



New  
Development  
Bank

EVALUATION  
SYNTHESIS REPORT

**PRELIMINARY  
EXPERIENCE IN  
ESTABLISHING NDB  
ON-THE-GROUND  
PRESENCE**

THE ROLE OF  
REGIONAL OFFICES

INDEPENDENT  
EVALUATION OFFICE



MAY 2024

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# TABLE OF CONTENTS

<b>Preface</b>	iii
<b>Abbreviations and acronyms</b>	v
<b>Acknowledgements</b>	vi
<b>Executive summary</b>	vii
<b>I. Background</b>	1
1.1. Context of NDB	1
1.2. The ROCs in NDB's organisational structure	3
<b>II. Evaluation synthesis methodological framework</b>	6
2.1 Background of the evaluation synthesis	6
2.2 Key evaluation processes	7
2.3 Limitations	8
<b>III. Peer international financial institution (IFI) experiences of on-the-ground presence</b>	9
3.1 Approaches, objectives and expected benefits	9
3.2 Organisational architecture and country presence models	10
3.3 Key workflows/reporting lines	10
3.4 Resources	11
3.5 Results metrics	11
<b>IV. Main evaluation findings</b>	12
4.1 Scaling up operations and project pipeline	12
4.2 Project implementation and monitoring support	15
4.3 Visibility and partnerships	18
4.4 Capacity building and knowledge management	20
4.5 Membership expansion and implications to ROCs	21
4.6 Regional offices' resources for fulfilling their role	22
4.7 Workflow and reporting lines	25
<b>V. Lessons, conclusions and considerations for the way forward</b>	27
5.1 Lessons from peers and implications for NDB	27
5.2 Conclusions from the review of NDB's experiences	27
5.3 Considerations for the way forward	30
<b>Annexes</b>	31
Annex 1 Number of project approvals (by year by country)	32
Annex 2 Review of budget utilization of regional offices and centres	33
Annex 3 List of key persons met	37
Annex 4 List of MOUs entered by NDB with BRICS based institutions	39
Annex 5 Diversity of NDB workforce	41
Annex 6 Bibliography and project documents reviewed	43
Annex 7 Summary of six peers' practices for country webpage & social media	45

# PREFACE



I am delighted to present this evaluation synthesis report (ESR) which contains the findings of the study undertaken by the Independent Evaluation Office (IEO) of the New Development Bank (NDB), on the preliminary experience in establishing NDB's regional offices and centres (ROCs).

The establishment of ROCs was provided for in NDB's founding articles, representing an early and bold step for a new bank, and an approach quite unlike most peer organisations. The rationale was clear: to be, from the outset, as close as possible to the Bank's clients and ensure that the Bank would be more agile and responsive to their needs. ROCs have therefore always been seen as an integral part of NDB's institutional architecture.

NDB's ROCs have been set up in a phased manner since the Bank started its operations in 2015. IEO feels that this was appropriate due to the lack of experience NDB had in setting up such offices and the need to prioritise resources. The Africa Regional Centre came first in 2018, the Americas Regional Office next in 2019, the Eurasian Regional Centre opened in 2020 and the Indian Regional Office in 2022. Given the location of headquarters in Shanghai, the China operations have, to date, been managed from there – benefitting from economies of scale and staff efficiency in so doing.

Despite the recentness of their establishment and differing phases of maturity, and the disruptions to normal business of the COVID-19 pandemic, the overwhelming feedback we received is that the ROCs have already begun playing an important role for NDB. They have strengthened dialogue and partnerships between NDB and organisations on the ground; advanced the Bank's visibility, presence and reputation in member countries as a key player supporting their development, and supported headquarters by facilitating project missions.



But as the ROCs mature and embed themselves in NDB's operational and support architecture, more needs to be done to consolidate their effectiveness and expand their usefulness. For example: the current limitations in institutional IT systems – such as varying connectivity and the lack of portal to connect stakeholders remotely with HQ – hinder ROCs' efficiency; the focus on operations along with limited human and financial resources are restricting the opportunities for the Bank's deeper engagement in non-lending activities such as knowledge-sharing, partnerships, capacity-building and technical assistance; and the Bank's HR policies require further development, for instance, to systematically consider greater mobility between ROCs and HQ. Indeed, as NDB's membership increases over the coming years, so will ROCs' workloads and responsibilities (e.g. to cover operations in other countries). Careful consideration needs to be given to managing this – and IEO encourages NDB Management to put in place an action plan or interim strategy on how to deal with these issues and to further strengthen the ROCs moving forward.

Finally, this is the first ever ESR produced by IEO. ESRs focus on learning and knowledge generation and aim to stimulate debate and raise issues for reflection for the way forward. In my opinion, undertaking an ESR on this subject and at this point – after nearly 10 years of NDB's existence and six years after the foundation of the first ROC – was extremely timely. It can help steer discussion and strategic thinking on future approaches and priorities for enhancing the ROCs by Management and Member Countries.



A handwritten signature in black ink that reads "Ashwani K. Muthoo". The signature is written in a cursive style and is underlined.

**Ashwani K. Muthoo**  
Director General  
Independent Evaluation Office

# ABBREVIATIONS AND ACRONYMS

ADB	Asian Development Bank
AfDB	African Development Bank
AIIB	Asian Infrastructure Investment Bank
ARC	Africa Regional Centre (NDB)
ARO	Americas Regional Office (NDB)
BRICS	Brazil, Russia, India, China and South Africa
BoD	Board of Directors
CAF	Development Bank of Latin America and the Caribbean
CRF	Corporate Results Framework
COVID-19	Coronavirus Disease 2019
DG	Director-General
EBRD	European Bank for Reconstruction and Development
ERC	Eurasian Regional Centre (NDB)
ESG	Environmental, Social and Governance
ESR	Evaluation Synthesis Report
HQ	Headquarters
IaDB	Inter-American Development Bank
IEO	Independent Evaluation Office
IFI	International Financial Institution
IFAD	International Fund for Agricultural Development
IRO	Indian Regional Office (NDB)
KPIs	Key Performance Indicators
MDB	Multilateral Development Bank
MOUs	Memorandums of Understanding
NDB	New Development Bank
PPMD	Project Portfolio Management Department
ROC	Regional Office and Centre
ToR	Term of Reference
TA	Technical Assistance
VP & COO	Vice-President and Chief Operating Officer

# ACKNOWLEDGEMENTS

The Independent Evaluation Office (IEO) of the New Development Bank (NDB) would like to thank all those who have contributed to the preparation of this evaluation synthesis report. Specifically, IEO is grateful to the NDB Management and staff, who promptly provided access to data, information and documentation and shared their insights at different stages of the process. Similarly, appreciation is due to members of the NDB Board for their comments and feedback on the draft approach paper and draft final report.

Moreover, as part of the benchmarking exercise conducted, valuable inputs were provided by colleagues in several peer international organisations regarding their overall experience, good practices and lessons on the topic.

The report was produced under the overall supervision of Mr. Ashwani K. Muthoo, Director General, IEO. He was ably supported by Mr. Chao Sun, Senior Professional IEO, who was the lead evaluator for this report. Mr. Sun benefitted from the inputs of Ms. Dorte Kabell (Development and Evaluation Expert), Mr. Heng Zhao, Research Analyst IEO, Ms. Jaqueline Rabelo Souza, IEO Production and outreach expert, and Mr. John Laird, IEO Evaluation editor and writer, for their support in preparing and ensuring the good quality of the document.

IEO is exclusively responsible for the contents and quality of the evaluation report.

# EXECUTIVE SUMMARY

**1 Background.** As part of the Independent Evaluation Office (IEO) work programme for 2023, the Board agreed for IEO to produce its first evaluation synthesis report (ESR) on NDB's initial experience with establishing regional offices and centres (ROCs), as a way to strengthen its on-the-ground presence. Unlike other IEO products, ESRs focus on learning, and therefore do not make use of the usual evaluation criteria or ratings system. Also, ESRs do not include recommendations for Management and/or the Board but aim to identify relevant lessons and good practices and raise issues that merit attention moving forward. In this spirit and consistent with the practice in other peer organisations, no formal written New Development Bank (NDB) Management response is required for ESRs.

**2 Process.** The evaluation was prepared between September 2023 and February 2024. As per usual practice, at the outset, an approach paper was produced to clarify the scope and methodology to be applied. This was followed by the analytic phase, which included the examination of data, interviews with key personnel, reviews of documentation, and a benchmarking exercise with comparable international organisations. Thereafter, IEO prepared the draft report, which was shared with members of the Board and NDB Management for comments, which have been carefully considered in this final report.

**3 Main findings.** Unlike other peers, the establishment of ROCs right at the Bank's creation was a bold decision taken by NDB and its founders, as a way to ensure strengthened dialogue and engagement with its member countries. After the Bank commenced its operations in July 2015, it began setting up ROCs: in Brazil, Russia, India and South Africa. A dedicated desk was established at NDB headquarters to manage operations in China (as part of the Project Portfolio Management Department).

**4** NDB also took a different approach to staffing the ROCs, by only employing nationals of the country where the offices were located. This too

appears to have been the right strategy in the initial years of the Bank, to ensure rapid mobilisation of local resources, limit costs and start activities on the ground. However, moving forward and given the Bank's ambition to expand as a global development financial institution, reflection will be required with regards to the appropriate type of staffing needs of the ROCs, mobility, diversified workforce, and whether tailored (e.g. national) contracts can be issued to some staff in ROCs, depending on their roles and responsibilities.

**5** Moreover, given the size of the current China portfolio and that country's future needs, consideration may be given to the structure and configuration of the office, though this is something that could be done once NDB membership expands further in the East Asia and Pacific region. Lastly, the pros and cons for the Bank to have a "satellite" office in Beijing could be explored; likewise in Delhi, though it may be useful for NDB to first gain more experience with the Indian Regional Office which opened in 2022.

**6** At this point in time, it is not methodologically possible for IEO to firmly draw conclusions of whether the establishment of ROCs are leading to better development effectiveness of NDB's operations. This is because: ROCs have been established at different times and are at different phases of maturity, the number of completed projects in the portfolio is limited, time series data is not yet available, and the disruptions caused by the COVID-19 pandemic for a period of around three out of the six years since the first ever office – in South Africa – was established mean that the true picture might be difficult to discern. The data collected as part of this ESR can serve as a useful benchmark for a more detailed assessments in the future, either by IEO and/or Management itself.

**7** Nevertheless, the overwhelming feedback received and assessment by IEO is that the ROCs are a very important component of NDB's organisational architecture. They are playing a critical role in strengthening dialogue and partnerships between NDB and a range of organisations on the ground. Though more can be done, ROCs are

advancing NDB's visibility, presence and reputation in member countries as a key international player supporting them in their own trajectories towards improved economic and social development.

**8** The focus of the ROCs in the initial period understandably has been primarily on operations, especially taking into account their limited resources and capacities, as compared to peers. Nevertheless, at the country level and through their presence on the ground, the ROCs are advancing dialogue and partnerships with a range of institutions, particularly the ministries of finance, state/provincial level authorities, national development banks (e.g. the Brazilian Development Bank and the Development Bank of Southern Africa), the private sector, and others. However, more can be done to explore partnerships with the multilateral development banks, the United Nations, and other actors. Similarly, though there are examples of some knowledge work, the ROCs could devote more efforts to analytical work and the documenting and sharing of lessons. Conducting activities beyond the core tasks of operations will clearly require more resources, and in this respect, the Bank may want to consider hiring sector specialists to support operations and knowledge activities.

**9** As the Bank rightly continues to devote energies towards membership expansion, the introduction of more borrowing countries is already having implications for the ROCs, given engagement in such countries entails additional responsibilities for them. With a growing membership, the implications thereof on the capacities and resources of the ROCs will need careful assessment and recalibration.

**10** IT infrastructure and systems are essential pillars enabling the proper function of ROCs, and their effective integration into the Bank's structure. The majority of the interviewees especially in ROCs underlined that they still do not have timely and easy access to data, analytics, documentation and decisions, in light of the relatively under-developed IT environment within the Bank. While new initiatives are being currently taken, such as the development of a Bank-wide intranet and a

Client Portal for digital engagements with borrowers, this area will require prioritization and deeper attention.

**11** The Bank can only have efficient and effective on-the-ground presence if it has a strong, robust and solid headquarters (HQ) in Shanghai. As such, it is important that continued attention be devoted to strengthening HQ, whether it is in terms of staffing, IT systems, governance, introduction of a corporate results framework, further development of the self-evaluation function, improved communications, strengthening the links between business plans and budgets, and others. The current lack of a corporate results management system with clear cascading key performance indicators means it is difficult to see how each unit, including the ROCs, contribute to the strategic objectives, and further means that accountability for results in both HQ and ROCs can still be strengthened further. The ongoing work to develop the Bank's corporate results framework is thus an important improvement.

**12 Conclusion.** The establishment of the ROCs is indeed a positive feature of the Bank's institutional architecture and operational model. Work is still in progress, and it is evident that over time incremental resources and efforts by both the Board and Management will be required for the ROCs and HQ to work together as "One Bank" for improving the organisation's project performance and development impact. For now, the Bank has made a good start and, with continued attention, the ROCs will make an increasing contribution in supporting member countries and advancing the Bank's broader mandate. Having a dedicated and documented strategy that would provide an overarching framework to guide the further evolution of the ROCs merits consideration.

# 1 BACKGROUND

## 1.1 CONTEXT OF NDB

1. The Articles of Agreement (AoA) and General Strategy documents of the New Development Bank (NDB), or “the Bank”, signal its intention to be different from the traditional multilateral development banks (MDBs). As a development institution developed by and for the emerging markets and developing countries (EMDCs), NDB is demand driven and its focus is on the needs of its member countries. The Bank is fully controlled by its member countries from the “global south”, its operations come without policy conditionalities, and the use of country systems in environmental, social and governance (ESG) and procurement practices is a defining feature of NDB’s operational approach.
2. In organisational terms, at this point in time, three things distinguish NDB from comparator MDBs. They are: (i) its maturity – the fact that the Bank commenced its operations only in July 2015 and is still growing and evolving as a global development institution with a relatively modest number of members; (ii) its size – as it currently has around 250 staff and approved

operations in only the five “BRICS” countries – Brazil, Russia, India, China and South Africa; and (iii) its approach to global presence. Where the development of a global presence in peer MDBs has been gradual and grounded in a certain organisational maturity, NDB established regional offices and centres (ROCs) as part of its founding structure<sup>1</sup> and their evolution has thus happened in parallel with the evolving maturity at headquarters. This calls for close attention to synergies and continuous assessment of implications of further organisational adjustment on the ROCs.

3. In operational terms, several aspects are different. One is the very explicit intention to complement other ongoing development efforts as expressed in the Bank’s General Strategy for 2022-2026: “Complementing the ongoing efforts of multilateral and regional financial institutions, NDB aims to contribute to global growth and development by helping address the needs and aspirations of EMDCs.” This also echoes Article 1 (Purpose and Functions) of NDB’s AoA and is reflected in the strategic targets as shown in box 1.

<sup>1</sup> “The Bank may establish offices necessary for the performance of its functions. The first regional office shall be in Johannesburg.” - Article 4 Headquarters, Agreement on the NDB – Fortaleza, July 15, 2014.

**Box 1: Strategic imperative and targets for 2022-2026**

<b>Mobilising Resources</b>	Provide USD 30 billion in total volume of approved financing from own balance sheet over 2022–2026
	Extend 30% of total financing in local currencies over 2022–2026
<b>Financing for impact</b>	Provide 30% of total financing to non-sovereign operations over 2022–2026
	Co-finance 20% of projects (in numbers of projects) with partner MDBs over 2022–2026
	Direct 40% of total financing to projects contributing to climate change mitigation and adaptation, including energy transition, over 2022–2026
<b>Institution building</b>	Increase female representation to 40% of professional and managerial staff by 2026

Source: NDB General Strategy for 2022-2026 (Scaling Up Development Finance for A Sustainable Future)

- Other aspects of the Bank's operating model are still under discussion and evolving, for example, NDB's role in knowledge management and the design of projects. Where traditional MDBs designate themselves as knowledge banks and play a significant role in project design and structuring, NDB does not have a standardized approach, and also currently does not, unlike its peers, have significant in-house technical and sector expertise – the Bank instead uses external technical experts as short-term-consultants on an ad-hoc basis.
- In terms of programming and project pipeline development, NDB is demand driven and its current practice is to finance projects proposed and prioritised by its member countries to meet their development needs. For the time being, the Bank does not have explicit country strategies or country partnership plans, although Management is actively considering their introduction in the near future to guide NDB activities at the country level.
- The small size of NDB compared to peers has three implications. Firstly, larger MDBs than NDB have a wider range of member countries, which means that they can tap into more diverse sources of funding. The relatively small membership of NDB influences the Bank's financial position, credit rating and the cost of NDB's borrowings. Efforts to expand the membership base is ongoing and are acknowledged as important by international rating agencies: *"We believe the addition of new members, which will have significant capital stakes and provide more meaningful diversification, could strengthen NDB's role and relevance"*.<sup>2</sup>
- Secondly, with the employment of fixed-term staff in NDB limited to member country nationals, the recruitment base is relatively narrow compared with peer MDBs. This limits the diversity of staff, career management, and mobility possibilities. All NDB's full-time employees are from its five BRICS countries<sup>3</sup> – posing challenges to the options available and pace of recruitment.

**Table 1: Evolution in number of staff from 2018 to 2022**

Item	31 Dec 2018	31 Dec 2019	31 Dec 2020	31 Dec 2021	31 Dec 2022
Expected headcount <sup>4</sup>	220	300	350	400	N/A
Actual staff headcount	144	161	185	207	224

Source: NDB Annual Reports from 2018 to 2022

<sup>2</sup> Source: S&P, <https://disclosure.spglobal.com/ratings/en/regulatory/article/-/view/type/HTML/id/2953540>

<sup>3</sup> There is a secondee from Bangladesh in NDB Operations teams, report to the DG of Public Sector Department.

<sup>4</sup> Page No. 28 of the General Strategy (2017-2021) approved by NDB Board of Governors.

8. A generally acknowledged strength of MDBs is their ability to attract global talent, and to engage the best and the brightest worldwide. This is further helped by their well-designed global mobility programmes. An equally young peer as NDB, the Asian Infrastructure Investment Bank (AIIB), has opted for recruitment of staff also from non-member countries to expand its talent base. IEO does not however believe this would be appropriate in the case of NDB, at least in the foreseeable future, given the attention to membership expansion and the fact that more than 40% of the world's population live in the five founding member countries of NDB.
9. Thirdly, compared to AAA rated peer MDBs, the Bank's total volume of operations is relatively small, partially due to the limited number of borrowing countries. This carries a concentration risk as highlighted by rating agency Fitch in its report: "NDB's operations are limited to its member states, which structurally entails maximum country-concentration risks."<sup>5</sup> This may also limit its capacity to have a substantial impact on addressing the development challenges faced by its member countries, a fact that is fully recognized in the business model which stresses the Bank's intent to "complement the ongoing efforts of multilateral and regional financial institutions", thus building on a leveraging effect. This is reflected in the strategic targets which include a target for 20% co-financing with peer MDBs. The Bank thus needs to be competitive and geared to co-financing with other partners, and the ROCs also have a key role to play in this area.

## 1.2 THE ROCS IN NDB'S ORGANISATIONAL STRUCTURE

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10. Peer MDBs' global presence has evolved over time gradually. For example, AIIB only established an Interim Operational Hub in Abu Dhabi in September 2023, as its first overseas office, about 7.5 years after its establishment. NDB is unique in this regard, as establishing on-the-ground presence in all founding member countries early on was clearly noted in its AoA (see footnote 1).
11. The sequence in setting up ROCs was as follows:
  - Agreement for inaugurating the **Africa Regional Centre (ARC)** in Johannesburg was signed in 2017. The Director-General (DG) of the ARC, as the first member of staff, was onboarded in April 2018.
  - Agreement for opening the **Americas Regional Office (ARO)** with the seat in Sao Paulo and a sub-Office in Brasilia, was signed in 2018. It started operations in July 2019.
  - Agreement for setting up the **Eurasian Regional Centre (ERC)** in Moscow was signed in 2019, with the possibility of establishing additional premises in other cities within the host country. ERC started operations in July 2020.
  - Agreement for establishing the **Indian Regional Office (IRO)** in Gujarat International Finance Tech-City, also known as the GIFT City, was finalized in 2021. The agreement includes permission to establish sub-regional offices in other cities in India subject to operational needs and approval of the government. IRO opened in June 2022.
12. The evolution of the number of staff members in ROCs is presented in table 2.

<sup>5</sup> Credit Rating report by Fitch, 4 September 2023.

**Table 2: Evolution of NDB ROC headcounts**

Regional offices /centres	Size of workforce (Accumulated headcount by year)						
	December 2017	December 2018	December 2019	December 2020	December 2021	December 2022	October 2023
ARC	-	3	4	5	5	7	7
ARO	-	-	1	3	5	7	7
ERC	-	-	-	2	3	3	5
IRO	-	-	-	-	-	3	4
<b>Total</b>	<b>-</b>	<b>3</b>	<b>5</b>	<b>10</b>	<b>13</b>	<b>17</b>	<b>23</b>

Source: NDB HR Department, as of October 2023

- 13.** Given that China is the host country for NDB's HQ, a specific desk was created under the Project Portfolio Management Department (PPMD) based in Shanghai, headed by a Principal Professional staff (Grade 8) with seven staff as of today. This newly established desk became operational in July 2021.<sup>6</sup>
- 14.** The volume of operations in each NDB member country is presented in table 3.
- 15.** The Bank's General Strategy for 2022-2026 states: "The Bank's existing centralized operating model, based on a lean organisational structure and cloud-based IT infrastructure has served its objectives well, allowing for optimal processing and decision-making. NDB will maintain this approach as it continues to further refine and calibrate its delivery capabilities."<sup>9</sup> The important contribution that a global presence with country level representation can bring is however also fully recognized (see box 2).

**Table 3: Project approvals and disbursement for member countries as of 31 December 2023**

Member country	Net approval <sup>7</sup> (USD Million)	Loan disbursed (USD Million)	Disbursement ratio	Notes
China	8,223	5,378	65.5%	for 23 projects
India	8,416	4,286	58.8%	for 25 projects <sup>8</sup>
Russia	4,320	2,448	56.6%	for 14 projects
Brazil	6,287	3,036	48.2%	for 23 projects
South Africa	5,242	3,572	68.1%	for 13 projects
<b>Sub-total</b>	<b>32,488</b>	<b>18,720</b>	<b>57.6%</b>	

Source: Loan dashboard by NDB Finance, Budget, and Accounting Department (FBA)

<sup>6</sup> For ease of reference, the unit responsible for China operations will be referred to as "Desk for East Asia and Pacific" in this ESR, consistent with the term of reference (ToR) for Vice Presidency for Operations Circulated by the former VP & COO, Mr. Zhu Xian, in July 2021. This term was also used in the Bank's CY2021 Annual Report.

<sup>7</sup> Amount here has deducted the projects that have been cancelled after NDB Board's approvals.

<sup>8</sup> Number here excluded the projects cancelled and includes one Technical Assistance project.

<sup>9</sup> NDB General Strategy for 2022-2026, page 10.

## Box 2: General Strategy for 2022-2026 - role of ROCs

### Strengthening on-the-ground presence

*NDB's experience suggests that an on-the-ground presence helps in scaling up operations in a region. The Bank's regional offices have been instrumental in developing strong project pipelines in their respective geographies.*

*The Bank will optimise its workflows by clearly delineating the important role of regional offices in the Bank's activities. Under the guidance of the headquarters, the regional offices will strengthen their engagement with regional partners in the **origination, preparation, implementation, and monitoring of projects.***

16. Conscious of the need for collaboration across the organisation, and aware of peer experience of emerging "silos" within the organisational structures, and risk of de-linking field presence from HQ, NDB also aims to operate based on the principle "Delivering as One Team".<sup>10</sup> The Bank's ongoing business process review has the potential to clarify and improve both the horizontal and vertical collaboration across NDB, once it goes beyond looking at the operational processes only. A key lesson from peers – that the approach and model of on-the-ground presence is a dynamic feature of the organisational architecture – is recognized in the General Strategy for 2022-2026 as it states: *"In view of NDB's membership expansion, business continuity considerations, operating requirements and the need for operating in time zones suitable for accessing global funding pools and maintaining relationships with investors, the Bank could evaluate broadening its presence through a rigorous analysis of its business needs and cost implications."*
17. Indeed, the data analysed in this evaluation shows an increasing trend in overall staffing, total lending commitments, and accumulated disbursements. Interviews with key personnel also confirmed an expectation that the Bank will continue to grow and hence the role and scope of work for the ROCs will also change and expand, and it has already evolved somewhat. For example, NDB's General Strategy for 2017-2021 – its first – simply defined the functions of ROCs as *"identification and preparation of bankable projects in BRICS and other member countries"*, which includes identification of funding sources, undertaking of assessments and community and stakeholder consultations. Five years later, the second General Strategy (for 2022-2026) gives ROCs a wider set of responsibilities (see box 2 above), including: (1) project origination; (2) project preparation; (3) project implementation support; and (4) project monitoring, which thus adds emphasis on implementation support and monitoring.
18. The current guiding framework, approved by the NDB Board of Directors (BoD) for the ROCs, is laid out in *"Note on Draft General Principles for the Terms of Reference for Regional Offices"*<sup>11</sup> and the *"General Principles for Terms of Reference for Regional Offices"*.<sup>12</sup> Other documents, such as ToRs for ROCs, exist<sup>13</sup> but have not been approved by BoD, although in 2019 NDB Management did commit to obtain BoD's endorsement on no-objection basis.<sup>14</sup>
19. According to these documents, ROCs are the primary interfaces between NDB and stakeholders in their respective regions. The ROCs are responsible for building and deepening the Bank's regional partnerships with stakeholders in their respective regions. They manage client relations and identify potential partnerships for NDB on-the-ground, coordinating the work programme, leading project sourcing/origination and supervision of the implementation of NDB operations in their respective regions, with contribution from other departments under the Vice-President and Chief Operating Officer (VP & COO), as necessary.

<sup>10</sup> NDB General Strategy for 2022-2026, page 31.

<sup>11</sup> NDB BoD document: 2019-BD19-DOC-024-a.

<sup>12</sup> NDB BoD document: 2019-BD19-DOC-024-b.

<sup>13</sup> In July 2021, the as then VP & COO, Mr. Zhu Xian, circulated a ToR with staff members under his reporting line, which describes the functions and responsibilities of the VP & COO, its Departments and Divisions.

<sup>14</sup> "The Bank will finalise the ToR for the ARC and the ARO by incorporating these principles. The ToRs of these regional offices will be submitted to the BoD for its endorsement on no-objection basis." - Note on Draft General Principles for the Terms of Reference for Regional Offices (2019-BD19-DOC-024-a).

# 2 EVALUATION SYNTHESIS METHODOLOGICAL FRAMEWORK

## 2.1 BACKGROUND OF THE EVALUATION SYNTHESIS

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- 20.** The evaluation function of NDB was established in April 2022 and the Independent Evaluation Office (IEO) is gradually developing and expanding its evaluation products. This evaluation synthesis report (ESR) is the first such product produced.
- 21.** The distinguishing feature of an evaluation synthesis compared to a project performance evaluation or thematic evaluation, is that it is primarily for learning and knowledge generation, i.e. it is a formative evaluation, with less focus on performance assessment. As such, as part of its methodology, the ESR will not make use of the traditional evaluation criteria, nor assign ratings, in its analysis. The ESR is also not prescriptive in that it will not include recommendations for Management or other concerned stakeholders to implement, but rather highlight broad topics and issues that merit attention, reflection, and discussion for the way forward. As such and based on good practices in peer organisations and as agreed with NDB Management, the latter will not prepare a written response to the evaluation. Management will however proactively address the issues captured in this report in their core activities and processes.
- 22.** The BoD approved the preparation of this ESR as part of IEO work programme for 2023 with the main objectives to: (i) capture the initial experience and lessons in setting up of the NDB regional offices for strengthened on-the-ground presence; (ii) identify relevant good practices from peer organisations; and (iii) highlight issues that require Management and Board attention for the way forward.
- 23.** Where peers have gradually expanded their global presence, establishing ROCs were part of the Articles of Agreement of NDB and having a strong on-the-ground presence has been confirmed as a priority in successive General Strategies. The Bank's first regional centre was established in South Africa less than six years ago; and the most recent 1.5 years ago in India. Therefore, a modestly sufficient time has elapsed to take initial stock and consider if any early course correction is needed. Also, given the considerable experience from peers, it is useful at this stage to consider any pertinent lessons and good practices to increase the effectiveness of the Bank's on-the-ground presence going forward. This ESR is the first corporate review that will provide a preliminary and independent view of NDB's initial experience on this strategically important topic.

## 2.2 KEY EVALUATION PROCESSES

- 24.** The ESR is being prepared within the overall framework of the NDB Evaluation Policy<sup>15</sup> and Evaluation Strategy 2024-26<sup>16</sup> and makes use of a mixed method approach using both quantitative and qualitative analysis including the use of techniques of triangulation for validation of analysis as appropriate. The key instruments for data and information collection are documents review, data analysis, key informant interviews and benchmarking analysis. The ESR has been prepared in two parts: (i) a review of experience with global presence of peers including the Asian Development Bank (ADB), African Development Bank (AfDB), Asian Infrastructure Investment Bank (AIIB), Development bank of Latin America and the Caribbean (CAF), European Bank for Reconstruction and Development (EBRD), Inter-American Development Bank (IDB), International Fund for Agricultural Development (IFAD), and the World Bank Group; and (ii) a review of NDB's experience in seven specific dimensions of the Bank's on-the-ground presence.
- 25.** The ESR was prepared in six phases: (i) preparation of an approach paper shared with NDB Management and BoD for comments and finalized building on their feedback; (ii) data and information collection, and analysis of peer experience; (iii) preparation of the draft ESR; (iv) sharing of the draft report for comments by the NDB Management, BoD, and other relevant stakeholders; (v) finalizing the ESR, including dialogue with NDB Management and Board members on the findings in the ESR; and (vi) communication and disclosure.
- 26.** Below are the seven specific dimensions and questions that the evaluation synthesis covered:
- (i) **Scaling up and project pipeline.** Are ROCs contributing to scaling up operations in their respective regions and developing strong project pipelines? What kind of country business plans been developed to prioritize and guide their activities?
  - (ii) **Monitoring, supervision and implementation support.** How are ROCs supporting project implementation, monitoring, and capacity-building for local stakeholders?
  - (iii) **Partnerships.** How have the ROCs strengthened their engagement with national and regional partners to advance the Bank's mandate?
  - (iv) **Knowledge work.** To what extent are knowledge-sharing and outreach activities being undertaken by the ROC to enhance the Bank's impact and visibility?
  - (v) **Membership expansion.** Is there need for the Bank to evaluate broadening its presence through a rigorous analysis of its business needs and cost implications?
  - (vi) **Regional offices architecture.** How relevant is the role and structure of ROCs to further NDB's broader strategic objectives? Do they have appropriate levels of human resources and budgets, and IT and administrative infrastructure to advance their activities?
  - (vii) **Workflows.** To what extent has the Bank optimized its workflows by clearly delineate the important role of ROCs in the Bank's activities?
- 27.** In addition to the ESR, IEO will prepare an Evaluation Lens, a two-page brochure summarizing in a reader-friendly manner the main findings from the evaluation. In line with the NDB Evaluation Policy and Evaluation Strategy, this ESR and the Evaluation Lens will be posted on the IEO webpages on the NDB website, and also disseminated through a variety of communication channels.

15 [https://www.ndb.int/wp-content/uploads/2024/04/NDB\\_IEO\\_Evaluation-Policy-.pdf](https://www.ndb.int/wp-content/uploads/2024/04/NDB_IEO_Evaluation-Policy-.pdf)

16 <https://www.ndb.int/wp-content/uploads/2023/12/IEO-Evaluation-Strategy-2024-2026.pdf>

## 2.3 LIMITATIONS

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- 28.** The key limitations faced concern methodological challenges in establishing contribution, and lack of data, including time series data. Such data is not yet available due to the relatively recent establishment of the ROCs, and the modest number of implemented projects as well as very few completed operations – which means it is not possible to do robust trend analysis at this stage. Also, the ROCs were established at different times in the past eight years. As such, the findings captured in this report are not necessarily cross-cutting and representative of the status of work of the ROCs as a whole.
- 29.** Despite the fact that the ROCs are generally in their initial stages, the ESR is timely since it can provide early learning to inform any initial course correction for the establishment and functioning of the Bank's on-the-ground presence, but actual operational performance cannot be assessed at this point because the ROCs only have a history from 1 to 5 years. Hence, establishing with any certainty, a causality or correlation between the lending and disbursement in any given country and the establishment of an ROC is methodologically very challenging, as many factors contribute to portfolio development and disbursement – and the establishment of an ROC might be only one of them.
- 30.** While not assessing performance of the ROCs, the ESR however does examine a range of other issues related to the efficiency and effectiveness of the Bank's on-the-ground presence and can also serve as a baseline to inform future assessments.
- 31.** A further limiting factor is the absence of clear targets for the contribution the ROCs are expected to make to the Bank's strategic objectives. The Bank is still in the process of establishing a corporate results framework (CRF) and a comprehensive business planning cycle has just been adopted for the first time. Currently, processes and tools to implement and track the targets and objectives of the General Strategy for 2022-2026 across all lines of work, including the ROCs, are still being developed. In due course, once annual business plans are more tightly linked to the budget, and based on key performance areas (KPAs) and Key performance indicators (KPIs) that are cascaded from the CRF, are available, assessment will be better grounded in clear commitments and can therefore also include an accountability and impact aspect.
- 32.** Lastly, the ESR, being an evaluation product and hence using evaluation methodology, should be seen as a complement to other organisational assessments using different methodologies, including audit, risk management, the Bank's recently completed business process review and mapping exercise, and relevant work on further institutionalizing and digitalizing the Bank's operational workflows.

# 3 PEER INTERNATIONAL FINANCIAL INSTITUTION (IFI) EXPERIENCES OF ON-THE-GROUND PRESENCE

- 33.** The evaluation has been informed by a review of evaluative documents from peers covering relevant issues related to on-the-ground presence, representative offices, global footprint, and decentralization, among others. Evaluative documents from AfDB, ADB, EBRD, EIB, IFAD, and World Bank as well as selective information from the United Nations High Commissioner for Refugees (UNHCR), World Health Organisation (WHO), Islamic Development Bank, AIIB and Green Climate Fund have informed the synthesis. Through this review, five key issues have been identified of relevance to NDB given the differences between NDB and its peers as laid out in the Background section above: (i) approaches, objectives, and benefits of on-the-ground presence; (ii) organisational architecture and country presence models; (iii) key workflows/reporting lines; (iv) resources; and (v) results metrics.
- 34.** Several evaluations construct detailed theories of change with comprehensive logic frameworks, generally based on assumptions that on-the-ground presence leads to better knowledge about the country, greater responsiveness, faster and more efficient operational support, and stronger relationships to host country partners, all of which leads to better development outcomes and impact. The objective of on-the-ground presence is thus generally articulated as a “closer to the client” philosophy with a range of efficiency, effectiveness and impact benefits being assumed.
- 35.** The two key roles of country or regional offices most frequently identified are: (i) an operational role with varying degree of involvement in and authority over the project life cycle from programming and origination to post evaluation; and (ii) a representative client facing role comprising engagement with a range of stakeholders and partners. Offices generally have both roles, but to varying degree over time and between agencies.
- 36.** On-the-ground presence is seen by all peers in the context of the organisations’ strategic frameworks and business models; it evolves as these evolve, often as a result of changing global priorities, needs of the member countries, and lessons from ongoing operations. It is thus an integral element of organisational architecture and changes in the scope, pace, or approach to establishing or expanding on-the-ground presence and the degree of delegated responsibility are generally made in tandem with changes in HQ level structures.
- 37.** Particularly pertinent to NDB given its relatively recent establishment, is the finding that the first phase of establishing on-the-ground presence involves relocating staff from headquarters to country offices, as at the start most organisations were heavily centralized. As they mature, the business case for decentralization evolves and in the next phase, what they seek to accomplish with the improved footprint becomes the central question. It is at this point, that the original theory of change underpinning the decision to establish on-the-ground presence becomes important, as this should

## 3.1 APPROACHES, OBJECTIVES AND EXPECTED BENEFITS

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help guide the next phases. Indeed, experience from peers suggest that regularly reviewing such theories of change as the organisation matures helps ensure that on-the-ground presence supports the strategy and strategic priorities of the organisation – that they are “fit for purpose”.

### 3.2 ORGANISATIONAL ARCHITECTURE AND COUNTRY PRESENCE MODELS

**38.** Looking at the international financial institutions (IFIs) organisational architecture, these have generally over time seen a shift from a traditional hierarchical or functional structure (vertical) to a matrix structure (vertical and horizontal), and lately to organisational design more inspired by systems thinking (boundary less), i.e. perceiving the organisation as a complex, interconnected, modular system. Organisations do not move on a progressive line from vertical, to matrix, to complex systems, but tend to evolve in phases going back and forth between the different models, as the example of the World Bank shows.

**39.** The World Bank Group began its decentralization efforts 1997 and by 2008, most country directors and many sector and fiduciary staff had already moved to the field. Further organisational change led to the establishment of Global Practices (GPs) and the 2013 World Bank reorganisation shifted managerial decision-making to the GPs, which also affected the decentralization of staff and decision-making. The purpose of this change was: *“to reduce the Regional silos and limited knowledge flow under the World Bank’s previous matrix model”*.<sup>17</sup> However, according to the World Bank’s evaluation, *“the reorganisation also slowed the World Bank’s decentralization of staff and decision-making by moving many sector staff back to headquarters to sit closer to their GP and significantly weakening the influence of country directors. (...) In 2019, the World Bank adjusted its organisational model once more, shifting operational decision-making back to the Regions.”*<sup>18</sup> In 2020, the World Bank again expanded its global footprint, motivated by the recent capital increase and International

Development Association (IDA) commitments. The relevance of this for the NDB is in the experience that this is a very dynamic issue and therefore likely in the future to be an issue that needs to be examined at regular intervals to ensure the ROCs remain fit for purpose.

**40.** Peers use a variety and often a mix of models of country presence ranging from small liaison offices to full-fledged decentralized regional departments, or country offices working with regional hubs. There is no one model that fits every organisation and many of the peers have a mix of different models tailored to specific country circumstances and strategic imperatives, and the mix continues to evolve in line with evolving priorities, strategies, and business models. Two key experiences from peers however are noteworthy: (i) an organisation may indeed outpost staff from headquarters to countries, but without also building local partnerships it is likely to be ineffective in delivering its mandate, and (ii) ToRs, accountability and resources must be fully aligned with the role the offices are expected to play and the results they are expected to deliver.

### 3.3 KEY WORKFLOWS/REPORTING LINES

**41.** Frequently cited challenges and conflicts arise from lack of clarity on functional definitions, joint accountabilities, unclear reporting lines, and multiple levels of decision making. Some MDBs have different organisational processes and structures for sovereign and non-sovereign operations, with different degrees of decentralized decision-making, hence the role and reporting lines of country offices is different for sovereign and non-sovereign operations, sometimes leading to inefficiencies. Both the AfDB and the ADB are currently aiming to develop more integrated approaches through a “One Bank” approach.

**42.** Challenges also relate to communication, engagement and knowledge management as evaluations observe an information asymmetry between HQ and field. The local knowledge that should inform operational decisions is not always easily shared with HQ level, where

<sup>17</sup> Source: Enhancing the Effectiveness of the World Bank’s Global Footprint, World Bank, April 2022, Chapter 2.

<sup>18</sup> Op. Cit.

the decisions are made. Meanwhile, field-based staff feel remote from the HQ decision-making process, and not empowered, causing frustration. Clear reporting lines is an important, but not sufficient, condition to address this; mutual engagement and trust building are highlighted as fundamental.

### 3.4 RESOURCES

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- 43.** A key human resources issue relates to what type of staff should be on the ground. This relates to support vs professional staff, but more importantly to expertise of professional staff, i.e. sector experts, finance experts, ESG specialists, procurement experts etc. Many organisations regularly conduct strategic staffing exercises to review and determine the headcount and skills/capacity profile and mix of all their offices, centralized and at country level to ensure that human resources are fully aligned with the strategic objectives of the organisation. The choices made by different peers depend fundamentally on their business model and organisational architecture and degree/type of decentralization. In decentralized matrix organisations, sector experts are generally deployed on-the-ground, whereas in more centralized peers, more selectivity is applied in deciding which type of skills are needed on-the-ground for maximum effectiveness. It is thus highly dependent on the business model and needs continuous alignment as this evolves.
- 44.** Human resources are indeed the most discussed resource issue in evaluations. There is a great deal of discussion about staffing issues related to career management, strategic staffing, and local and international staff remuneration and benefits. In their country or regional offices most of the peers employ a mix of internationally recruited staff of a variety of nationalities, and locally recruited staff from the host country. They are employed on different types of contracts with different career options and remuneration and benefits, the latter sometimes determined by the host country. These differences often give rise to frustrations and discussion.

- 45.** Nationals of the host country employed on local contracts are a cheaper resource than staff on international contracts and the share of locally employed staff has generally risen in all MDBs over time, with AfDB for example aiming towards a ratio of 50:50 locally recruited and international staff by 2026. Strategic staffing exercises thus do not only aim to ensure the right skills, at the right place, at the right time, but also try to optimize budgetary resources through the use of local vs international staff quotas.

### 3.5 RESULTS METRICS

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- 46.** There are very few explicit efficiency and effectiveness metrics related to on-the-ground presence mentioned in evaluations, which have mainly focused on qualitative issues and lessons learned; the methodological challenges of rigorously attributing or demonstrating development impact from establishing a country presence are fully recognized. The most cited metrics relate to targets for number of staff in field as a percentage of overall staff and share of projects managed from country level. While these metrics and targets are useful, evaluations also stress that more staff in the field does not necessarily translate into better development effectiveness. Indeed, quantitative analyses carried out by both World Bank and IFAD could not corroborate clear and systematic links between staff location and project ratings despite qualitative data indicating that field presence contributes to improved project performance. Surveys carried out of MDB partners however clearly demonstrate a strong support from host countries and development partners for increasing country presence in numbers and capacity and providing a high degree of delegated authority. There may thus be an important perception and representation aspect to consider.

# 4 MAIN EVALUATION FINDINGS

**47.** The following describes NDB's experience with establishing on-the-ground presence.

## 4.1 SCALING UP OPERATIONS AND PROJECT PIPELINE

**48.** Unlike peer MDBs, NDB established its ROCs early on and they are a central element of the Bank's successive strategies, with an expectation that they will play a key role in scaling up operations in the regions and developing strong project pipelines in the future. As explained in para. 28, undertaking

analysis at this point is methodologically challenging; and there are many aspects beyond the existence of an ROC that contribute to pipeline development, project approval and disbursements. In addition, (see section 3.5) peers have conducted quantitative analyses but could not corroborate clear and systematic links between staff location and project ratings due to methodological complexity. Table 4 below shows the number of project approvals for each member during the Bank's first eight years of operations.

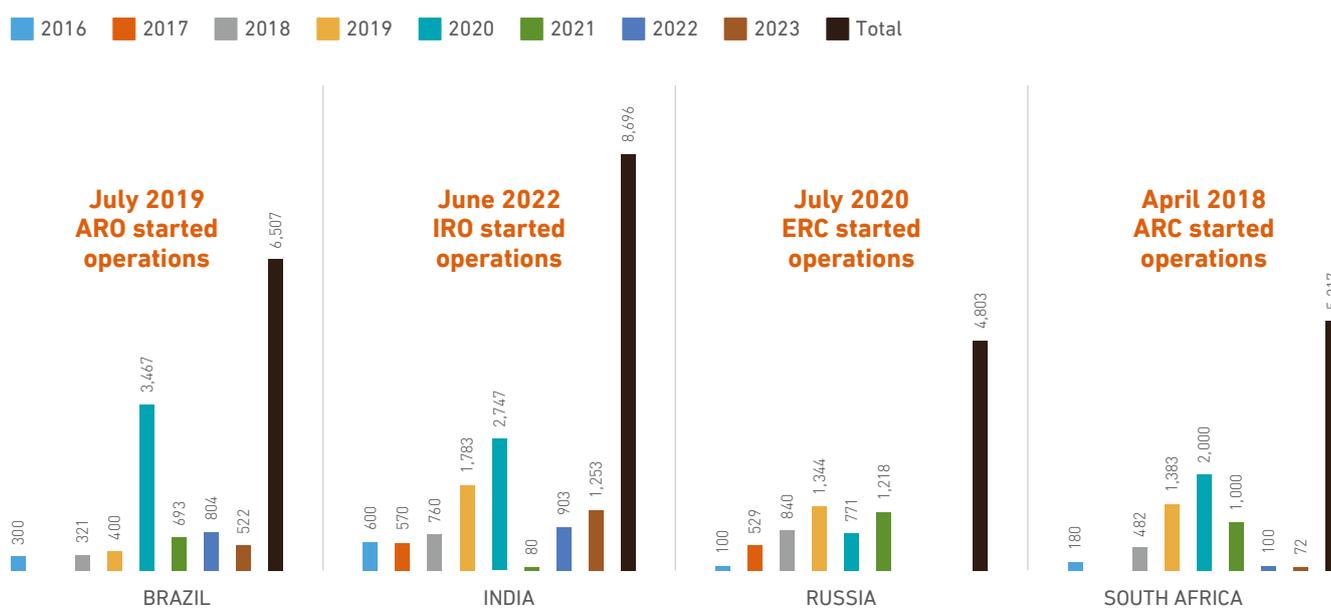
**Table 4: Number of project approvals in respective member countries**

Country	Number/Volume of approved projects								Total
	2016	2017	2018	2019	2020	2021	2022	2023	
Brazil	1	0	3	2	6	3	6	3	24
Russia	1	2	3	3	5	2	0	0	16
India	2	2	4	6	5	1	3	3	26
South Africa	1	0	2	5	2	1	1	1	13
China	2	2	5	5	1	4	4	2	25
<b>Total</b>	<b>7</b>	<b>6</b>	<b>17</b>	<b>21</b>	<b>19</b>	<b>11</b>	<b>14</b>	<b>9</b>	<b>104</b>
Subsequent cancelations	(-1)	(-2)	(-2)	(-1)	0	(-1)	0	0	(-7)
<b>Net total</b>	<b>6</b>	<b>4</b>	<b>15</b>	<b>20</b>	<b>19</b>	<b>10</b>	<b>14</b>	<b>9</b>	<b>97</b>

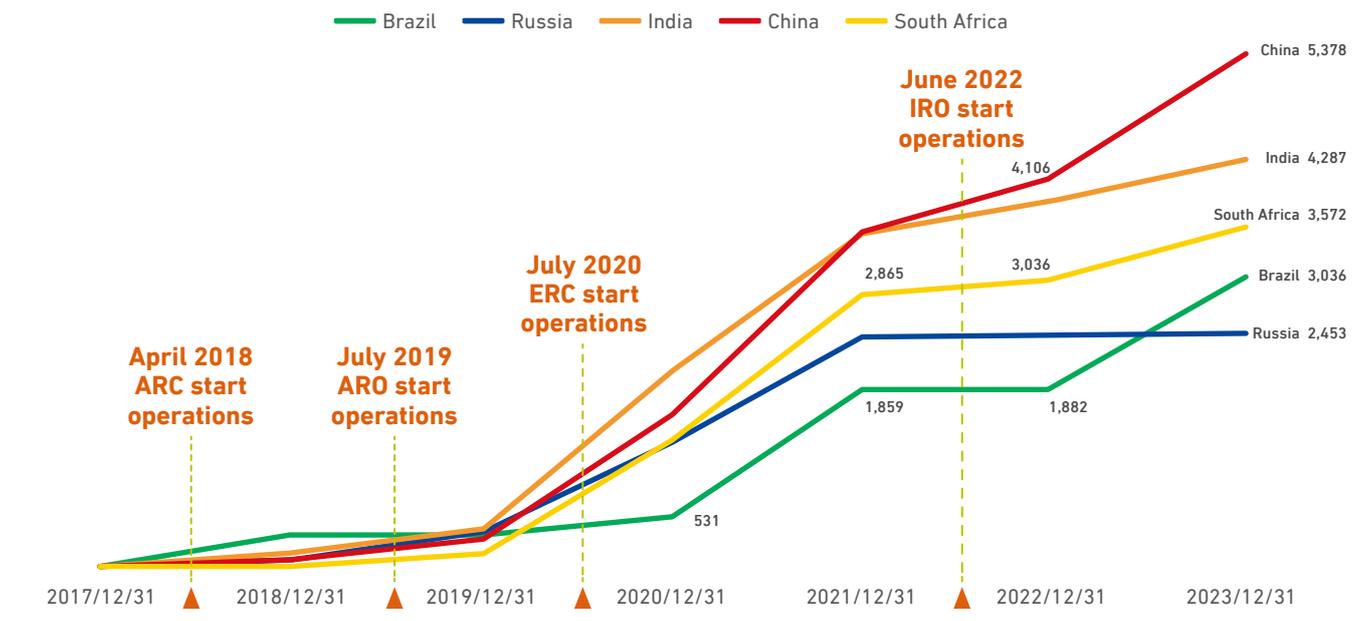
Source: Loan dashboard by NDB Finance, Budget, and Accounting Department (FBA)

- 49. Including the two fast-track COVID-19 loans, the high-volume years of project approvals for India – 2018-2020 – are prior to the establishment of IRO in June 2022. For ARO, 20 projects, which cover over 80% of NDB’s committed operations for Brazil, were approved after the opening of ARO in Q3 2019, although one of these was cancelled subsequently and eight operations have not been signed at the end of 2023. For ARC, which has the longest time of operations, the number of annual approvals grew to five in 2019, the year following the 10<sup>th</sup> BRICS summit in South Africa. But three of these remain unsigned as of today, and there were only, in total, three operations approved from 2021 to 2023, including a COVID-19 Emergency Program Loan for Supporting South Africa’s Economic Recovery.
- 50. Similarly, when ERC was established during the year of Russia taking the presidency of the 12th BRICS Summit in 2020, there was a spike of approvals (five projects). However, the number dropped to two operations in 2021, including a COVID-19 emergency loan. From March 2022, NDB put new transactions in Russia on hold considering the unfolding uncertainties. As for China, the pace of project approval has slowed down somewhat since 2020.
- 51. In general, the impact of the COVID-19 pandemic was particularly large in the NDB’s founding member countries, which affected the speed of new project sourcing, processing and implementation. Beyond that, challenges with resource mobilisation in recent years, relatively high pricing of NDB loans as compared to others, delays in finalizing a new financial model, limited growth in staff numbers and high attrition rates, and delays in updating the loan pricing for local currencies (e.g. Renminbi) have affected the pace of new operations.
- 52. The monetary value of annual approvals for each ROC’s host country, including the seven loans for Fast-track Emergency Response to COVID-19 approved in 2020 and 2021 for the four countries concerned, also varies over time. For Brazil and South Africa, there was a peak in approvals shortly after the opening of ARO and ARC respectively, but subsequent to that numbers fluctuated. For India and Russia, there is insufficient operating time to indicate any trends regarding the monetary value of annual approvals or disbursements following the establishment of the IRO and ERC, as indicated in below chart 1 and 2.

**Chart 1: Monetary value of annual approvals in countries with ROCs (in USD million)**



Source: Loan dashboard by NDB Finance, Budget, and Accounting Department (FBA)

**Chart 2: Accumulated number of disbursements for all operations (in USD million)**

Source: Loan dashboard by NDB Finance, Budget, and Accounting Department (FBA)

**53.** By examining the Bank's limited operational data in its initial eight years, which including three years of an unprecedented global pandemic and considering the impact of recent geopolitical complications, for the time being, it is difficult to establish links between the establishment of ROCs and scaled up operations, though the approval rates in some countries temporarily increased following the setting up of the respective ROCs (e.g. Brazil and South Africa). This is also because of the decrease in NDB's operations starting from 2021 for reasons mentioned above, and which can be explained by multiple factors out of the Bank's operations and ROCs' control.

**54.** The NDB ROCs are not based on quite the same approach regarding on-the-ground presence as peer MDBs because NDB's operations are currently of a large size and value of financing, targeting local candidate clients with big projects and significant amounts of lending. This is lean and efficient and might not require a large workforce at the ROCs given the division of labour with HQ. There is however a trade off to consider to this model as this also implies that corresponding and underlying risks are higher than for the smaller loans processed by peers.<sup>19</sup> Table 5 below shows the average monetary value for all approved NDB operations, including and excluding the impact of nine COVID-19 loans (each worth USD 1 billion, around USD 9 billion for all member countries).

<sup>19</sup> For example, the AIIB's average project value is about USD 200 million, ADB's projects in China and India is by average USD 188 million, and the laDB's projects in Brazil is around USD 189 million each, etc.

**Table 5: Average value for approved projects (in USD million)***Including the COVID-19 response programme loans*

In USD million	Brazil	Russia	India	China	South Africa	NDB average
Sovereign	311	392	345	366	565	370
Non-Sovereign	176	244	194	50	144	191
<b>Average</b>	<b>271</b>	<b>309</b>	<b>333</b>	<b>354</b>	<b>403</b>	<b>329</b>

*Excluding the COVID-19 response programme loans*

In USD million	Brazil	Russia	India	China	South Africa	NDB average
Sovereign	219	299	285	311	420	292
Non-Sovereign	176	244	194	50	144	191
<b>Average</b>	<b>205</b>	<b>266</b>	<b>278</b>	<b>299</b>	<b>295</b>	<b>266</b>

Source: Loan dashboard by NDB Finance, Budget, and Accounting Department (FBA)

**55.** In line with its mandate and principles, the Bank operates differently in terms of programming and pipeline development. Peers conduct comprehensive country analysis at macro and sector level and develop country partnership strategies tailored to their business model and comparative advantage, to guide the programming process and underpin their pipeline development. Based also on IEO evaluation recommendations, NDB is considering adopting a similar approach, though this has yet to be implemented.

**56.** Today, when developing the pipeline, ROCs mainly use the countries' various sector plans, and the NDB General Strategy for 2022-2026 to guide their priorities and investments. While a useful and important document, the General Strategy contains high level directions, which may not always be applicable in all its dimensions in different country contexts. While there is not a shared opinion on the introduction of country strategies or country partnership plans within the Bank, IEO believes they would be important for the Bank to provide more tailored guidance to ROCs and relevant colleagues in analysing investment proposals and pipeline development. Similar to the approach in majority of peer organisations, therefore, having documented country strategies or country partnership plans would assist ROCs to prioritize their work, identify areas of effective intervention and ensure that adequate resources are efficiently allocated to pipeline and portfolio development. Furthermore, the

General Strategy also suggests that the Bank create space to promote projects leading to regional integration and augmented intra-regional trade, something that merits attention moving forward.

## 4.2 PROJECT IMPLEMENTATION AND MONITORING SUPPORT

**57.** Gradually, starting from 2021, operations under implementation are normally handed over from NDB HQ to ROCs after the first disbursement is made or later, depending on the project. The handover date for each project will be agreed between the HQ and ROC depending on factors such as project status, staff availability and complexity of the transaction, and is subject to approval by the VP & COO. After the handover, project supervision missions and completion review missions are conducted by the corresponding project managers on-the-ground. During implementation, ROC staff are required to: (i) obtain and review the Project Progress Reports (PPR) submitted by the borrower periodically; (ii) conduct a project supervision (implementation-support) mission at least annually; and (iii) prepare a Project Performance Assessment (PPA) report based on the PPR and their review missions.

**58.** Review missions by the ESG Department (for environmental, social and project procurement related matters) are conducted by HQ, since the ROCs do not have in-house ESG and procurement specialists. Furthermore, contrary

to peers, NDB has not introduced a project financial management function to ensure financial management arrangements in the operations provide reasonable assurance that the proceeds of the financing are used for the purposes for which they are allocated.

- 59.** Common to operations in all countries are long periods between project approval by the Board of Directors, signoff corresponding agreements and legal effectiveness.

For South Africa, for example, there are operations that have taken more than 1,000 days to be signed after approval, or are not yet signed including three sovereign loans approved in 2019. Of the 23 approved projects in Brazil, 15 have been signed by the end of 2023 (including 14 loans and one equity investment project), and 12 of them were signed after the establishment of ARO in July 2019, with an average period of 509 days. Excluding the technical assistance projects, Brazil has the highest number of cancellations after the BoD's approval (three), and all cancellations happened after 2019, although two of them were approved before the opening of ARO.

- 60.** As for Indian operations, delays are also common: six loan agreements have taken over 300 days from approval to signature, although this period has been shortened for operations approved after 2021.

Before NDB put new transactions in Russia on hold from March 2022, among the 16 approved projects, two had been cancelled and 11 were signed 187 days after their approvals, on average. All the three unsigned projects were non-sovereign operations approved after the opening of ERC in July 2020, including two approved in September 2020. And, as for China the period from project approval to signoff is the shortest, by average 140 days. All operations implemented in China are sovereign loans to Ministry of Finance,<sup>20</sup> and NDB HQ in Shanghai is relatively closer to local stakeholders.

- 61.** For all projects approved from 2016 to 2023 which have been subsequently signed, table 6 below tracks the average period from their approval to signoff and summarizes the results, i.e. that on average it take over nine months from approval to signature.

**Table 6: Average period from project approval to agreement signing**

Year of project approval	Average period (in days) from project approval to agreement signing					NDB average		
	Brazil	Russia	India	South Africa	China	No. of subsequent signoffs	Ave. days from approval to signing	Notes
2016	378	396	128	1,098	269	6 <sup>21</sup>	422	
2017	N/A	230	220	N/A	4	4	168	
2018	231	195	63	638	166	15	215	ARC opened
2019	266	50	454	958	131	18	344	ARO opened
2020	682	163	96	164	1	15	307	ERC opened
2021	684	265	14	67	67	9	220	
2022	264	N/A	178	288	197	11	209	IRO opened
2023	N/A	N/A	N/A	N/A	174	1 <sup>22</sup>	174	
<b>Total</b>	<b>463</b>	<b>187</b>	<b>212</b>	<b>552</b>	<b>140</b>	<b>79</b>	<b>274</b>	

Source: Loan dashboard by NDB Finance, Budget, and Accounting Department (FBA)

20 On 28<sup>th</sup> November 2023, the NDB's 42nd BoD meeting approved the first non-sovereign loan in China to the Bank of Huzhou for a Sustainable Infrastructure Project. Nevertheless the loan agreement has not been signed as January 2024 and the project was yet to be implemented with null disbursement as of January 2024.

21 One non-sovereign operations, the Bely Porog Hydro Powerplant Project (Loan No. 16RU01), has two non-sovereign borrowers: the Eurasian Development Bank (EDB) and the International Investment Bank (IIB).

22 Only 1 project which was approved by NDB BoD during 2023 had been signed subsequently until January 2024.

Having staff on the ground in ROCs should facilitate client engagement and support project progress, avoiding delays due to time differences or inconvenient remote engagements. However, as can be seen from the above analysis, delays of signing agreements for the approved operations are still a common feature. Interviews with ROCs reveal that negotiation and signing activities mainly happen with local stakeholders (such as the borrowers, project implementation agencies, governmental departments and agencies etc.) who are based on the ground, and projects will only be transferred from HQ to ROC after the first disbursement. Accordingly, some ROCs suggested getting them involved earlier in the project lifecycle could give a smoother implementation after approval. However, the majority of the Bank's operations, the sovereign loans, can only be signed and disbursed after the implementation of the requirements of national legislation, including receiving approval by national government (or in some cases, the national parliaments).

62. As mentioned above, currently it is not feasible to corroborate systematic links between ROCs' presence and project performance based on the very few operations completed for each country. The disbursement data of implemented projects shows, for example, that the high-volume years of disbursement (2020-2021) for India are prior to the establishment of IRO in June 2022. For ARO, the office opened in Q3 2019 and disbursements for Brazilian operations have varied over time with the highest number in 2021 and 2023 (largely contributed by the fast-disbursing COVID-19 loans of USD 1 billion each year), much lower in 2020, and the lowest in both 2019 and 2022. For ARC, the figures also fluctuated and temporary peaks in both 2020 and 2021 were mainly due to the two-fast disbursing COVID loans (USD 1 billion each year). Disbursement to Russia soared from 2020 when ERC started operations, including a fast disbursement USD 918 million for the COVID-19 loan in 2021, and was subsequently put on hold from March 2022, as shown in chart 3 below. One would expect, in the future, that disbursement pace would improve as the ROCs become more established.

**Chart 3: Annual disbursements for member countries with ROCs**



Source: Loan dashboard by NDB Finance, Budget, and Accounting Department (FBA)

63. In terms of operational conditions and country context, the time zone difference is a significant element for NDB as a global development institution. It poses a challenge to interactions with HQ. Currently, loan disbursement drawdown process is conducted by clients through e-mail correspondence, since the Bank's Loan Management System is

only for NDB internal use (mainly for purpose of bookkeeping and accounting), without an external user end to facilitate the digital engagement by borrowers with either NDB HQ or ROCs. Project procurement contract ledgers for all NDB operations are manually maintained in Excel spreadsheets at HQ. The Bank's current information technologies and systems are

still not sufficiently developed to ensure rapid processing time and efficient client engagement with both HQ and ROCs. Connectivity in some ROCs is still not fully adequate – for example there are power cuts in India and South Africa, necessitating specific power-back-up infrastructures. While increased attention is indeed being devoted by the Management to enhancing the Bank's IT infrastructure and systems and communication instruments, in the short-term, such issues are likely to continue to remain a challenge.

### 4.3 VISIBILITY AND PARTNERSHIPS

64. The review of peers' experiences of on-the-ground presence identified two distinct but mutually supporting roles for country or regional offices: an operational role, and a representative role. And a key lesson (see section 3.2) from peers is that an organisation may indeed outpost staff from headquarters to countries, but without also building local partnerships it is likely to be ineffective in delivering its mandate. Thus, the representative role, having visibility in country and in the region as a whole is important.
65. There is no doubt that having ROCs has contributed to improving NDB's visibility and partnerships on the ground, though more can be achieved moving forward. The proximity to governments, partners and operations is clearly an advantage. Nevertheless, the limited staff and resources is a constraint for the ROCs to further enhance NDB's visibility and partnerships in the respective countries and regions. Given such limitations, generally, ROCs have therefore so far mainly focused on their operational role, but more needs to be done on visibility and partnerships especially as the Bank grows and positions itself as a key player in supporting member countries in their own economic and social development efforts.
66. Notwithstanding the above, the ROCs are supporting and facilitating some broader NDB engagement at the country level that helps promote the Bank's visibility. One example is the participation of the President and some Vice Presidents in the G20 meetings in Brazil (2024) and India (2023). Another example is the BRICS Summit that was held in South Africa (2023) and others.
67. Currently, for reasons mentioned above, the ROCs de facto function as country offices and have limited regional engagement. They have all established good, strong relationships with their host country governments, but interviewees expressed some concern with their overall visibility within the countries and regionally. For instance, unlike other MDBs and United Nations organisations, NDB does not have dedicated pages/sections on its corporate website with data and information about operations and related activities in each member country, something that could be relatively easy to implement with limited cost implications towards enhancing visibility and opportunities for partnerships.
68. At the project level, visibility is variable. In the site visits undertaken by IEO as part of its regular evaluations of NDB-funded operations, barring some exceptions, there are few boards or signs indicating that NDB has been a significant financier and supporter of the operation. This is another relatively simple measure that could be taken systematically in all projects to enhance the Bank's visibility and reputation. In addition to this, the work of ROCs could gain more prominence in NDB communication activities more generally. For instance, as of January 5, 2024, NDB had officially posted a total of 272 news articles on its website, and except for eight about the establishment of ARC, ERC, ARO, and IRO, there is no news indicating that the NDB ROCs have organized any form of conferences, seminars, workshops, knowledge or capacity-building events.
69. Effective communication is perceived by this evaluation as a potential significant element in finding new partners to grow the pipeline. This is particularly necessary given that currently NDB's loan pricing for non-sovereign operations is not as competitive as other AAA rated peers, and the Bank is falling behind its target of co-financing and non-sovereign operations. NDB maintains a prudent risk management framework, meaning that pipeline development is limited to top tier clients with sound credit ratings. These have, however, multiple sources of financing available from the private sector, and hence NDB needs to dedicate resources to raise visibility and continually showcase its comparative advantage with local stakeholders on the ground. Some of the limitations faced by

ROCs to ramp up communication and visibility are their constrained staff capacities and resources, as well as the absence of tailored communication plans at different levels.

- 70.** Benchmarking against six peers<sup>23</sup> who are active in NDB member countries, the following are some of their initiatives that the Bank may consider adopting as well:
- All peer MDBs reviewed have designated country webpages for their major member countries, introducing their operations and partnerships on-the-ground;
  - The majority of peer MDBs' country webpages are multilingual, including options of the member country's official (local) language such as Chinese, Hindi, Russian, Bengali, Portuguese, etc. in addition to English, Spanish and/or French; and
  - Some peer MDBs also have social media accounts for their regional hubs or country offices, with their social media content in member country's official (local) language.
- 71.** A suggestion from the ROCs to grant them authority – in cooperation with the Corporate Communications Division – to develop individual webpages might help with the visibility but would need to be complemented by content development consistent with the Bank's targeted communication strategies.<sup>24</sup> Hence, as mentioned above, a communications plan for each ROC, clearly identifying key audiences and tailoring public relations material to these groups, could help raise the visibility of NDB and

build a stronger partnership basis, including with, for example, academic and professional organisations for recruitment purposes.

- 72.** With regard to partnerships, as of January 2024, the Bank has signed 37 memorandums of understanding (MOUs) establishing partnerships with peer MDBs (12), multilateral institutions & initiatives (six), commercial banks (10),<sup>25</sup> national development banks (five)<sup>26</sup> etc. as can be seen below in table 7. From the total, 26 MoUs were signed with institutions from the BRICS countries, and only one was signed with an academic institution. While the General Strategy provides some guidance, not having a country strategy or country partnership plan does not facilitate ROCs' decisions in where they should put the main effort in developing partnerships at the regional and/or country level and continually raising the Bank's visibility.
- 73.** However, being on the ground the ROCs are advancing dialogue and partnership with a range of institutions, particularly the ministries of finance, state/provincial level authorities, national development banks (e.g. BNDES - Brazilian Development Bank and DBSA - Development Bank of Southern Africa), the private sector and others. While recognizing the current types and levels of partnerships vary from country to country, based on IEO evaluation experience, greater attention could be devoted to partnerships with MDBs (not just for co-financing purposes), the United Nations system, relevant academic and research organisations, think tanks (e.g. BRICS Policy Centre in Brazil, BRICS Business Council, etc.), sector ministries, and others.

<sup>23</sup> ADB, AfDB, CAF, EBRD, IADB, World Bank. Please refer to appendix 4 for details.

<sup>24</sup> This is required by General Strategy for 2022-2026, section of "Communication and Visibility" on page no. 25.

<sup>25</sup> From Brazil (2), China (5), India (2) and South Africa (1).

<sup>26</sup> From Brazil (1), China (3) and South Africa (1).

**Table 7: Review of memorandums of understanding entered by NDB as of January 2024**

Year of signing	MDBs	Commercial banks	Multilateral institutions & initiatives	National development banks	State owned enterprise	Academic	National Association	Total
2016	2	4	-	-	-	-	--	6
2017	6	2	2	1	1	1	-	13
2018	1	1	-	1	-	-	-	3
2019	1	-	1	1	-	-	-	3
2020	-	-	1	-	-	-	-	1
2021	1	2	-	2	-	-	-	5
2022	1	1	2	-	1	-	1	6
<b>Total</b>	<b>12</b>	<b>10</b>	<b>6</b>	<b>5</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>37</b>

Source: NDB corporate website (<https://www.ndb.int/partnership/memoranda-of-understanding/>)

#### 4.4 CAPACITY BUILDING AND KNOWLEDGE MANAGEMENT

- 74.** Capacity building in member countries is fundamental, especially in light of NDB's operating model with projects largely conceptualized and designed by member countries. Similarly, capacity-building at the project level is critical to ensure that implementing agencies have the required skills to ensure timely and proper execution of operations.
- 75.** Taking the above into consideration, the ROCs are, however, only able to provide limited support towards capacity-building, given the fact that the Bank does not have sector specialists as part of its workforce (apart from in ESG, who are all located at HQ). Having a series of sector specialists (e.g. on infrastructure, energy, water, transport, etc) – as in other MDBs – is critical towards ensuring the robust quality of operations as well as for knowledge generation purposes. In the absence of in-house sector specialists NDB has not historically made adequate use of consultants (sector specialists) to support its operations and other activities – although this is changing gradually. Making more use of short-term external resources, which are relatively easy to mobilize and a common practice in other international organisations, could offer a temporary solution until the Bank decides to recruit a range of sector specialists.
- 76.** In project design, little attention is devoted to capacity-building during implementation, to a large extent because member countries do not normally prioritize borrowing for such activities. Nevertheless, as suggested by IEO in the evaluation of NDB's financial architecture, the Bank could consider having a dedicated grant window for capacity-building and related activities to complement its loans, a feature which is also common in other MDBs. Providing small grants would also make the loans offered by NDB more "attractive" to borrowers. The implications of opening such a window will however have to be thoroughly examined, taking into account the Bank's financial model and its financial sustainability.
- 77.** As mentioned above, while NDB does have some technical expertise, for example in ESG, that expertise is only at HQ level. Many members countries would benefit from close and frequent interactions with such technical experts. Yet with these experts only located in HQ, or engaged on an ad hoc basis, that engagement is made difficult by distance and time zone limitations requiring lengthy travel and or virtual meetings at inconvenient times. The option of locating ESG, project procurement and financial management (if available in the future) experts at the ROCs would depend on a comprehensive country analysis, and the size and scope of the pipeline and type of operations in the portfolio. With current a modest number of implemented projects, there may be insufficient work for a

full time ESG expert in every office. These issues therefore merit reflection by Management in the future.

- 78.** Another example is in engagement in project design. Today NDB plays a limited role in designing projects on the ground and all operations are either financially or structurally “vanilla”, which means the Bank can be lean, but also dependent on external expertise and the capacity of its borrowers to design solid sustainable projects. This is also reflected by the little technical assistance (TA) projects approved in the past seven years. NDB established the Project Preparation Fund (PPF) in January 2017, to support the preparation of bankable projects to facilitate member countries to raise funds for such projects from NDB and other financial institutions. Although the PPF has received all committed contributions from four founding members (in total USD 9 million), no disbursement has been made so far. Two of the three TA projects, which were approved for Russia<sup>27</sup> in 2019 and 2020, have been cancelled, and the remaining one for India<sup>28</sup> was only approved in August 2023.
- 79.** With regard to knowledge management, and as the Bank matures further, it will be in a unique position to systematize its experiences, lessons and good practices from operations and make them available to other member countries and the Global South states more generally. While recognizing that knowledge work is not, for the moment, a core part of the ROCs’ work, IEO evaluations have found some examples of ROCs conducting or planning knowledge-related work and activities (e.g. the plans to hold a discussion seminar in South Africa on energy). Nevertheless, there is room for devoting more attention to documenting, publishing, promoting and sharing NDB’s operational knowledge using a variety of instruments, which however will require specific budgets and staff time to be allocated for the purpose, as it would be additional to the current focus of the ROCs. Similarly, at the project level, some good examples are available (such as the production of a video in the Luoyang Metro Project in China),

but knowledge work and dissemination are not prioritized as part of designs. Finally, there is little evidence of formal structured exchanges of experiences across ROCs, although NDB’s VP Operations holds regular joint meetings with the heads of such offices, which are largely focused on operational issues but do also serve as a platform for knowledge sharing.

#### 4.5 MEMBERSHIP EXPANSION AND IMPLICATIONS TO ROCS

- 80.** Membership expansion is clearly the responsibility of HQ. Nevertheless, membership expansion (especially the inclusion of further borrowing countries) will have an important implication for ROCs.
- 81.** While anticipated membership expansion, business continuity considerations, operational requirements, and the need for operating in different time zones have led NDB to establish its on-the-ground presence as either regional offices (ARO, IRO) or regional centres (ARC and ERC), these are today focused on the host country with limited regional engagement. After NDB’s first membership expansion in September 2021, the IRO is responsible not only for operations in India, but also in Bangladesh (with the support of one seconded staff member at HQ). The same applies for ARC, which is supposed to be responsible for covering NDB’s activities in Egypt according to the ToRs.<sup>29</sup> Given the relatively small staffing in these ROCs, the challenges on staff time and capacities and travel requirements are huge. Therefore, as membership expands and ROCs are given more responsibilities for additional countries, a careful reassessment will need to be done of their capacities to ensure they are able to perform their functions satisfactorily.
- 82.** Furthermore, the membership expansion also means the Bank will face future decisions on the evolution of its on-the-ground presence, a dilemma many peers have experienced as they have expanded their global footprints through various models. Currently NDB has three models for the ROCs established in four

<sup>27</sup> The Krasnodar Cable Car Project (approved in 2019) and the Upgrade of Kaliningrad Sea Port Project (approved in 2020).

<sup>28</sup> The Kohima Town Water Supply Augmentation Project.

<sup>29</sup> “The Africa Regional Centre is NDB’s regional presence in Africa. ARC is responsible for project origination, supervision of implementation, and client relations in Africa.” -- Terms of Reference for the VP & COO.

member countries: (i) a regional office in the host country's capital; (ii) a regional office in the host country's commercial centre and a sub-office in its capital; and (iii) an office in the host country's emerging economic centre and no presence in its capital. While interviews within the Bank reveal some concerns that absence of an office in the member countries' capital might be unfavourable for efficient and effective communications, especially for the Bank's public sector operations, it is nevertheless too early to assess the pros and cons of each site location and model. However, in preparation for the establishment of an expanded regional or country presence, developing strategic guidelines including criteria would help guide these decisions, and could also be used to test the continued appropriateness of the current locations. Criteria could include, for example, considerations such as proximity to peers, and major clients, international air hubs, strong communications and IT infrastructures, and the possibility of sharing offices with peers to promote close collaborations.<sup>30</sup>

- 83.** The General Strategy for 2022-2026 noted that the need for "evaluating broadening its presence through a rigorous analysis of its business needs and cost implications". This is well in line with the experience from peers where one constant finding is the need to regularly review the approach to and model for on-the-ground presence to ensure alignment with an evolving business model and organisational architecture. It is thus to be expected that the model for on-the-ground presence will evolve in tandem with a growing membership, but also aligned with growing maturity in NDB HQ.

#### 4.6 REGIONAL OFFICES' RESOURCES FOR FULFILLING THEIR ROLE

- 84.** Recruitment for ROCs are centrally processed by HQ HR function. Two ROCs in interviews considered their staffing inadequate in terms of both headcounts and specialist skills, others stressed that this would evolve as they continued to grow. In theory, there is both a knowledge aspect and a cost aspect to be
- considered when establishing an ROC. Locally recruited nationals are generally more familiar with the background, context, language and working environment of the host country than HQ-based international staff. And bringing in experts from HQ for project work is also costly as some NDB member countries are very far away from the HQ. However, specific technical expertise, diversified international experience and global network, solid knowledge of the Bank's rules and procedures is equally important. Hence systemically out posting suitable staff from HQ with deep knowledge of the Bank, recruiting talents with rich international experience, or regularly providing secondment opportunities in HQ for ROC staff on a rotation basis, may strengthen the Bank's on-the-ground capacity.
- 85.** The Bank's full-time regular appointed staff are categorized as Professional Staff (from grade 4 to 10) and Support Staff (from grade 1 to 3), for both HQ and ROCs. Professional Staff provide strategic guidance and project management and can be appointed internationally ("global recruitment") or recruited in the country of operations ("in-country recruitment") under the same compensation framework, irrespective of duty station.<sup>31</sup> Support Staff provide technical support to the Bank's operations and perform administrative tasks. All Support Staff positions are subject to in-country recruitment and are filled by the candidates who are nationals of the country of operations.
- 86.** At the end of 2023, the total number of staff in the four ROCs is 24, which is close to 10% of the Bank's entire workforce (244). It includes three Managerial positions (Director General as the head of ROC)<sup>32</sup>, 19 Professional Staff, one Support Staff and one outsourced employee. Data for the Desk for East Asia and Pacific are considered as part of the Project Portfolio Management Department (PPMD), since it is not a formal operational unit within NDB's human resource system. Each ROC is headed by a Director General and has a complement of 4-6 professional staff, and two offices have one support staff or outsourced staff.

<sup>30</sup> For example, during the NDB VP & COO's meeting with AIIB's President Mr. Jin Liqun in February 2023, both parties briefly exchanged views of AIIB sharing its offices in Beijing with NDB, and NDB sharing the space of its regional offices with AIIB.

<sup>31</sup> The base salary for all NDB Professional Staff is the same irrespective of duty station. A supplementary allowance at the rate from 10% to 26% of base salary based on the location of duty station will be further provided, in addition to base salaries.

<sup>32</sup> The position of DG ARO is vacant, and the office is headed by the Principal Professional as the acting DG.

**Table 8: Review of NDB operations departments' workforce as of 31 December 2023**

Type of Staff	Public Sector	Private Sector	PPMD	ARC	ARO	ERC	IRO	Notes
No. of managerial staff (DG and Chief level)	1	2 <sup>33</sup>	-	1	-	1	1	DG PPMD is vacant
No. of professional staff	16	12	11	5	6	4	4	Include secondees & STCs
No. of support staff	1	2	-	1	1	-	-	A (Include outsourced staff)
Total staff headcounts	18	16	11	7	7	5	5	B
% of Support staff	5.6%	12.5%	0.0%	14.3%	14.3%	0.0%	0.0%	C= A/B

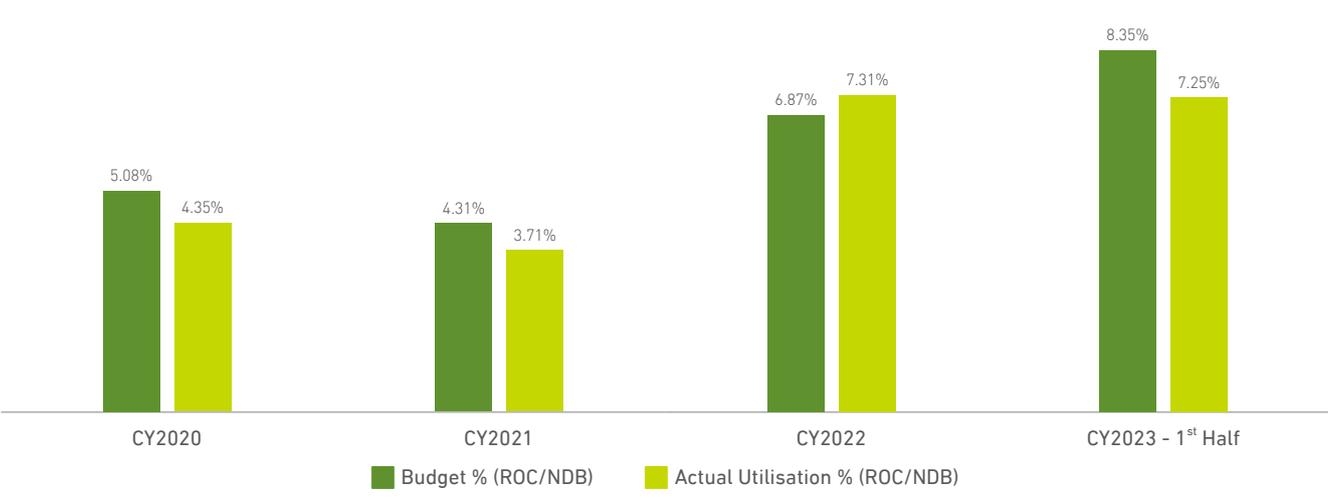
Source: NDB Human Resource (HR) Department

- 87.** NDB has opted for a different approach to peer practice in that Professional Staff in all offices are on same “international” contracts with uniform base salary, and career path, and currently all ROC staff are nationals of the host country. Half of them have international experience prior joining NDB, and six are reassigned from HQ permanently.
- 88.** Recognizing that the current approach was necessary at the outset to help speedy establishment of the ROCs by staff familiar with country context and with a strong local network, NDB may wish to reassess in the future whether: (i) staff in the ROCs should all be from the host country; and (ii) different types of contracts (e.g. “national” contracts with a different compensation model) should be introduced to recruit some staff, depending on their role. Similarly, in the future, NDB may consider more systematic rotation of staff across ROCs, as well as from and to HQs, after a fixed period of time. This will contribute to staff development, inject new talent in the ROCs and also ensure some staff at HQs have concrete “field” experience.
- 89.** Diversity is also impacted by numbers of job applicants by nationality. There are a larger number of Chinese and Indian applicants as compared to nationals from other NDB founding member countries, and the number of applications from Bangladesh, UAE and Egypt is very small.<sup>34</sup> Not all staff are interested in being posted too far from NDB HQ or their own home country, and therefore a mobility scheme with clear and reasonable incentives could be necessary to ensure the desired diversity. Some peers implement a mandatory out posting scheme as part of their international staff’s career development, to ensure the HQ based workforce has practical on-the-ground experiences, and field office employees are equipped with a global exposure.
- 90.** Financial resources allocated to ROCs are clearly identified in NDB’s budget and have been growing as new ROCs are established, staffed, and become operational. In 2020, 4.35% of NDB’s total expenditures were spent in ROCs, and the resources allocated to all offices have increased to 8.35% of NDB’s overall budget for 2023. However, as for the rest of the Bank, budget utilization ratios have been low. Overall, ROCs’ utilization has not exceeded 70%. NDB’s total utilization has also been below 80% from 2020, as partially caused by impact of COVID-19 pandemic as shown in below charts.

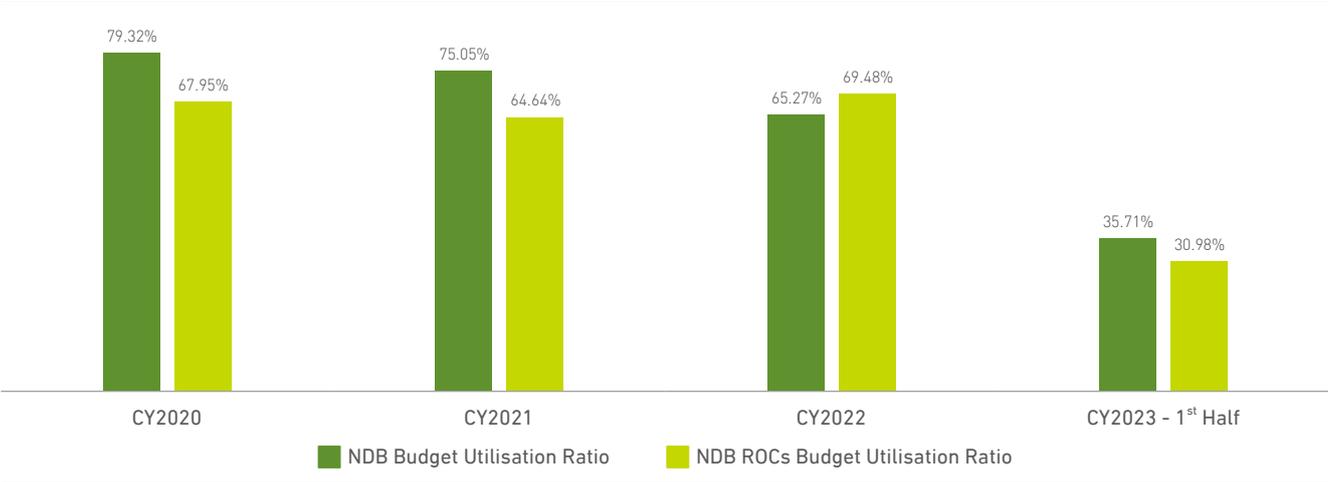
<sup>33</sup> Includes 1 DG and 1 Chief for the Private Sector and Non-Sovereign Guaranteed Transactions Department.

<sup>34</sup> Please refer to annex 5 “Diversity of NDB Workforce” for details.

**Chart 4: Percentage (%) of ROC's budget and actual expenditure, from 2020 to 1<sup>st</sup> half of 2023**



**Chart 5: Budget utilization ratio of NDB and ROCs, from 2020 to 1<sup>st</sup> half of 2023**



Source: Budget Utilization Reports by NDB Finance, Budget, and Accounting Department (FBA)

- 91. In principle, the role and resources of each operational unit should be closely linked to the Bank's overall corporate strategy and hence the strategic planning cycle should set clear corporate targets, operationalized with institutional KPIs, KPAs and annual work plans which guide the budgeting process for both HQ units and ROCs. However, this system is still under development which may contribute to underutilization.
- 92. Currently, KPIs start with departmental heads, and cascade to individual staff member level. Despite a recognized need to work collaboratively and horizontally as "One Bank", there are no joint corporate KPIs and no process to formally align contributions of different functional units, including ROCs, towards a specific goal, for example the 30% target of non-

sovereign operations for the period of 2022-2026. To achieve this, many units' institutional targets need to be aligned and their processes sequenced. Similarly with the 20% co-financing target, where the ROCs may play a role in engaging with peer MDBs to better understand where interests and priorities overlap and are aligned on both region and country level.

- 93. Furthermore, context and operational conditions of each office vary irrespective of them having the same ToRs and responsibilities. Looking at the workload, all offices have a similar staff complement but the scope of pipeline and portfolio vary as does the ease of contact with external stakeholders and general operational conditions. These elements should be considered when developing the annual work plan and budget for each ROC.

**Table 9: Breakdown of ROCs approved budgets for CY2023**

USD in thousands ('000)	ARC	ARO	ERC	IRO	Total	% of Overall
Salaries and benefits	1,166	1,393	928	1,239	4,726	69%
Travel expenses	61	193	80	319	653	10%
Consultancies & professional services	11	238	50	150	449	7%
Hospitality, meetings & conferences	45	34	23	60	162	2%
Admin expenses & subscriptions	220	234	245	128	827	12%
<b>Total</b>	<b>1,503</b>	<b>2,092</b>	<b>1,326</b>	<b>1,896</b>	<b>6,817</b>	<b>100%</b>

Source: Budget Utilization Reports by NDB Finance, Budget, and Accounting Department (FBA)

- 94.** Another critical issue is that NDB's overarching Corporate Results Framework is yet to be approved and implemented. According to the Bank's strategy document, the CRF will be used to assess its quantitative and qualitative performance in implementing the strategy, as well as NDB's overall effectiveness in fulfilling its mandate. Thus, the CRF will function as NDB's main tool to take stock of its performance during regular strategy implementation reviews. This facilitates accountability and helps BoD to hold NDB Management accountable, and Management to hold each functional unit, including the ROCs, accountable for the results to be delivered.
- 95.** Given the centrality of the ROCs in the Bank's architecture, including KPIs related to on-the-ground presence in the fourth tier of the CRF would strengthen accountability and help monitor the role and contribution of the ROCs. Several peers include targets and closely monitor for example numbers of staff at HQ vs on-the-ground, and operations managed by regional or country offices. To be able in the future to assess the contribution the ROCs make to the Bank, there is a need for clear institutional, departmental, and functional targets, and the sooner a baseline is established the earlier is assessment possible. Data and analysis in this evaluation can be useful in that exercise.

#### 4.7 WORKFLOW AND REPORTING LINES

- 96.** The General Principles for Terms of Reference for Regional Offices was approved by the Bank's Board of Directors in 2019. The positioning of

the regional offices is clearly defined in the NDB organisational chart and the head of the ROCs report to the VP of Operations, which is largely consistent with the practice in other MDBs. The roles and responsibilities of the head of the office are captured in their individual job profiles. The head of the East Asia and Pacific Desk covering NDB's China operations, however, reports to the DG of the PPMD. More specific TORs for the ROCs were developed in 2021, though these still have to be adopted by the Board, something that might be worth finalizing in the near future to bring added clarity. Some ROCs however find that for the time being, the existing set of internal NDB guiding documents for daily operations are adequate, although most operational policies of the Bank were last updated by 2019, and four policies have not been updated since their initial approval in 2016.

- 97.** Among all BoD approved documents, only the "Policy on Processing of Sovereign Loans & Loans with Sovereign Guarantee" mentions the ROC role: "*Project concept papers are peer reviewed internally – by sector experts, and, as needed, by NDB's regional office for the concerned country, for issues relating to cofinancing, environment and social framework, procurement, alignment with country strategy – and revised.*"; and "*The PDB is peer reviewed internally. The views of NDB's concerned regional office are also sought as needed. The revised draft PDB, along with peer reviewers' comments, is submitted to the VP&COO.*" Reference to ROCs is not found in other NDB policies, partially because some of the relevant policies were introduced before the some of the ROCs were established. This

is something that merits consideration in the revision of existing policies and development of new ones.

- 98.** Currently the Bank has four operational guidelines approved by Management, which have defined the procedures for implementing the policies and covered processes of project implementation, monitoring equity investment project, approving changes to operations, and the Project Preparation Fund. Some ROCs express a wish for clearer guidelines regarding procedures of project origination, preliminary screening assessment and pre-concept note, to ensure coherence in project sourcing engagements, well-defined milestones, and transparent workflow for these critical activities.
- 99.** Being a new organisation opens up the possibilities of doing things differently, but also means that processes and practices are not yet fully developed and may not be completely internalized and “owned” by all staff. As of today, many ROCs’ related workflows are still being developed as evidenced by the ongoing business process mapping and review exercise, which has focused on the Bank-wide value chain at different level and processes related to operations from project origination to self-evaluation. This leaves room for optimizing but also requires additional efforts in terms of engaging with staff and communicating new practices and procedures comprehensively, to ensure a complete understanding and acceptance across the Bank. This process requires particular attention to ROCs as they may have difficulty understanding the rationale behind new processes and procedures, which could deepen a feeling of alienation from HQ in the ROCs.
- 100.** One example given in interviews is that although NDB in principle distinguishes itself from peer MDBs by using country systems, the project lifecycle is generally the same for all operations and there is scope for fine-tuning the approach based on country context (such as fiscal budgeting practices and planning cycles). While the current division of labour between ROCs and HQ is relatively clear, some ROCs believe that the timing of the handover of implementation control from HQ to ROCs of candidates and approved projects should be further assessed.
- Also, some ROCs noted the need for enhanced communication from HQs during the project cycle, but also more generally on other matters.
- 101.** With the exception of the Desk for East Asia and Pacific, each ROC is led by a Director General, who directly reports to the VP & COO. The general perception among interviewees is that the DG level is necessary for the head of current ROCs to have sufficient access to key partners, including in government of NDB’s founding member countries, but that for new, smaller country offices the level of chief in the future might be adequate for maintaining an effective and economic organisational structure.
- 102.** Furthermore, some colleagues from ROCs noted that the recent introduction of two management-level signatures, one from ROC and one from HQ are required for document approval is causing delays to take relevant processes forward. This is required also for low-risk corporate procurement such as contracts below USD 5,000. Also, in interviews some ROCs indicated the process of hiring of short-term temporary consultants was considered rather cumbersome, which limits their ability to execute their tasks efficiently.
- 103.** Evaluations from peers identify a risk of a perceived or real asymmetry of information from HQ to regional or country offices. It is not only about the right staff at the right place at the right time, but also about availability of the right knowledge, which resides primarily in individual staff in NDB on an ad-hoc basis since no technical, independent economic and sector analysis is regularly conducted and widely shared in a systematic manner across the Bank. So, ways must be found to ensure that the local knowledge that should inform operational decisions is shared at HQ level, where the decisions are made. Clear reporting lines are an important, but not sufficient condition to address such issues, according to peers’ experience; mutual engagement and trust building are highlighted as fundamental. Encouraging the One Bank corporate culture, with specific attention to the NDB ROCs would be a key element to address this issue. However, the evaluation found very few references to this.

# 5 LESSONS, CONCLUSIONS AND CONSIDERATIONS FOR THE WAY FORWARD

## 5.1 LESSONS FROM PEERS AND IMPLICATIONS FOR NDB

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- 104.** There is no “one size fits all” approach to on-the-ground presence, and experience from peers indicate that it is an ever-evolving process. Regularly reviewing the role and resources of on-the-ground presence to ensure full alignment with strategic objectives would be important, especially given NDB’s ambitions for expanding its membership and operations as a global development institution, and the fact that adequate capacity, decision-making responsibility, and resources will determine the extent to which each ROC can fulfil its ToRs.
- 105.** Adequate resources are obviously a sine qua non, and competent staff constitute the single most valuable resource at ROCs. Lessons from peers show the importance and the challenges in ensuring the right staff complement. This requires a carefully thought through strategy for the ROCs with respect to career planning, staff mobility, and strategic human resource planning, including clarifying the incentives for staff to accept postings to ROCs and the cost benefit for the Bank.
- 106.** Given the evolving nature of the business model, for example with respect to expanding technical capacity and knowledge generation, roles and responsibilities between HQ and ROCs may evolve. Experience from peers suggest that investing in a corporate culture that

generates mutual engagement and trust is key to avoiding the emergence of silos. Therefore, strengthening the One Bank corporate culture will be important to ensure that ROCs do not operate as silos.

- 107.** Peers have tried in different ways to assess or measure the contribution of their global presence and the difference it makes on the quality of their operations and possible impact. None have, however, been able to robustly attribute or demonstrate development impact from establishing a country presence. The most cited metrics of peers are proxy indicators, such as number of staff decentralized in field as a percentage of the overall workforce and share of projects managed from country level. The assumptions behind how these measures contribute to development impact are difficult to test and it is generally recognized that more staff in the field does not necessarily translate into better development effectiveness but has a number of other advantages – for example in terms of ease and quality of engagement with member states and partners.

## 5.2 CONCLUSIONS FROM THE REVIEW OF NDB'S EXPERIENCES

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- 108.** **The Bank took a bold decision to establish ROCs right at the beginning of its operations** - different from most of the traditional MDBs with regional/country offices. Such a decision was captured in the Articles of Agreement to ensure

proximity to clients, and the ROCs are therefore clearly considered as an integral part of the Bank's institutional architecture. The importance of ROCs is also coherently articulated in the NDB General Strategy for 2022-2026. The phased and incremental approach taken by the Bank to the setting up of its ROCs was also appropriate, given the limited capacities and resources available to the Bank in its early stages of operations.

**109. In spite of the limited resources, feedback from partners is encouraging about the usefulness of the ROCs.**

In its two years of operations, IEO has conducted evaluations in all NDB founding member countries. With less than 25 NDB staff members spread across the ROCs, the overwhelming feedback by governments and others is that the ROCs are helping advance engagement and dialogue with NDB, facilitated by the same time zones and language capacities, even though ROCs capacities are relatively limited compared to peers, and the establishment and functioning of the more recently set-up offices is still work in progress.

**110. Membership expansion will have implications for ROCs.**

As NDB's membership expands – and while recognizing the additional workload implications and notwithstanding the limited capacities and resources – it is appropriate that ROCs are given additional responsibilities for coverage of operations in other countries within the region, as in the case of IRO (and maybe the ARC in the future). This is especially appropriate in the initial phases of engagement with new members to rapidly advance activities there. However, in the future, as and when appropriate, the Bank will need to reflect on whether it should open “satellite” offices in new member countries to have an on-the-ground presence in such places. This will depend on several factors, such as the size and nature of the portfolio, and proximity to established regional offices and others. The cost implications of opening additional offices will also need to be carefully considered.

**111. The need to further examine the ROC covering China.**

The decision at the outset of the Bank's operations to locate at NDB HQs the East Asia and Pacific Desk responsible for managing engagement in China was also appropriate, as

a way to benefit from economies of scale and to leverage on other NDB staff capacities and skills at HQs. However, given the size of the current China portfolio and the country's future needs, the Bank may wish to explore with the Government of China the opening of a satellite office in Beijing to further facilitate dialogue with the Government, the AIIB, peer MDBs, and others. The same could be said about India, and the Bank may in the future explore the viability of opening a satellite office in Delhi. Learning from the experience of Brazil, where the Bank has two offices in Brasilia and Sao Paulo, would prove to be useful, should the Bank consider this option. Moreover, once membership expands in the East Asia and Pacific region, it might be worthwhile revisiting the structure and composition of the China desk.

**112. Staffing in the ROCs.** While this may not be consistent with the general practice in peer organisations, the Bank's approach in the initial phases of staffing the offices entirely with nationals of the same country was also appropriate for a variety of reasons, including ease of deployment of personnel, language skills, limiting eventual costs for relocation of international staff and other factors. However, in order to: promote greater diversity in staffing at the ROC level; encourage knowledge exchange between HQ and ROCs, and across ROCs; and open up possibilities for nationals of a particular member country to work in other member countries as a way also to promote professional development and career advancement, the Bank may wish to examine the possibility in the future to assign staff of different nationalities in its ROCs. This would likely need to be part of a wider Bank policy on rotation and mobility. Similarly, the Bank may examine whether it should also introduce different (national) contract types for certain type of staff in the ROCs.

**113. Provision of support by the ROCs to some key HQ functions and knowledge management.**

Beyond their core functions of facilitating Bank operations, the ROCs have supported a variety of functions located in HQ, including facilitating missions of IEO, global policy engagement (e.g. at the BRICS summits and G20 meetings), identification of human resources and others. While not a core part of their focus, ROCs could

do more by way of capturing, systematising and sharing good practices and lessons from Bank operations and proactively enhancing the Bank's visibility. Moving forward, this will clearly need the allocation of additional capacities and resources.

- 114. Partnerships.** In terms of partnerships at the country level, being on the ground, the ROCs are advancing dialogue and partnerships with a range of institutions, particularly the ministries of finance, state/provincial level authorities, national development banks (e.g. BNDES and DBSA), the private sector and others. While recognizing the current types and levels of partnerships vary from country to country, greater attention could however be devoted to partnerships with peer MDBs (not just for co-financing purposes), the United Nations system, relevant academic and research organisations, think tanks (e.g. BRICS Policy Centre in Brazil, BRICS Business Council), sector ministries, and others.
- 115. Operations.** Given the prolonged COVID-19 pandemic, the different stages in the establishment and evolution of the respective ROCs and the relative maturity of NDB's project portfolio, it is not methodologically and statistically prudent for IEO to draw any firm conclusions at this stage about the possible relationships between the establishment of ROCs and the quality of projects, or whether having ROCs is expediting time lags between approval and signing, disbursement rates and other indicators of project performance. This is something that may be attempted in a future evaluation once NDB accumulates more experience with the ROCs and as the project portfolio expands. The analysis in this ESR has established a baseline that can inform further assessment as the Bank grows and expands its operations and engagement, including to new Members.
- 116. The Bank can only have efficient and effective on-the-ground presence if it has a strong, robust and solid headquarters in Shanghai.** As such, it is important that continued attention be devoted to strengthening HQ, whether it is
- in terms of staffing, IT systems, governance, introduction of a corporate results framework, further development of the self-evaluation function, communication, strengthening the links between business plans and budgets, and others. The lack of a corporate results management system with clear cascading KPIs means it is difficult to see how each unit, including the ROCs, contribute to the strategic objectives, and further means that accountability for results in both HQ and ROCs can still be strengthened further.
- 117.** Given the evolving context and the long-term ambitions of the Bank, many decisions will be taken in the near and medium term with implications for the ROCs. Being clear on how the Bank wants to use the resources for further expanding and strengthening its on-the-ground presence, becomes essential to guide these decisions. For example, the decision on NDB's role in knowledge management, project design, and capacity-building in member countries implies stronger technical expertise, followed by decisions on where that expertise should be located – in ROCs or HQ. In this respect it is important to keep in mind that all peers have been through successive decentralization waves of moving staff from HQ to field-based locations, and sometimes back to HQ. Managing and maintaining on-the-ground presence is thus a dynamic process accompanying the overall organisational evolution.
- 118.** Several issues currently limit the full effectiveness of the ROCs – chief among them being under-developed IT infrastructure, although progress is being made. The Bank does not yet have a well-functioning corporate intranet (though this is under development) that can ensure transparency and equal access to information irrespective of duty station or function. Also, the portal to connect stakeholders remotely to important HQ systems is still being developed. And, connectivity at ROCs is of varying quality, the time difference between NDB HQ and ROCs has brought in substantial challenges to real-time reliable and effective IT support on-the-ground.

### 5.3 CONSIDERATIONS FOR THE WAY FORWARD

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- 119.** While not all experiences of on-the-ground presence of peers are useful for NDB, the practice of working based on country partnership plans however could be useful, and the intention to explore this tool is also expressed in the Bank's General Strategy for 2022-2026. While such plans would require further development to be truly effective, they would however present several advantages: help clarify and ensure country priorities are aligned to the Bank's overall strategic imperatives, explore trade offs in terms of allocation of resources including the limited human resources, provide transparency and clarity to clients and stakeholders, and be a communications tool to raise the visibility of NDB in respective regions.
- 120.** The expected membership expansion means NDB will face future decisions on the evolution of its on-the-ground presence, a decision many peers have faced as they have expanded their global footprints through various models. In preparation for the establishment of an expanded region and country presence, developing a strategy including criteria such as proximity to peers and partners, international air hubs, strong communications and IT networks, and possibility of sharing offices with peers would help guide these decisions and could also be used to test the continued appropriateness of the current locations.
- 121.** To further support the anticipated expansion, targeted communication strategies with select stakeholders could help guide ROCs' regional and in country engagement. This would best be undertaken jointly in close cooperation with the Bank's Corporate Communication teams to ensure consistency in messaging. Such communication could include, as is the practice in peers, designated country or region webpages with information available in local languages. Furthermore, information technologies and platforms to effectively connect internal and external stakeholders are yet to be fully developed. This limits the effectiveness of ROCs and needs attention.
- 122.** Prioritizing limited resources will be facilitated once the Bank's CRF has been fully developed and cascaded to all units including ROCs. In this respect, based on the Bank's overall strategic imperatives, clear goals, milestones, and indicators that are sequenced and reflected in annual business plans in coordination with the budget process would be helpful to the ROCs. These should, if indeed the ROCs are to play a regional and representative role, include metrics to track and measure outreach and regional and in country engagement with different stakeholder groups.
- 123.** Lastly, many interviewees suggested a need for a more diversified work force on the ground. A specific strategic staffing plan for the ROCs, consistent with the Bank's overall diversity, mobility and rotation policy could help to gradually promote the diversity of such a workforce in the future. This could include consideration of enhanced use of support staff resources to bolster the efficiency and effectiveness of professional staff.

# ANNEXES

## ANNEX 1

### Number of project approvals (by year by country)

South Africa									
Year and number of project approvals									
Type of operations	2016	2017	2018	2019	2020	2021	2022	2023	Total
Non-sovereign	-	-	2	1	-	-	1	1	5
Sovereign projects	1	-	-	4	2	1	-	-	8
<b>Total</b>	<b>1</b>	<b>-</b>	<b>2</b>	<b>5</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>13</b>
<b>Total no. of staff in ARC</b>	<b>-</b>	<b>-</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>5</b>	<b>7</b>	<b>7</b>	<b>N/A</b>

Brazil									
Year of project approvals (excluding 3 cancellations)									
Type of operations	2016	2017	2018	2019	2020	2021	2022	2023	Total
Equity investment	-	-	-	1	-	-	-	-	1
Non-sovereign	1	-	1	1	-	-	2	-	5
Sovereign operations	-	-	1	-	6	2	3	3	15
<b>Total</b>	<b>1</b>	<b>-</b>	<b>2</b>	<b>2</b>	<b>6</b>	<b>2</b>	<b>5</b>	<b>3</b>	<b>21</b>
<b>Total no. of staff in ARO</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>3</b>	<b>4</b>	<b>7</b>	<b>7</b>	<b>N/A</b>

India									
Year of project approval (excluding 1 cancellation)									
Type of operations	2016	2017	2018	2019	2020	2021	2022	2023	Total
Equity investment	-	-	-	-	1	-	-	-	1
Non-sovereign	-	-	-	1	-	-	-	-	1
Sovereign operations	1	2	4	5	4	1	3	3 <sup>35</sup>	23
<b>Total</b>	<b>1</b>	<b>2</b>	<b>4</b>	<b>6</b>	<b>5</b>	<b>1</b>	<b>3</b>	<b>3</b>	<b>25</b>
<b>Total no. of staff in IRO</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3</b>	<b>4</b>	<b>N/A</b>

Russia									
Year of project approval (excluding 2 cancellations)									
Type of operations	2016	2017	2018	2019	2020	2021	2022	2023	Total
Non-sovereign	1	-	1	2	4	1	-	-	10
Sovereign operations <sup>36</sup>	-	1	2	-	1	1	-	-	4
<b>Total</b>	<b>1</b>	<b>1</b>	<b>3</b>	<b>2</b>	<b>5</b>	<b>2</b>	<b>-</b>	<b>-</b>	<b>14</b>
<b>Total no. of staff in ERC</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>5</b>	<b>N/A</b>

<sup>35</sup> Excluding the Technical Assistance (TA) Project for Kohima Town Water Supply Augmentation.

<sup>36</sup> Excluding the 2 TA Projects for Krasnodar Cable Car Project and Upgrade of Kaliningrad Sea Port.

## ANNEX 2

### Review of budget utilization of regional offices and centres

#### 1. ROC budget for the 1st half of CY2023

USD thousands	Budget after reallocation CY2023	Budget utilisation 1 <sup>st</sup> Half 2023	Unutilised	Utilisation on Original budget (June 2023)
<b>Africa Regional Centre (ARC)</b>	<b>A</b>	<b>B</b>	<b>C=A-B</b>	<b>B/A</b>
Salaries and benefits	1,973	807	1,166	41 %
Professional consultants & services	22	12	10	55 %
Travel expenses	61	47	14	77 %
Administrative expenses	265	43	222	16 %
IT expenses	140	31	108	22 %
<b>Sub-total (D)</b>	<b>2,461</b>	<b>941</b>	<b>1,520</b>	<b>38 %</b>
<b>Americas Regional Office (ARO)</b>	<b>A</b>	<b>B</b>	<b>C=A-B</b>	<b>B/A</b>
Salaries and benefits	2,132	739	1,393	35 %
Professional consultants & services	238	33	205	14 %
Travel expenses	193	61	132	32 %
Administrative expenses	268	87	181	33 %
IT Expenses	228	67	160	30 %
<b>Sub-total (E)</b>	<b>3,059</b>	<b>988</b>	<b>2,071</b>	<b>32 %</b>
<b>Eurasian Regional Centre (ERC)</b>	<b>A</b>	<b>B</b>	<b>C=A-B</b>	<b>B/A</b>
Salaries and benefits	1,415	487	928	34 %
Professional consultants & services	50	1	49	2 %
Travel expenses	50	14	36	28 %
Administrative expenses	269	20	250	7 %
IT expenses	96	93	3	97 %
<b>Sub-total (F)</b>	<b>1,881</b>	<b>615</b>	<b>1,266</b>	<b>33 %</b>
Rent and other related expenses		21 <sup>37</sup>		
<b>Total including contributions</b>		<b>636</b>		
<b>Indian Regional Office (IRO)</b>	<b>A</b>	<b>B</b>	<b>C=A-B</b>	<b>B/A</b>
Salaries and benefits	1,669	430	1,239	26 %
Professional consultants & services	150	-	150	-
Travel expenses	319	74	245	23 %
Administrative expenses	187	34	153	18 %
IT expenses	132	3	129	2 %
Administrative capital expenditure	100	-	100	-
<b>Sub-total (G)</b>	<b>2,557</b>	<b>541</b>	<b>2,016</b>	<b>22 %</b>
<b>Total: regional offices (D+E+F+G)</b>	<b>9,958</b>	<b>3,085</b>	<b>6,874</b>	<b>31 %</b>

<sup>37</sup> The Government of the Russian Federation has transferred special purpose contribution to the Bank for reimbursement of rent payment of ERC office premises and one time supply of furniture, equipment and other facilities for the operation of ERC so the same is not included in the budget, however the expenses incurred by the Bank for the same is reported under utilisation and disclosed separately in the table.

#### 2. ROC budget for CY2022

USD thousands	Budget after reallocation CY2022	Budget utilisation CY2022	Unutilised	Utilisation on Original budget
<b>Africa Regional Centre (ARC)</b>	<b>A</b>	<b>B</b>	<b>A-B=C</b>	<b>B/A</b>
Salaries and benefits	1,757	1,720	37	98 %
Professional consultants & services	-	-	-	-
Travel expenses	71	63	8	89 %
Administrative expenses	259	183	76	71 %
IT expenses	115	40	76	35 %
<b>Sub-total (D)</b>	<b>2,202</b>	<b>2,006</b>	<b>197</b>	<b>91 %</b>
<b>Americas Regional Office (ARO)</b>				
Salaries and benefits	1,901	1,807	94	95 %
Professional consultants & services	193	28	165	15 %
Travel expenses	142	85	57	60 %
Administrative expenses	510	237	273	46 %
IT expenses	180	165	15	92 %
<b>Sub-total (E)</b>	<b>2,926</b>	<b>2,322</b>	<b>604</b>	<b>79 %</b>
<b>Eurasian Regional Centre (ERC)</b>				
Salaries and benefits	1,530	918	612	60 %
Professional consultants & services	114	4	110	4 %
Travel expenses	35	4	31	11 %
Administrative expenses	109	49	60	45 %
IT expenses	136	2	134	1 %
<b>Sub-total (F)</b>	<b>1,923</b>	<b>977</b>	<b>946</b>	<b>51 %</b>
Rent and other related expenses		83 <sup>38</sup>		
<b>Total including contributions</b>		<b>1,061</b>		
<b>Indian Regional Office (IRO)</b>				
Salaries and benefits	679	302	377	44 %
Professional consultants & services	25	-	25	-
Travel expenses	43	14	29	33 %
Administrative expenses	210	7	203	3 %
IT expenses	109	13	96	12 %
<b>Sub-total (G)</b>	<b>1,066</b>	<b>336</b>	<b>731</b>	<b>32 %</b>
<b>Total: regional offices (D+E+F+G)</b>	<b>8,118</b>	<b>5,640</b>	<b>2,478</b>	<b>69 %</b>

<sup>38</sup> The Government of the Russian Federation has transferred special purpose contribution to the Bank for reimbursement of rent payment of ERC office premises and one time supply of furniture, equipment and other facilities for the operation of ERC so the same is not included in the budget, however the expenses incurred by the Bank for the same is reported under utilisation and disclosed separately in the table.

### 3. ROC budget for CY2021

USD thousands	Approved budget CY2021	Budget utilisation CY2021	Unutilised	Utilisation on original Budget
	A	B	A-B=C	B/A
<b>Africa Regional Centre (ARC)</b>				
Salaries and benefits	1,536	1,411	125	92 %
Professional consultants & services	25	4	21	16 %
Travel expenses	76	4	72	5 %
Administrative expenses	209	209	0	100 %
IT expenses	90	37	53	41 %
<b>Sub-total (D)</b>	<b>1,936</b>	<b>1,665</b>	<b>271</b>	<b>86 %</b>
<b>Americas Regional Office (ARO)</b>				
Salaries and benefits	1,755	1,377	377	78 %
Professional consultants & services	122	28	94	23 %
Travel expenses	236	3	233	1 %
Administrative expenses	405	265	140	65 %
IT expenses	154	154	0	100 %
<b>Sub-total (E)</b>	<b>2,672</b>	<b>1,827</b>	<b>845</b>	<b>68 %</b>
<b>Eurasian Regional Centre (ERC)</b>				
Salaries and benefits	1,172	819	354	70 %
Professional consultants & services	50	1	49	2 %
Travel expenses	58	1	57	2 %
Administrative expenses	146	114	32	78 %
IT expenses	191	8	183	4 %
<b>Sub-total (F)</b>	<b>1,617</b>	<b>942</b>	<b>675</b>	<b>58 %</b>
Rent and other related expenses		88 <sup>39</sup>		
<b>Total including contributions</b>		<b>1,030</b>		
<b>Indian Regional Office (IRO)</b>				
Salaries and benefits	674	-	674	-
Professional consultants & services	31	-	31	-
Travel expenses	72	-	72	-
Administrative expenses	210	-	210	-
IT expenses	90	-	90	-
<b>Sub-total (G)</b>	<b>1,077</b>	<b>-</b>	<b>1,077</b>	<b>-</b>
<b>Total: regional offices (D+E+F+G)</b>	<b>7,302</b>	<b>4,435</b>	<b>2,867</b>	<b>61 %</b>

<sup>39</sup> The Government of the Russian Federation has transferred special purpose contribution to the Bank for reimbursement of rent payment of ERC office premises and one time supply of furniture, equipment and other facilities for the operation of ERC so the same is not included in the budget, however the expenses incurred by the Bank for the same is reported under utilisation and disclosed separately in the table.

### 4. ROC budget for CY2020

USD thousands	Adjusted budget CY2020	Budget utilisation CY2020	Unutilised	Utilisation on Original budget
	A	B	C=A-B	B/A
<b>Africa Regional Centre (ARC)</b>				
Salaries and benefits	1,157	1,157	0	100 %
Professional consultants & services	12	1	11	8 %
Travel expenses	34	13	21	38 %
Administrative expenses	126	97	29	77 %
IT expenses	49	46	3	94 %
<b>Sub-total (D)</b>	<b>1,378</b>	<b>1,314</b>	<b>64</b>	<b>95 %</b>
<b>Americas Regional Office (ARO)</b>				
Salaries and benefits	1,052	784	268	75 %
Professional consultants & services	40	39	1	98 %
Travel expenses	57	17	40	30 %
Administrative expenses	289	264	25	91 %
IT expenses	132	63	69	48 %
<b>Sub-total (E)</b>	<b>1,570</b>	<b>1,167</b>	<b>403</b>	<b>74 %</b>
<b>Eurasian Regional Centre (ERC)</b>				
Salaries and benefits	739	227	512	31 %
Professional consultants & services	25	0	25	0 %
Travel expenses	31	0	31	0 %
Administrative expenses	171	35	136	20 %
IT expenses	136	9	127	7 %
<b>Sub-total (F)</b>	<b>1,102</b>	<b>271</b>	<b>831</b>	<b>25 %</b>
<b>ROCs</b>				
Salaries and benefits	2,948	2,168	780	74 %
Professional consultants & services	77	40	37	52 %
Travel expenses	122	30	92	25 %
Administrative expenses	586	396	190	68 %
IT expenses	317	118	199	37 %
<b>Total (D+E+F)</b>	<b>4,050</b>	<b>2,752</b>	<b>1,298</b>	<b>68 %</b>

## ANNEX 3

### List of key persons met

#### Management and staff of the New Development Bank

##### Office of the Vice-President & Chief Operating Officer (VP&COO)

Mr. Vladimir Kazbekov (VP&COO)

Mr. Evgeny Kochkin (Executive Assistant to VP&COO)

##### Office of the Vice-President & Chief Administrative Officer (VP&CAO)

Mr. Qiangwu Zhou (VP&CAO)

Mr. Ningqian Zhang (Executive Assistant to VP&CAO)

##### Human Resources Department (HRD)

Mr. Daniel Freitas (Principal Professional, HRD)

##### Private Sector and Non-Sovereign Guaranteed Transactions Department (PSNGTD)

Mr. Bin Han (Director General)

Ms. Svetlana Radchenko (Chief, Infrastructure Division)

Mr. Akhil Kumar (Senior Professional, PSNGTD)

##### Environmental, Social and Governance (ESG) Department

Mr. Roman Novozhilov (Chief, ESG Division)

Mr. Naval Chaudhary (Principal Professional, ESG Division)

##### Information Technology (IT) Division

Mr. Qinghua Gu (Chief, IT)

Mr. Anderson Goulart (Short Term Consultant, IT)

Mr. Dusty Botha (Principal Professional, IT)

##### Front Office of the President (FOP)

Mr. Artur Lacerda (former Director General, FOP)

Ms. Lusha Zhuang (Professional, FOP)

##### Project Portfolio Management Department (PPMD)

Ms. Su Han (Principal Professional, Head of the Desk for East Asia and Pacific)

##### Africa Regional Centre (ARC)

Mr. Monale Ratsoma (Director General, ARC)

Mr. Thabo Rakoloti (Principal Professional, ARC)

Mr. Tshifhiwa Mukwevho (Principal Professional, ARC)

Ms. Jasmin Jakoet (Senior Professional, ARC)

Mr. Tebogo Mkwanazi (Analyst, ARC)

##### Americas Regional Office (ARO)

Mr. Marcos Thadeu Abicalil (Principal Professional/Acting Director General, ARO)

##### Indian Regional Office (IRO)

Mr. D.J. Pandian (Director General, IRO)

Mr. Garvit Sah (Principal Professional, IRO)

Mr. Binitesh Kumar (Senior Professional, IRO)

Mr. Bindu Madhab Panda (Senior Professional, IRO)

Mr. Keerthi Kumar Challa (Professional, IRO)

##### Eurasian Regional Centre (ERC)

Mr. Andrey Bokarev (Director General, ERC)

Ms. Anna Valkova (Principal Professional, ERC)

Ms. Maria Smirnova (Principal Professional, ERC)

Mr. Tim Fleming (Professional, ERC)

Ms. Marina Ustinova (Junior Professional, ERC)

##### Risk Management Department

Mr. Kuldeep Goel (Director General)

Mr. Gustavo Forgiarini Jerez (Chief, Enterprise & Operational Risk)

Mr. Shubham Prakash (Senior Professional, Enterprise & Operational Risk)

##### Strategy, Policies and Partnerships Department (SPPD)

Mr. Fabio Batista (Chief, SPPD)

Mr. Qingwei Meng (Principal Professional, SPPD)

Mr. Sibani Lindokuhle Nzimande (Junior Professional, SPPD)

#### Peer International Financial Institutions

##### Southern Africa Regional Development and Business Delivery Office of the African Development Bank (AfDB)

Mr. Kennedy K. Mbekeani (Deputy Director General)

Mr. Rees Mwasambili (Chief Regional Program Officer)

##### Asian Development Bank (ADB)

Ms. Akiko Terada-Hagiwara (Head of Economics and Strategy Unit, People's Republic of China Resident Mission)

Mr. Lee Ming Tai (Head of Portfolio Management, PRCM)

Ms. Shuangli Wang (Associate Finance and Administration Officer, PRCM)

Ms. Lakshmi Menon (Director General, Corporate Services Department)

Mr. Rishikesh Singh (Senior Portfolio Management Specialist, Office of Director General, South Asia Regional Department)

Mr. Rishmil Patel (Principal Institutional Coordination Specialist, Corporate Services Department)

Mr. Abhimanyu Ghosh (Senior Counsel, OGC)

##### Asian Infrastructure Investment Bank (AIIB)

Mr. Laval Wong (Head of Interim Operational Hub)

Mr. Oliver Barron (Senior Executive Officer, Office of the President)

Ms. Hwee Tin Kng (Chief Internal Audit Officer)

Ms. Katie Johanna Vanhala (Senior Secretariat Officer)

Mr. Tony Zhen Shi (Internal Auditor)

Mr. Franky Kwok (Internal Auditor)

##### Independent Office of Evaluation (IOE) of the International Fund for Agricultural Development (IFAD)

Mr. Suppiramaniam Nanthikesan (Lead Evaluation Officer)

## ANNEX 4

### List of MOUs entered by NDB with BRICS based institutions

#### 1. For the institutions based in Brazil

No.	Date of signing	Name of counterparty	Type of counterparty
1	13-Nov-19	Banco Nacional de Desenvolvimento Econômico e Social (BNDES)	National development banks
2	28-Jun-21	Banco do Brasil S.A.(Bank of Brazil)	Commercial banks
3	16-Nov-22	Caixa Econômica Federal	Commercial banks
4	23-Nov-22	Associação Brasileira de Instituições Financeiras de Desenvolvimento (Brazilian Development Association - ABDE)	National Association
5	7-Dec-22	Banco de Desenvolvimento de Minas Gerais S.A.	State owned enterprise

#### 2. For the institutions based in Russia

No.	Date of signing	Name of counterparty	Type of counterparty
1	6-Sep-17	Russian Railways	State owned enterprise
2	28-Jun-21	International Bank for Economic Co-operation	Multilateral development banks

#### 3. For the institutions based in India

No.	Date of signing	Name of counterparty	Type of counterparty
1	28-May-18	State Bank of India	Commercial banks
2	19-Oct-21	Axis Bank	Commercial banks

#### 4. For the institutions based in China

No.	Date of signing	Name of counterparty	Type of counterparty
1	14-Jan-16	Bank of China	Commercial banks
2	8-Jun-16	China Construction Bank	Commercial banks
3	10-Nov-16	Bank of Communication	Commercial banks
4	1-Apr-17	Asian Infrastructure Investment Bank	Multilateral development banks
5	31-May-17	Shanghai University of Finance and Economics	Academic
6	1-Sep-17	China Development Bank	National development banks
7	2-Sep-17	Agricultural Bank of China	Commercial banks
8	2-Sep-17	Industrial and Commercial Bank of China	Commercial banks
9	29-Jun-20	Multilateral Cooperation Center for Development Finance	Multilateral institutions
10	28-May-21	Export-Import Bank of China	National development banks
11	14-Sep-21	Agricultural Development Bank of China	National development banks
12	14-Jun-22	BRICS Partnership on New Industrial Revolution Innovation Center	Multilateral initiatives

#### 5. For the counterparties based in South Africa

No.	Date of signing	Name of counterparty	Type of counterparty
1	31-Aug-16	Standard Bank of South Africa	Commercial banks
2	28-May-18	Development Bank of Southern Africa	National development banks

#### 6. For the multilateral initiatives under BRICS Network

No.	Date of signing	Name of counterparty	Type of counterparty
1	13-Jun-17	BRICS Export Credit Agencies	Multilateral initiatives
2	04-Sep-17	BRICS Business Council	
3	14-Jun-22	BRICS Partnership on New Industrial Revolution Innovation Center	
4	17-Jun-22	BRICS Interbank Cooperation Mechanism	

## ANNEX 5

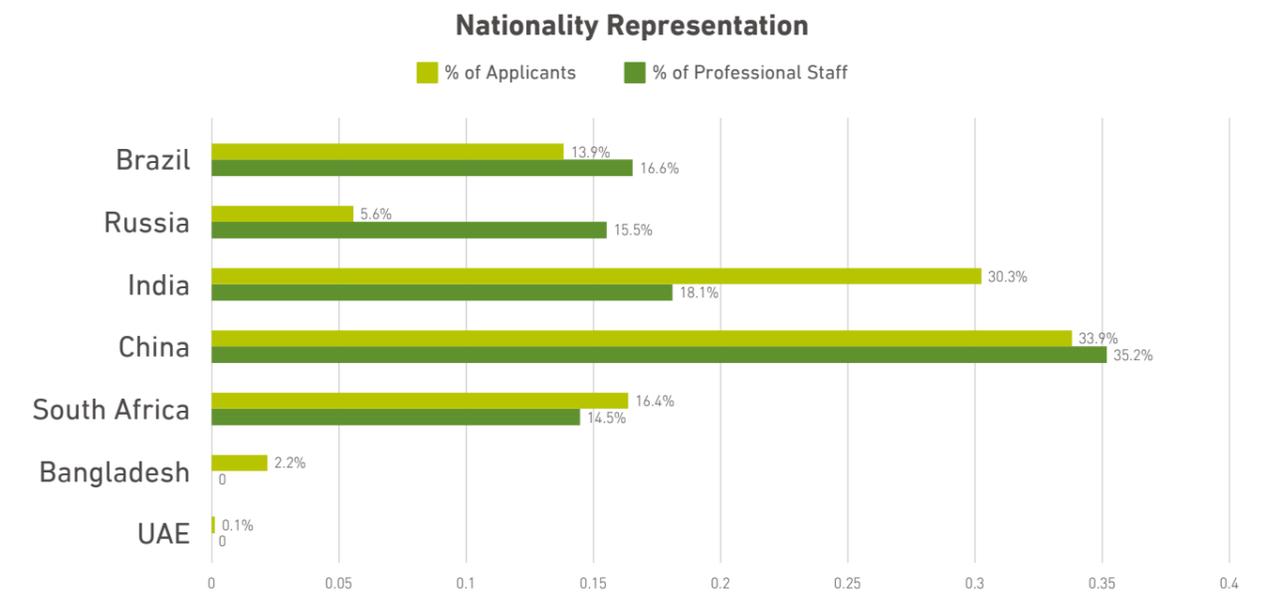
### Diversity of NDB workforce

#### Nationality and Gender diversity of non-managerial staff (as of November 2022)

Designation	Brazil		Russia		India		China		South Africa		Total
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	
8 – Principal Professional	0	7	3	5	0	4	3	7	2	0	31
7 – Senior Professional	2	6	1	5	1	13	6	10	4	7	55
6 – Professional	1	6	1	6	0	7	8	5	1	3	38
5 – Young Professional	1	2	0	1	0	0	7	3	1	3	18
4 – Junior Professional	1	0	1	0	2	1	10	3	0	1	19
<b>Current Total. #</b>	<b>5</b>	<b>21</b>	<b>6</b>	<b>17</b>	<b>3</b>	<b>25</b>	<b>34</b>	<b>28</b>	<b>8</b>	<b>14</b>	<b>161</b>
<b>Current %</b>	<b>16.1</b>		<b>14.3</b>		<b>17.4</b>		<b>38.5</b>		<b>13.7</b>		<b>100</b>
<b>Expected Total. #</b>	<b>5</b>	<b>21</b>	<b>7</b>	<b>20</b>	<b>5</b>	<b>30</b>	<b>37</b>	<b>29</b>	<b>8</b>	<b>14</b>	<b>176</b>
<b>Expected %</b>	<b>14.8</b>		<b>15.3</b>		<b>19.9</b>		<b>37.5</b>		<b>12.5</b>		<b>100</b>

Source: Recruitment and diversity update, November 2022

#### Applicants and professional staff distribution by nationality (as of November 2022)



Source: Recruitment and diversity update, November 2022

## ANNEX 6

### Bibliography and project documents reviewed

#### Section A – NDB’s Policies, Guidelines and General Strategies

- New Development Bank General Strategy for 2022-2026: Scaling Up Development Finance for a Sustainable Future – May 2019
- New Development Bank General Strategy: 2017 – 2021
- Extension of the New Development Bank’s Delegation of Signing Authorities of April 28, 2023
- Host Country Agreements for NDB Headquarters and Regional Offices
- NDB Country Partnership Plan
- Policy on Processing of Sovereign Loans and Loans with Sovereign Guarantee
- Policy on Transactions without Sovereign Guarantee
- NDB Project Implementation Guidelines
- Guideline on Approving Changes to NDB Operations

#### Section B – NDB Board of Directors’ Documents

- Note on Draft General Principles for the Terms of Reference for Regional Offices
- Summary Extracts on Regional Office ToR – 19<sup>th</sup> BoD Meeting (June 25, 2019)
- General Principles for Terms of Reference for Regional Offices of the NDB – Revised
- HR Decisions Extract during 2018-2019 (NDB BoD and BHRC meetings)

#### Section C – Operational Documents and Reports

- Reassignment Plan circulated by former VP & COO in July 2021
- Term of Reference of the Operations Vice Presidency (July 2021)
- NDB Budget Utilization Reports (from 2019 to 2023)
- NDB Regional Corporate Procurement Plans (from 2019 to 2023)
- NDB Loan Dashboard as of September 30<sup>th</sup>, 2023
- List of Proposed Projects (summarized from NDB’s website in November 2023)
- NDB HR Recruitment and Diversity update (2020, 2021 and 2022)
- Note on Mid-Year NDB HR Headcount Budget Review 2022
- Full list of Staff Members in NDB Regional Offices as of October 2023

#### Section D – Peer Multilateral Organisations’ Evaluative Works

- Review of Resident Missions’ Operations, ADB, 2008
- Special Evaluation Study: ADB Decentralization, Approach paper, February 2013
- Decentralization: Progress and Operational Performance, Corporate Evaluation Study, ADB 2013
- Management Response to the Corporate Evaluation Study on ADB’s Decentralization: Progress and Operational Performance, 2013
- Review of ADB’s Resident Mission Operations, ADB, 2020
- Independent Evaluation of the Decentralization Strategy and Process at the African Development Bank, Summary Report for ADF-11 Mid Term Review, 2009
- Independent Evaluation of the Implementation of the Development and Business Delivery Model of the African Development Bank Group. Vol. I and II. 2019
- Comparative study of Multilateral Development Bank operating models, Draft concept note, 2023
- Evaluation of the African Development Bank’s Decentralization programme, Draft Concept Note, July 2023
- The EBRD’s Experience with Resident Offices, Special study, 2016
- The EBRD’s Experience with Resident Offices, Summary paper, 2016
- The EBRD’s Experience with Resident Offices, Info Sheet, 2016 2009
- Corporate-level Evaluation of IFAD’s Decentralization Experience, Approach paper, March 2016
- Corporate-level Evaluation of IFAD’s Decentralization Experience, Profile, 2016
- Corporate-level Evaluation of IFAD’s Decentralization Experience, Poster, 2016
- Update on IFAD’s Decentralization 2.0, EB 2021/134/R.5, 2021
- Second Corporate-level Evaluation of IFAD’s Decentralization Experience, Approach Paper, 2021
- Government Performance in IFAD-supported operations, 2010-2020, Evaluation Synthesis, 2021
- Corporate-level Evaluation of IFAD’s Decentralization Experience, 2023
- Enhancing the Effectiveness of the World Bank’s Global Footprints, Approach Paper, 2020
- Enhancing the Effectiveness of the World Bank’s Global Footprints: An independent Evaluation, 2022
- Repositioning in the field: An independent evaluation of UNHCR’s decentralization and regionalization reform, Terms of Reference, 2023
- Review of Secretariat capabilities to deliver the updated Strategic Plan for 2020-2023, GCF/B.30/08, Green Climate Fund, 2021

## ANNEX 7

### Summary of six peers' practices for country webpage & social media

#### I. Asian Development Bank (ADB)

Member country	Member Country Webpage? (Yes, and link/No)	Webpage including local language? (Yes, and details/No/Not Applicable)	Social Media accounts in local language? (Yes, and details/No)
China	✓ Yes. <a href="https://www.adb.org/where-we-work/prc">https://www.adb.org/where-we-work/prc</a>	✓ Yes, Chinese website available: <a href="https://www.adb.org/zh/where-we-work/prc">https://www.adb.org/zh/where-we-work/prc</a>	✓ Yes. (i) ADB's web account in Chinese: <a href="https://www.weibo.com/asiandevlopmentbank?refer_flag=1005050010_&amp;wd=&amp;eqid=f40517340009646c00000003648fe971">https://www.weibo.com/asiandevlopmentbank?refer_flag=1005050010_&amp;wd=&amp;eqid=f40517340009646c00000003648fe971</a> (ii) ADB's WeChat account in Chinese: ADB-China
India	✓ Yes. <a href="https://www.adb.org/where-we-work/india">https://www.adb.org/where-we-work/india</a>	✓ Yes, Hindi website available: <a href="https://www.adb.org/hi/who-we-are/safeguards/safeguard-policy-review">https://www.adb.org/hi/who-we-are/safeguards/safeguard-policy-review</a>	ADB has an ADB India account on Facebook, but the language/content is English: <a href="http://www.facebook.com/adbinrm">http://www.facebook.com/adbinrm</a>
Bangladesh	✓ Yes. <a href="https://www.adb.org/where-we-work/bangladesh">https://www.adb.org/where-we-work/bangladesh</a>	✓ Yes, Bengali website available: <a href="https://www.adb.org/search0/language/bn">https://www.adb.org/search0/language/bn</a>	ADB has an ADB Bangladesh account on Facebook, but the language/content is English: <a href="https://www.facebook.com/adbbm">https://www.facebook.com/adbbm</a>

#### II. Inter-American Development Bank (IaDB)

Member country	Member Country Webpage? (Yes, and link/No)	Webpage including local language? (Yes, and details/No)	Social Media accounts in local language? (Yes, and details/No)
Brazil	✓ Yes. <a href="https://www.iadb.org/en/who-we-are/country-offices/brazil">https://www.iadb.org/en/who-we-are/country-offices/brazil</a>	✓ Yes, Portuguese available on the IaDB website navigation for introducing its operations in Brazil: <a href="https://www.iadb.org/pt-br/quem-somos/escritorios-nacionais/brasil">https://www.iadb.org/pt-br/quem-somos/escritorios-nacionais/brasil</a>	✗ No. Neither the Regional Office and nor the Country Office (Brazil) have their own social media accounts. IDB only has an institutional social media.
Uruguay	✓ Yes. <a href="https://www.iadb.org/en/who-we-are/country-offices/uruguay">https://www.iadb.org/en/who-we-are/country-offices/uruguay</a>	✓ Yes, IaDB website provide Spanish option. Language setting provide in the northeast part of the IaDB website navigation. <a href="https://www.iadb.org/es/quienes-somos/representaciones-por-pais/uruguay">https://www.iadb.org/es/quienes-somos/representaciones-por-pais/uruguay</a>	✗ No. Neither the Regional Office and nor the Country Office (Uruguay) have their own social media accounts. IDB only has an institutional social media.

### III. African Development Bank (AfDB)

Member country	Member Country Webpage? (Yes, and link/No)	Webpage including local language? (Yes, and details/No/Not Applicable)	Social Media accounts for the country/region?	Social media in local language? (Yes, and details/No/Not Applicable)
South Africa	✓ Yes. <a href="https://www.afdb.org/en/countries/southern-africa/south-africa/south-africa-economic-outlook">https://www.afdb.org/en/countries/southern-africa/south-africa/south-africa-economic-outlook</a>	✗ Not applicable, South Africa is an English-speaking country.	✗ No, Only AfDB's own social media account. f <a href="https://www.facebook.com/AfDBGroup/?ref=ts">https://www.facebook.com/AfDBGroup/?ref=ts</a>	✗ No, the Southern Africa Regional Hub does not have their own social media accounts.
Egypt	✓ Yes. <a href="https://www.afdb.org/en/countries-north-africa/egypt">https://www.afdb.org/en/countries-north-africa/egypt</a>	✗ No, however there is an Arabic option in the language option: <a href="https://www.afdb.org/en/about/mission-strategy">https://www.afdb.org/en/about/mission-strategy</a>	LinkedIn (AfDB Group): in <a href="https://www.linkedin.com/company/african-development-bank/?originalSubdomain=ci">https://www.linkedin.com/company/african-development-bank/?originalSubdomain=ci</a>	✗ No, the Country Office Egypt does not have their own social media accounts.

### IV. European Bank for Reconstruction and Development (EBRD)

Member country	Member Country Webpage? (Yes, and link/No)	Webpage including local language? (Yes, and details/No)	Social Media accounts in local language? (Yes, and details/No)
Russia	✓ Yes. <a href="https://www.ebrd.com/russia.html">https://www.ebrd.com/russia.html</a>	✓ Yes, Russian website available: <a href="https://www.ebrd.com/ru/home.html">https://www.ebrd.com/ru/home.html</a>	✗ No, The Regional Office (Central Asia) and the Country Office (Russia) do not have their own social media accounts.
Egypt	✓ Yes. <a href="https://www.ebrd.com/egypt.html">https://www.ebrd.com/egypt.html</a>	✗ No, Arabic not available	✗ No, The Regional Office (North Africa) and the Country Office (Egypt) do not have their own social media accounts.

### V. Development Bank of Latin America and the Caribbean (CAF)

Member country	Member Country Webpage? (Yes, and link/No)	Webpage including local language? (Yes, and details/No)	Social Media accounts in local language? (Yes, and details/No)
Brazil	✓ Yes. <a href="https://www.caf.com/en/countries/brazil/">https://www.caf.com/en/countries/brazil/</a>	✓ Yes, CAF website provides Portuguese option: <a href="https://www.caf.com/pt/paises/brasil/">https://www.caf.com/pt/paises/brasil/</a>	✗ No, Country Office (Brazil) do not have their own social media accounts. Only CAF's own social media account
Uruguay	✓ Yes. <a href="https://www.caf.com/en/countries/uruguay/">https://www.caf.com/en/countries/uruguay/</a>	✓ Yes, CAF website provides Spanish option: <a href="https://www.caf.com/pt/paises/uruguai/">https://www.caf.com/pt/paises/uruguai/</a>	✗ No, Country Office (Uruguay) do not have their own social media accounts. Only CAF's own social media account

## VI. The World Bank (IBRD - IDA)

Member country	Member Country Webpage? (Yes, and link/No)	Webpage including local language? (Yes, and details/No/Not Applicable)	Social Media accounts for the country/region?	Social media in local language? (Yes, and details/No/Not Applicable)
Brazil	✓ Yes. <a href="https://www.worldbank.org/en/country/brazil">https://www.worldbank.org/en/country/brazil</a>	✓ Yes, Portuguese website available: <a href="https://www.worldbank.org/pt/country/brazil">https://www.worldbank.org/pt/country/brazil</a>	 Banco Mundial Brasil  Banco Mundial Brasil	✓ Yes.  <a href="https://www.facebook.com/BancoMundialBrasil">https://www.facebook.com/BancoMundialBrasil</a>  <a href="https://twitter.com/bancomundialbr">https://twitter.com/bancomundialbr</a>
Russia	✓ Yes. <a href="https://www.worldbank.org/en/country/russia">https://www.worldbank.org/en/country/russia</a>	✓ Yes, Russian website available: <a href="https://www.vsemirnyjbank.org/ru/country/russia">https://www.vsemirnyjbank.org/ru/country/russia</a>	 World Bank Europe and Central Asia  World Bank Europe and Central Asia	✗ No, Country Office (Russia) do not have their own social media accounts. Only World Bank Europe and Central Asia are on Facebook.
India	✓ Yes. <a href="https://www.worldbank.org/en/country/india">https://www.worldbank.org/en/country/india</a>	✓ Yes, Hindi Website available: <a href="https://www.worldbank.org/hi/country/india">https://www.worldbank.org/hi/country/india</a>	 World Bank India  World Bank India	World Bank India is on Facebook, but the content is English.  World Bank India  World Bank India
China	✓ Yes. <a href="https://www.worldbank.org/en/country/china">https://www.worldbank.org/en/country/china</a>	✓ Yes, Chinese website available: <a href="https://www.shihang.org/zh/country/china">https://www.shihang.org/zh/country/china</a>	 World Bank East Asia Pacific  世界银行	✓ Yes, Weibo and WeChat accounts are both in Chinese.  <a href="https://weibo.com/worldbank">https://weibo.com/worldbank</a>
South Africa	✓ Yes. <a href="https://www.worldbank.org/en/country/southafrica">https://www.worldbank.org/en/country/southafrica</a>	✓ Yes, English website available: <a href="https://www.banquemondiales.org/fr/country/southafrica">https://www.banquemondiales.org/fr/country/southafrica</a>	 World Bank Africa  World Bank Africa	✗ No, Country Office (South Africa) do not have their own social media accounts. Only World Bank Africa Face Book Account and X account.
Bangladesh	✓ Yes. <a href="https://www.worldbank.org/en/country/bangladesh">https://www.worldbank.org/en/country/bangladesh</a>	✗ No, Bengali Website not available.	 World Bank Bangladesh  World Bank Bangladesh	World Bank Bangladesh Face Book Account and X account available in English.  World Bank Bangladesh  World Bank Bangladesh
UAE	<a href="https://www.worldbank.org/en/country/gcc/brief/united-arab-emirates-country-program">https://www.worldbank.org/en/country/gcc/brief/united-arab-emirates-country-program</a> and <a href="https://data.worldbank.org/country/AE">https://data.worldbank.org/country/AE</a>	✓ Yes, <a href="https://data.albankaldawli.org/country/united-arab-emirates">https://data.albankaldawli.org/country/united-arab-emirates</a> and <a href="https://www.albankaldawli.org/ar/country/gcc/brief/united-arab-emirates-country-program">https://www.albankaldawli.org/ar/country/gcc/brief/united-arab-emirates-country-program</a>	 World Bank Middle East& North Africa  World Bank MENA	World Bank Middle East& North Africa Face Book Account and X account available in English.  World Bank Middle East& North Africa  World Bank MENA
Egypt	✓ Yes. <a href="https://www.worldbank.org/en/country/egypt">https://www.worldbank.org/en/country/egypt</a>	✓ Yes. <a href="https://www.albankaldawli.org/ar/country/egypt">https://www.albankaldawli.org/ar/country/egypt</a>	 World Bank Middle East& North Africa  World Bank MENA	World Bank Middle East & North Africa Face Book Account and X account available in English.  World Bank Middle East& North Africa  World Bank MENA

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