

# Independent Country Program Review (ICPR) Implementation Guidelines



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# Implementation Guidelines Independent Country Program Review (ICPR)

**Office of Evaluation and Oversight**



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# Acronyms and Abbreviations

<b>AP</b>	Action Plans (by Management)
<b>ASR</b>	Annual Supervision Reports
<b>CDC</b>	Country Development Challenges Document
<b>CP</b>	Country Program
<b>CPD</b>	Country Program Document
<b>CS</b>	Country Strategy
<b>CT</b>	Cross-cutting themes
<b>DEM</b>	Development Effectiveness Matrix
<b>ER</b>	Expected Result
<b>ICPR</b>	Independent Country Program Review
<b>IDB</b>	Inter-American Development Bank
<b>IMF</b>	International Monetary Fund

<b>NSG</b>	Non-sovereign guaranteed
<b>OVE</b>	Office of Evaluation and Oversight
<b>PA</b>	Priority Areas
<b>PCR</b>	Project Completion Report
<b>PMR</b>	Progress Monitoring Report
<b>ReTS</b>	IDB Group's Evaluation Recommendations Tracking System
<b>SG</b>	Sovereign guaranteed
<b>SO</b>	Strategic Objective
<b>TCP</b>	Technical Cooperation Operation
<b>UN</b>	United Nations
<b>WHO</b>	World Health Organization
<b>XCPE</b>	Expanded Country Program Evaluation
<b>XSR</b>	Expanded Supervision Report

# Executive Summary

**Context.** This document is presented for information to the Board of the Inter-American Development Bank (IDB) and the Executive Board of IDB Invest (hereafter, the Boards). These Guidelines seek to provide greater clarity on how OVE will conduct Independent Country Program Reviews (ICPRs), a periodic product introduced through the approval of OVE's Country Product Protocol by the Boards (document [RE-348-8](#); hereafter, the Protocol).

**Purpose.** The purpose of this document (hereafter, the *Guidelines*) is to provide transparency to the Boards, country authorities, and IDB and IDB Invest Management on the methods, tools and processes used by OVE in the ICPRs, and to foster consistency in their preparation. The Guidelines are the exclusive responsibility of OVE, in compliance with the Board's mandate of conducting ICPRs under the conditions and principles approved in the Protocol. It is expected that the systematization introduced by the Guidelines will also contribute to internal and external training activities, and to extracting common lessons across countries.

**Validity.** The Guidelines compile the experience obtained to date from the interaction with the Boards, country authorities and Management. OVE may update the Guidelines periodically to incorporate improvements and changes. Likewise, in the event that relevant changes occur regarding country strategies and programs at the IDB Group, the Guidelines may be updated to adapt to them. These Guidelines will be effective once they are submitted to the Boards for information. The preparation of these Guidelines involved a collaborative process with Management where key issues have been resolved, which will facilitate the interaction with OVE for future ICPRs.

**Content.** The ICPR focuses on two subjects of analysis: the IDB Group's Country Strategy (CS) and the corresponding Country Program (CP). Their analysis is standardized in the Guidelines into four dimensions: CS relevance, CP relevance, CP implementation, and CP contribution. In turn, each dimension is analyzed in two complementary aspects. Under each dimension and aspect, the Guidelines define indicative elements of analysis and their methodology. While the dimensions and aspects contribute to standardization, the greater flexibility within the elements of analysis allows the application of the Guidelines to be adapted to each country's conditions.

**Implications.** Beyond their particular role for ICPRs, these Guidelines advance several important elements for the IDB Group's evaluation system. On the one hand, they finalize the introduction of an innovative product, more agile to respond to the Board's information needs for decision-making. On the other hand, they promote collaborative processes with Management that increase transparency on the criteria used by OVE to conduct its assessments. Finally, they incentivize Management to take the initiative to use its inputs and promote improvements—even when they do not force it through recommendations. OVE will continue in this direction with Guidelines for the other country product—Extended Country Program Evaluations (XCPE)—which will be presented soon.



# 01

## Introduction

- 1.1 In November 2022, the Board of the IDB and the Executive Board of IDB Invest (hereafter, the Boards) approved the OVE Country Product Protocol (document [RE-348-8](#); hereafter, the Protocol). The Protocol replaced OVE’s traditional country product—Country Program Evaluations (CPEs)—with two distinct but complementary products: Independent Country Program Reviews (ICPRs) and Extended Country Program Evaluations (XCPEs). ICPRs cover the most recent Country Strategy (CS) and the corresponding Country Program (CP), while XCPEs cover the two most recent CSs and the corresponding CP.
- 1.2 The Protocol defines the general principles of both products and provides for the development of Implementation Guidelines (hereafter, the Guidelines) “...describing the approach to apply the principles approved in [the Protocol for each of the products].” Although both products are new, XCPEs are analogous to the traditional CPEs that OVE had conducted under the previous protocol, except that they cover two strategic periods instead of one. In contrast, ICPRs are a new product. Therefore, these first Guidelines focus on ICPRs and will be followed by a set of Guidelines on XCPEs.
- 1.3 Since early 2022, OVE has piloted ICPRs for over ten varied countries and in all IDB regional departments. Although the pilot phase was originally intended to be shorter and to serve only to verify the feasibility of the product before its introduction into the Protocol, each ICPR has brought new technical challenges that have helped to strengthen the methods, processes, and tools. Similarly, interactions with and comments from the Boards and Management in the context of these ICPRs also provided a rich source of issues to be improved, clarified, and explored in greater depth. Therefore, OVE has drawn on this experience in these Guidelines.
- 1.4 As implementation of the Guidelines involves different parties, in particular IDB Group Management, OVE has encouraged prior technical dialogue to gather their perspectives. However, in accordance with the Board’s mandate that OVE prepare the country products specified in the Protocol, the content of these Guidelines is the exclusive responsibility of OVE. This version of the Guidelines, as well as any future updates by OVE,<sup>1</sup> will be shared within the IDB Group and made publicly available, and will be effective once submitted for information to the Board.<sup>2</sup> The Guidelines will also be used as a basis for training activities, both internal and external to the IDB Group.<sup>3</sup>
- 1.5 While the Protocol focuses on establishing the principles and conceptual definitions for ICPRs, the purpose of these Guidelines is to detail their methods, tools, and processes. These Guidelines are intended for several audiences. On the one hand, they are intended for OVE teams to promote greater consistency and efficiency in the production of ICPRs. On the other hand,

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1 Both IDB and IDB Invest are undergoing processes to review their strategies and procedures. Once finalized, OVE will determine whether the Guidelines need to be updated.

2 Depending on their progress by the moment when updates to the Guidelines become effective, OVE will decide if they will apply fully or partially to the ICPRs already under preparation.

3 In addition to promoting transparency, the experience of these interactions with internal and external counterparts will facilitate identifying improvements for future versions of the Guidelines.

they are intended for the Boards, Management, and other audiences interested in the IDB Group's work, to provide them with greater transparency about the product. It is worth noting that the Guidelines cover the methods, tools, and processes that are common to all ICPRs, but these should be adapted to each country's particularities.

- 1.6 These Guidelines operationalize the following principles for ICPRs as defined in the Protocol (paragraph 2.4): (i) ICPRs are products whose assessments are based on predefined objectives; (ii) these objectives are those specified in the CS or any formal modification of it (not implicit objectives derived *a posteriori*); (iii) ICPRs are based on triangulation of information, which strengthens their validity, consistency, and inclusion of diverse perspectives; (iv) the focus is on contribution rather than on demonstrating attribution of the achievement of objectives to the CP; and (v) the contribution is based on evidence of *outcomes*, thus *outputs* are reported but are not sufficient on their own to demonstrate the CP's contribution to CS objectives.
- 1.7 In addition, the Guidelines promote an approach that the Protocol (paragraphs 2.1 to 2.3) defines as collaborative, with early involvement and coordination with IDB Group Management and Government counterparts to strengthen the validity, ownership, and use of ICPR findings and conclusions. The Guidelines promote this approach, not only in their actual drafting (which involved close interaction with Management), but also in the way they formalize the roles, responsibilities, and milestones of the ICPR process (to promote collaboration, early involvement, and coordination at all stages). The Protocol defines the critical milestones, while the Guidelines complement them by detailing roles and responsibilities and introducing other practical milestones that promote the Protocol's approach, e.g., one milestone for sharing preliminary findings with Management and another for improving the interaction with the Government.
- 1.8 The following sections detail the ICPR's subjects, purposes, and dimensions of analysis (Section II); the methodology to assess each dimension (including the guiding questions) (Section III); the data sources to be used, as well as the form of systematization required for their analysis (Section IV); the structure of the report, indicating how they correspond to the dimensions analyzed, together with guidelines for formulating conclusions on the findings under the four dimensions of analysis (Section V); and the process, roles, and responsibilities of the parties involved (Section VI).

# 02

## Purposes, Subjects, and Dimensions

### A. Purposes and subjects of analysis

- 2.1 According to the Protocol, the main purpose of the ICPRs is to provide the Boards with relevant and timely information to support its consideration of the next CS. While the focus of ICPRs is on accountability, they also contribute to learning and transparency. In this regard, the ICPR preparation process and conclusions are expected to provide Management with useful inputs to improve the design of future CSs and the contribution of the corresponding CPs. Finally, ICPRs can also provide the country Government and other external stakeholders with an independent perspective on the IDB Group's work, thereby promoting transparency.
- 2.2 ICPRs focus on two main subjects of analysis: (i) the CSs prepared by IDB Group Management and approved by the Boards in accordance with the CS Guidelines (document [GN-2468-9](#)) (including any amendments officially approved in accordance with those guidelines);<sup>4</sup> and (ii) the corresponding CP, whose composition is defined in the Protocol (paragraphs 1.14 and 1.15) and in Box 2.1, with reference to a review period (related to, but not necessarily identical to, the CS's validity period) also defined in the Protocol (paragraphs 1.12 and 1.13). It should be noted that the IDB Group also provides other support beyond the CP (such as the Country Office's technical assistance, knowledge generation, or mobilization of resources in addition to the CP). The ICPRs will consider this support, but only XCPEs will analyze it in depth.

#### Box 2.1. Country program

The CP considered consists of the portfolio of all IDB and IDB Invest operations that meet any of the following criteria:

- a. Period approvals:** Operations approved during the review period (as defined in [the Protocol's] paragraph 1.12) for the country or for counterparts in the country.
- b. Legacy operations:** Operations approved before the review period for the country or for counterparts in the country that either: i) had any undisbursed balance at the beginning of the review period, or ii) were both approved and fully disbursed between the end point of OVE's last country product and the beginning of the review period.
- c. Regional operations:** Operations clearly discernible as country-specific, approved under a regional or multicountry umbrella.
- d. IDB Invest operations reaching early operational maturity:** Operations for which Management has formally submitted or should have submitted an Expanded Supervision Report to OVE at any time during the review period.

OVE country products will not cover IDB Lab operations as part of the portfolio.

Source: OVE. (Protocol).

<sup>4</sup> Includes *minor changes* approved by Management in the Country Program Documents (CPDs; see CS Guidelines, paragraph 2.8). CPDs detail the indicative pipeline for the coming year. OVE will consider minor changes approved in CPDs retroactively to January 1 of the year in which the CPD was prepared.



2.3 The review of the CP involves the detailed analysis of the qualitative and quantitative information on each of the CP’s operations to provide an assessment of its alignment and contribution to CS objectives, and of the characteristics of its implementation. This alignment and contribution assessment is based on an analytical exercise for each operation in the CP, using the evaluative judgments explained in Annex I and II.

## B. Dimensions of analysis

2.4 ICPRs analyze four dimensions (of the two subjects of analysis, the CS and the CP) and draw conclusions about them. The dimensions of analysis are: (i) *CS relevance*; (ii) *CP relevance*; (iii) *CP implementation*; and (iv) *CP contribution*.

2.5 Within each dimension, two *aspects* are analyzed. Within each *aspect*, the Guidelines list the *elements* that should typically be analyzed. Unlike the four dimensions and eight aspects which are required characteristics in all ICPRs, the nearly 30 elements discussed below are indicative and their application is expected to be adapted to each country. However, the analytical hierarchy in three levels—dimensions, aspects, and elements—is maintained and it is the way in which the following paragraphs on each dimension are structured.

2.6 Analysis of the **CS relevance** dimension considers its two aspects: (a) selectivity and (b) quality of design. The indicative elements to be analyzed for each of these aspects are detailed below.

- a. *Selectivity*. This aspect focuses on the analysis of the CS objectives and the extent to which they meet the basic characteristic required by the CS Guidelines: that they serve as a guide for the CP. The objectives taken into account are those stated in the results matrix of the respective CS. The selectivity analysis considers the following qualitative elements jointly. First, the congruence (and coverage) of CS objectives with respect to: (i) the country’s development needs (as established in the diagnostic assessments); (ii) national priorities (as established in the government, development and/or sector plans of the country); and (iii) the IDB Group’s institutional priorities. Second, it considers the soundness of the argumentation supporting the selection of objectives. That is, it considers whether the CS provides evidence and justification that the selection of CS objectives has taken into account at least the following aspects in order to optimize the CP’s contribution to the objectives: (i) the findings and conclusions or recommendations of previous reviews and

**Figure 2.1. ICPR dimensions of analysis**

Dimensions	Aspects
1. CS relevance	(a) Selectivity (b) Quality of design
2. CP relevance	(a) Alignment (b) Operational design
3. CP implementation	(a) Execution (b) Performance analysis
4. CP contribution	(a) Contribution to objectives (b) Explanatory factors

Source: OVE

evaluations,<sup>5</sup> (ii) the existing capabilities of the IDB Group (as demonstrated by evidence of past contribution) or the capacities to be developed during the period (based on the feasibility of the plans to strengthen them), (iii) possible strategic cooperation with other development actors (including the private sector), (iv) opportunities and constraints imposed by the country context, and (v) the size and composition of the indicative lending framework in the CS.

- b. *Quality of design.* The CS Guidelines (document [GN-2468-9](#)) identify the key design aspects of the CSs and summarize them in a Development Effectiveness Matrix (DEM).<sup>6</sup> Analysis of quality of CS design is based on the elements of the DEM, which include: (i) the vertical logic of the CS results matrix (i.e., the logical chain between the different levels of objectives, from the lower level of Expected Results (ER) to the next level of Strategic Objectives (SO), and from SOs to the higher level of Priority Areas (PA) defined in the CS); ii) the CS results matrix indicators at the time of its design or approved modifications (in particular, the inclusion of adequate indicators to measure progress in the objectives, the availability of information on their baselines, and the possibility of monitoring their progress in a timely manner based on national and/or local information sources and the country's monitoring and evaluation capacity); and iii) risk management (including the identification and provision of appropriate measures to mitigate the main risks that could affect the CP's contribution to CS objectives). Quality of CS design covers elements analogous to those of evaluability.<sup>7</sup>

2.7 The CP relevance dimension examines characteristics of the CP that are fundamental to achieving CS objectives. This dimension considers the CP *ex ante*, i.e., assuming the CP is implemented as planned. It is analyzed under two aspects: (a) alignment and (b) operational design. The indicative elements to be analyzed for each are detailed below.

- a. *Alignment.* The alignment analysis is performed in three steps in a hierarchical manner for each CS objective.<sup>8</sup> These three steps are: (i) the degree of each operation's logical connection and feasibility of making progress in the ERs, considering the elements of its design and assuming it is implemented as expected; (ii) the degree of alignment of the set of aligned operations by ER; and (iii) the degree of alignment with SOs based on the assessments for their respective ERs (see Annex I). This last step will also consider whether the CP had operations aligned with the SOs, but not through its ERs; the evaluator should highlight that this group of operations does not follow the logic of the theory of change

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5 Previous reviews of past contributions to objectives include both those conducted by Management and those by OVE in evaluations and reviews.

6 Per the CS Guidelines (paragraph 5.5), the Office of Strategic Planning and Development Effectiveness (SPD) should have "a key role in validating [ex ante] the CS DEM".

7 OVE was a pioneer among development agencies to introduce the concept of evaluability as a broad perspective on the quality of operation or program design (see Glossary, Annex VI). This concept was later incorporated into the Development Effectiveness Framework (DEF), of which the Development Effectiveness Matrix (DEM) for CSs is a part. However, evaluability is often understood only in terms of indicators. To avoid confusion, these Guidelines refer to *quality* of design rather than *evaluability*.

8 OVE considers IDB and IDB Invest Management's alignment for each operation (e.g., under IDB Invest's Impact Management Framework) as a preliminary input, but it conducts its own alignment analysis independently. Frequently, during such analyses OVE finds not only the strongest alignment as indicated by Management, but also weaker alignments with other objectives. In all cases, such weaker alignments will be additive to the possibility of contributing to the objectives, i.e., they will not harm the global alignment (and then contribution) assessment against each objective.

established in the CS and analyze its implications on the CS design quality. Two factors are generally necessary to support a strong alignment with the objectives: *focus* and *scope*. This means that operations have a direct focus on advancing the objectives and that their scope matches the ambition of those objectives. In the case of policy-based loans (PBL), the *scope* analysis considers the structural depth of the policy conditions associated with the operations. Finally, it will be reported whether an explanation was provided for cases when a part of the CP is not aligned with CS objectives (e.g., whether this responds to the CS dialogue areas).

- b. *Operational design*. Under this aspect, the CP design elements defined in the CS are analyzed. The elements analyzed include: i) the type, mix and expected (or required to make progress in the objectives) sequencing of operations, as well as the expected size of the CP relative to the country context; and ii) the expected access to third-party resources or cooperation with other development actors (mobilization). This aspect also analyzes whether the CS expected (iii) mainstreaming of cross-cutting themes across the CP; and (iv) measures to manage the active portfolio (e.g., cancellations, reformulations, or execution arrangements) and optimize the contribution of this (usually important) part of the CP to the objectives. Finally, it also analyzes whether a part of the CP responds to a different logic, not foreseen in the CS (e.g., due to unpredictable events such as the pandemic, infrequent natural disasters, or coups d'état); and the extent to which it responded to other relevant corporate initiatives.

2.8 The **CP implementation** dimension is analyzed in terms of two complementary aspects: (a) execution and (b) performance analysis. The indicative elements to be analyzed in each of these aspects are detailed below.

- a. *Execution*. The frame of reference for the execution analysis is the execution targets or expectations defined in the CS, the annual Country Program Documents (CPDs), and in the operations themselves. Under this framework, the analysis of CP execution comprises three elements. First, the following is analyzed, among others: i) the amount of financing approved; ii) the number and type of operations approved during the review period, as well as CP preparation times and expenses; iii) the strength of annual programming to anticipate new operations; iv) the pace of disbursements, execution times and expenses of the operations in the CP (approved and legacy), analyzing performance at different stages of the CP implementation process.<sup>9</sup> Second, the CP is analyzed at a more aggregated level, including whether the type and mix of CP instruments implemented during the period were consistent with the CS and the country context, as well as the amounts of concessional resources, cofinancing, and resource mobilization. Third, aspects of execution related to the use and strengthening of systems are analyzed, including whether the improvement and use of national systems was consistent with CS expectations and CP needs.
- b. *Performance analysis*. Assessment of this aspect consists of three jointly analyzed elements. First, some of the key indicators (considered in the previous point) that characterize the programming and execution of the CP during the review period are compared with respect to: i) the previous period and/or ii) sets of IDB countries with comparable

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<sup>9</sup> Other execution metrics may be considered, such as outputs.

characteristics.<sup>10</sup> Second, the main reasons for time or expense overruns in the execution of the CP (if any) are identified. For PBLs, the reasons associated with the truncation of programmatic series (if any) are also identified. Third, the progress in implementation of recommendations endorsed by the Boards is also analyzed, which arise from evaluations of previous periods by OVE, determining whether these recommendations remain relevant even if their action plans (APs) agreed upon in the IDB Group's Recommendation Tracking System (ReTS) have been implemented.

2.9 The **CP contribution** dimension is analyzed by reviewing the results of the CP aligned with the CS objectives, considering two aspects: (a) contribution to objectives and (b) explanatory factors. The elements that allow obtaining specific findings for each of them are below.

- a. *Contribution to objectives.* The contribution assessment uses evidence of the CP's contribution to CS objectives (including SOs and ERs), which is verified through the available sources of information. The contribution considers outputs, but its focus is at the level of outcomes. The analysis is sequential and bottom-up, from the operations to the ERs, and then from the ERs to the SOs. The methodology for this analysis is described in Annex II and consists of three steps which are applied to all operations in the CP. First, the contribution of each operation in the CP aligned with the ERs of the CS is assessed. Second, based on the contribution assessment for the individual operations aligned with each ER, the contribution of the set of operations to each ER is assessed. Third, based on the assessment of contribution to the ERs under each SO, an overall assessment is assigned to the CP's contribution to each SO. This assessment will also consider whether the CP had operations that could have contributed to the SO, but not through the ERs; the evaluator should highlight that these operations do not follow the logic of the theory of change established in the CS and analyze the implications for the CS design quality.
- b. *Explanatory factors.* While the previous aspect reports on the CP's contributions to each objective, this aspect identifies the common factors explaining the CP's higher or lower contributions, regardless of the objective. Table 3.4 shows, indicatively, some of the factors that explain low contributions of the CP to the objectives. These factors come from the analyses that are always part of the ICPRs, such as alignment or implementation, whose weaknesses act as a kind of "filter" that reduces the possibility of contribution. Other factors specific to each country may be added to this list. The factors that explain the higher contributions will always be country-specific, although OVE may point out whether they have also been identified in other countries. Under this aspect, OVE will also distinguish the part of the CP from which a contribution was not expected due to its degree of maturity.<sup>11</sup> Finally, the ICPRs will analyze other IDB Group support in the country beyond the CP (such as technical assistance from the Country Office, knowledge generation, or mobilization of other resources), although they will do so in less depth than the XCPEs, since the main subject of analysis in the ICPRs is the CP.

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<sup>10</sup> OVE acknowledges the limitations to these comparisons, including that periods or countries may be inherently different. Thus, the comparisons will indicate such differences in context that may also explain potential differences in execution.

<sup>11</sup> ICPRs use an empirical definition of *maturity* that is different from the one commonly used in the final self-evaluations of individual operations (PCRs and XSRs). This allows the contribution of all operations in the CP to be considered, even if they have not reached maturity according to these definitions. The thresholds used in this empirical definition will be adjusted as contribution expectations are confirmed. It should be noted that ICPRs analyze the contribution of every single operation in

# 03

## Questions and Methodology for Analysis

3.1 This section presents the questions and methodology to guide analysis of each of the four dimensions identified in the previous section. This content, together with Section IV (sources of information), will guide the preparation of ICPRs. Missions to the country are not expected for ICPRs so, to the extent possible and as appropriate for the context, they will seek to maximize the use of virtual media to conduct interviews and innovative tools for systematic data collection.

### A. CS relevance

**Table 3.1. CS relevance**

Questions		Methodology
<b>a. Selectivity</b>		
1.1	Are CS objectives consistent with the country's development needs?	Identify whether the PAs, SOs and ERs of the CS are logically related to the country development challenges in the assessments conducted at the time the CS was prepared.  This includes documentary analysis of the CS, the Country Development Challenges (CDC) document, and other existing assessments (internal or external), as well as verification with other external sources or databases as appropriate.
1.2	Are CS objectives consistent with national priorities?	Determine whether there is a strong link between the PAs, SOs and ERs of the CS and national priorities.  This includes a documentary analysis of the CS and national planning (as set out in the country's national, development and sector plans for the review period).
1.3	Are CS objectives consistent with the IDB Group's Institutional Strategy?	Determine whether there is a strong link between the PAs, SOs, and ERs of the CS and the IDB Group's corporate objectives.  This includes a documentary analysis of the CS and the IDB Group's Institutional Strategy.
1.4	Have findings and conclusions or recommendations from previous evaluations and reviews, as well as lessons learned, been considered in the selection of CS objectives?	Explain whether and how previous lessons learned, conclusions or recommendations developed by both OVE and other areas of the IDB Group are considered and incorporated in the selection of SOs or ERs, based on documentary analysis of the CS, previous evaluations and reviews, and interviews.
1.5	Does the selection of SOs and ERs match the existing capacities of the IDB Group (or capacities that could feasibly be developed during the period) in related sectors or areas?	Determine whether the CS (when defining de SOs and ERs) took into account the IDB Group's previous experience or capacities that could feasibly be developed, based on documentary analysis, past evaluations, and interviews.

the CP (*contribution to objectives*), regardless of these expectations.

Questions		Methodology
1.6	Does the CS provide for coordination and strategic cooperation with other development actors? Are CS objectives consistent with the strategic cooperation?	Identify types of coordination and specific areas of cooperation or specialization sought with other multilateral or cooperating agencies, development banks, international financial institutions, regional cooperation institutions, or others, based on documentary analysis and interviews.  Determine whether the CS objectives are consistent with the strategic cooperation. Determine whether the IDB Group's demonstrated capacities to contribute to the objectives were considered, weighed against other actors.
1.7	Is the CS consistent with the country's economic and institutional context?	Identify how the CS considers the economic context (including the macro-fiscal context), as well as matters related to coordination, strengthening and use of national systems, based on documentary analysis and interviews.
1.8	Are CS objectives consistent with the indicative lending framework set out in the CS? On what basis is the framework established?	Identify whether the CS provides elements that justify the lending framework, the type and mix of instruments given the country situation and the objectives (SO and ER) set out, based on documentary analysis and interviews.
1.9	Considering the above factors, does the CS adequately argue the reasons why objectives were selected?	Identify whether the CS considers at least the factors mentioned in the above questions to justify the selection of the objectives.  Assess the soundness of the argumentation behind the selection of CS objectives, both individually and collectively, in relation to how feasible it was that the IDB Group had the capacity to contribute to them during the period.
1.10	In case circumstances changed during the period, did CS objectives remain relevant?	Identify significant changes in country circumstances during the period and verify if CS objectives remained relevant.  Verify whether adjustments were made to the CS following valid procedures at the IDB Group and whether they helped maintain or improve relevance of CS objectives.
<b>b. Quality of design</b>		
1.11	Does the CS results framework have an adequate vertical logic?	Determine if there is a logical and justified chain between the different levels of objectives, from the ERs to the SOs, and from the SOs to the PAs defined in the CS.  The analysis of the vertical logic takes into account the criteria considered in the DEM and the general results framework established in the CS.
1.12	Are the indicators in the results matrix adequate?	Determinar (análisis <i>ex ante</i> con la información disponible al momento de aprobación de la EBP) si la selección de los indicadores de la matriz de resultados de la EBP fue adecuada para medir el progreso de los objetivos, si los indicadores contaron con líneas de base actualizadas al momento de aprobación de la EBP, y si había la posibilidad de monitorear el progreso de los indicadores de forma oportuna.

Questions		Methodology
1.13	Are specific risks that could hinder execution or achievement of CS results taken into account? Are the planned mitigation measures adequate?	Analyze the risks included in the CS and assess whether the mitigation measures proposed were adequate.  Identify other types of risks that could affect the CP's contribution to objectives, e.g., the need to do front-loading of the CP to be able to contribute or to develop prior capacities.
1.14	Did the CS consider resource mobilization to achieve the SOs? Does it specify to what extent, in which sectors and with which organizations?	Identify whether, to what extent, in which sectors and with which organizations the CS considers resource mobilization actions, based on documentary analysis and interviews.

Source: OVE.

## B. Relevancia del PP

**Table 3.2. CP relevance**

Questions		Methodology
<b>a. Alignment</b>		
2.1	Was the CP aligned with the ERs and SOs of the CS?	Analysis of the CP's alignment with the ERs and SOs through the assessment of (see methodology described in Annex I):  (i) the logical connection and feasibility of making progress in the ERs of each operation. It should be noted that the assessment of each operation's alignment is done in relation to each of the possible ERs. Therefore, each operation may be aligned with multiple ERs. In this sense, an assessment of weak alignment with respect to one ER does not affect the possibility of a strong assessment with respect to other ER(s).
2.2	In case a part of the CP was not aligned with ERs and SOs, in which other objectives did it seek to make progress?	Analysis of the part of the CP not aligned with the ERs and SOs in the CS, if any.
<b>b. Operational design</b>		
2.3	Are the type, mix and expected sequence of operations and the estimated size of the CP adequate for the country context?	Analysis of operations by type, sequence and timing, and comparison with what was established in the CS (or what would have been needed to make progress in the objectives) and country context.

Questions		Methodology
2.4	How did the CP mainstream cross-cutting themes and priorities of the IDB Group's Institutional Strategy?	Proportion of the operations that included the priorities and cross-cutting themes in their i) diagnostic, ii) objectives, iii) components or activities, and iv) indicators (at the output or outcome level).  Analysis of CP mainstreaming of cross-cutting themes relative to expectations (explicit in the CS or implicit based on the type of objectives).
2.5	To what extent did the CP provide for resource mobilization (co-financing or co-investment of resources)? To what extent was participation by other actors expected to support CS objectives?	Estimate the proportion of operations that included resource mobilization (access to third-party resources or cooperation with other development actors) and determine the extent to which this was consistent with the CS and the country context. Assess the expected role of other actors in CS objectives.
2.6	Did the CP or part of the CP respond to a logic different from that expected in the CS objectives?	Proportion and type of CP operations that responded to a different logic not expected in the CS (e.g., due to unforeseen events such as the pandemic or infrequent natural disasters, or to elements in the CS that were not part of its objectives, such as dialogue areas).
2.7	Was the CP consistent with applicable corporate strategies or programs?	Analysis of congruence of the CP with respect to the applicable corporate strategies or programs, e.g. Initiative for Small and Island Countries.

Source: OVE.

## C. CP Implementation

**Table 3.3. CP Implementation**

Questions		Methodology
<b>a. Execution</b>		
3.1	What was the approved amount of the CP's financing? Does it differ from the CS indicative lending framework?	Calculate the approved amount based on the systematization of the data and compare it with the indicative lending framework (see Section IV).
3.2	What was the number and type of approved operations in the CP? What were the CP preparation times and expenses?	Identify the number and type of approved operations in the CP and estimate CP preparation times and expenses.  Compare with relevant measures (depending on the availability of information) and analyze the elements that affect these times and costs (e.g., legislative ratification, if applicable).



Questions		Methodology
3.3	To what extent were planned or programmed operations approved?	<p>Estimate the percentage of operations programmed (in CPDs) with respect to those approved (descriptive statistics information).</p> <p>For IDB Invest, compare approvals with commitments and explain the reasons that led to any differences.</p>
3.4	What was the progress of execution of the CP during the period? What was the pace of disbursements, the CP's execution times and expenses? Was it according to plan?	<p>Characterize CP execution during the period: the number and type of legacy and approved operations, as well as the number of operations closed or under execution and their disbursed amounts and percentages. Break them down by their connection to SOs.</p> <p>Estimate the execution times and expenses of the operations (descriptive statistics information), based on the available information.</p> <p>Analyze the progress of operations (based on the available information) with respect to the targets defined in the CS, the CPDs, and in the operations themselves.</p>
3.5	To what extent did cancellations affect the CP? What were the main reasons for the cancellations?	<p>Estimate the number and amount of cancellations and their percentage relative to the number and amount of operations approved and in the CP (based on systematization of the data). In the case of IDB Invest, also compare the amounts approved with the amounts committed.</p> <p>Examine the reasons or justifications for cancellations and point out any similarities, based on documentary and data analysis. Through interviews, verify and categorize the main reasons for cancellations.</p>
3.6	To what extent did the reformulations affect the CP? What were the main reasons for the reformulations?	<p>Estimate the number of operations that were reformulated and the associated amount during the review period, as well as their percentage relative to approved operations and the CP.</p> <p>Examine the reasons or justifications for the reformulations based on documentary analysis, data analysis, and interviews.</p>
3.7	Were the type and mix of instruments of the implemented CP consistent with the CS and the country context?	<p>Analysis of the type of instrument, sequence and timing of implemented operations relative to that established in the CS, the country context during the period, as well as the amounts of concessional resources, cofinancing and resource mobilization, among others.</p> <p>Analysis of continuity of programmatic series and investment lines, including the reasons that may have led to changes with respect to what was planned.</p>
3.8	Was the use and improvement of national systems (if any) consistent with the expectations defined in the CS (or with the needs of the expected CP)?	<p>Identify CP operations that contributed to the use and strengthening of national systems or capacities by analyzing their objectives or components (and other actions taken) and progress in their implementation.</p> <p>Documentary analysis, including Country Program Documents (CPDs), CS and interview analysis.</p>

Questions		Methodology
<b>b. Performance Analysis</b>		
3.9	How was the preparation and execution of the CP relative to previous periods? How does it compare with (groups of) comparable countries or regional averages?	Depending on the availability of information, make comparisons of:  a. CP preparation times and expenses. b. CP execution times and expenses. c. Approved vs. planned portfolio.  Compared to: previous periods in the same country, groups of comparable countries, and/or regional averages.
3.10	If delays exist in CP execution, what are the main reasons that explain them?	Determine the main reasons for delays in execution for both IDB and IDB Invest operations.  If they exist, list and categorize delays observed in CP execution. Using information from interviews, verify categories of delays and investigate (categorize and confirm) reasons for delays.  Indicatively, in the case of Investment Loans (INV) and Investment Grants (IGR), these may be related to: low institutional capacity or commitment of the executing agency, procurement challenges or fiduciary issues, limited fiscal space, turnover of key staff in the Government or the IDB Group, changing priorities in the Government, low coordination among key stakeholders, legislative ratification challenges, integrity challenges, problems with adequate implementation of environmental and social safeguards, among others.
3.11	What progress was made during the review period in implementing previous recommendations by OVE and endorsed by the Boards? Are past recommendations still relevant?	The analysis considers:  i) Information collected through the ReTS. That is, the progress made in implementing the action plans (AP) proposed by Management to address the recommendations. ii) Additional information collected during ICPR preparation to determine whether the previous recommendations are still relevant (even if the APs have been implemented as planned).

Source: OVE.

## D. CP contribution to objectives

**Table 3.4. Contribution**

Questions		Methodology
<b>a. Contribution to objectives</b>		
4.1	Considering each of the PAs, SOs and their ERs, what was the contribution of the CP aligned with objectives?	<p>Assess the CP's contribution to the objectives (SOs and ERs) using the methodology described in Annex II, which consists of three steps:</p> <ol style="list-style-type: none"> <li>1) Analysis at the operation level</li> <li>2) Analysis at the ER level, and</li> <li>3) Analysis at the SO level. Contributions from operations aligned with the SO but not through their ERs are also considered, as detailed in Annex II.</li> </ol> <p>While outputs will be reported on, the focus of the analysis will be on CP outcomes and their contribution to CS objectives.</p> <p>In addition to each operation's results matrix, supplementary information will be considered, depending on its availability (see Annex II.)</p>
<b>b. Explanatory factors</b>		
4.2	Is there any part of the CP for which it was not reasonable to expect a contribution?	Identify the part of the CP for which it was not reasonable to expect a contribution to CS objectives (e.g., due to some operations' youth or weak alignment; see Annex II).
4.3	What were the explanatory factors of the higher or lower CP contributions to the objectives?	<p>Identify factors that explain the degree of CP contribution, such as: i) the CP's degree of alignment; ii) portfolio age; iii) progress or delays in execution; iv) availability of evidence on contribution to objectives (see Annex II).</p> <p>In addition, other IDB Group support beyond the CP will be analyzed (such as technical assistance from the Country Office, knowledge generation, or mobilization of additional resources). Its contribution to CS objectives will be reported on if the available evidence allows it.</p>

Source: OVE.

# 04

## Sources of Information

- 4.1 ICPRs are based on a systematic and thorough documentary review and triangulation of information with IDB Group specialists and external informants. The scope of the ICPR is based on the documents, information, and data available in IDB Group systems and reliable public sources, as well as interviews with IDB Group counterparts and a limited number of key informants in the country. In addition, the ICPR will consider and use statistical and other data from national and international sources (see Section G of the Protocol). Table 4.1 describes the main sources of information for the analysis of each dimension of the ICPR. OVE will systematize the information of all operations in the CP in a template for analysis (example of [template](#)).
- 4.2 This first version of the Guidelines does not restrict the scope of some of these sources, such as the number of external interviews to be conducted. This is a deliberate decision to allow for adaptation to the circumstances of each country, both in terms of its CS, the composition of its CP, and the quality of its sources. However, it is expected that the scope and access to information will follow certain guiding principles: (i) that virtual means of interaction (e.g., to conduct interviews) will be used as much as possible, (ii) that selection bias in the CP analysis will be avoided (e.g., by contacting all operations’ team leaders), and (iii) that when a sample is necessary (e.g., for external interviews), it will consider the variety of CS roles and types of operations in the CP. Finally, it is expected that future versions of the Guidelines will move towards standardizing the sources of information by country and proactively address the largest gaps.

**Table 4.1. Sources of information**

Documents	Databases and systems
CS and CP relevance	
<ul style="list-style-type: none"> <li>• IDB Group Country Strategy (CS) for the period under review</li> <li>• Country Development Challenges (CDC) document</li> <li>• National Planning (for the period and for the medium term)</li> <li>• IDB Invest Business Plan</li> <li>• External reports, e.g., country government, IMF, World Bank, United Nations agencies, subregional or bilateral development banks with a strong presence in the country, national or international think tanks.</li> <li>• Country Program Documents (CPDs)</li> <li>• Loan proposals and agreements</li> <li>• Operations’ preparation and approval documents</li> </ul>	<ul style="list-style-type: none"> <li>• IDB operations data repositories (Data Marketplace, dashboards, etc.)</li> <li>• IDB Convergence system</li> <li>• IDB Invest Maestro system</li> <li>• IDB Invest Azure SQL Database</li> <li>• External databases: Government, International Monetary Fund (IMF), World Bank, United Nations (UN), World Health Organization (WHO), among others.</li> <li>• IDB Group’s Evaluation Recommendations Tracking System (ReTS)</li> </ul>

Documents	Databases and systems
<b>CP Implementation</b>	
<ul style="list-style-type: none"> <li>• Progress Monitoring Reports (PMRs)</li> <li>• Project supervision reports</li> <li>• Country Program Documents (CPDs)</li> <li>• Project Completion Reports (PCRs)</li> <li>• OVE validations of PCRs</li> <li>• IDB Invest Annual Supervision Reports (ASRs)</li> <li>• Expanded Supervision Reports (XSRs)</li> <li>• OVE validations of XSRs</li> <li>• Portfolio reviews</li> <li>• Stakeholder interviews</li> </ul>	<ul style="list-style-type: none"> <li>• Repositorio de datos de las operaciones del BID (Data Marketplace)</li> <li>• Sistema Convergencia del BID</li> <li>• Sistema Maestro del BID Invest</li> <li>• Azure SQL Database de BID Invest</li> </ul>
<b>CP Contribution</b>	
<ul style="list-style-type: none"> <li>• Project Completion Reports (PCRs)</li> <li>• OVE validations of PCRs</li> <li>• Expanded Project Supervision Reports (XSRs)</li> <li>• OVE validations of XSRs</li> <li>• Evaluations available for the analyzed IDB Group interventions</li> <li>• Stakeholder interviews</li> </ul>	<ul style="list-style-type: none"> <li>• IDB operations data repositories (Data Marketplace)</li> <li>• IDB Convergence System</li> <li>• IDB Invest Maestro System</li> <li>• IDB Invest Azure SQL Database; external databases: Government, International Monetary Fund (IMF), World Bank, United Nations (UN), World Health Organization (WHO), among others.</li> </ul>

Source: OVE.

# 05

## Report Structure

5.1 The ICPR report will have a consistent structure with seven chapters, an executive summary, and an annex with supporting information. Within this structure, ICPR reports will need to adapt their emphasis according to the findings in each country.

**Table 5.1. Report structure**

Chapters		Content	References/ comments	Estimated length
<b>Executive summary</b>		Summary of key findings of the report	-	2 pages
<b>1. Introduction</b>		Description of the objectives, scope, and methodology of the ICPR	Introducción estándar para todas las ICPR	0,5 pages
<b>2. Context</b>		A brief description of the country context and economic and social situation.	Estructura básica similar para todas las ICPR (cubriendo los temas i. macro-fiscal,ii. desarrollo productivo y iii. social) <sup>a</sup>	2 pages
<b>3. CS Relevance</b>	<b>3.1</b>	Description of the CS, including: PA, SO and ER, as well as cross-cutting themes and dialogue areas, indicative lending framework, planned use and strengthening of national systems, strategic cooperation with other agencies, and planned resource mobilization.	Table 3.1	4 pages
	<b>3.2</b>	CS relevance analysis: a. Selectivity b. Quality of design		
<b>4. CP relevance</b>	<b>4.1</b>	Description of the CP: number, type, approved resources, and disbursements of the operations, and so on.	Table 3.2	4 pages
	<b>4.2</b>	CP relevance analysis: a. Alignment b. Operational design		
<b>5. Operational performance</b>	<b>5.1</b>	CP implementation analysis: a. Execution b. Performance analysis	Table 3.3	4 pages
<b>6. Contribution</b>	<b>6.1</b>	CP contribution analysis: a. Contribution to objectives b. Explanatory factors	Table 3.4	4 pages

Chapters		Content	References/ comments	Estimated length
<b>7. Findings and conclusions</b>	<b>7.1</b>	Summary of main findings and conclusions	-	2 pages
<b>Annexes</b>		Supporting information and analysis tables	Supporting information	NA
<b>Total</b>				<b>21-23 pages</b>

Source: OVE

Note: <sup>a</sup> In addition to these issues, the context may highlight other topics or indicators that are important for the country during the period (such as climate events, governance issues, etc.). The context is based on the CDC, in addition to other recognized public sources (such as diagnostic assessments by the WB, IMF, UNDP, OECD, among others).

5.2 The findings and conclusions section (Section 7) summarizes and highlights the main findings of the information and analyses in the ICPR. As stated in the Protocol (paragraph 3.13), if the findings and conclusions of the ICPR are useful to Management in preparing the next CS, Management is encouraged to describe their use. Conclusions do not require follow-up through the ReTS. The section is organized around two main aspects:

- i) **Summary of findings:** A brief and clear summary of the main findings, including key results, trends, and significant information on the four ICPR dimensions of analysis: (i) *CS relevance*, (ii) *CP relevance*, (ii) *CP implementation*, and (iii) *CP contribution* to objectives.
- ii) **Conclusions:** The most relevant considerations derived from the analysis of the interrelation between the main findings and their future implications, which can benefit the Boards and Management in making decisions regarding the preparation of future CSs and their respective CPs.

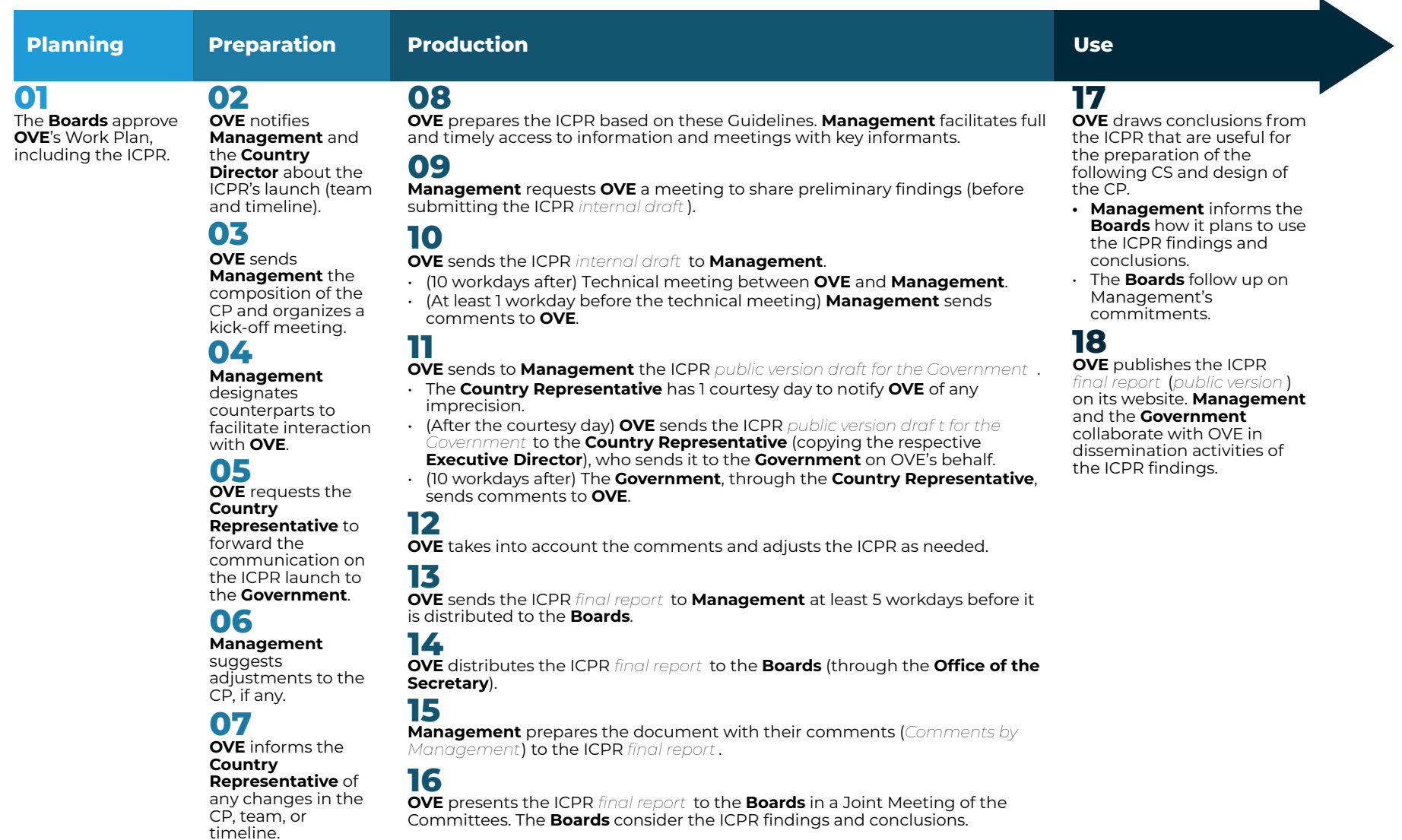
# 06

## ICPR Process, Roles, and Responsibilities

- 6.1 **Phases and milestones.** The ICPR process features several phases and responsibilities for the actors involved, seeking a collaborative approach and involving Management and key stakeholders that promotes ownership, validity of the findings, and use of its conclusions. Figure 6.1 summarizes the main phases and milestones with regard to the actions of the different actors in the process, from the Boards' approval of the ICPR preparation (in accordance with OVE's annual work plan) to the publication of the final ICPR report.
- 6.2 **Roles and responsibilities.** Table 6.1 provides a detailed overview of the roles and responsibilities of OVE, Management, the Boards, and the country authorities (Government) in the initial phase (including planning), the interaction between stakeholders, and the preparation and use of the ICPR. In addition to describing the actions and responsibilities of each actor by stage of the process, the Annexes provide suggested formats for communicating with the various stakeholders during the development of the ICPR.
- 6.3 **Quality review.** Finally, it should be noted (within the phases of the process) that the ICPR, like every OVE product, has a quality review mechanism. In the case of the ICPR, that includes a) an internal review phase and b) interaction with Management and Government counterparts prior to its distribution to the Boards.
- a) **Internal process.** The OVE Cluster Leader for countries conducts an initial review of the draft ICPR and provides comments. If necessary, OVE may also conduct internal peer reviews. Once the comments from these reviews have been incorporated and addressed, the OVE Director conducts a final review of the ICPR and approves its distribution to Management (*ICPR internal draft*) and then to the Boards (*ICPR final report*).
- b) **Interaction with Management and the Government.** The development of the ICPR starts with the notification of its initiation to Management (Annex III), and the following activities are established to ensure proper interaction and quality: (i) a kick-off meeting and verification of the CP (whose composition is defined in Box 2.1 and the Protocol) between OVE and Management, after which Management may propose any adjustments to OVE in writing; (ii) a meeting to present preliminary findings, if requested by Management; (iii) distribution of an *internal draft* to Management with an invitation to provide written comments and to attend a technical review meeting 10 working days later (Annex IV); (iv) delivery of the draft report to the country authorities through the corresponding Country Representative, copying the corresponding Executive Director, inviting the authorities to send comments to OVE (Annex V). It should be noted that Management has a courtesy day (1 working day) before sending the ICPR to the Government.



Figure 6.1. ICPR process: Main phases and milestones



Source: OVE, own elaboration.

**Table 6.1. Roles and responsibilities**

	Planning	Preparation	Production	Use
<b>OVE</b>	<ul style="list-style-type: none"> <li>Plans the ICPR to be conducted as part of its Work Plan, based on CS expiration dates.</li> </ul>	<ul style="list-style-type: none"> <li>Notifies Management of the start of the ICPR, initial team composition and timeline (Annex III).</li> <li>Sends via email to Management the initial composition of the CP based on the criteria set in the Protocol and the information available in the IDB Group systems and organizes a kick-off meeting.</li> <li>Requests the Country Representative to forward a communication announcing the start of the ICPR, its purpose, process and key dates to the country authorities (Government).</li> <li>Communicates any subsequent modification made to the CP, the timeline or team, to the Country Representative.</li> </ul>	<ul style="list-style-type: none"> <li>Prepares the ICPR final report based on these Guidelines.</li> <li>Organizes, if requested by Management, a preliminary findings meeting (prior to sending the ICPR internal draft).</li> <li>Sends the ICPR internal draft to Management for comment and invites them to a technical meeting 10 working days later (Annex IV).</li> <li>Sends Management the ICPR public version draft for the Government (in accordance with the IDB Group's confidentiality and access to information policies) prior to be sent to the relevant authorities of the country (Government). The Country Representative will have one courtesy day (1 working day) before sending the ICPR public version draft for the Government, during which it must notify OVE if it contains any inaccuracies that may affect the relationship with the country.</li> <li>After the courtesy day, OVE sends the public version draft for the Government to the Country Representative, copying the corresponding Executive Director, so that it can be immediately sent by the Representative to the Government on behalf of OVE, accompanied by a communication from OVE to the Government (Annex V). The Government will have 10 working days to send comments to OVE (through the Country Representative).</li> <li>OVE takes into consideration the comments and makes adjustments as appropriate to finalize the ICPR final report.</li> <li>OVE sends the ICPR final report to Management at least 5 working days before it is distributed to the Boards.</li> </ul>	<ul style="list-style-type: none"> <li>Prepares ICPR conclusions with the intention that they are useful for the Boards and Management in preparing the next CS and designing the CP.</li> <li>Publishes (on its website) and disseminates the ICPR <i>final report (public version)</i> to the public, in accordance with the IDB Group's Evaluation Policy Framework and the access to information policies, and in accordance with OVE's communication and outreach plan.</li> </ul>

	Planning	Preparation	Production	Use
<b>Management</b>	<ul style="list-style-type: none"> <li>May formally request the addition of an unscheduled ICPR. Such a request may be granted at the discretion of OVE after consultation with the Boards.</li> </ul>	<ul style="list-style-type: none"> <li>Designates counterparts to facilitate interaction with OVE during the preparation of the ICPR.</li> <li>Suggests adjustments to the CP, if necessary, and sends written communication to OVE.</li> <li>Forwards OVE's official communication of the start of the ICPR to the country authorities (Government).</li> </ul>	<ul style="list-style-type: none"> <li>Facilitates full and timely access to information, documents, and files relevant to the ICPR.</li> <li>Facilitates OVE meetings with key internal and external informants in the country.</li> <li>Forwards the ICPR <i>public version draft for the Government</i> provided by OVE to the country authorities (Government) for comments, through the Country Representative, with a copy to the corresponding Executive Director (Management has 1 working day prior to forwarding).</li> <li>Prepares, compiles, and sends comments on the <i>internal draft</i> to OVE.</li> <li>Forwards the Government's comments on the ICPR <i>public version draft for the Government</i> to OVE.</li> <li>Prepares the document Comments by Management to the ICPR <i>final report</i>.</li> </ul>	<ul style="list-style-type: none"> <li>Informs the Boards how it plans to use the ICPR findings and conclusions if deemed useful.</li> <li>Collaborates with OVE in dissemination activities of ICPR findings.</li> </ul>
<b>Boards</b>	<ul style="list-style-type: none"> <li>Approve OVE's Work Plan, including the ICPRs.</li> </ul>	<ul style="list-style-type: none"> <li>Country Director receives notification of the start of the ICPR.</li> </ul>	<ul style="list-style-type: none"> <li>Receives the ICPR <i>final report</i>.</li> <li>Considers the ICPR, its findings and conclusions in a Joint Meeting of the Programming Committee of IDB's Board and the IIC Committee of the Board of Executive Directors.</li> </ul>	<ul style="list-style-type: none"> <li>Follows up on Management's commitments regarding the use of ICPR findings and conclusions.</li> </ul>
<b>Country authorities (Government)</b>		<ul style="list-style-type: none"> <li>Receives notification of the start of the ICPR and an invitation to participate in the process.</li> </ul>	<ul style="list-style-type: none"> <li>Comments on the ICPR <i>public version draft for the Government</i>.</li> </ul>	<ul style="list-style-type: none"> <li>Collaborates with Management and OVE in dissemination activities of ICPR findings.</li> </ul>

Source: OVE.

## ABOUT THE OFFICE OF EVALUATION AND OVERSIGHT - OVE

Established in 1999 as an independent evaluation office, OVE evaluates the performance and development effectiveness of the activities of the Inter-American Development Bank Group (IDB Group). These evaluations seek to strengthen the IDB Group through learning, accountability and transparency.

OVE evaluations are disclosed to the public in accordance with IDB Group policies to share lessons learned with the region and the development community at large.

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