



# INDEPENDENT EVALUATION OFFICE UPDATE

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I have had the privilege of joining the New Development Bank (NDB) as its first Director General (DG) of the Independent Evaluation Office (IEO) on 18 April 2022. I am truly delighted to be part of the NDB team, which at all levels has been extremely welcoming and supportive in my initial days at the Bank.

The establishment of IEO is a clear signal of the Bank's strong drive towards promoting accountability and learning as well as strengthening the quality of its development interventions.

As I work jointly with the Bank's Board of Directors (BOD) and Management in setting up the IEO, the purpose of this Update is to share with you some of the key activities undertaken in the first one hundred days since my appointment.

I look forward to working with all relevant partners and stakeholders across the Bank and beyond, in supporting the organization towards building a strong evaluation and results culture, and will be happy to provide you further updates in the future.

**Ashwani K. Muthoo**  
Director General, IEO

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## NDB Evaluation Policy

Having a state-of-the-art Evaluation Policy is critical for any multilateral development bank, providing an overarching framework for the conduct of independent evaluations and overall functioning of the IEO. Building on international good practices, IEO developed the Bank's Evaluation Policy in cooperation with NDB Management, and presented the draft for discussion at the 36th BOD meeting in end June.

Taking into account the feedback of the BOD, the final policy has been circulated electronically to BOD for approval. Once approved, the Policy will be disseminated and further operationalized through dedicated implementation guidelines that will be issued by the end of 2022.



The overarching goal of evaluation is to improve NDB's organizational and development effectiveness and to further the achievement of the Bank's mandate.

## Engagement with the Board of Directors and NDB Management

Given that the DG IEO reports directly and exclusively to the BOD, a key priority in the initial period has been to understand the expectations and priorities of the BOD for independent evaluation. In this regard, bilateral meetings have been held with individual members of the BOD, and the DG IEO participated in the two Board meetings held since April.

During the Board meetings, the Directors have had the opportunity to consider a variety of IEO documents and provide feedback and insights, in particular on the road map for the operationalization of IEO, the draft Evaluation Policy, and a proposal for IEO to undertake two project evaluations in Brazil and India this year, respectively. Similarly, a constructive and strong dialogue with NDB Management is fundamental to ensure that IEO is able to deliver on its mandate effectively and efficiently. As such, the DG IEO has held meetings with the President, the four Vice Presidents and the majority of Director Generals and Chiefs across different departments.

## Launching of the first two independent evaluations of NDB financed operations



Madhya Pradesh Major District Roads Project, India

Following consultation with the NDB Management, the BOD approved IEO's proposal to launch two project evaluations in the second part of 2022. These are of the Financing of Renewable Energy Projects and Associated Transmission Project in Brazil (non-sovereign operation) and the Madhya Pradesh Major District Roads Project in India (sovereign operation). Preparatory work has commenced in both cases, with the aim of finalizing for Board presentation at least one of the evaluation by end 2022.

In addition to allowing for an assessment of results and generation of lessons to improve the quality of Bank-financed operations, these evaluations will serve as pilots (e.g., in terms of methodology and process) for further evaluations to be conducted in the future.

## Independent evaluation sensitization plan

It is important to sensitize Bank staff and concerned partners in member countries to the work of IEO as well as evaluation in general. As such, IEO developed a sensitization plan, which is currently being rolled out.

It has numerous components, such as the inclusion of a presentation on independent evaluation in the Bank-wide corporate induction programme for new staff, the development of dedicated web pages devoted to independent evaluation on the NDB corporate website, launching of a lecture series on evaluation and related topics of relevance to the Bank, preparation of blogs and videos, and other activities.

Several of the activities will be conducted on a regular, rolling basis.

## Recruitment of human resources

Staffing the office has also begun. In addition to the DG, the NDB Management made available two professional staff positions for 2022. The vacancy announcements for these positions were posted and the selection process is ongoing.

Clearly, IEO will require additional staff positions, and a well-informed proposal will be made for BOD consideration as part of IEO's first work programme and budget that will be presented to the BOD in December 2022. In the meantime, the DG IEO is being supported by short term temporary consultants.

## Evaluation partnerships



Financing of Renewable Energy & Associated Transmission Pira Pora, Brazil.

Exchanging experiences with and learning from peers will be an important aspect in the development and functioning of IEO. To activate the process, the DG IEO took part in the annual conference of the UK Evaluation Society in London in May.

During the official travel, he held bilateral meetings with staff in the Independent Evaluation Department at the European Bank for Reconstruction and Development and a video conference with the head of independent evaluation at the European Investment Bank. Other such contacts will be pursued on an ongoing basis with other Multilateral Development Banks.