Program and Budget Execution Report

2022

As of Jun 30th

This document contains confidential information relating to one or more of the ten exceptions of the Access to Information Policy and will be initially treated as confidential and made available only to Bank employees. The document will be disclosed and made available to the public upon approval.
The purpose of this document is to provide high level information about the execution of the approved 2022 Program and Budget as of June 30th. It contains selected information from the Budget Analytics Dashboard, including trends, along with complementary insights and reflections from Management on key aspects of the program and budget execution during the first semester of 2022.

The Budget Analytics Dashboard allows for easier and more dynamic and transparent access to information on budget and its corresponding execution. It is conveniently located in the Board Navigator in the Office of Secretary site.

The Dashboard provides current and historical information on budgets and execution trends. Budget execution is updated dynamically on a monthly basis and presented under different views consistent with presentations on previous Program and Budget Execution Reports. Furthermore, the dashboard has been enhanced to include information on Technical Cooperation direct and support costs, Staff Annual Merit Exercise and Personnel Costs Overview, amongst others.

The CRF Indicators Tracker contains complementary information regarding quarterly progress on the Level 3 indicators of the IDB Group’s Corporate Results Framework. Further details are included in the annual Development Effectiveness Overview (DEO) and the CRF Website.
Budget Highlights

**Administrative Budget**

- **Management Budget**
  - The budget execution rate was 40.5% as of June 30th (0.8 p.p. higher than 2021 and 0.8 p.p. lower than the average 2018 - 2021).
  - Budget execution was consistent with levels experienced during the pandemic in 2021 and 2020 and is behind by approximately 2 p.p. (or approximately $12.0M) when compared to pre-pandemic levels due to:
    - **Staff Labor Costs**: about $5.9M mainly due to a higher vacancy rate. In addition, 7 staff positions from the 14 additional new positions approved for 2022 are expected to be filled in the second semester (the other 7 positions were filled during the first semester of 2022).
    - **Non-Labor Costs**: about $5.0M mainly related to lower execution in the business travel accounts.
  - The transactional budget execution rate was 34.9% (8.6 p.p. higher than 2021 and consistent with pre-pandemic levels) mainly due to the increase in Complementary Labor Costs.
  - Institutional priorities supported with Carryover (19.4% execution) were IDB Libor Transition Program, consultancy for the preparation of the IDB Group People Strategy 2022-2027, Capacity Building, Asset Management & Advisory Services Pilot Program, and DEI Virtual Reality training.
  - The execution by year end is estimated at $554.3M (94.0% of the approved budget).

**Non-Management Budget**

- The Non-Management Budget execution rate was 38.3% (0.3 p.p. higher than 2021 and 1.9 p.p. lower than the average 2018 - 2021) mainly due to lower staff labor costs, travel, learning logistics and fees, and general administrative costs (mainly events and conferences).
- The execution by year end is estimated at $32.0M (77.9% of the approved budget).

**Capital Budget**

- The Capital Budget execution rate was 18.9% (4.4 p.p. higher than 2021 and 0.6 p.p. higher than the average 2018-2021).
- Facilities key projects to emphasize: (i) Advanced in the implementation of the new Corporate Real Estate Approach (CREA) through the moved-in New Country Office in Ecuador, the completion of the 1300 NYA 6th floor design, and the delivery of the Prisma facility for IDB Lab; (ii) 1350 NYA Fire Alarm and Generator Replacement; and (iii) solar panel installation in COF Haiti under the Sustainable Energy Initiative in COFs Project.
- Information Technology key projects to emphasize: (i) Client Connectivity; (ii) Data Privacy solution and data loss prevention solutions; (iii) PC replacement with 95% of computers delivered in HQS and 100% in COFs; (iv) the IDB LIBOR Transition Program; and (v) redesign of the IDB web ecosystem to better present the work of Bank wide efforts across sectors.
- The introduction of flexibilities in the allocation of resources among projects is resulting in improved overall execution rates. The execution by year-end is estimated between 80% and 90% (when excluding projects not yet started).
Program Highlights

Lending Program, Portfolio, and Disbursements

- **New approvals** reached $3.2B (22 projects), $0.5B less than in 2021. $530M were in response to COVID-19; $329M less than 2021.
- **IDB’s active portfolio composed of 584 projects**, 15 projects less than in 2021.
- **Disbursements reached** $3.6B, $0.6B less than in 2021.
- **Presented to the Board the Review on the Use of Policy-Based Loans as Part of the Response to the COVID Pandemic** to maintain the increase from 30% to 40% in the limit for PBL approval for 2022.

Strategic Alignment

- **Completed Country Strategies** for Belize, Bolivia, Dominican Republic, Ecuador and Guatemala.
- OPR with a robust lending program for 2022 focused on C&D countries, resulting in **62% of projects approved to support small and vulnerable countries**.

Development Challenges and Cross-cutting Issues

- **Social Inclusion and equality**: focused on i) strengthening systems to support the recovery, delivery and quality of social services (education, health, social protection); ii) generating and protecting quality jobs; and iii) reducing inequality and inequity through enhancing inclusion and gender programs, while working on a green agenda. Special attention given to leveraging the potential of technology to increase the effectiveness in the provision of social services. **57% of projects approved supported social inclusion and equality**.
- **Productivity and Innovation**: Designed and implemented programs for economic productivity and inclusive and sustainable recovery, adopting technology for digital processes, such as digital payments in remote areas. Launched “INTEGRA”, an online platform that provides statistics on the movement of goods, services, and capital to aid policymakers in designing and implementing better development policies, entrepreneurs in growing their businesses, and academics in researching and providing recommendations on public policy.

**Economic Integration**: Continued dialogue and assistance to countries in energy integration resulting in annual increases in electricity exchange in the region. The ConnectAmericas platform reached 10 million unique users and supported the digital transformation of trade promotion agencies through online tailor-made solutions (i.e., white labels) provided to our clients.

**Gender Equality and Diversity**: The board of governors considered the supplemental document analyzing IDBG Work to Address Gender and Diversity Equity, which expands upon the G&D focus of the Institutional Strategy and Vision 2025 and lays out the main priority areas of action for the first joint Gender and Diversity Action Plan for 2022-2025. **The percentage of projects supporting Gender Equality reached 83%** while **Diversity reached 52%** surpassing their respective CRF targets.

**Climate Change and Environmental Sustainability**:

- **Climate finance in IDB Group operations reached 42%** while the percentage of projects supporting climate change mitigation and/or adaptation reached **91%**; both indicators to be above their respective CRF targets.
- **The Bank aims to align 100% of new operations with the objectives of the Paris Agreement** as of January 2023 and to deliver a total of $24 billion in Green and Climate Finance from 2022 to 2025. The forthcoming update on the implementation of the IDB Group Climate Change Action Plan (anticipated in the third quarter of 2022) will provide additional details.

**Institutional Capacity and the Rule of Law**: The percentage of projects supporting Institutional Capacity and Rule of Law reached **87%**, above the CRF target.

*Excludes the use of contingent lending facilities for natural disasters and health emergencies.*
### Program Highlights

- **In addition to the groundwork for a new vision for Public-Private Partnerships (Vision APP 2.0), in the first semester the agreement of one project in Brazil and the bidding stage for three projects with an approximate mobilization potential of $425M were reached.** The percentage of Stakeholders that consider the IDB Group to be effective in fostering public-private synergies reached 68%, obtained from the 2021 EFS.

### Development Effectiveness

- The percentage of projects with considerable disaster and climate change risk that applied the risk analysis to identify resilience actions reached 100% (7 projects) while the percentage of projects with higher environmental and social risks rated satisfactory in the implementation of mitigation measures reached 90% (205 out of 228 projects); both surpassing their CRF target.

- As part of the Operational Excellence Agenda, the Bank is developing and piloting a comprehensive portfolio management model that supports tracking factors that affect project performance and taking timely corrective actions.

- For further details on development effectiveness, please refer to the chapters 2 and 3 of the 2022 Development Effectiveness Overview.

### Leverage and Partnerships

- Achieved mobilizations ($185.9M) through bilateral ties and flagship initiatives like the Amazon Initiative ($34.5M) and the Private Sector Partners Coalition, working with dozens of partners, expanding engagement, and developing a new framework to maximize impact.

- In Europe, the Bank continued to promote IDB Group’s agenda for LAC through the participation in more than a dozen events aligned to IDB’s Vision 2025 agenda and institutional strategy; organizing 22 knowledge sharing events and activities; and coordinating three high-level missions to position the IDB Group and connect IDB executive leadership to their European counterparts.

- **In Asia**, Japan and Korea continued to support the IDB Group projects in strategic sectors by replenishing their single-donor trust funds managed by IDB.

- Conceptualized and implemented a new OC-SDP allocation process that focuses on the strategic use of Technical Assistance resources and greater alignment with client needs and cross-cutting issues.

### Efficiency – Running an effective and efficient institution

- **Enhanced Bank value and service to our clients**
  - Expanded the LTFP to include analysis into the use of the Bank’s net income for strategic priorities.
  - First CAsA pilot program client already on-board and first contract with the PPO clauses already signed (Barbados).
  - New Grants Management Module implemented in SAP to improve reporting capabilities for Trust Funds and OC SDPs.

- **Strengthened Bank governance and promoted continuous improvement**
  - IDB Group Digital Transformation (DT) Program: the DT Week was conducted in April with more than 1600 participants across the IDB Group, who learned about the importance of DT. Following the DT week, 395 ideas were presented through a crowdsourcing exercise focused on transforming the Bank.
  - IDB Group IT Strategy 2022-2027: inclusive consultative process concluded across IDB Group to validate vision and direction.
  - Delivered the 2023 Program and Budget Preview (first of its kind), the Budget Cycle Progress Report, and new views in dashboards for Capital budget execution, workforce levels, and costs to prepare and execute TCs.
  - Incorporated changes to contractual templates for Corporate Procurement & BEO to reflect the recently approved Personal Data Privacy Policy principles.
  - Launched Phase I of the Code of Ethics Update project, including the Ethical Environment Survey.
Program Highlights

Return to Office Framework

> Implemented Module 3 in HQS on April 22, including: updated guidelines for business travel and events; implementation of in-house COVID-19 travel testing and random screening testing; dining area refresh and opening of five micro-markets; and deployment of technologies to improve access to the buildings and management of office space.

> Completed conversion of all public conference rooms in HQS and COFs to MS Teams equipment for improved collaboration and user experience in hybrid meetings.

> Conducted RTO surveys and prepared work models and key components of the future of work.

Knowledge and Innovation

The average downloads of IDB Group publications reached 3,594, surpassing the CRF target.

Through the 2021 EFS: the Net Promoter Score for IDB Group as a provider of relevant knowledge improved from 34 to 48 while the Net Promoter Score for IDB Group as a provider of innovative solutions improved from 16 to 31: both surpassing their 2023 CRF targets.

Launched BIDAcademy’s knowledge week - 1st edition, 5 days focused on the 5 pillars of Vision 2025 (+ 1 career fair), offering 27 sessions of relevant, practical, and actionable knowledge with an active participation of 10K participants per day.

Launched the program for Representatives “Leaders that transform”, a medium-term program designed to strengthen leadership skills, team management, strategic vision, communication, and technical skills to lead the public and private portfolio of their represented country.

Deployed the Digital Transformation Capacity Building Program, a set of interventions to develop adaptive leadership capacities on this area, including the access to the Library of Learning Resources in new technologies from MIT Horizon.

BIDAcademy has provided more than 68 thousand hours of training for about 4 thousand unique participants in the previously mentioned topics*. the massive open online courses (MOOCs) offered through EDX have generated more than 152 thousand hours of training to more than 5 thousand unique participants**. Thus, providing education in project management and operations as part of our commitment to excellency.

On innovation:

> Completed the prototype of a citizen security management system for small and medium cities.

> Built the prototype of the network of women economists.

> Created the client success framework to support customer services in the region.

> Organized new editions of “Bare Talks”, IDB’s open talks about failures to continue fostering our informed risk-taking culture.

Internal Alignment to Cross-Cutting Issues

Completed the preparation of the IDB Group People Strategy 2022-2027.

The percentage of women staff in mid and senior level positions reached 43%, in line with the CRF target.

Designed and launched the Diversity, Equity, and Inclusion Survey, reaching 80% of personnel participation.

The number of actions to promote diversity and inclusion at the IDB Group were 22, with a total of 99 from 2020; achieving the 2023 CRF target.

* Source: My Learning
** Source: EDX. Includes only those who completed the MOOC or who consumed more than 50% of the course; excluding 36 thousand participants who consumed between 1% and 49% of the course.
### At a Glance

#### 2022 Overview

**Administrative Budget**
- **40.4% Executed**
  - 254.7M vs. 631.0M

**Capital Budget**
- **18.9% Executed**
  - 17.9M vs. 95.1M

#### Execution Trend by Year

<table>
<thead>
<tr>
<th>Year</th>
<th>Administrative Budget</th>
<th>Capital Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>2022</td>
<td>40.4%</td>
<td>18.9%</td>
</tr>
<tr>
<td>2021</td>
<td>39.6%</td>
<td>14.5%</td>
</tr>
<tr>
<td>2020</td>
<td>40.4%</td>
<td>12.3%</td>
</tr>
<tr>
<td>2019</td>
<td>42.2%</td>
<td>21.4%</td>
</tr>
<tr>
<td>2018</td>
<td>42.7%</td>
<td>24.8%</td>
</tr>
</tbody>
</table>
At a Glance  Administrative Budget

2022 Overview

**Management Budget**
- **40.5%** Executed
- 239.0M vs. 589.9M

**Non-Management Budget**
- **38.3%** Executed
- 15.7M vs. 41.1M

Execution Trend by Year

<table>
<thead>
<tr>
<th>Year</th>
<th>Management Budget</th>
<th>Non-Management Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>2022</td>
<td>40.5%</td>
<td>38.3%</td>
</tr>
<tr>
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<tr>
<td>2018</td>
<td>42.7%</td>
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</tbody>
</table>
## Administrative Budget

### Summary

#### 2022 Overview

<table>
<thead>
<tr>
<th></th>
<th>Approved Budget ($)</th>
<th>Expended ($)</th>
<th>Execution (%)</th>
<th>Monthly Trend ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Management Budget</strong></td>
<td>589.9M</td>
<td>239.0M</td>
<td>40.5%</td>
<td></td>
</tr>
<tr>
<td>Management Budget without Transactional and Carryover</td>
<td>547.9M</td>
<td>225.7M</td>
<td>41.2%</td>
<td></td>
</tr>
<tr>
<td>Transactional Budget</td>
<td>33.4M</td>
<td>11.7M</td>
<td>34.9%</td>
<td></td>
</tr>
<tr>
<td>Carryover</td>
<td>8.1M</td>
<td>1.6M</td>
<td>19.4%</td>
<td></td>
</tr>
<tr>
<td>Carryover Transactional Budget</td>
<td>0.5M</td>
<td>0.0M</td>
<td>0.0%</td>
<td></td>
</tr>
<tr>
<td><strong>Non-Management Budget</strong></td>
<td>41.1M</td>
<td>15.7M</td>
<td>38.3%</td>
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</tr>
</tbody>
</table>

**Total Administrative Budget Execution**

- **Administrative Budget Total**: 631.0M
- **Expended**: 254.7M
- **Execution**: 40.4%

#### Execution Trend by Year

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<thead>
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<td>2018</td>
<td>42.7%</td>
<td>42.9%</td>
</tr>
</tbody>
</table>
Management Budget  By Unit

2022 Overview

<table>
<thead>
<tr>
<th>Unit</th>
<th>Approved Budget ($)</th>
<th>Expended ($)</th>
<th>Execution (%)</th>
<th>Monthly Trend ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vice Presidency for Sectors and Knowledge</td>
<td>191.6M</td>
<td>84.4M</td>
<td>44.1%</td>
<td></td>
</tr>
<tr>
<td>Vice Presidency for Finance and Administration</td>
<td>151.0M</td>
<td>64.3M</td>
<td>42.5%</td>
<td></td>
</tr>
<tr>
<td>Vice Presidency for Countries</td>
<td>112.0M</td>
<td>48.7M</td>
<td>43.4%</td>
<td></td>
</tr>
<tr>
<td>Strategic Core Departments</td>
<td>74.5M</td>
<td>31.6M</td>
<td>42.4%</td>
<td></td>
</tr>
<tr>
<td>Transactional Budget</td>
<td>33.4M</td>
<td>11.7M</td>
<td>34.9%</td>
<td></td>
</tr>
<tr>
<td>Bankwide Units, Central Accounts, Centrally Managed Programs and Benefits Reallocation *</td>
<td>18.8M</td>
<td>(3.2M)</td>
<td>0.0%</td>
<td></td>
</tr>
<tr>
<td>Carryover</td>
<td>8.1M</td>
<td>1.6M</td>
<td>19.4%</td>
<td></td>
</tr>
<tr>
<td>Carryover Transactional Budget</td>
<td>0.5M</td>
<td>0.0M</td>
<td>0.0%</td>
<td></td>
</tr>
<tr>
<td>Grand Total</td>
<td>589.9M</td>
<td>239.0M</td>
<td>40.5%</td>
<td></td>
</tr>
</tbody>
</table>

Expended Distribution Trend by Year

<table>
<thead>
<tr>
<th>Year</th>
<th>Total ($)</th>
<th>Distribution (%)</th>
<th>% Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>2022</td>
<td>239.0M</td>
<td>4.9% 13.2% 20.4%</td>
<td>26.9% 35.3%</td>
</tr>
<tr>
<td>2021</td>
<td>229.9M</td>
<td>3.8% 13.1% 20.2%</td>
<td>28.0% 36.8%</td>
</tr>
<tr>
<td>2020</td>
<td>234.5M</td>
<td>3.9% 13.1% 20.6%</td>
<td>26.7% 37.3%</td>
</tr>
<tr>
<td>2019</td>
<td>241.2M</td>
<td>4.9% 13.1% 20.5%</td>
<td>25.9% 36.0%</td>
</tr>
<tr>
<td>2018</td>
<td>238.8M</td>
<td>5.6% 15.3% 20.7%</td>
<td>25.3% 32.7%</td>
</tr>
</tbody>
</table>

* Includes $7.6M of expenses under Bankwide Units, Central Accounts & Centrally Managed Programs (40.2% execution), and a credit of $10.7M given that the expenditure rate of central benefits is lower than the amounts allocated to organizational units based on standard benefits’ ratio.
Management Budget  By Account Group

2022 Overview

<table>
<thead>
<tr>
<th>Account Group</th>
<th>Approved Budget ($)</th>
<th>Expended ($)</th>
<th>Execution (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff Labor Costs</td>
<td>370.0M</td>
<td>162.1M</td>
<td>43.8%</td>
</tr>
<tr>
<td>Complementary Labor</td>
<td>121.4M</td>
<td>44.0M</td>
<td>36.2%</td>
</tr>
<tr>
<td>Total</td>
<td>491.4M</td>
<td>206.0M</td>
<td>41.9%</td>
</tr>
</tbody>
</table>

- **Labor Costs**:
  - Approved Budget: 419.0M
  - Expended: 206.0M
  - Execution: 41.9%

- **Non-Labor Costs**:
  - Approved Budget: 462.4M
  - Expended: 295.9M
  - Execution: 34.9%

<table>
<thead>
<tr>
<th>Account Group</th>
<th>Approved Budget ($)</th>
<th>Expended ($)</th>
<th>Execution (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Administrative</td>
<td>68.8M</td>
<td>27.2M</td>
<td>39.5%</td>
</tr>
<tr>
<td>Travel</td>
<td>15.3M</td>
<td>2.5M</td>
<td>16.3%</td>
</tr>
<tr>
<td>Learning Logistics</td>
<td>3.4M</td>
<td>0.9M</td>
<td>28.1%</td>
</tr>
<tr>
<td>Outside Services</td>
<td>2.5M</td>
<td>0.7M</td>
<td>29.8%</td>
</tr>
<tr>
<td>Total</td>
<td>90.0M</td>
<td>31.4M</td>
<td>34.9%</td>
</tr>
</tbody>
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**Carryover**

<table>
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<tr>
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<td>238.8M</td>
<td>16.3%</td>
</tr>
</tbody>
</table>

- **Expended Distribution Trend by Year**

  - **2022**: Total 239.0M, Distribution 86.2%
  - **2021**: Total 229.9M, Distribution 88.0%
  - **2020**: Total 234.5M, Distribution 86.5%
  - **2019**: Total 241.2M, Distribution 82.1%
  - **2018**: Total 238.8M, Distribution 83.1%
Management Budget  Institutional Strategic Priorities and the Budget

Budget execution by Development Challenges and Cross-Cutting Issues (as a percentage of project preparation expenses only)

Approved Projects aligned with Development Challenges and Cross-Cutting Issues

Figures don't add up to 100% each year since operations can be aligned to more than one Development Challenge and/or Cross-cutting Issue. Historical values presented as of June 30th of respective year.

Source: CRF Indicator Tracker as of July 22nd, 2022.
Management Budget  Institutional Strategic Priorities and the Budget

Budget execution by Development Challenges and Cross-Cutting Issues (as a percentage of project supervision expenses only)

- **Social Inclusion and Equality:**
  - Climate change and Environmental sustainability: 22% (26%, 25%, 24%, 22%)
  - Economic Integration: 6% (10%, 9%, 8%, 6%)

- **Productivity and Innovation:**
  - Institutional Capacity and Rule of Law: 19% (18%, 19%, 19%, 19%)
  - Productivity and Innovation: 20% (20%, 19%, 20%, 20%)

- **Gender Equality and Diversity:**
  - Gender Equality and Diversity: 15% (11%, 11%, 14%, 15%)

- **Institutional Strategic Priorities:**
  - Social Inclusion and Equality: 22% (21%, 21%, 21%, 22%)
  - Productivity and Innovation: 25% (19%, 20%, 22%, 25%)
  - Economic Integration: 17% (21%, 19%, 18%, 17%)

Budget execution by Development Challenges and Cross-Cutting Issues (as a percentage of knowledge generation expenses only)

- **Social Inclusion and Equality:**
  - Climate change and Environmental sustainability: 12% (12%, 13%, 13%, 12%)
  - Economic Integration: 9% (7%, 8%, 8%, 9%)

- **Productivity and Innovation:**
  - Institutional Capacity and Rule of Law: 16% (20%, 19%, 19%, 16%)
  - Productivity and Innovation: 25% (19%, 20%, 22%, 25%)

- **Gender Equality and Diversity:**
  - Gender Equality and Diversity: 9% (7%, 8%, 8%, 9%)

- **Institutional Strategic Priorities:**
  - Social Inclusion and Equality: 22% (21%, 21%, 21%, 22%)
  - Productivity and Innovation: 25% (19%, 20%, 22%, 25%)
  - Economic Integration: 17% (21%, 19%, 18%, 17%)
Non-Management Budget  By Unit

2022 Overview

- **Board of Executive Directors**
  - Approved Budget ($): 24.8M
  - Expended ($): 9.8M
  - Execution (%): 39.7%
  - Monthly Trend ($): 🎈🎈🎈🎈

- **Office of Evaluation and Oversight**
  - Approved Budget ($): 8.7M
  - Expended ($): 3.5M
  - Execution (%): 40.7%
  - Monthly Trend ($): 🎈🎈🎈🎈

- **Independent Consultation and Investigation Mechanism**
  - Approved Budget ($): 2.9M
  - Expended ($): 1.2M
  - Execution (%): 40.1%
  - Monthly Trend ($): 🎈🎈🎈🎈

- **Administrative Tribunal**
  - Approved Budget ($): 1.4M
  - Expended ($): 0.5M
  - Execution (%): 33.5%
  - Monthly Trend ($): 🎈🎈🎈🎈

- **Board of Governors**
  - Approved Budget ($): 3.2M
  - Expended ($): 0.7M
  - Execution (%): 22.2%
  - Monthly Trend ($): 🎈🎈🎈🎈

- **Grand Total**
  - Approved Budget ($): 41.1M
  - Expended ($): 15.7M
  - Execution (%): 38.3%
  - Monthly Trend ($): 🎈🎈🎈🎈

**38.3% Executed**
15.7M vs. 41.1M

Execution Trend by Year

<table>
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<tr>
<th></th>
<th>2022</th>
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</table>

Program and Budget Execution Report As of Jun 30th 2022

Executive Budget

- **Board of Executive Directors**
  - Approved Budget ($): 24.8M
  - Expended ($): 9.8M
  - Execution (%): 39.7%
  - Monthly Trend ($): 🎈🎈🎈🎈

- **Office of Evaluation and Oversight**
  - Approved Budget ($): 8.7M
  - Expended ($): 3.5M
  - Execution (%): 40.7%
  - Monthly Trend ($): 🎈🎈🎈🎈

- **Independent Consultation and Investigation Mechanism**
  - Approved Budget ($): 2.9M
  - Expended ($): 1.2M
  - Execution (%): 40.1%
  - Monthly Trend ($): 🎈🎈🎈🎈

- **Administrative Tribunal**
  - Approved Budget ($): 1.4M
  - Expended ($): 0.5M
  - Execution (%): 33.5%
  - Monthly Trend ($): 🎈🎈🎈🎈

- **Board of Governors**
  - Approved Budget ($): 3.2M
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- **Grand Total**
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**By Project Classification**

### 2022 Overview

<table>
<thead>
<tr>
<th>Project Classification</th>
<th>Approved Budget ($)</th>
<th>Carryover ($)</th>
<th>Available ($)</th>
<th>Expended ($)</th>
<th>Execution (%)</th>
<th>Monthly Trend ($)</th>
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<tbody>
<tr>
<td>Information Technology</td>
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<td>47.3M</td>
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<tr>
<td>Country Offices</td>
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<td>30.9M</td>
<td>35.4M</td>
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<td><img src="image" alt="Graph" /></td>
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<tr>
<td>Headquarters</td>
<td>9.2M</td>
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**18.9% Executed**

17.9M vs. 95.1M

### Execution Trend by Year

<table>
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<th>Year</th>
<th>Information Technology</th>
<th>Country Offices</th>
<th>Headquarters</th>
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<td>6.9%</td>
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