required to ensure effective private sector participation?
- To what extent can the private sector contribute to addressing the financing gap?
- How should evaluation approaches be adapted when assessing the impact of private sector operations?
- What are some of the key lessons that should be implemented to strengthen private sector engagement?



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SESSION 3

Environmental, Social and Governance (ESG) Insights

Background

Sustainability is central to the NDB's operations, guiding how projects are designed, implemented, and monitored. The Bank applies an Environment and Social Framework to ensure that financed activities are economically viable, environmentally sound, and socially responsible. ESG considerations are integrated throughout the project lifecycle through a risk-based, outcome-focused approach aligned with national regulatory systems and development priorities. Through this approach, ESG functions not only as a safeguard, but as a key driver of sustainable infrastructure and development outcomes.

Objective

The session will examine lessons from the NDB's application of ESG standards in its projects, drawing on perspectives from project implementation agencies, partner institutions, academia and civil society. It will also consider how these lessons can strengthen the evaluation of ESG outcomes in development projects.

Key Questions

- How can development institutions balance the need for infrastructure development with robust ESG safeguards? How should the critical trade-offs be managed?
- What evidence from evaluations demonstrates that strong ESG implementation adds value to projects, e.g. through community support, reduced delays, or better financial performance?
- What constitutes meaningful engagement with affected communities? What are the indicators of genuine community buy-in?
- To what extent have the NDB-financed projects delivered tangible and equitable benefits for local communities? What evaluation evidence exists on designing projects for shared prosperity?
- Based on evaluation evidence, what ESG priorities should the NDB and its stakeholders focus on going forward?