

# Upcoming Evaluation: Early-Stage Evaluation of EBRD's Digital Approach (2022-2024)



European Bank  
for Reconstruction and Development



Independent Evaluation  
Department

Information Sheet  
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The Independent Evaluation Department (IEvD) of the European Bank for Reconstruction and Development (EBRD) is conducting a thematic early-stage evaluation of the EBRD's Digital Approach. This document provides its outline.

## What does IEvD do?

IEvD is an independent department within the EBRD charged with assessing whether the Bank's products and services are achieving the results expected of them – in short, what worked, what didn't and why?

IEvD reports directly to the EBRD Board of Directors to ensure the objectivity in its work. IEvD assesses performance, identifies lessons and makes recommendations to improve future performance of EBRD.

Each IEvD evaluation is guided by an approach paper, which spells out the scope of the evaluation, the questions it proposes to answer, methods to be employed, and sources of information.

Further information on IEvD's work is available at [www.ebrd.com/evaluation](http://www.ebrd.com/evaluation)

## The evaluation rationale and scope

EBRD's Transition Report 2021-2022 noted that large digital divides had emerged across countries. The gap between the EBRD regions and advanced economies was particularly striking for advanced technologies. Underdeveloped digital skills were found to be the main constraint impeding digital upgrades to economic systems in many EBRD regions.

Digital transition is a strategic aspiration and is one of the three cross-cutting themes of the Bank's Strategic and Capital Framework 2021-25. The Bank was asked to launch "comprehensive and coherent activities" that would help countries use digital technologies to support transition objectives.

To start collecting evidence-based information on how EBRD is performing in this area, IEvD is conducting an early-evaluation of EBRD's approach to accelerating the digital transition.

EBRD's operational delivery in this space is currently at the early stages, thus impact cannot yet be assessed. The early evaluation of implementation of the commitments of the Digital Approach 2021-2025 is designed to feed into the development of the Digital Approach 2.0.

This thematic evaluation intends to

- provide an early assessment of the implementation of the EBRD's Digital Approach so far.
- look at the efforts in implementing the Digital Approach through the lens of the projects that have been tagged as "digital" as catalysts of transition impact.

The time scope of this evaluation covers the 2022-24 period.

## Evaluation approach

The overarching question for this evaluation is:

*To what extent has the EBRD launched comprehensive and coherent activities to help countries of operations and clients leverage digitalisation as an enabler of transition across all sectors?*

This question cascades into sub-questions:

- *Is the EBRD's Digital Approach "fit for purpose" to help the Bank meet its digital strategic priorities?*
- *Is the Digital Approach adding to EBRD's relevance for clients and partners?*
- *How and to what extent has the EBRD's Digital Approach been implemented?*

The evaluation will employ a mixed-methods approach. It will utilise a range of

techniques for data collection and analysis, drawing from both qualitative and quantitative sources of evidence. In-depth country case studies will be conducted. The findings will be systematically validated and triangulated to ensure their accuracy and reliability.

## Timeline

The approach paper of this evaluation is available upon request and on the EBRD website in the Independent Evaluation Department page.

A Final Report is expected to be presented to the EBRD Audit and Risk Committee of the Executive Board of Directors in Q3 2025. Publication on the EBRD website is expected in Q4 2025. IEvD welcomes input from interested parties at any stage of the evaluation.

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