



European Bank
for Reconstruction and Development

EVALUATION IN 2021

Adaptability in times of change



www.ebrd.com/evaluation

The Independent Evaluation Department (EVD) independently and systematically evaluates EBRD policies, strategies, operations, and special concerns that relate to organizational and operational effectiveness.

Evaluation in 2021

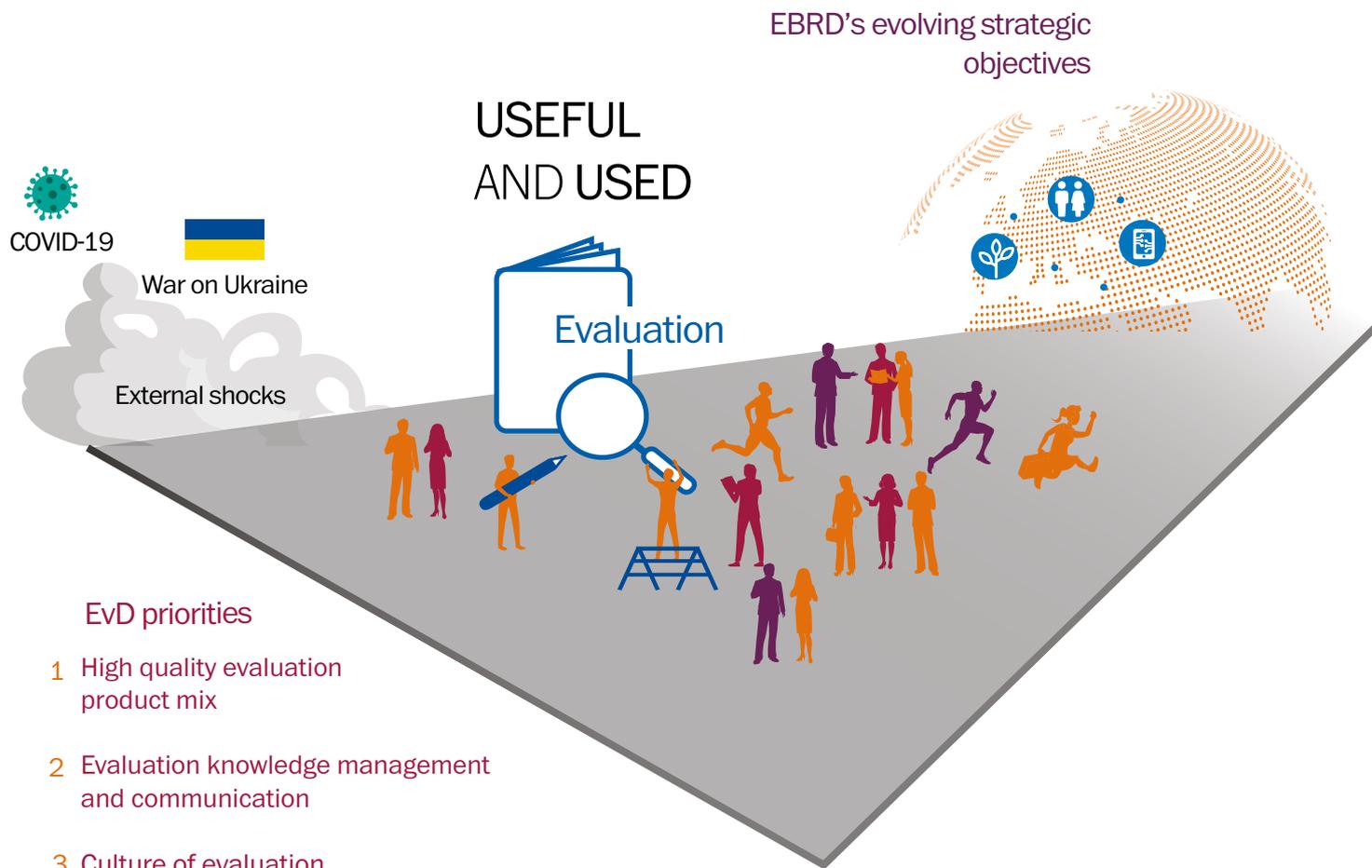
EvD's vision: making evaluation useful and used

In 2021, the independent Evaluation Department at EBRD (EvD) started implementing its new vision: to make evaluation useful to the Board (EvD's client) and to its various audiences (within and outside EBRD) and used for decision-making and improved performance. To deliver this vision, EvD has focused on three strategic priorities:

Independent Evaluation plays a critical role in supporting EBRD's strategic objectives.

- i) continuing to ensure the delivery of high-quality evaluations;
- ii) enhancing outreach, knowledge sharing and presence;
- iii) strengthening the role of independent evaluation.

Underpinning this new direction is the principle of agility, staying flexible and responding rapidly to a challenging external context, without losing sight of the long-term objectives of the Bank.



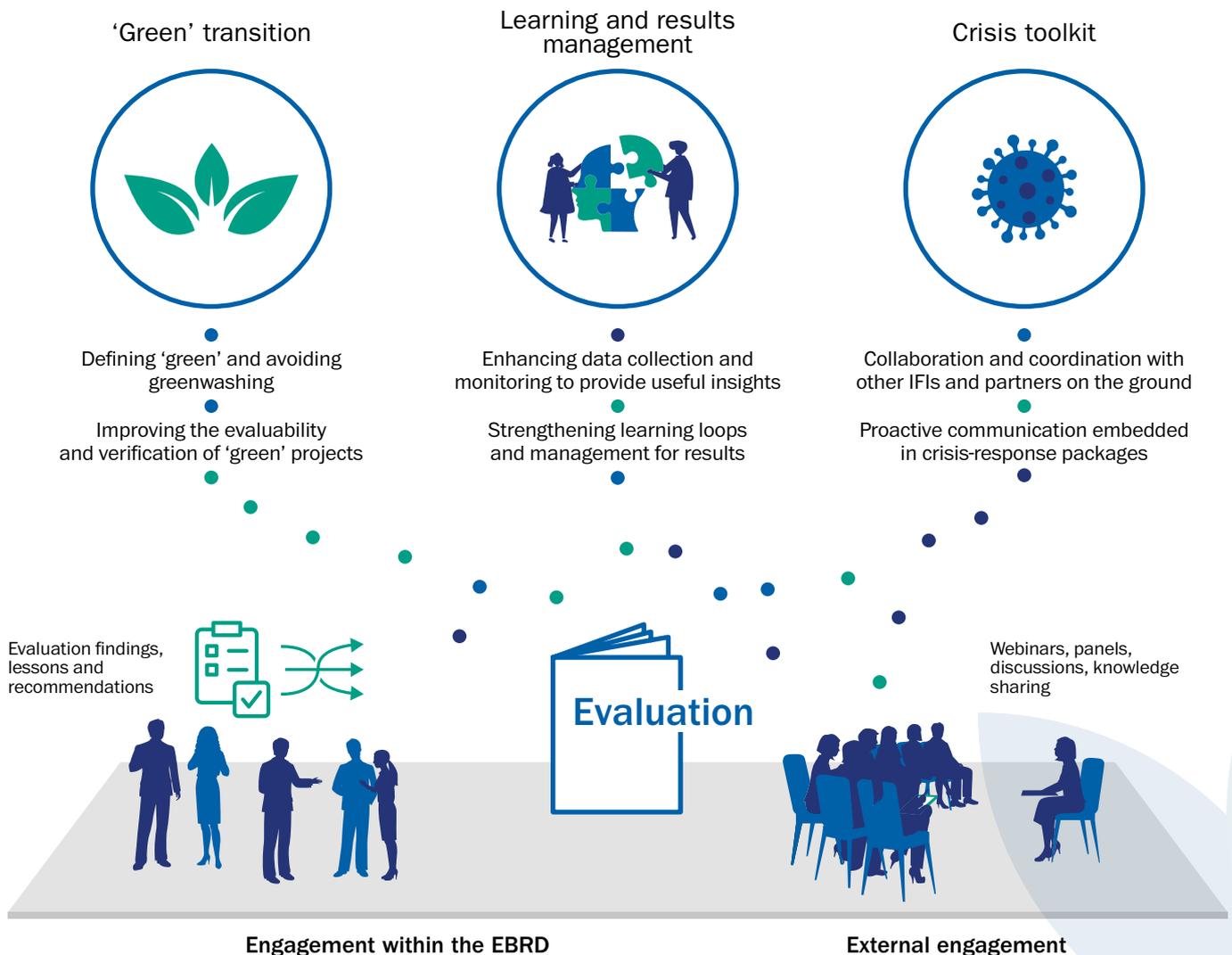
Contributing to learning

What EBRD learnt from evaluation in 2021

Across the eight evaluations delivered by EvD during the course of 2021, three strategic themes emerged where EvD contributed with findings and lessons:

- i) Preparing for green transition;
- ii) Improving learning and reporting on transition impact;
- iii) Operating in times of crisis.

EvD launched the *Connecting the Dots: Evidence that drives change* series of knowledge products in 2021. The key objective of the series is to provide an evidence-based and forward looking perspective, from past evaluation lessons. The 2021 *Connecting the Dots* series includes publications on Climate Change, Gender Mainstreaming, Doing Business in Sub-Saharan Africa and Investing in Egypt.



Delivering accountability

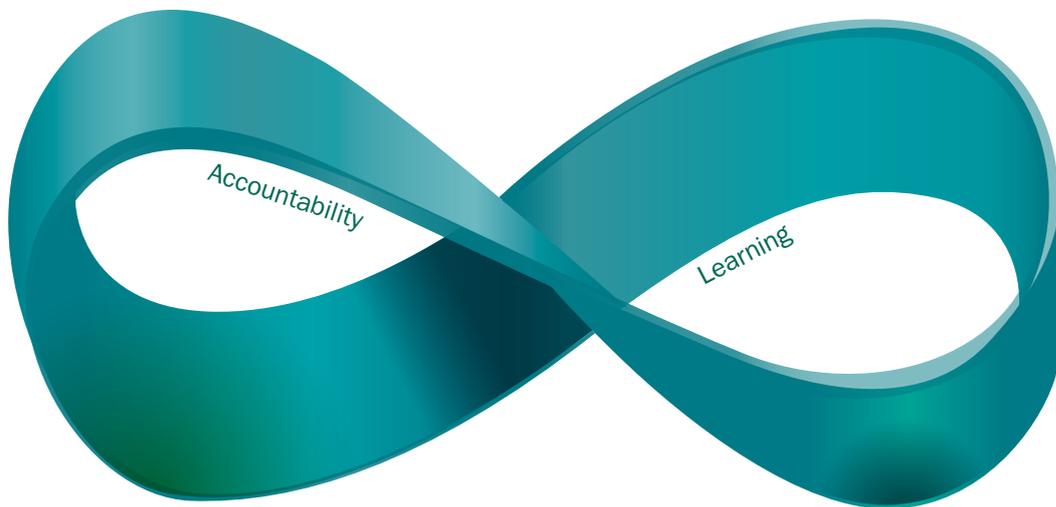
Providing a framework for measuring project performance

Through the validation of self-evaluation products and conducting independent evaluations, EvD provides a benchmark for assessment of the Bank's performance. EvD also provides recommendations on how to improve performance going forward. In 2021, EvD provided **24 recommendations** from eight evaluation reports, of which 75% were accepted by Management.

The role of independent evaluation is to contribute to both accountability and learning, two mutually reinforcing functions. EvD fulfils this role by being independent, impartial, credible, useful, and transparent.

Mandatory learning

Voluntary learning



Better articulation of independent- and self-evaluation

Contributing to designing a new system of self-evaluation in progress

24 Actionable recommendations

through 8 evaluations delivered in 2021



Action plan delivery

Successful implementation of 10+ recommendations in 2021

Looking forward to 2022

Evaluating during crises and supporting the achievement of EBRD strategic objectives

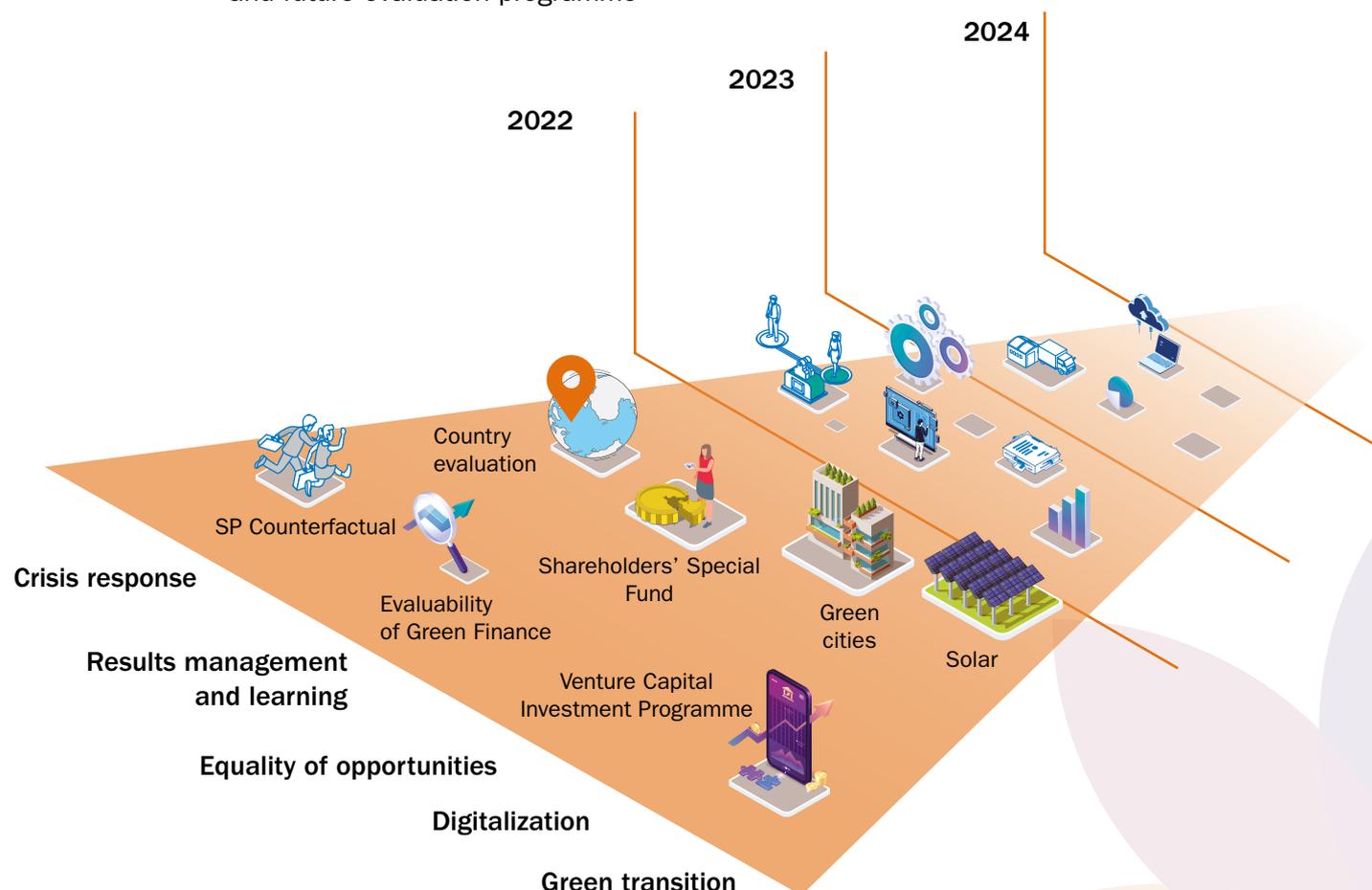
EvD's 2022–2024 Work Programme is designed to provide comprehensive coverage across the EBRD strategic objectives. Its focus is on supporting the EBRD's aspiration to become a 'Green' Bank, addressing the digitalisation gap, supporting equality of opportunity, strengthening results management and learning, and responding effectively to crises.

In 2022, EvD will continue to adjust its way of working as to remain agile without compromising on evaluation rigorously.



EvD's approach in times of crisis

1. Providing lessons from evaluation that can be of **direct interest** to the Board and Management
2. **Being mindful** of the situation and workload of colleagues in Management
3. Considering and integrating the **multidimensional elements of crisis in Ukraine** into its ongoing and future evaluation programme



Contacting the Evaluation Department at the EBRD

To find out more about the Independent Evaluation Department, please email EvD@ebrd.com. EvD is always interested in hearing from our partners, audiences, and stakeholders, to understand how to make evaluation more useful and used.

EvD's studies and products are published on the EBRD website and available at www.ebrd.com/what-we-do/evaluation-reports.html

The upcoming 2021 Annual Evaluation Review will provide a comprehensive overview of all of EvD's work in the past calendar year.



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