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Proposed Work Program and Budget of the Office of Evaluation and Oversight (OVE), 2022–2023

Office of Evaluation and Oversight (OVE)
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ACRONYMS AND ABBREVIATIONS

CLEAR	Centers for Learning on Evaluation and Results
CPE	Country Program Evaluation
DEF	Development Effectiveness Framework
ECD	Evaluation Capacity Development
ECG	Evaluation Cooperation Group
GEI	Global Evaluation Initiative
ICPR	Independent Country Program Review
IDB	Inter-American Development Bank
IDB-9	IDB's Ninth General Capital Replenishment
IIC	Inter-American Investment Corporation (now IDB Invest)
LAC	Latin America and the Caribbean
M&E	Monitoring and evaluation
MDB	Multilateral Development Bank
MICI	Independent Consultation and Investigation Mechanism <i>(for its Spanish acronym)</i>
MIF	Multilateral Investment Fund
NSG	Non-sovereign-guaranteed
OVE	Office of Evaluation and Oversight
PBL	Policy-based loan
PCR	Project Completion Report
ReTS	Recommendation Tracking System
SG	Sovereign-guaranteed
UNDP	United Nations Development Programme
XCPE	Extended Country Program Evaluation
XSR	Expanded Supervision Report

I. INTRODUCTION

- 1.1 The Office of Evaluation and Oversight (OVE) is an independent office of the Inter-American Development Bank (IDB), reporting directly to the IDB's Board of Executive Directors. Since 2016 OVE has served the same function for the Inter-American Investment Corporation (IIC, now IDB Invest), reporting directly to IDB Invest's Board of Executive Directors. OVE seeks to provide accurate, constructive, and evidence-based information on the performance and development effectiveness of the activities of the IDB Group.
- 1.2 Every year OVE presents a work program that summarizes the closing year's work, describes planned evaluations and activities, outlines the proposed budget for the coming year, and provides an indicative list of evaluations for the following year. The work program and budget document covers evaluation activities carried out by OVE for both the IDB and IDB Invest. IDB Lab is included, when applicable. Most OVE evaluations jointly address activities of both the IDB and IDB Invest; a few evaluations focus on only one of the two organizations.

A. OVE's evaluation work

- 1.3 As outlined in the Evaluation Policy Framework (2019), OVE's mandate includes (i) the undertaking of independent and systematic evaluations and oversight studies of IDB Group performance; (ii) the provision of support to evaluation capacity development (ECD) in Latin American and Caribbean (LAC) countries; (iii) the dissemination of findings and lessons learned from evaluations; and (iv) cooperation with other evaluation offices to identify best practices and share information.

1. OVE's evaluations

- 1.4 Evaluations are grouped into four broad categories: project, corporate, country program, and sector and thematic evaluations. The categories are complementary and provide a unique perspective on IDB Group performance and development effectiveness that contributes to achieving the institutional strategy.
- 1.5 **Project evaluations** assess IDB Group projects for their relevance, effectiveness, efficiency, and sustainability and support most evaluation work, particularly at the country, sector, and thematic level. The Development Effectiveness Framework (DEF) underpins the project evaluation architecture. Since 2014 it has provided a system for self-reporting project results for sovereign-guaranteed (SG) projects through Project Completion Reports (PCRs); since 2015 it has provided a similar system for assessing non-sovereign-guaranteed (NSG, or private sector) projects through Expanded Supervision Reports (XSRs). As described in the Evaluation Policy Framework, OVE works with the IDB and IDB Invest to implement and solidify self-evaluation systems across the IDB Group. OVE therefore validates all PCRs and XSRs prepared by Management and reports annually on the results of the validation. The latest of such reports is *OVE's Review of Project Completion Reports and Expanded Supervision Reports—2019–2020 Validation Cycle* (to be presented to the Board in November 2021). Validated OVE ratings are used in the Development Effectiveness Overview report produced annually by the IDB Group. OVE also reviews the design and performance of IDB Group projects as part of Country Program Evaluations (CPEs), as noted below.

- 1.6 **Corporate evaluations** and oversight reports focus on the IDB Group's own structure and policies and assess how they affect the development effectiveness of IDB Group's work. Recent examples include *Evaluation of the Independent Consultation and Investigation Mechanism (MICI)* (document [RE-542-1](#)) and *Evaluation of IDB Lab Phase I: Strategic Relevance* (document [MIF/RE-5-6](#)). Oversight reports include the annual validation of Management's progress in implementing Board-endorsed recommendations using the IDB's Recommendation Tracking System (ReTS).
- 1.7 **Country program reviews and evaluations** focus on IDB Group support to individual borrowing countries. In 2021, OVE produced two types of country-focused products: the Independent Country Program Review (ICPR) and the Extended Country Program Evaluation (XCPE). ICPRs cover a single strategy period, focusing on the relevance of the Country Strategy and providing aggregate information on program implementation. XCPEs cover two strategy periods allowing a better understanding of results and sustainability, providing a longer-term view of IDB Group engagement in a country. Both country products are part of a pilot agreed with the Board, and their lessons will be used to update the current protocol for CPEs (see paragraph 1.17).
- 1.8 **Sector and thematic evaluations** tend to have a broader scope, often building on the groundwork laid by project and country program evaluations. They provide in-depth analysis of IDB Group engagement and lessons of experience in a substantive area and provide recommendations on strategic directions.

2. Support to evaluation capacity development

- 1.9 In addition to its core evaluation function, OVE has a mandate to help strengthen evaluation systems and capacity in Latin American and Caribbean countries. To that end, OVE developed an Evaluation Capacity Development Strategy in 2020 that seeks to promote learning and strengthen evaluation capacities in LAC through the creation of an evaluation network of national and subnational development banks in the region, and through its continuous support to the new version of the Centers for Learning on Evaluation and Results (CLEAR) initiative, the Global Evaluation Initiative (GEI).

3. Cooperation with other evaluation offices

- 1.10 To stay current on evaluation methodologies, standards, and approaches and to contribute to the expansion of the knowledge frontier on development evaluation, OVE actively participates in standard-setting evaluation networks. These networks include the Evaluation Cooperation Group (ECG), which includes evaluation offices from several multilateral development banks (MDBs) and development finance institutions, and the Evaluation Network of the Organisation for Economic Co-operation and Development's Development Assistance Committee (OECD-DAC).

4. Dissemination of findings and lessons learned

- 1.11 OVE discloses its evaluations to the public, in accordance with IDB Group policies and the principles of the Evaluation Policy Framework, in order to share lessons learned and best practices with the region and the development community at large and contribute toward supporting IDB Group learning, accountability, and transparency.

B. Implementation of OVE’s work program in 2021

1.12 OVE has delivered on its work program with few adjustments in 2021. Fourteen reports have been submitted or will be submitted by the end of the year (Table 1.1). Of the 18 reports that were to be delivered in 2021, four will be delivered during the first half of 2022—the evaluations of the Grant Facility for Haiti (Q2 2022), IDB Governance (Q1 2022), Citizen Security (Q1 2022), and the new CPE Protocol (H1 2022).

Table 1.1 OVE’s reports delivered 2018–2021^a and planned 2022–2023

	Corporate Evaluations	Country Evaluations ^b	Sector & Thematic Evaluations	Project Evaluations	Other	Total
2018 Delivered	3	5	1	1	2	12
2019 Delivered	4	4	0	1	4	13
2020 Delivered	2	5	0	1	2	10
2021 Planned	7	6	2	1	2	18
2021 Delivered	5	5	1	1	2	14
2022 Planned Delivery	6	5	2	1	2	16
2023 Indicative	6	6	4	1	2	19

Source: OVE.

^a See Annex II for further detail.

^b Number of reports for 2022 and 2023 may vary depending on when Country Strategies are presented.

1.13 A key accomplishment in 2021 was onboarding 10 staff members and consultants, as we attempt to close staffing gaps identified in 2019 and bringing them up to speed as fast as possible, given OVE’s ambitious work program. However, three staff unexpectedly left OVE during 2021 to join other departments of the IDB, requiring a reshuffling of work teams. All new colleagues joined the OVE team during the telework period. To ensure effective integration of new staff into the office, OVE held a series of virtual onboarding workshops covering institutional and evaluation-related matters. In addition, OVE also organized a series of virtual training courses for all evaluators on qualitative evaluation methods and novel technologies to analyze qualitative data.

1.14 OVE’s work has not been indifferent to the effects of the pandemic, although the impacts and teams’ responses vary depending on the evaluation type. The most obvious impact is the restriction of field missions, key to obtaining large amounts of information, especially from longer, formal and informal interactions with counterparts, visits to projects and contact with beneficiaries. The missions’ restriction does not affect all evaluations equally. The evaluation of corporate components or intangible projects (e.g., institutional strengthening and financial markets) does not usually require field visits. However, other evaluations require strong field work to collect the information not necessarily recorded in documents. In these cases, OVE has made extensive use of audiovisual tools, conducting virtual interviews and even taking advantage of new initiatives, like the use of videos and virtual visits. A positive phenomenon is that the virtual setting has allowed for a greater number of interviews with local counterparts than what would have been possible with a face-to-face mission, as well as

virtual visits to projects in remote locations that would have been more difficult to access in person. Sometimes, even the exchange of information with the counterparts was facilitated, by the fact of sharing documents instantly during the virtual meeting. OVE has been extremely careful to maintain the quality of its evaluations by strongly using the principle of triangulation of information in order to ensure reliable evaluation findings. On many occasions, the restriction of field missions prompted an even more in-depth desk analysis, but it has also evidenced the limitations in the IDB Group's information systems. The virtual environment has also brought new possibilities for OVE, like the development of ReDeCa (see paragraphs 1.18-1.19) in record time, an evaluation network created in few months that counts with the participation of 15 Brazilian public development banks and agencies interested in strengthening evaluation capacities.

1. OVE's evaluations

- 1.15 All evaluations OVE conducted in 2021 as part of the 2021–2022 work program were aimed to support strategic decision-making processes and the strengthening of the IDB Group's performance (Table 1.2). OVE delivered one XCPE and four ICPRs aimed at informing the development of the new Country Strategies. Three corporate evaluations—*Evaluation of the Independent Consultation and Investigation Mechanism (MICI)*; *Evaluation of Guarantee Instruments at IDB Group*; and *Evaluation of IDB Lab*—assessed key elements of the institution. In fact, the IDB Lab evaluation was conducted in two phases to be able to provide the Donors Committee with timely inputs for its discussion of the Lab's financial sustainability. The first phase focused on the Lab's mandates and corporate arrangements and was delivered earlier, while the second phase focused on the Lab's operations and knowledge generation and will be delivered by the end of the year. One key evaluation, of IDB Governance, is in advanced stages of preparation and is expected to be delivered in early 2022. OVE also conducted two sector evaluations during 2021—the first on IDB Support to Public Sector Transparency and Integrity in LAC, to be submitted before the end of 2021, and the second on support to Citizen Security in LAC, scheduled for delivery in early 2022.
- 1.16 In addition, every year OVE prepares two oversight reports—the validation of Management's implementation of OVE recommendations using ReTS, and the validation of PCRs and XSRs. During 2021 OVE continued incorporating new analyses to strengthen the learning component of these reports and provide insights to the Board. The latest ReTS report not only summarized progress in addressing recommendations at the evaluation level but also assessed one recurrent issue identified by OVE's evaluations—strengthening institutional capacity of borrower countries and private sector clients. Additionally, this year, OVE analyzed the extent to which the COVID-19 pandemic might have affected progress in the implementation of recommendations in 2020. The report on validations of PCRs and XSRs analyzes the results from the 2021 validation exercise and analyzes drivers of low effectiveness ratings for both SG and NSG operations. It also assesses knowledge generated by the Cancellation Notes prepared between 2018 and 2022.
- 1.17 As agreed with the Board in October 2020, OVE is updating the protocol for country program reviews and evaluations to enhance the relevance of country products, while striking the right balance between their cost and value to the

institution. The new country products (ICPRs and XCPEs, see paragraph 1.7) have been piloted during 2021. The pilot included ICPRs for Trinidad and Tobago, Guatemala, and Suriname and one XCPE for the Dominican Republic. The ICPR's consultation process was modified during the pilot, leading to longer delivery times. Currently, OVE is compiling and reviewing the lessons learned from the pilots. An update to the Board on the lessons learned and a consultation process with Management are scheduled for 2022, before the actual update of the protocol. In addition, ICPRs for Belize, Guyana, and Ecuador are underway while OVE finalizes updating the protocol for country program reviews and evaluations.

Table 1.2. OVE's work program for 2021

Evaluation or work stream	Actual or expected delivery date
Corporate Evaluations	
Evaluation of the Independent Consultation and Investigation Mechanism (MICI) (document RE-542-1)	Delivered in March 2021
IDB Lab (Phase I) (document MIF/RE-5-6)	Delivered in June 2021
IDB Lab (Phase II)	Ongoing—to be delivered Q4 2021
Follow Up Implementation of OVE Recommendations (ReTS) (document RE-562)	Continuous—Delivered in October 2021
Series on IDB Group's Instruments—Guarantees	Ongoing—to be delivered December 2021
IDB Governance	Ongoing—to be delivered Q1 2022
Grant Facility Haiti	Ongoing—to be delivered Q2 2022
IDB Invest	Ongoing—to be delivered according to AP ^a
Series on IDB Group's Instruments—Policy-Based Loans	To be defined in AP
Development Effectiveness Framework	To be defined in AP
Mobilization of Resources	To be defined in AP
Response to COVID-19	To be defined in AP
Country Program Evaluations	
ICPR Trinidad and Tobago (document RE-555-3)	Delivered in May 2021
ICPR Guatemala (document RE-557-2)	Delivered in August 2021
ICPR Suriname (document RE-561)	Delivered in September 2021
ICPR Belize	Ongoing—to be delivered in November 2021
XCPE Dominican Republic	Ongoing—to be delivered in December 2021
New CPE Protocol	Ongoing—to be delivered Q2 2022
ICPR Ecuador	Ongoing—to be delivered Q1 2022
ICPR Guyana	Ongoing—to be delivered Q1 2022
ICPR/XCPE Jamaica	To be delivered in 2022
ICPR/XCPE Peru	To be delivered in 2022
Sector and Thematic Evaluations	
Transparency and Integrity	Ongoing—to be delivered Q4 2021
Citizen Security	Ongoing—to be delivered Q1 2022
Adaptation to Climate Change	To be defined in AP
Digital Agenda	To be defined in AP
Project Evaluations and Validations	
Validations of PCRs and XSRs	Continuous—delivered in November 2021
Other	
OVE Annual Report 2020 (document RE-554)	Delivered in March 2021

Source: OVE.

^a Approach Paper.

2. Support to evaluation capacity development

- 1.18 As part of the implementation of its Evaluation Capacity Development Strategy, in 2021 OVE worked with 15 Brazilian partner institutions including national, regional, and state development banks and agencies to create a network of evaluation offices within those institutions called Rede de Desenvolvimento de Capacidades de Avaliação (ReDeCA). ReDeCA was formally launched in August 2021 in a virtual event with more than 150 participants from the region. ReDeCA is starting as a pilot in Brazil, but the goal is to reach the rest of the LAC countries with this initiative in the near future. ReDeCA has three main goals: (i) strengthen the evaluation capacities of the participating institutions; (ii) provide a forum for the exchange of ideas, knowledge, and good evaluation practices among peers; and (iii) promote a culture of evaluation and expand the use of evaluation findings.
- 1.19 In addition to facilitating the creation of ReDeCA, OVE continued its support and collaboration with the GEI, which became fully operational in early 2021. The GEI builds on the foundation established by its predecessor, the CLEAR initiative, through the six CLEAR centers located in different regions of the world. Two such centers are located in LAC: one in Mexico's Centro de Investigación y Docencia Económicas (CIDE), and the other in Brazil's Getulio Vargas Foundation. As a global partnership,¹ GEI seeks to support countries in building sustainable and effective monitoring and evaluation (M&E) frameworks and capacities through four lines of work: (i) developing a culture of evidence-informed decision making; (ii) strengthening a cadre of evaluators and M&E specialists in developing countries; (iii) generating and sharing M&E knowledge; and (iv) optimizing partnerships and operations.

3. Cooperation with other evaluation offices

- 1.20 OVE maintained continuous engagement with the ECG and other members of the development evaluation community in 2021. Among the topics discussed were the responses and evaluation approaches of MDBs to the COVID-19 crisis, and the subsequent changes in evaluation methods. OVE members have continued to collaborate as peer reviewers in evaluations and evaluation policies by other MDBs. OVE also supported the OECD/DAC Evaluation Network on the translation, adaptation, and dissemination of the new evaluation criteria to Spanish and Portuguese to make these important changes more accessible to professionals in our region. The evaluation criteria have guided evaluators for more than 30 years. The change in the criteria is therefore a fundamental milestone, which is furthermore the first update since its adoption.

4. Dissemination of findings and lessons learned

- 1.21 Throughout 2021 OVE implemented an integral communications strategy that encompassed outreach to its internal audience (the IDB and IDB Invest Boards

¹ GEI partners include the Federal Ministry for Economic Cooperation and Development, Germany; Global Affairs Canada; the Independent Office of Evaluation of the International Fund for Agricultural Development (IFAD); the Ministry of Foreign Affairs, Denmark; the Ministry of Foreign Affairs, Finland; the Ministry of Foreign Affairs, The Netherlands; the Swedish International Development Cooperation Authority (SIDA); the Swiss Agency for Development and Cooperation (SDC); the Independent Office of Evaluation of the UNDP; the World Bank's Independent Evaluation Group (IEG); and the Office of Evaluation and Oversight of the IDB Group.

of Directors, IDB Group staff and consultants, and the OVE team) as well as its target external audience: the evaluation community in the region and at large. OVE's Communications Team analyzed the outreach objectives of the evaluations with the pertinent team leaders and management teams, employed various outreach tools—such as a newsletter, e-mail distribution lists, and OVE's social media accounts (Twitter and LinkedIn)—and began developing a series of one-minute videos featuring OVE specialists presenting evaluation and event highlights. OVE has also been hosting events via webinars, such as the 2021 gLOCAL Evaluation Week event "[Beyond Beneficiary Counting: Innovative Approaches to Understand Impact Better](#)," a panel discussion about the frontier of impact assessment with pioneers in the field ([Global Innovation Fund](#), [60 Decibels](#), and [Luminate](#)) who are exploring opportunities and challenges in estimating the depth of impact, collecting the voice of end beneficiaries, and using the results to inform future strategies and investment decisions. OVE's dissemination has also included support and visibility for its evaluation capacity initiatives, such as the formal launch of the ReDeCA network.

II. OVE'S PROPOSED WORK PROGRAM FOR 2022 AND 2023

A. Context

- 2.1 The approved 2021–2022 work program was ambitious and based on a staggered approach, meaning that a portion of the program was to be initiated only toward the end of 2021, to be delivered in 2022. This approach was strategically chosen to answer to the multiple needs of the Board under a very particular context, marked by the transition in leadership of the Bank, strategic discussions on the role and positioning of the IDB Group, and the pandemic. Therefore, a good deal of the 2022–2023 work program consists of continuing the evaluation work already laid out in the previous program.
- 2.2 To identify additional evaluation priorities that would complement the evaluation work already defined, OVE met bilaterally with all Board chairs that expressed interest during the months of September through October. Although some chairs have expressed interest in evaluation topics for 2023, flexibility remains important to let OVE adjust to the evolving priorities of the Institution, particularly marked by the discussions around the Barranquilla Resolution. As such, potential evaluation topics for 2023 are listed in Table 2.2 and Annex II.
- 2.3 OVE's proposal continues to provide quality information to support the Board's strategic direction role. As such, OVE will deliver key corporate and thematic evaluations, such as its evaluations of the Governance of the IDB, the Grant Facility for Haiti, IDB Invest, and Citizen Security in 2022. It will also conduct additional corporate evaluations (on the Development Effectiveness Framework, Mobilization of Resources, and the Response to COVID-19) and Sector and Thematic evaluations (on adaptation to climate change and the digital agenda) that are key components of the IDB Group agenda. Flexibility remains important as it gives OVE the space to adapt to Board priorities while maintaining a high quality of work.
- 2.4 OVE's proposal has three objectives: (i) provide high-quality and timely evaluations to inform Board decisions, assessing the institutional and strategic changes that have taken and continue to take place under the Bank's new leadership, in particular in the context of a possible capital increase discussion,

the implementation of the Vision 2025, and the Barranquilla Resolution; (ii) help the institution navigate future phases of the COVID-19 response and prepare for future crises; and (iii) continue strengthening evaluation capacities in the region, to promote a culture of evidence-based decisions. Considering these objectives and OVE's available resources, Table 2.1 and the subsequent paragraphs present the proposal for OVE's 2022–2023 work program.

Table 2.1. OVE's committed evaluations for 2022–2023

Evaluation or work stream	Status/schedule
Corporate Evaluations	
IDB Governance	Ongoing—to be delivered Q1 2022
Grant Facility Haiti	Ongoing—to be delivered Q2 2022
IDB Invest	Ongoing—to be delivered according to AP ^a
Series on IDB Group's Instruments—Policy-Based Loans	Ongoing—to be delivered according to AP
Development Effectiveness Framework	To start 2022—Delivered according to AP
Mobilization of Resources	To start 2022—Delivered according to AP
Response to COVID-19 (Phase 1)	To start 2022—Delivered according to AP
Follow Up Implementation of OVE Recommendations (ReTS)	Continuous—to be delivered Q3 2022
Country Program Evaluations	
New CPE Protocol	Ongoing—to be delivered during 2022
ICPR Ecuador	Ongoing—to be delivered Q1 2022
ICPR Guyana	Ongoing—to be delivered Q1 2022
ICPR/XCPE Jamaica	Ongoing—Delivered according to AP
ICPR/XCPE Peru	To start 2022—Delivered according to AP
Sector and Thematic Evaluations	
Citizen Security	Ongoing—to be delivered Q1 2022
Adaptation to Climate Change	To start 2022—Delivered according to AP
Digital Agenda	To start 2022—Delivered according to AP
Project Evaluations and Validations	
Validations of PCRs and XSRs	Continuous—to be delivered Q3 2021
Other	
OVE Annual Report 2021	To start Q4 2021—to be delivered Q1 2022

Source: OVE.

^a Approach Paper.

B. Corporate evaluations

1. Ongoing evaluations that will be completed in 2022

2.5 **IDB Governance:** This evaluation assesses the extent to which existing institutional arrangements at the IDB lead to effective and efficient formulation and implementation of strategies to achieve its objectives, and whether the arrangements provide sufficient accountability and channels for stakeholder participation. This evaluation is the first comprehensive evaluation of the IDB's corporate governance. The change in the Bank's leadership last year and the

ongoing analytical work that the Governors requested from Management in the Barranquilla Resolution make this is an opportune time to reflect on the Bank's governance arrangements and how they affect its ability to achieve its objectives.

- 2.6 **Series on instruments - Policy-based loans (PBLs):** This evaluation will build on OVE's review of the design and use of policy-based lending carried out in the context of OVE's *2015 Annual Report* (document [RE-485-5](#)). It will evaluate the relevance, use, and results of policy-based lending as well as the value added by the IDB in the context of such lending. In light of methodological challenges pertaining to measuring results of policy-based lending, OVE carried out a review of evaluation methodologies used to measure such lending's effectiveness in 2021, which will serve to inform the approach that the evaluation will take. The approach paper will detail the scope of the evaluation and define the delivery date of the evaluation report.
- 2.7 **Evaluation of the Grant Facility for Haiti:** As part of the IDB's Ninth Capital Increase and following the 2010 earthquake that devastated Haiti, the IDB's Board of Governors decided to support Haiti by forgiving all of its debt up to that date, converting all undisbursed loan balances to grants, and transferring to the Grant Facility US\$200 million per year of Ordinary Capital income earmarked for Haiti. The transfers were to begin in January 2011 for the next 10 years, subject to the Board of Governors' annual approval. OVE's evaluation seeks to illuminate the extent to which 10 years of Grant Facility financing have been effective to support Haiti's reconstruction and development. Given Haiti's condition as a fragile state, OVE has adopted a fragility lens to guide the evaluation.
- 2.8 **IDB Invest:** The Busan Resolution set a "renewed vision for fostering development through the private sector" and created IDB Invest. The resolution includes a requirement that the new organization be evaluated after the completion of the first business plan (2016–2019). In addition, both the Bank's leadership change and the challenges brought by the COVID-19 crisis make this an opportune time to gather lessons learned to inform future corporate discussions. The evaluation will focus on the extent to which the renewed vision has been delivered to date. OVE carried out an early review of the implementation of the private sector merge-out in 2017; it will build on that study and will be able to assess aspects that were not mature enough at the time. Possible topics of interest include coordination between IDB Invest and the IDB, additionality, the approach to development effectiveness, and long-term financial sustainability considerations. One important difference, in comparison with the 2017 evaluation, will be the possibility to assess a larger number of operations approved after the merge-out.

2. Evaluations that will begin in 2022

- 2.9 **IDB Group response to the COVID-19 crisis:** This first evaluation of the IDB Group's response to the COVID-19 pandemic and its social and economic effects will document and evaluate the response, focusing on institutional preparedness, strategic relevance, implementation progress, and related emerging lessons. It will seek to determine how well prepared the IDB Group was to respond, what factors affected its preparedness, the strategic relevance of the response and how well it met borrowing countries' needs, how implementation has progressed, and what results and lessons have emerged. Given that many of the operations approved as part of the response will be implemented over several years, this

evaluation will not draw definitive conclusions on results. A second evaluation will examine the effectiveness and results of the IDB Group's response to the COVID-19 crisis.

- 2.10 **Development Effectiveness Framework (DEF):** Development effectiveness is at the core of the IDB Group's mandates. Both the IDB and IDB Invest have systems in place to measure the development effectiveness of their operations; they use a variety of instruments and processes to assess projects at entry, during implementation, and at completion (early operating maturity for NSG operations).² OVE's reviews of projects' completion reports (PCR for SG and XSR for NSG) have consistently found challenges related to the effectiveness of the IDB Group's operations. Part of the problem relates to weak monitoring and evaluation frameworks and processes. The DEF tools for assessing quality at entry and during the project's implementation have not been able to sufficiently correct these issues. Moreover, OVE's evaluation of IDB-9 found several challenges related to the Bank's DEF that call for a full-fledge evaluation, and, although some aspects of the DEF have improved, the change in the Bank's leadership and a possible capital increase discussion make this an appropriate time to identify lessons learned that could be incorporated in future improvements. This evaluation will assess the extent to which the instruments and processes in place allow the IDB Group to achieve its development mandates with client countries through the design and implementation of successful projects. The evaluation will build on previous OVE assessments conducted for the corporate evaluation of IDB-9, as well as the findings of several reports on PCR and XSR validations.
- 2.11 **IDB Group support to the mobilization of private sector resources:** The amount of resources needed to achieve the Sustainable Development Goals surpasses official development assistance and public sector resources; private sector finance and investment are therefore also key. In 2017, the Group of Twenty, or G20, issued the Principles of Crowding-in Private Sector Finance (the Hamburg Principles), which provide a common framework for MDBs to increase private investment levels to support their development objectives. Resources can be mobilized via a number of different finance instruments—among them, A/B loans, guarantees, investment funds, green bonds, PBLs, and public-private partnerships (PPPs). The IDB Group has used such instruments to varying degrees without any systematic attempt to measure mobilization. This evaluation would provide an overview of the instruments and mobilization approaches the IDB Group uses while assessing their effectiveness in leveraging finance for development. Equally important, the evaluation will assess coordination between the public and private sector arms of the IDB Group and will aim at

² *IDB's Ninth General Capital Increase: Implementation and Results* (document [RE-515-6](#)) assessed the IDB's Development Effectiveness Framework, or DEF, with a focus on IDB-9 commitments, but it was not a comprehensive evaluation of the DEF. The evaluation found that although several improvements had been made, challenges remained. It identified that the Development Effectiveness Matrix (DEM) may not be an accurate measure of project evaluability and that DEM scores may lose relevance through the project cycle. In addition, the evaluation found that the most important challenge for Project Monitoring Reports was that they do not monitor outcomes, as attention is focused on outputs and expenditures rather than on requiring a judgment on whether a project is on track to achieve its development objectives. Furthermore, the evaluation found that the PCR remained a work in progress with several challenges requiring attention.

understanding how other MDBs are approaching and measuring mobilization of resources. The evaluations carried out on instruments such as guarantees and PBLs as well as the evaluations of IDB Lab and IDB Invest will complement this evaluation.

- 2.12 **Recommendation Tracking System (ReTS):** OVE will continue tracking implementation of past recommendations, assessing the evaluability, relevance, and extent of implementation of Management's action plans to address evaluation recommendations endorsed by the Board.

C. Country program reviews and evaluations

1. Ongoing evaluations that will be completed in 2022

- 2.13 **ICPRs, XCPEs, and CPE Protocol:** OVE will complete the update of the protocol based on the lessons of the pilot that covered three ICPRs and one XCPE (see paragraph 1.17). It will deliver four reports in 2022: Jamaica (2016–2021), Peru (2017–2021), Ecuador (2018–2021), and Guyana (2017–2021). These products will help inform the development of new country strategies and provide strategic insights to the Board.

2. Evaluations that will begin in 2022

- 2.14 **ICPRs and XCPEs:** The IDB Group strategies with six countries—Bahamas, Brazil, Chile, Costa Rica, Colombia, and Honduras—will expire during 2022. OVE will adjust accordingly depending on when these Country Strategies are scheduled for presentation in 2022 and 2023.

D. Sector and thematic evaluations

1. Ongoing evaluations that will be completed in 2022

- 2.15 **IDB support to citizen security:** This evaluation updates work delivered in 2014 focusing on the effectiveness of IDB operations. Despite progress, citizen insecurity is still a pressing development issue and a priority for IDB member countries. Accordingly, the Bank has built a sizable portfolio of loans and technical assistance in the sector. This evaluation will be delivered in Q1 2022.

2. Evaluations that will begin in 2022

- 2.16 **Adapting to climate change:** Building on OVE's 2014 evaluation *Climate Change and the IDB: Building Resilience and Reducing Emissions* (document [RE-459-1](#)) this evaluation will focus on IDB efforts to mainstream adaptation to climate change in all projects and activities approved after 2012. Adapting to climate change is one of the most pressing development issues in the region, which houses some of the countries most vulnerable to the adverse effects of climate change. In addition, according to the Paris Agreement, a global stocktaking is to be undertaken in 2023 to assess the collective progress toward achieving the purpose of that agreement and its long-term goals. This evaluation will provide timely insights on the IDB's adaptation efforts, to inform future discussions on the contribution of the Group to climate action.

- 2.17 **IDB Group support to the digital agenda:** The COVID-19 pandemic has exposed the gaps in connectivity, quality, and accessibility to broadband and digital services in LAC. Digital connectivity is a necessity for taking full advantage of disruptive technological innovations that are transforming markets and providing more access to services, knowledge, platforms, and networks across

social and productive sectors. According to a 2020 IDB report, “the infrastructure of digital connectivity will play the role that the electrical grid played a century ago, acting as a material constraint on the adoption of new devices and technologies that will transform productivity and the quality of life.”³ Unlocking the full advantages of digital services and information and communication technology for the LAC region will require a combined effort involving new laws, regulations, and standards; renewed government functions and institutions; and the private sector. The IDB Group has supported the promotion of the digital agenda in member countries and is likely to expand that support in the coming years. An independent evaluation has not been conducted to date and would provide valuable lessons learned to be incorporated into future work.

E. Project evaluations and validations

- 2.18 **PCR and XSR validations:** OVE will continue to validate the self-evaluation reports for SG and NSG operations (PCRs and XSRs, respectively) during 2022 and report to the Board on the results. The validation process and the development of the synthesis report is a year-round effort that involves the entire office, due to its contribution to the development of evaluation capacity for the team. The number of validations is growing substantially, with a 26% expected increase in XSRs in 2022.

F. Support to evaluation capacity development

- 2.19 In 2022 OVE expects to continue its work to expand the evaluation network ReDeCA within Brazil before considering expanding to other countries. OVE will also continue to support GEI activities with a view to consolidate the Mexico and Brazil CLEAR centers and expand the initiative’s reach to other countries in LAC.

G. Cooperation with other evaluation offices

- 2.20 OVE will continue participating in the ECG in 2022. Keeping its three strategic objectives in mind (see paragraph 2.4), OVE will aim to share knowledge and experience from its new products (including its country product pilots) and identify methodologies and approaches used by other institutions that could be applied to the IDB Group and incorporated into its evaluation toolbox.

H. Dissemination of findings and lessons learned

- 2.21 The pandemic has demonstrated the potential for virtual exchanges and dissemination; hence the 2022–2023 work program foresees the continued robust dissemination of OVE’s evaluations through a variety of digital platforms and interactions. Through its revamped website, OVE will take advantage of its consolidated social media channels—such as its Twitter and LinkedIn accounts—to increase dissemination. Such tools will help promote OVE evaluations as key references in measuring and improving the IDB Group’s development effectiveness and serve as a networking tool notably for the yearly research fellowship call for proposals. OVE will continue producing and hosting a variety of other events to disseminate its evaluation results to both internal and

³ E. Cavallo, A. Powell, and T. Serebrisky, eds., *From Structures to Services: The Path to Better Infrastructure in Latin America and the Caribbean* (Inter-American Development Bank, 2020), 125 (<https://flagships.iadb.org/en/DIA2020/from-structures-to-services>).

external audiences. It will organize digital webinars and in-person, local, or regional forums in 2022 and 2023 (as the post pandemic period permits).

I. Other

2.22 OVE will produce an annual report, summarizing its evaluation work completed in 2021, as well as semiannual reports describing progress on the implementation of the work program and budget execution. OVE will also produce a multiyear work program and budget report for the period 2023–2024.

J. Potential evaluations to begin in 2023

2.23 The 2023 work program requires flexibility to accommodate the demands of the Board that may result from the discussions generated by the Barranquilla Resolution. OVE has committed to evaluations that will begin in 2022 and be delivered in 2023 but would benefit from flexibility to design evaluations that will commence in 2023, in particular for Corporate Evaluations and Sector & Thematic Evaluations that will require strategic guidance and prioritization. Taking into consideration the suggestions from the representatives of the Board of Directors, OVE is presenting a list (Table 2.2) of potential topics for evaluation to begin in 2023. At the Board’s direction, this list can be updated depending on evolving priorities of the institution.

Table 2.2. OVE’s potential evaluations for 2023

Evaluation or work stream	Status
Corporate Evaluations	
Subnational Clients	To be determined
Knowledge and Learning	To be determined
Technical Cooperation	To be determined
IDB Strategies (Country and Sector)	To be determined
Follow Up Implementation of OVE Recommendations (ReTS)	Continuous—to be delivered Q3 2023
Country Program Evaluations	
Country program reports to be determined based on when Country Strategies are presented	
Sector and Thematic Evaluations	
Institutional Capacity and the Rule of Law	To be determined
Urban Development	To be determined
Health	To be determined
Water and Sanitation	To be determined
Project Evaluations and Validations	
Validations of PCRs and XSRs	Continuous—to be delivered H2 2023
Other	
OVE Annual Report 2022	To start Q4 2022—to be delivered Q1 2023

Source: OVE.

III. STAFFING AND BUDGET

- 3.1 OVE has 32 staff positions, of which 28 are currently filled,⁴ up from 20 at the end of 2019. OVE has an ongoing recruitment process and plan to fill the remaining vacancies to allow it to deliver full work programs in 2022–2023. In addition to staff and short-term consultants, OVE hires 5–7 research fellows per year through a competitive process; 12–15 research fellows are typically on board at any given time.
- 3.2 OVE is not requesting additional full-time staff positions in its 2022 work program and budget proposal. OVE is also reducing the budgeted benefits from 42% to 40% of international staff costs to better align with the average of benefits executed over the past three years.
- 3.3 OVE's total budget is allocated each year between the IDB and IDB Invest, given that OVE serves both institutions and most evaluations jointly cover the relevant activities of both the IDB and IDB Invest. For 2022, OVE requests that IDB's Board of Executive Directors approve a budget of **US\$8,566,221**, which represents a **2.00% nominal increase and -0.50% real increase** over OVE's 2021 budget, and that IDB Invest's Board of Executive Directors approve a budget of **US\$1,483,000**,⁵ which represents a **2.5% nominal increase and 0% real increase**, for a total of **US\$10,049,161** (Table 3.1). This is intended to fund the work program laid out in Table 2.1 for 2022 (including work in 2022 on evaluations to be delivered in 2023).
- 3.4 OVE projects a 93% budget execution for 2021 for the IDB (see Annex III) and 92% for IDB Invest. This represents an improvement over budget executed in 2020 (74% for the IDB and 84% for IDB Invest) due to having additional staff on board for the full 2021 fiscal year versus 2020 and the proactive use of project consultants and firms to support our evaluation work.

⁴ Three staff left OVE in 2021, creating unplanned vacancies.

⁵ Because all OVE staff are technically employed by the IDB, the requested budget for IDB Invest can be formally allocated only to complementary labor costs and nonlabor costs.

Table 3.1. OVE budget comparison by line item^a

Item of expense	2021 Approved Budget (GA-276-3)	2021 EOY Projected Budget Execution	2022 Proposed Budget	% Nominal Change	% Real Change
SLC - Staff Labor Costs	6,447,402	5,325,619	6,579,633	2.1%	-0.4%
CLC - Complementary Labor Costs	1,009,400	1,824,665	1,029,588	2.0%	-0.5%
Total Labor Costs	7,456,803	7,150,284	7,609,221	2.0%	-0.5%
Learning Logistics and Fees	85,000	61,600	85,000	0.0%	-2.5%
Travel	237,000	0	237,000	0.0%	-2.5%
Equipment and Supplies	89,500	50,891	80,000		
Communications and Publications	97,000	40,567	95,500		
Events, Conferences, and Outreach	422,000	531,740	448,000		
Other Expenses	11,500	14,287	11,500		
General Administrative Costs	620,000	637,485	635,000	2.4%	-0.1%
Total Non-labor Costs	942,000	699,085	957,000	1.6%	-0.9%
Total OVE-IDB	8,398,803	7,849,369	8,566,221	2.0%	-0.5%
Total OVE-IDB Invest	1,446,875	1,337,237	1,483,000	2.5%	0.0%
OVE TOTAL OPERATING EXPENSES	9,845,678	9,186,606	10,049,221	2.1%	-0.4%

Source: OVE.

^a As a market-based salary increase is pending Board approval, any changes due to that will be applied to OVE accordingly.

ANNEX I. OVE EVALUATIONS CONDUCTED IN 2011–2021, BY TYPE

Year	Report			
CORPORATE EVALUATIONS AND OVERSIGHT REPORTS				
2021	<ul style="list-style-type: none"> • ReTS 2020 (RE-562) • Evaluation of IDB Lab: Strategic Relevance (MIF/RE-5-6) • Evaluation of IDB Lab: Evaluation of Operations and Summary of Findings (to be presented in December 2021) • Evaluation of Guarantee Instruments at the IDB Group (to be presented in December 2021) 			
2020	<ul style="list-style-type: none"> • Series on instruments: Lending Instruments Stocktaking (RE-549) • ReTS (RE-550) • Evaluation of MICI (Approach Paper RE-542) 			
2019	<ul style="list-style-type: none"> • Review of Knowledge Generation & Dissemination (RE-517-2) • Environmental & Social Safeguards (RE-521-1) • ReTS (RE-541) 			
2018	<ul style="list-style-type: none"> • IDB-9 update (RE-515-6) • Impact Evaluations (RE-512-1) • ReTS (Background Note: RE-524-2) 			
2017	<ul style="list-style-type: none"> • IAMCs (RE-508-1) • Merge-out Review (RE-513-3) • Direct Support to SMEs by the IIC (CII/RE-23-3) • ReTS (Background Note: RE-511-1) 			
2016	<ul style="list-style-type: none"> • Policy-based Lending (Technical Note RE-485-6) • Contingent lending (RE-496-1) • Evolution of Administrative Spending in IDB (RE-499-1) 			
2011–2015	<ul style="list-style-type: none"> • Oversight Note: Credit Risk Management (RE-386) • Knowledge & Learning Pillar (RE-401) • IDB-8 (RE-409-1) • Opportunities for the Majority (RE-414) • MICI (RE-416-1, RE-463-1) • IDB9 Mid-term Evaluation (RE-425, RE-437-2) • Higher-Middle-Income Countries (RE-447) • IDB Realignment (RE-451-2) • Japanese Trust Fund (RE-471) • IDB Special Programs (RE-476-5) • MIF2 (MIF/RE-2-4) • ReTS 2013-2014 (RE-470-4) • Review of the Pilot Phase of the new ReTS (GN-2707-4) 			
COUNTRY PROGRAM EVALUATIONS				
2021	<table border="0"> <tr> <td> <ul style="list-style-type: none"> • Independent Country Program Review: Surinam, 2016-2020 (RE-561-2) • Independent Country Program Review: Belize 2013-2021 (to be presented) </td> <td> <ul style="list-style-type: none"> • Independent Country Program Review: Trinidad & Tobago 2016-2020 (RE-555-3) • Extended Country Program Evaluation: Dominican Republic 2013-2020 (to be presented) </td> <td> <ul style="list-style-type: none"> • Independent Country Program Review: Guatemala, 2017-2020 (RE557-2) </td> </tr> </table>	<ul style="list-style-type: none"> • Independent Country Program Review: Surinam, 2016-2020 (RE-561-2) • Independent Country Program Review: Belize 2013-2021 (to be presented) 	<ul style="list-style-type: none"> • Independent Country Program Review: Trinidad & Tobago 2016-2020 (RE-555-3) • Extended Country Program Evaluation: Dominican Republic 2013-2020 (to be presented) 	<ul style="list-style-type: none"> • Independent Country Program Review: Guatemala, 2017-2020 (RE557-2)
<ul style="list-style-type: none"> • Independent Country Program Review: Surinam, 2016-2020 (RE-561-2) • Independent Country Program Review: Belize 2013-2021 (to be presented) 	<ul style="list-style-type: none"> • Independent Country Program Review: Trinidad & Tobago 2016-2020 (RE-555-3) • Extended Country Program Evaluation: Dominican Republic 2013-2020 (to be presented) 	<ul style="list-style-type: none"> • Independent Country Program Review: Guatemala, 2017-2020 (RE557-2) 		

Year	Report
2020	<ul style="list-style-type: none"> • Panama (RE-547) • El Salvador (RE-539-1) • Update of the Country Evaluation product (Presentation PP-1091) • Argentina (RE-540-1) • Bolivia (RE-545-1) • Uruguay (RE-546-1)
2019	<ul style="list-style-type: none"> • Colombia (RE-529-3) • Brazil (RE-534-1) • Costa Rica (RE-535-4) • Mexico (RE-536-1)
2018	<ul style="list-style-type: none"> • Nicaragua (RE-522-1) • Barbados (RE-525-1) • Chile (RE-526-1) • Paraguay (RE-527-1) • Honduras (RE-528-1)
2017	<ul style="list-style-type: none"> • Guyana (RE-502-3) • Ecuador (RE-514-1) • Dominican Republic (RE-505-1) • Bahamas (RE-516-4)
2016	<ul style="list-style-type: none"> • Argentina (RE-491-1) • Suriname (RE-493-1) • Haiti (RE-494-1) • Trinidad & Tobago (RE-495-3) • Peru (RE-498-1) • Guatemala (RE-503-1)
2011–2015	27 countries
SECTOR AND THEMATIC EVALUATIONS	
2020	<ul style="list-style-type: none"> • Transparency and Integrity (<i>in progress</i>)
2019	N/A
2018	<ul style="list-style-type: none"> • Gender & Diversity (RE-518-2)
2017	<ul style="list-style-type: none"> • Productive Development Programs in Brazil (RE-489-1) • Housing: Caribbean (RE-500-1) • Infrastructure PPPs (RE-504-4) • Tax policy and Administration (RE-509-1) • Equity Investing in Development FIs (CII/RE-20-2)
2016	<ul style="list-style-type: none"> • Rural Water (RE-464-1) • IDB Group work through FIs (RE-486-2) • Green Lending (RE-487-2) • Urban Transport and Poverty (RE-497-1) • Sustainable Cities (RE-501-1)
2011–2015	<ul style="list-style-type: none"> • Energy Sector (RE-382) • Ex-post Evaluations: Environmental Mitigation Measures (RE-383, RE-385) • Resettlement Processes and Socioeconomic Impact: Colombia (RE-387) • Watershed Management (RE-399) • Regional Programs (Approach Paper RE-400) • Subnational NSG lending (RE-402) • Violence and Crime Prevention in LAC (Approach Paper RE-408) • Land Regularization and Administration (RE-410-1) • Transnational Programs (RE-415) • Indigenous Peoples Policy (RE-419) • SME support programs Brazil (RE-450-1) • Urban Transport (RE-454-1) • Citizen Security (RE-455-1, RE-456) • Climate (RE-459, RE-459-1, RE-480) • Secondary Education (RE-461) • Agriculture & food security (RE-467-1) • CCT programs: Central America (RE-473-1) • PROCIDADES: Brasil (RE-481-4) • Discussion Papers (IDB-DP-305, IDB-DP-306, IDB-DP-307, IDB-DP-308) • Working Papers (OVE/WP-01/12, OVE/WP-02/12, OVE/WP-02/14, IDB-WP-475)

Year	Report
PROJECT EVALUATIONS AND VALIDATIONS	
2020	<ul style="list-style-type: none"> • PCR/XSR Validations (<i>in progress</i>)
2019	<ul style="list-style-type: none"> • PCR/XSR Validations (RE-544) • Lessons from NSG Problem Projects (CII/RE-32-1)
2018	<ul style="list-style-type: none"> • PCR/XSR Validations (RE-530-2)
2017	<ul style="list-style-type: none"> • PCR/XSR Validations (RE-520)
2016	N/A
2011–2015	<ul style="list-style-type: none"> • Independent Evaluations of SCF's XPSRs Exercise (RE-332-4, RE-332-6, RE-332-8) • Evaluability Review of Bank Projects (RE-397-1, RE-448-1, RE-384) • Review of the PCR System for SG Operations (RE-417) • Measuring IDB project performance: PCR and XPSR Systems (RE-488) • IIC Annual Independent Validation Reports (CII/RE-13, CII/RE-14, CII/RE-15, CII/RE-16) • Independent Validations of MIF Investment Projects (MIF/RE-4)
OTHER	
2020	<ul style="list-style-type: none"> • 2019 Annual Report (RE-548)
2019	<ul style="list-style-type: none"> • Evaluation Policy Framework (RE-538-5) • 2018 Annual Report (RE-537) • Follow-up to Independent Review Panel of the Evaluation Function (RE-531-4)
2018	<ul style="list-style-type: none"> • 2017 Annual Report (RE-524-2)
2017	<ul style="list-style-type: none"> • 2016 Annual Report (RE-511)
2016	<ul style="list-style-type: none"> • 2015 Annual Report (RE-485-8)
2011–2015	<ul style="list-style-type: none"> • 2013–2014 Annual Report (RE-470-4)

Source: OVE.

ANNEX II. OVE EVALUATIONS DELIVERED 2018–2021 AND PLANNED 2022–2023

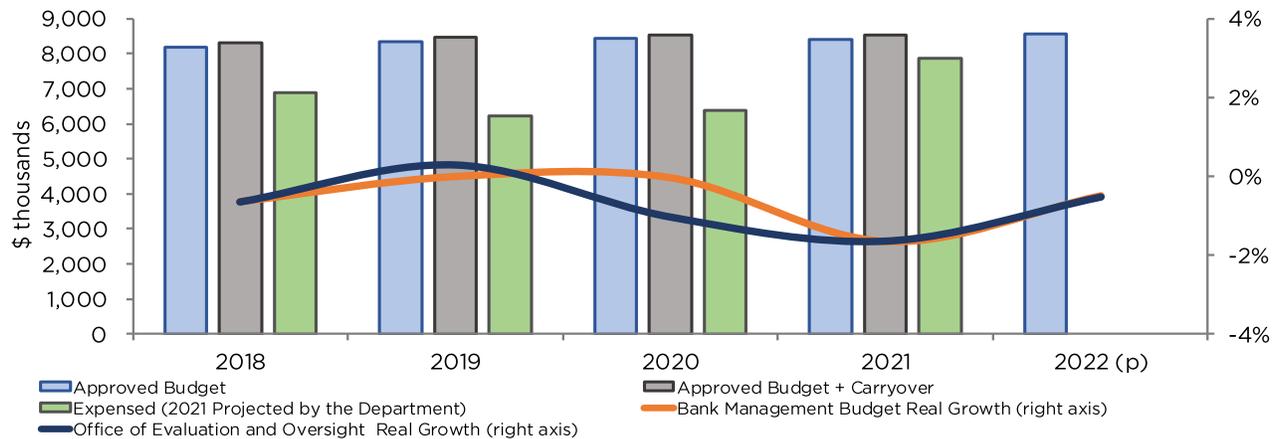
	2018 Delivered	2019 Delivered	2020 Delivered	2021 Planned	2021 Delivered	2022 Planned Delivery	2023 ^a Indicative
Corporate Evaluations	IDB-9 Update Impact Evaluations ReTS	Review of Knowledge Generation Environmental & Social Safeguards ReTS	Instruments Stocktaking ReTS	MICI IDB Lab Phase 1 IDB Lab Phase 2 Guarantees IDB Governance GRF Haiti ReTS	MICI IDB Lab Phase 1 IDB Lab Phase 2 Guarantees ReTS	IDB Governance GRF Haiti PBLs IDB Invest Mobilization of Resources ReTS	DEF COVID-19 Phase 1 Subnationals Technical Cooperation Knowledge IDB Strategies ReTS
Country Evaluations	Nicaragua Chile Honduras Barbados Paraguay	Colombia Costa Rica Mexico Brazil	Panama Argentina Uruguay El Salvador Bolivia	ICPR T&T ICPR Guatemala ICPR Surinam ICPR Belize XCPE Dominican Republic ICRP/XCPE Protocol	ICPR T&T ICPR Guatemala ICPR Surinam ICPR Belize XCPE Dominican Republic	ICPR Guyana ICPR Ecuador ICPR Jamaica ICRP/XCPE Peru ICRP/XCPE Protocol	Chile Honduras Bahamas Costa Rica Colombia Brazil
Sector & Thematic Evaluations	Gender & Diversity			Transparency and Integrity Citizen Security	Transparency and Integrity	Citizen Security Climate Change	Digital Agenda Rule of Law Health Urban Development Water & Sanitation
Project Evaluations	PCR/XSR Validations	PCR/XSR Validations Lessons from NSG Problem Projects	PCR/XSR Validations	PCR/XSR Validations	PCR/XSR Validations	PCR/XSR Validations	PCR/XSR Validations
Other	2017 Annual Report Work Program	2018 Annual Report Evaluation Policy Framework Follow-Up IRP Work Program	2019 Annual Report Work Program	2020 Annual Report Work Program	2020 Annual Report Work Program	2021 Annual Report Work Program	2022 Annual Report Work Program

Source: OVE.

Note: ^a Products noted under “2023 Indicative” combine evaluations that begin in 2022 (ex. COVID-19 Phase 1, DEF, Digital Agenda) with delivery in 2023 as well as evaluations that would, if approved, begin in 2023 (ex. Rule of Law, Technical Cooperation). Country products are based on when country strategies are presented.

ANNEX III. OVE 2022 PROPOSED BUDGET AND HISTORICAL TRENDS

<i>(in \$ thousands)</i>	2018	2019	2020	2021	2022 (p)
Budget Preparation					
Approved Budget	8,181	8,336	8,417	8,399	8,566
Office of Evaluation and Oversight Nominal Growth	2.1%	1.9%	1.0%	-0.2%	2.0%
Office of Evaluation and Oversight Real Growth	-0.6%	0.3%	-1.0%	-1.6%	-0.5%
Bank Management Budget Real Growth	-0.6%	0.0%	0.0%	-1.6%	-0.5%
Budget Execution (EOY, 2021 Projected by the Department)					
Approved Budget	8,181	8,336	8,417	8,399	8,566
Carryover	120	123	125	126	-
Approved Budget + Carryover	8,301	8,459	8,542	8,525	-
Expenses	6,877	6,207	6,380	7,849	-
As % of of Approved Budget + Carryover	82.8%	73.4%	74.7%	92.1%	-
As % of Approved Budget	84.1%	74.5%	75.8%	93.5%	-
Incremental Budget as % of Previous Year Expended	19.0%	21.2%	35.6%	31.6%	9.1%
Labor Force (in Units)					
Assigned Staff	30	30	30	32	32
Number of Staff on Board (EOY, 2021 as of September 30)	23	20	27	28	-
Number of Management Budget Funded Contractual (DTC, TTC & Consultants only) FTEs (EOY, 2021 as of September)	8	10	15	17	-



Source: OVE.