



Office of Evaluation and Oversight

Work Program 2013-2014



TABLE OF CONTENTS

OVE's PROPOSED 2013-14 WORK PROGRAM AND BUDGET

A.	The Context: Follow-up to the 2011 Independent Review	1
B.	Work Completed by OVE in 2012	2
C.	Product Mix and Work Program for 2013-14	6
D.	Staffing and Budget.....	9
E.	Closing.....	10

ANNEX 1: Implementing the Recommendations of the IRP Report Office of Evaluation and Oversight

OVE'S PROPOSED 2013-14 WORK PROGRAM AND BUDGET

1.1 Since its creation in 2000, IDB's Office of Evaluation and Oversight (OVE) has developed a work program annually that shows planned evaluations and proposed budget in the coming year and an indicative list of evaluations for the following year. As was done last year, this year's document also summarizes results achieved in the current year and shows data on the costs of OVE's product lines and on the budgets of evaluation units in comparator MDBs.

A. The Context: Follow-up to the 2011 Independent Review

1.2 OVE's efforts over the past year have been shaped by the agenda for change adopted last year in response to the findings of the 2011 report of the Independent Review Panel on the Evaluation Function in IDB. Annex 1 shows progress in implementation of the Action Plan adopted as part of last year's budget document. Among the steps taken to date are the following:

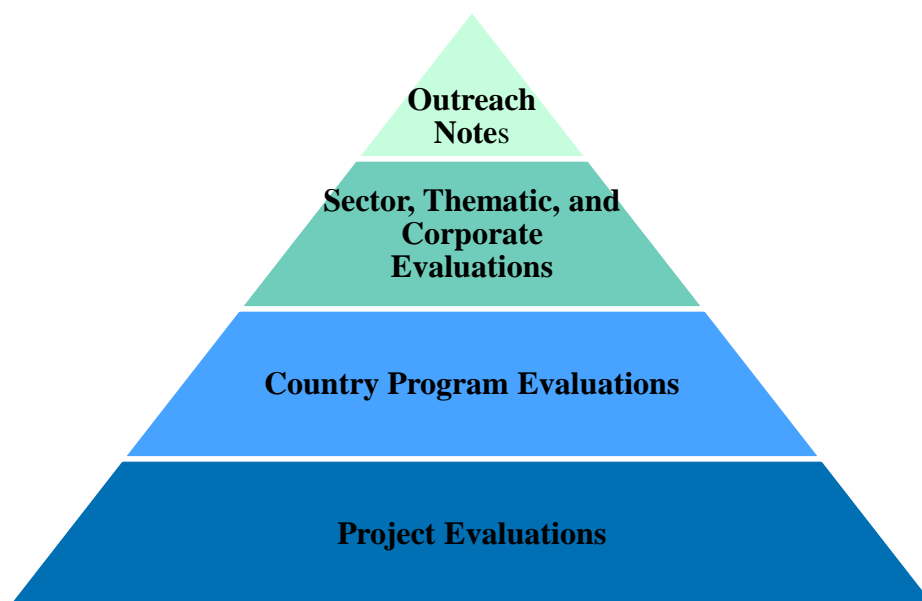
- OVE's product mix has been changed substantially in an effort to increase the usefulness of OVE's products to management and the Board. Products introduced or expanded in 2012 -- including broad sector/thematic evaluations, comparative project reviews on particular topics, and validation of project evaluability and results -- are intended to provide direct lessons of project experience, strengthen IDB's evaluation architecture, and provide broad findings on IDB experience to help management and the Board decide on future IDB directions.
- A new protocol for the handling of evaluations has been finalized with IDB management and put into effect. It spells out a process for preparation, management review, Board consideration, and subsequent disclosure of evaluations, and it provides opportunities for interaction and comment to ensure the accuracy of OVE's work and to promote learning.
- Approach Papers have been prepared for all evaluations, shared with management for comment, and then sent to the Board and subsequently disclosed. In two cases (IDB9 and ICIM) the Board's Policy and Evaluation Committee (PEC) has held meetings to discuss the Approach Papers.
- IDB's evaluation architecture has been enhanced through a review and redesign of instruments (DEM, PCR) by OVE, SPD, and SCF and the piloting of OVE validation processes for upstream project evaluability and downstream project results reporting.
- Efforts have been made to provide focused and actionable recommendations in OVE evaluations, with clear responses from management, and a system is being finalized to track the implementation of management actions in response to OVE recommendations.
- OVE's publications and website are being redesigned to help promote transparency and information sharing.

- Resources devoted to evaluation capacity development have increased, primarily through OVE participation in the multi-donor CLEAR Initiative (discussed further below).
 - Three rounds of recruitment have been undertaken, leading to significant changes in OVE staffing.
 - The renovation of OVE’s office space has been completed, resulting in a more open configuration with five additional work spaces.
 - An in-depth review of staff survey findings has been undertaken, leading to an Action Plan for staff survey follow-up.
 - An audit of OVE’s financial management has been completed by the Internal Audit Department, with full endorsement of the ongoing control system and no recommendations for change.
- 1.3 OVE’s strategy for 2013 continues to be the one laid out in last year’s Work Program and Budget document. OVE aims to support accountability and learning in IDB in ways that ensure both *high quality* and *usefulness*. Quality is a *sine qua non* for credibility in evaluation, and to this end OVE strives for evaluations that are evidence-based and that are conducted with appropriate and rigorous evaluation methodologies and in an efficient and cost-effective manner. Quality must be combined with usefulness if OVE is to be effective, and usefulness requires relevance, appropriate timing, clarity, client engagement, and effective dissemination and outreach.

B. Work Completed by OVE in 2012

- 1.4 OVE’s activities are grouped under six broad categories of products and activities: Project Evaluations, Country Program Evaluations, Sector and Thematic Evaluations, Corporate Evaluations, Outreach and Dissemination, and Evaluation Capacity Development. Three of these six areas – Sector/Thematic, Outreach and Dissemination, and Evaluation Capacity Development – were new or significantly expanded in 2011, and the thrust of the project evaluation work program is also changing markedly going forward.
- 1.5 The first column of Table 1 shows the evaluations that have been completed or are on track to be completed by the end of 2012. It has been an extremely busy year for OVE, with a total of sixteen major evaluations expected to be delivered and five others in advanced stages of preparation.
- 1.6 **Project Evaluations.** It is not possible to have an accurate picture of IDB’s results without having a clear understanding of the performance – including the relevance, effectiveness, efficiency, and sustainability – of the projects it supports. Strong project evaluations underpin all other evaluation work – whether at the country, sector, thematic, or corporate level – as illustrated in Figure 1.

Figure 1: The Evaluation Pyramid
A Strong Evaluation Product Mix Builds on a Solid Project Evaluation Architecture



- 1.7 Yet up to now this understanding has not been clear because the architecture of IDB’s project evaluation system – including both self-evaluation and independent evaluation – has not been adequately designed and implemented toward this end. Through the work of both management and OVE, IDB has made significant strides in improving the system in the past few years through the design and adoption of the Development Effectiveness Matrix and the growing incorporation of impact evaluations in projects. Further steps are now underway to improve project monitoring and strengthen project completion reporting going forward.
- 1.8 OVE undertook a major revamping of its evaluation approach for Bank projects in 2011. First, OVE completed its first pilot exercise looking at *project evaluability* through the validation of DEM scores. This exercise also provided management with recommendations to strengthen DEM design for both Sovereign-Guaranteed and Non-Sovereign-Guaranteed operations, and OVE is now working with SPD and SCF to help implement these new approaches. Second, OVE completed an evaluation of *Project Completion Reports (PCRs)* for SG loans, including validation of a sample of PCRs and recommendations for the design of a more effective PCR structure. Third, OVE completed its 4th review of *Expanded Project Supervision Reports (XPSRs)* to document results of IDB’s NSG loans reaching “early operating maturity”. Finally, OVE undertook a first pilot *comparative project review of five citizen security projects* to provide in-depth lessons of experience to help Bank staff in the future design and implementation of projects in these areas.

Table 1: OVE's Work Plan and Deliverables 2012-2014

2012	2013	2014
Project Evaluations		
2011 Evaluability Review of Bank Projects	Evaluability Review of Bank Projects Approved in 2012	Evaluability Review of Bank Projects Approved in 2013
XPSR validations for IDB/MIF/IIC	XPSR validations for IDB/IIC NSG lending	XPSR validations for IDB/IIC NSG lending
PCR validations (and Proposals for Design of New PCR System)	2013 PCR validations (SG lending)	2014 PCR validations (SG lending)
Pilot in-depth comparative project evaluation (Citizen Security)	In-depth comparative project evaluations in 4-6 sectors/themes (Agriculture; Finance; SMEs; Environment; Urban)	In-depth comparative project evaluations in 4-6 sectors/themes (TBD)
Sector and Thematic Evaluations		
Higher Middle-Income Countries	Secondary Education	Environment and Climate Change
	Joint Evaluation on Climate Investment Funds (5 MDBs)	Agriculture and Food Security
	Crime and Violence	Urban Development/Sustainable Cities (delivery early 2015)
Country Program Evaluations		
Guatemala	Belize	Barbados
Ecuador (Revised)	Paraguay	El Salvador
Nicaragua	Dominican Republic	Colombia
Guyana		
Mexico		
Corporate Evaluations		
Transnational Programs	IDB-9	IDB-9 follow-up (including possible review of IDB special programs)
OMJ	IDB Realignment	
FSO Part 2	Japanese Trust Fund (financed by Japan)	
Indigenous People Policy		
ICIM		
MIF II (financed by MIF)		
Outreach and Dissemination		
Website Development	Website Management	Website Management
Outreach Strategy and Events	Outreach Events	Outreach Events
Publications	Publications	Publications
Evaluation Capacity Development		
CLEAR Initiative	CLEAR Initiative	CLEAR Initiative
LAC Impact Evaluation Network	LAC Impact Evaluation Network	LAC Impact Evaluation Network
Client Training and Partnerships	Client Training and Partnerships	Client Training and Partnerships

- 1.9 **Sector and Thematic Evaluations.** Building on the groundwork laid by project evaluations, OVE conducts sector and thematic evaluations to help advise IDB's Board and Management on broader strategic issues of interest to IDB and the LAC Region. OVE is finalizing two major sector and thematic evaluations begun in 2012: (1) an evaluation of the IDB's role in *Higher Middle-Income (HMIC) LAC countries* and (2) a review of IDB support to *Secondary Education*. Each evaluation involves a review of IDB projects and knowledge-sharing as well as visits to 8-10 countries to hear views and feedback from clients. OVE expects to deliver the HMIC evaluation around the end of 2012, as it will help inform the IDB-9 evaluation (see below). OVE proposes to deliver the secondary education evaluation in early 2013, as there will be more time for management and the Board to consider the findings and their implications once the 2012 year-end "bunching" period is finished.
- 1.10 **Country Program Evaluations.** CPEs provide an analysis of the relevance, effectiveness, efficiency, and sustainability of the full range of IDB's support to a country over a 3-5 year period, generally but not always corresponding to the time covered by the most recent Country Strategy. CPEs are expected to be completed in 2012 for five countries – *Ecuador (revised), Guatemala, Mexico, Nicaragua,* and *Guyana*. Each CPE involved extensive discussions with management and country counterparts and review by the Board's Programming Committee prior to its discussion of the respective Country Strategy. Although the Government of the Bahamas recently changed and a new IDB strategy for that country is being developed, OVE does not intend to undertake a CPE at this time given that only three years have passed since the last CPE was completed. A CPE for *Belize* will be delivered to the Board end-2012 or early-2013 for Board discussion in January 2013.
- 1.11 **Corporate Evaluations.** The largest work program for OVE in 2012 has been in the corporate evaluation area. Four evaluations have been delivered to date, including (1) a review of *IDB's work at the Regional ("Transnational") Level*, (2) an evaluation of the *Opportunities for the Majority Initiative*, (3) Part 2 of the *FSO evaluation*, and (4) a portfolio review of IDB's work on *Indigenous People*. Two other major evaluations are expected to be delivered by the end of 2012: (5) the evaluation of the *Multilateral Investment Fund (MIF)* (funded by MIF) and (6) the evaluation of the *Independent Consultation and Investigation Mechanism (ICIM)*. The ICIM evaluation is scheduled for discussion at the Board in December 2012, and the MIF evaluation is expected to be discussed by the MIF donors in early 2013. In addition, OVE is finalizing a major evaluation of *IDB-9 Commitments*, to be delivered to and discussed by the Board in early January 2013 and presented to the Governors at the IDB Annual Meetings in March 2013.
- 1.12 **Outreach.** As noted earlier, OVE has dedicated substantial resources to strengthening outreach and capacity-building. A specialized staff position was created to handle outreach, both within IDB and with partners and country counterparts in the LAC region. OVE's *publications and website* are being revamped in 2012 to make them more accessible and user-friendly.

- 1.13 **Evaluation Capacity Development.** The major development in the area of capacity-building in 2012 was the selection (from among 23 applicants) and initial development of the Centro de Investigación y Docencia Económicas (“Center for Research and Teaching in Economics”, or CIDE) in Mexico as the LAC Center for the *CLEAR Initiative*. CLEAR (“Centers for Learning on Evaluation and Results”) is a joint program of 9 multilateral and bilateral donors and foundations to support capacity-building centers in four world regions (<http://www.theclearinitiative.org/>). OVE is represented on the Board of the CLEAR program and is taking a lead role in supporting the LAC Center, which is expected to team with other institutions in the region to build capacity for evaluation and results reporting. CIDE is well-situated to take on a broad capacity-building role in the region.
- 1.14 In addition to its work with CIDE and CLEAR, OVE supports the *Latin American Network for Impact Evaluation* and regularly participates in other ad hoc capacity-building initiatives in the LAC Region. For example, OVE staff members have recently provided support to evaluation courses and seminars in Mexico, Colombia, Argentina, and Peru.

C. **Product Mix and Work Program for 2013-14**

- 1.15 OVE’s work program envisions a significant increase in resources devoted to project evaluations in an effort to support the overall IDB project evaluation system. First, OVE plans to fully mainstream the ongoing *validations of evaluability* (i.e. the DEM scores) of a sample of new projects that was piloted in the reported presented to the Board in mid-2012. A second report on this topic – for projects approved in 2012 -- is expected to be delivered in mid-2013. Second, OVE plans to work with Management to complete the implementation of the redesigned Project Completion Report (PCR) and finalize its new system of ongoing *validations of PCRs* for a sample of completed projects. Third, OVE will continue to produce *validations of XPSRs* for private sector operations of IDB (and for IIC and possibly MIF on a contract basis) as it has done in the past. These reviews of upstream evaluability and downstream project performance reporting are critical in strengthening IDB’s evaluation architecture and are mandated in the IDB-9 Agreement. Undertaking all three on an expanded basis will be a major undertaking for OVE in 2013 and beyond, requiring significant staff and consultant resources.
- 1.16 In addition to validations of evaluability, PCRs, and XPSRs through desk reviews, OVE plans to continue to undertake *in-depth ex-post evaluations* of certain projects, building on the ex-post evaluation program it has carried out for the past few years and the pilot comparative project review of citizen security projects conducted in 2012. In some cases these ex post evaluations will employ quantitative impact evaluation methods, whereas in other types of projects qualitative methods may be more appropriate. The selection of projects for more in-depth review (including field visits) is driven by the usefulness of the knowledge to be gained – whether the need to fill important knowledge gaps in particular sectors or the need to understand why individual projects (or their

- components) succeeded or failed. Where possible, reviews of several similar projects will be done together to be able to compare experiences across the region and thereby benefit from a comparative perspective in key sector and thematic areas.
- 1.17 A second pilot comparative review – on land titling and regularization projects – is expected to be completed in early 2013, and the proposed budget provides resources for 4-6 additional comparative studies in 2013. Possible sectors for comparative project analysis in 2013 include SME development, financial sector, agricultural, environment, and urban development. Some findings of these evaluations will feed into larger sector and thematic evaluations in subsequent years
- 1.18 **Sector and Thematic Evaluations.** Given the relatively light coverage of this area in 2012 due to the demands of corporate evaluations, OVE proposes to produce at least 2 major sector/thematic evaluations per year in 2013 and 2014. These are important products to help the Board and Management think strategically about IDB’s broad development priorities. OVE seeks to select topics that will be of greatest interest and benefit to IDB, with three relevant criteria being the extent of IDB activity in the sector/theme, the potential for future IDB engagement, and the potential value-added of additional learning to development effectiveness.
- 1.19 Two evaluations proposed to be delivered in 2013 are already underway. They are *Secondary Education* (noted in para. 1.9 above) and *Crime and Violence*. Both topics are key challenges for the LAC Region in general and for IDB in particular, and are areas where learning from experience will be valuable in designing future IDB engagement. In addition, OVE’s first *joint* evaluation – on the *Climate Investment Funds* -- will be managed by the evaluation units of the World Bank, African Development Bank, Asian Development Bank, European Bank of Reconstruction and Development, and IDB. This joint evaluation is being funded by the CIF Secretariat and will review the activities of the CIF to date supported by all five MDBs.
- 1.20 Three topics proposed for sector/thematic evaluations for 2014 are *Environment and Climate Change, Agriculture and Food Security, and Urban Development/Sustainable Cities*. All three are major priorities for the LAC Region, and there is a wealth of IDB experience to learn from. The first two topics were envisioned in last year’s work program for 2013, but the heavy demands of corporate evaluations in 2012 have led OVE to suggest a somewhat longer timetable for their delivery. This will also allow OVE to time the preparation to space deliveries more evenly over the year, with the environment and climate change evaluation expected to be delivered in early 2014. The specific focus of each study will be determined more precisely as the Approach Paper is being prepared. The third topic – urban development – is likely to take a cross-sectoral approach, building on IDB’s Sustainable Cities initiative, and may be timed for delivery in early 2015.

- 1.21 **Country Program Evaluations.** The proposed program includes the preparation and delivery of 3 CPEs in 2013 (*Belize, Paraguay, Dominican Republic*) and 3 in 2014 (*Barbados, El Salvador, Colombia*), in line with the expected schedule for country strategy preparation. OVE will also undertake a general review of CPEs in 2013, focusing on their structure, methodology, and usefulness.
- 1.22 **Corporate Evaluations.** The proposed 2013 work program in this area has two major deliverables. First, the evaluation of *IDB Commitments under IDB-9* mandated in the IDB-9 agreement is scheduled for delivery to the Board in January 2013 and to the Governors before the Annual Meeting in March 2013. This is a very large evaluation and will require more time than usual for discussion with the Board and Governors. Second, an evaluation of selective topics arising out of the *2007 Realignment*, including decentralization and matrix management, was mandated in the Realignment document ([GA-232](#)) and is scheduled for delivery in late 2013.
- 1.23 In addition, the Japanese Government has formally requested that OVE undertake a second evaluation of the *Japanese Trust Fund* for IDB, similar in design to the evaluation OVE undertook five years ago. This evaluation is expected to be completed in late 2013 or early 2014. Like the previous one, it is expected to be fully financed by the Japanese Government.
- 1.24 For 2014 OVE proposes that the work program leave space for additional evaluation work requested by the Board or Governors as *follow-up* to the discussions by the Board and Governors of the *IDB-9 evaluation*. OVE expects that those discussions will highlight issues that deserve more in-depth treatment. One corporate evaluation topic that has already been noted for consideration is IDB's designation and handling of OC special programs.
- 1.25 **Outreach and Dissemination.** As noted above, OVE has expanded its efforts on outreach and learning in 2012. A staff position on Evaluation Outreach was filled, OVE's website is being enhanced, and the format of OVE's publications has been changed to enhance their interest and readability. This work will continue in 2014 with a specific focus on increasing OVE's targeted outreach to IDB staff and regional counterparts, including more proactive engagement with stakeholders through the website and the organization of events to share OVE findings with IDB staff and external clients and partners. OVE and IDB Management are also finalizing an on-line system to track the implementation of OVE recommendations, and this is expected to be fully operational in 2013. Once the system is fully functional, OVE will work with the Board to decide on appropriate ways to provide periodic reports to the Board summarizing the status of implementation of OVE recommendations.
- 1.26 **Evaluation Capacity Development.** As noted above, OVE joined the *CLEAR Initiative* in 2011 and proposes to continue its support to the LAC CLEAR Center in 2013 and 2014 (indicated in the line item included in Table 4 for "Contributions, Fees, and Dues"). OVE also intends to provide in-kind support to the Center and will look into the possibility of engaging the Center in joint evaluation work.

- 1.27 In addition to the support for CLEAR, OVE will continue to work with country clients and LAC partners to provide *direct capacity-building services* on demand and to support the annual conference on impact evaluation that OVE helps to organize each year under the auspices of the *Latin American Impact Evaluation Network*. These demand-driven activities are highly appreciated by IDB clients and help to build OVE's and IDB's reputation in Latin America and the Caribbean. OVE also plans to assist IDB staff from time to time with issues of data collection, survey design, and evaluation methodology.

D. Staffing and Budget

- 1.28 **Staffing.** OVE currently has 24 full-time staff on board, of which 19 are professional evaluation staff (including the Director) and five are administrative staff. There has been a significant turnover of staff, with five new staff joining OVE (one internal and four external hires) and three staff moving to other parts of IDB so far in 2012. OVE has 27 approved positions and is currently in the process of filling the remaining three vacancies. In view of the expected growing volume of project evaluation work and in line with the budget request described below, OVE requests one extra position to bring the total number of staff to 28. Because of a decline in OVE's average salaries in 2012 as a result of staff turnover, the total salary request for 2013 is only slightly higher than in 2012 (after taking into account the annual price adjustment).
- 1.29 In addition to staff and short-term consultants, OVE typically hires 7-10 research fellows per year through a competitive process, and 17 research fellows are now on board. The Research Fellows are typically recent graduates (Masters or PhDs) from economics or related programs who join OVE for 2-year terms. In addition to providing useful analytic resources for evaluation work, the Research Fellow Program has been an excellent way to introduce promising young professionals to IDB and to evaluation, and many have gone on to fill staff positions in OVE and other parts of the Bank.
- 1.30 **Budget.** To keep pace with this expanding IDB engagement in the Region, OVE is requesting a budget for 2013 of \$8,498,877, broken down by evaluation product (or results area) in Table 2 and by line items in Table 4. The proposed budget represents an increase of 6.3% over 2012 (equal to a price adjustment factor of 2.7% and a real increase of 3.6%). This is the same percentage increase that is being requested by management for the overall IDB administrative budget. OVE's 2013 budget will stay at 1.3 percent of IDB's administrative budget -- still the lowest among all of the multilateral development banks (Table 3).

Table 2: Proposed 2013 Budget by Result Area

Product / Result Area	Personnel Cost (US\$)	Non-Personnel Costs (US\$)	Total Cost (US\$)
Project Evaluations (validation of SG and NSG upstream evaluability and downstream results; in depth project evaluations)	1,217,551	961,199	2,178,750
Sector and Thematic Evaluations	1,471,207	628,792	2,100,000
Country Program Evaluations	507,313	442,687	950,000
Corporate Evaluations	811,701	288,300	1,100,000
Outreach and Dissemination	202,925	107,075	310,000
Collaboration with Client Countries and Eval. Capacity Devel.	50,731	349,268	400,000
Staff Training (1 week / staff = 1/44 remun.)	126250.12	39,250	165,500
Management & Administrative Support	1,198,691	245,936	1,444,627
Total Proposed 2013 Budget GROSS	5,586,370	3,062,507	8,648,877
IIC reimbursements			-150,000
Total 2013 program NET			8,498,877

**Table 3: MDB Evaluation Administrative Budgets
2012 ECG Comparison Table (March 2012)**

MDB	% of Total Admin. Budget
Asian Development Bank	1.9%
World Bank Group	1.4%
<i>Inter-American Development Bank</i>	<i>1.3%</i>
European Bank for Reconstruction and Development	1.4%
African Development Bank	1.6%

Source: 2012 ECG Comparison Table – Comparison of organisational structure, independence, staffing, access to information, work programmes, budget, publication of evaluation reports, etc. among Members and Observers of the Evaluation Cooperation Group (ECG) – March 2012

1.31 For 2013-2014, OVE expects to continue providing project evaluation support to IIC and is in discussions with MIF on future work. As separate entities, these two organizations contract with OVE for selected evaluation work. Regular income from the two organizations is shown in budget Table 4 as “administrative income and reimbursements.”

E. Closing

1.32 Evaluation is integral to achieving results. Carefully monitoring progress, determining what works, and using this learning to improve performance are the hallmarks of successful organizations. OVE’s goal is to be a high-quality, well-respected, and constructive part of IDB – bringing added value to the Board, IDB management, staff, country clients, and partner organizations around the globe.

Table 4: Budget Comparison by Expense Account for OVE

Account	FY12 Approved Budget	FY13 Requested Budget	% Change
520005 - Salaries - Int'L Professional Staff	3,708,571	3,843,119	3.63%
520010 - Salaries - Int'L Administrative Staff	77,842	79,549	2.19%
Salaries	3,786,413	3,922,668	3.60%
531025 - Int'l Staff - Overtime & Secretarial/Admin. Bonus.	8,152	8,446	3.60%
531029 - Salaries- Special Employees	7,466	7,735	3.60%
Other PC	15,619	16,181	3.60%
Benefits - Int'l Staff	1,590,293	1,647,521	3.60%
Benefits - Int'l Staff	1,590,293	1,647,521	3.60%
PERSONNEL COST	5,392,325	5,586,370	3.60%
532037 - Learning Tuition Fees	32,257	32,773	1.60%
532038 - Training Travel	6,375	6,477	1.60%
Staff Development	38,632	39,250	1.60%
545002 - Consultants	1,265,536	65,210	-94.85%
545005 - Temporary Help & Employment Agencies	70,000	71,400	2.00%
545015 - Firms	15,000	15,300	2.00%
545018 - Research Fellowship Program (RFP)	730,000	198,700	-72.78%
545030 - Defined Term Contractual (DTCs) Fees	0	792,200	
545031 - Defined Term Contractual (DTCs) Benefits	0	117,537	
545040 - Temporary Term Contractual (TTCs) Fees	0	320,000	
545041 - Temporary Term Contractual (TTCs) Benefits	0	48,000	
545050 - Products and External Services Contractual (PECs)	0	500,000	
Consultants & Outside Services	2,080,536	2,128,347	2.30%
550005 - Int'L Business Travel	607,033	639,813	
550005 - Int'L Business Travel	607,033	639,813	5.40%
567009 - Contribution, Fees, and Dues	0	152,000	
567009 - Contributions Fees, and Dues	0	152,000	
561005 - Office Furniture & Furnishings	1,692	1,719	1.60%
562004 - IT Equipment and Maintenance	15,072	15,313	1.60%
562012 - Copying and Printing Equipment Maintenance	19,000	19,304	1.60%
562016 - Software and Maintenance	7,742	7,866	1.60%
563005 - Supplies	12,000	12,192	1.60%
564005 - Telecommunications	11,258	11,438	1.60%
564006 - Mail And Related Shipping Services	5,190	5,273	1.60%
565006 - e-Resources, Periodicals & Newspapers	2,523	2,563	1.60%
565010 - Printing And Publishing Expenses	9,061	9,206	1.60%
567005 - Conferences, Workshops & Seminars	16,000	16,256	1.60%
567006 - Special Events & Representation Expenses	645	656	1.60%
567011 - Miscellaneous Expenses	1,290	1,311	1.60%
General Administrative Cost	101,473	103,097	1.60%
NON-PERSONNEL COST	2,827,675	3,062,507	8.30%
OPERATING EXPENSES (gross)	8,220,000	8,648,877	5.22%
440550 - Other Administrative Income	-225,000	-150,000	
ADMINISTRATIVE NET	7,995,000	8,498,877	6.30%

ANNEX 1

IMPLEMENTING THE RECOMMENDATIONS OF THE IRP REPORT OFFICE OF EVALUATION AND OVERSIGHT

Listed below are actions to be taken by the Office of Evaluation and Oversight in response to the recommendations of the Independent Review Panel in its report “Strengthening Evaluation to Improve Development Results” and the progress made in each area as of October 2012.

OVE ACTION PLAN

ACTIONS	TARGET COMPLETION DATE	Status as of 10/2012
1. Strengthen Relationships and Reduce Tensions Between OVE, Management, and the Board (Recommendation 1) <ul style="list-style-type: none"> • Meet individually with Board Members and Senior Management to discuss goals and communication. • Invite Board members and key counterparts in Senior Management to OVE staff meetings to discuss issues and evaluation challenges going forward. • Consult with Board members and Senior Management on OVE’s work program priorities. 	September 2011	Completed
	Ongoing	Ongoing
	September 2011	Completed
2. Improve knowledge management to strengthen learning and feedback loops (Recommendation 2) <ul style="list-style-type: none"> • Develop a strategy to expand OVE outreach and promote learning through evaluation in IDB. • Devote one full-time position in OVE to expanding outreach through written materials, electronic media, and the design of dissemination and learning events. • Revamp OVE’s website to make it more complete, accessible, useful, and interesting. 	January 2012	Completed
	December 2011	Completed
	April 2012	Completed
3. Increase the use and influence of OVE’s evaluation products (Recommendation 3) <ul style="list-style-type: none"> • Revise OVE’s product mix to focus on products that will be useful in providing lessons of project experience and in influencing future IDB directions. • Produce Approach Papers for every evaluation, share them with management for comment, and distribute to the Board. • Agree on protocols for Management review and feedback on evaluations. • Ensure that recommendations in future OVE evaluations are clear, well-defined, and actionable. • Put in place a system to track the implementation of OVE recommendations. 	December 2011	Completed
	Ongoing	Ongoing
	November 2011	Completed
	Ongoing	Ongoing
	April 2012	To be in place by end-2012

<p>4. Strengthen the Evaluation Architecture in the IDB (Recommendations 4, 5, 7, and 8)</p> <ul style="list-style-type: none"> • Develop a harmonized design for the independent and self-evaluation systems, covering approaches, guidelines, and ratings systems • Adopt a system of ongoing validation of project evaluability (e.g. DEM scores) and of downstream project outcomes (PSRs and XPSRs) • Complement OVE desk reviews of projects with selective field visits. • Periodically evaluate and report on the operation of the self-evaluation system. • Review the experience of other MDBs in adopting evaluation strategies and consider the possible advantages for IDB of such an approach 	<p>April 2012</p> <p>January 2012</p> <p>Ongoing</p> <p>March 2012 (1st review)</p> <p>April 2012</p>	<p>Under implementation</p> <p>Completed</p> <p>Completed</p> <p>1st Review Completed</p> <p>Under implementation</p>
<p>5. Strengthen the role of client countries in the evaluation process (Recommendation 6)</p> <ul style="list-style-type: none"> • Expand dissemination of OVE products in client countries. • Reach out to client countries to explore possibilities for joint evaluations of IDB projects. • Strengthen OVE's work on evaluation capacity development, possibly in partnership with other multilateral development banks, bilateral donors, and foundations. 	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing (CLEAR launched)</p>
<p>6. Review management processes and staffing in OVE to promote results</p> <ul style="list-style-type: none"> • Revise OVEs management structure and processes to enhance quality and transparency. • Move to results-based budgeting in OVE by linking inputs to outputs and allocating and monitoring budgets based on unit costs. • Review staff skills and recruit additional staff to address skill gaps. 	<p>November 2011</p> <p>November 2011</p> <p>Ongoing</p>	<p>Completed</p> <p>Completed</p> <p>Ongoing</p>