
2015 Q1 Q2 Q3
**BUSINESS
REVIEW**



CONTENTS

Introduction	1
Summary	3
I. Execution	8
II. Strategic Alignment	18
III. Business Development	28
IV. Resource Management	34
a. Budget and Efficiency	35
b. Human Resources	41
V. Knowledge and Learning	45
Abbreviations & Endnotes	48/49

INTRODUCTION

As mandated by IDB-9, the Office of Strategic Planning and Development Effectiveness (SPD) reports periodically on a set of indicators that allows Management to monitor the progress in achieving its corporate results. This forms part of a broader effort to enhance the Bank's accountability and transparency while reducing information asymmetries throughout the organization in order to move further towards evidence-based decision making.

One such report is the Quarterly Business Review . Since 2014, SPD has been working to continuously improve both the content and functionality of the Business Reviews (QBR). For

example, in addition to a new look based on the Bank's new identify, the QBR has simpler graphics, while allowing the user to download source data with a simple click. And for those iPad users with Roambi installed, the QBR lets you interact directly with how the data is visualized.

In this edition, information about results from the External Feedback System was expanded and there is a new section with information from the Evaluation Recommendation Tracking System (ReTS) that facilitates the monitoring of recommendations from the evaluation work of the Office of Evaluation and Oversight (OVE).

As always, we'd like to hear from you. Please share with us your opinions about the QBR and ideas for continued improvement. You can email us at any time directly to QBR@IADB.ORG . You will also be receiving a brief on-line survey shortly

This document provides an analysis of the 2015 Second Quarter operational data and results for discussion and decision making purposes. This data was collected from a number of sources and is subject to adjustments and analysis as deemed appropriate by the corresponding business units providing the information. Due to rounding, percentages may not always appear to add up to 100%.

Special thanks to VPC, VPF, VPS, VPP, ORP and RMG for their contributions to this report.

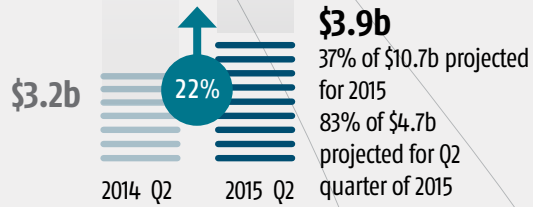
SUMMARY

2015 Q1 Q2 Q3
**BUSINESS
REVIEW**

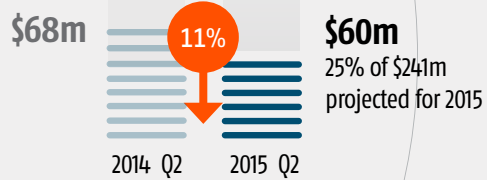
PROGRAM EXECUTION

Loan Disbursements¹

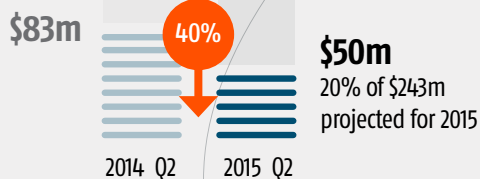
TOTAL CUMULATIVE DISBURSEMENTS



FSO FOR ELIGIBLE COUNTRIES

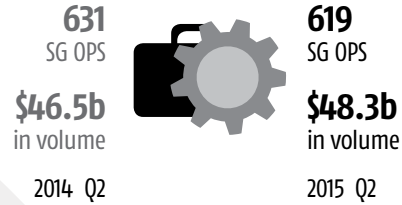


IDB GRANT FACILITY

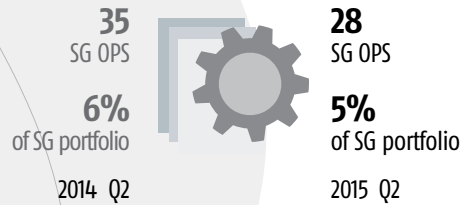


Loan Portfolio

SG OPERATIONS IN PORTFOLIO



SG OPERATIONS W/LEGAL EFFECTIVENESS PENDING ELIGIBILITY

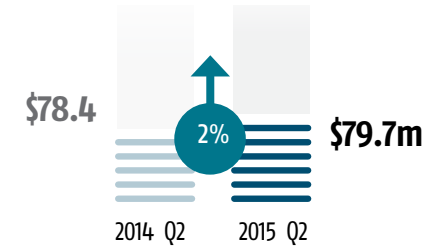


NSG OPERATIONS CURRENTLY DISBURSING

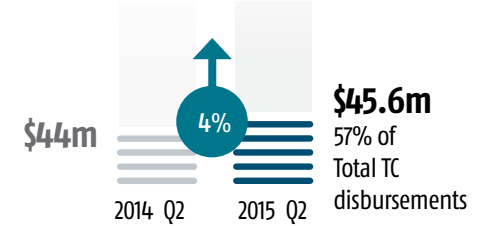


Technical Cooperation Disbursements

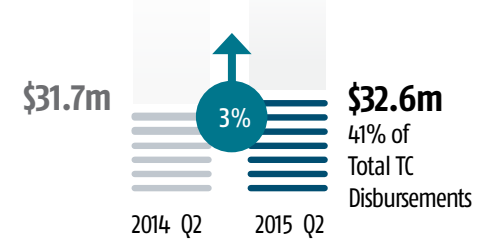
TC DISBURSEMENTS



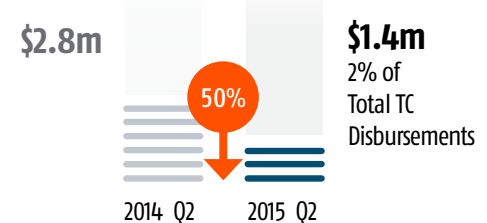
TC ORC SPECIAL PROGRAMS



TC DONOR TRUST FUNDS



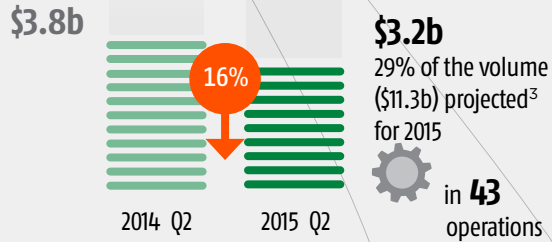
TC FSO DISBURSEMENTS



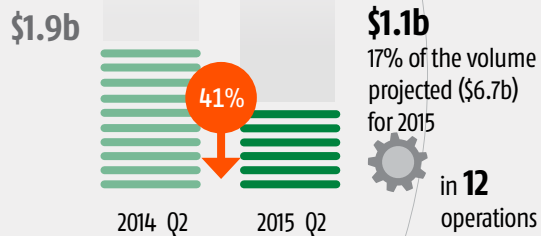
PROGRAM STRATEGIC ALIGNMENT

Loan Approvals²

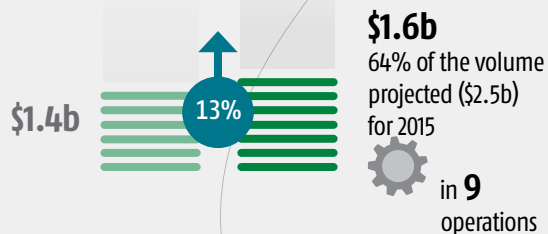
TOTAL SG & NSG LENDING APPROVALS



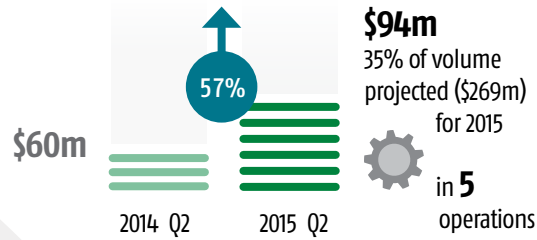
SG INVESTMENTS LENDING APPROVALS



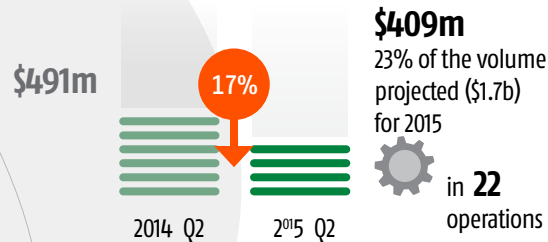
POLICY-BASED LENDING APPROVALS



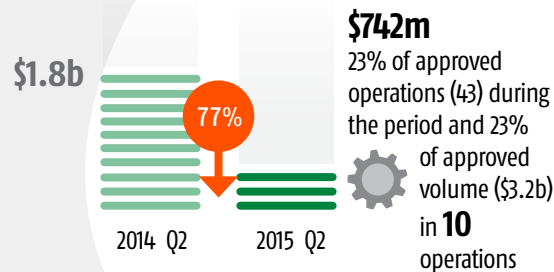
FSO OPERATIONS APPROVALS



NSG ORDINARY CAPITAL APPROVALS



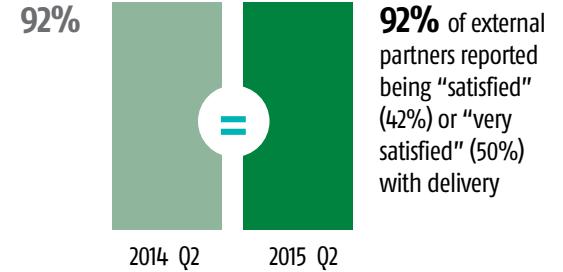
MULTIPLE BOOKED⁴ OPERATIONS APPROVED



External Feedback System

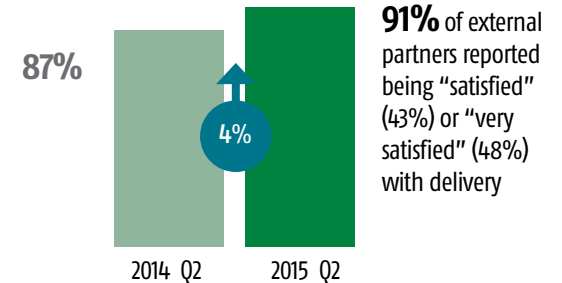
IDB DELIVERY OF LOAN OPERATIONS

CRF Target is **70%** by 2015



IDB DELIVERY OF TC OPERATIONS

CRF Target is **70%** by 2015



BUSINESS DEVELOPMENT

Country Strategies & Programming

COUNTRY STRATEGIES



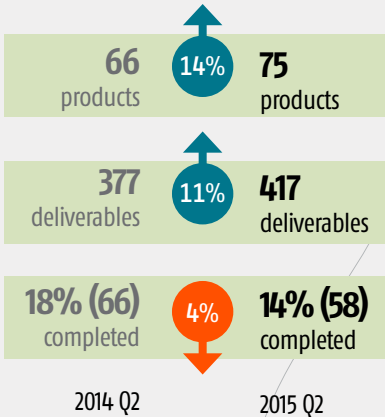
9 Country Strategies projected for 2015.

2 approved in 2014 Q2

1 approval in 2015 Q2.

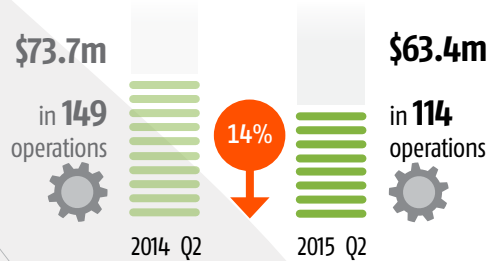
VPS Economic & Sector Work (ESW) Products

ESW PLAN⁵

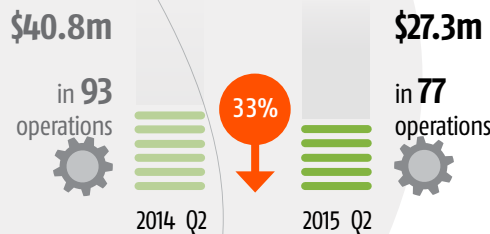


Technical Cooperations Program

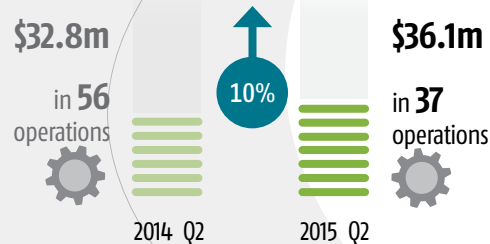
TECHNICAL COOPERATION APPROVALS



FINANCED WITH ORDINARY CAPITAL APPROVALS

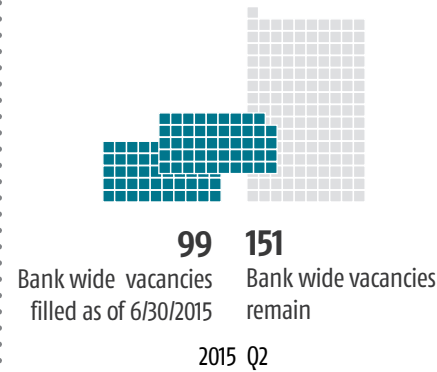


FINANCED WITH DONOR TRUST FUND APPROVALS

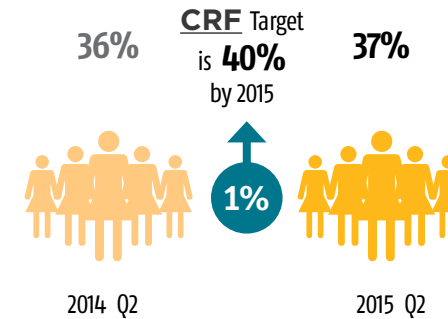


HUMAN RESOURCES

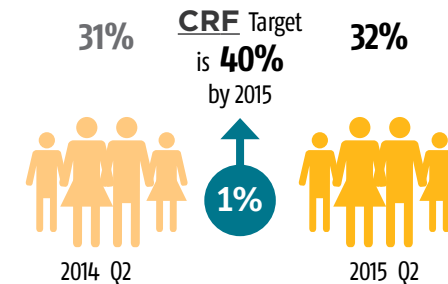
VACANCIES FILLED



WOMEN IN GRADES FOUR & ABOVE



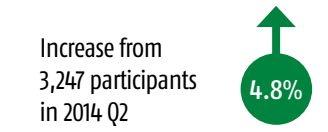
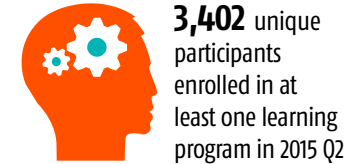
PROFESSIONAL STAFF IN COF



<http://hranalytics/>

KNOWLEDGE & LEARNING

PARTICIPANTS ENROLLED

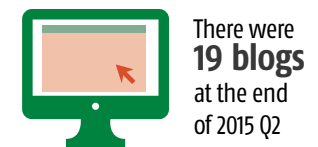


KNOWLEDGE PRODUCTS



999,532 total visits to these publications, yielding an average of 136 visits per publication

BLOGS



<http://blogs.iadb.org/>
<http://blogs.iadb.org/abierto-al-publico/>

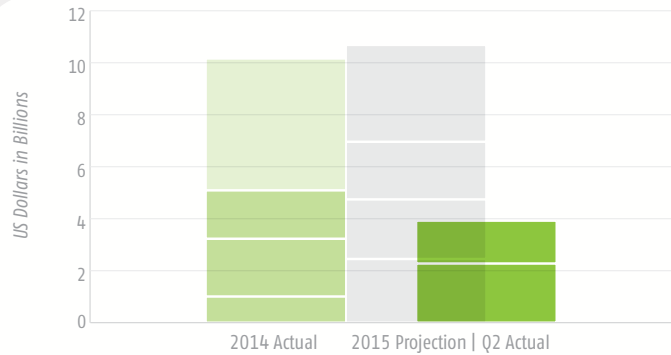
I. EXECUTION

DISBURSEMENTS

1.1 Total Cumulative Disbursements

Bank's disbursements: \$3.9b

- 37% of \$10.7b projected⁶ for 2015
- 22% increase from \$3.2b in 2014 Q2



BY COUNTRY GROUP

1.2 Loan Disbursements by Country Group

CAN countries
 disbursements: **\$1.2b**

- 39% of \$3.1b projected for 2015
- 358% increase from \$263m in 2014 Q2

CCB countries
 disbursements: **\$91m**

- 24% of \$379m projected for 2015
- 57% decrease from \$207m in 2014 Q2

CID countries
 disbursements: **\$1.4b**

- 40% of \$3.5b projected for 2015
- 19% increase from \$1.2b in 2014 Q2

CSC countries
 disbursements: **\$1.2b**

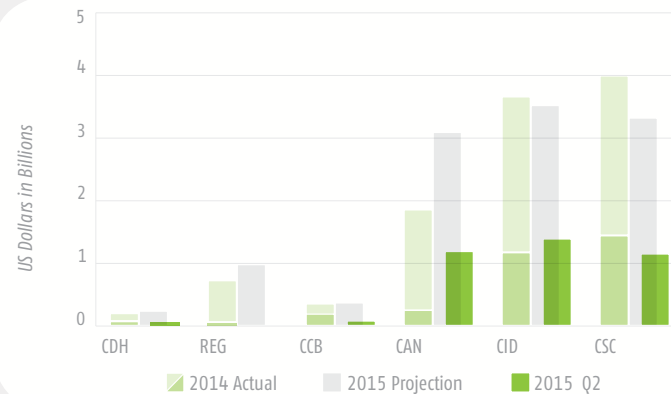
- 38% of \$3.3b projected for 2015
- 20% decrease from \$1.5b in 2014 Q2

CDH (Haiti)
 disbursements: **\$50m**

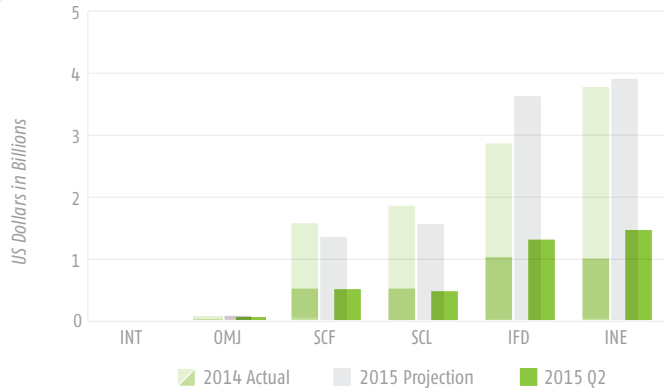
- 20% of \$247m projected for 2015
- 40% decrease from \$83m in 2014 Q2

Regional disbursements:
\$16m

- 16% of \$99m projected for 2015
- 66% decrease from \$74m in 2014 Q2



BY DEPARTMENT (SG & NSG)



1.3 Loan Disbursements by Departments

IFD disbursements: **\$1.3b**

- 37% of \$3.7b projected for 2015
- 27% increase from \$1.1b in 2014 Q2

INE disbursements: **\$1.5b**

- 38% of \$3.9b projected for 2015
- 45% increase from \$1.0b in 2014 Q2

SCL disbursements: **\$505m**

- 32% of \$1.6b projected for 2015
- 12% decrease from \$575m in 2014 Q2

INT disbursements: **\$6m**

- 17% of \$38m projected for 2015
- 19% decrease from \$8m in 2014 Q2

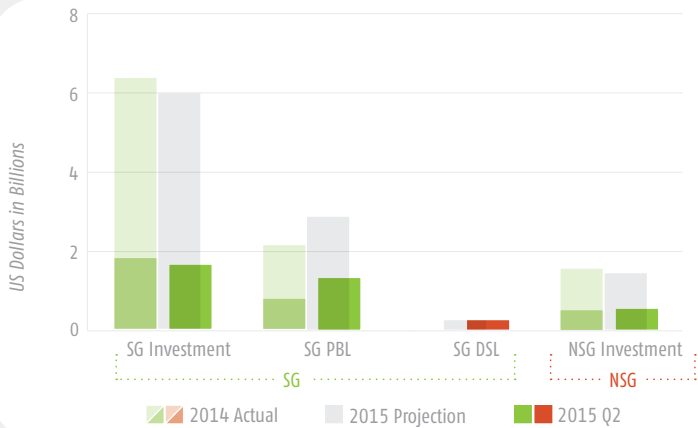
SCF disbursements: **\$538m**

- 39% of \$1.4b projected for 2015
- 2% decrease from \$547m in 2014 Q2

OMJ disbursements: **\$48m**

- 46% of \$105m projected for 2015
- 217% increase from \$15m in 2014 Q2

BY INSTRUMENT



1.4 Loan Disbursements by Instrument

SG Investment disbursements: **\$1.7b**

- 28% of \$6.0b projected for 2015
- 9% decrease from \$1.8b in 2014 Q2

NSG Investment disbursements: **\$586m**

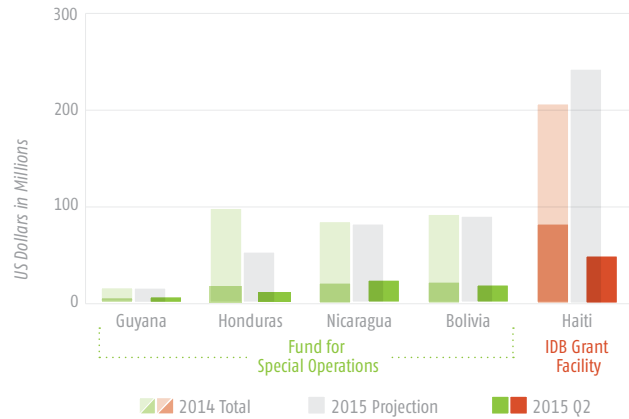
- 40% of \$1.5b projected for 2015
- 4% increase from \$562m in 2014 Q2

Policy Based Loan disbursements: **\$1.4b**

- 47% of \$2.9b projected for 2015
- 66% increase from \$823m in 2014 Q2

Development Sustainability Contingent Credit Line (DSL)⁷ disbursements: **\$300m**

- 100% of the original projection of \$300m for 2015
- No DSL disbursements in 2014



1.5 Disbursements of FSO and IDB Grant Facility

Fund for Special Operations
 disbursements: **\$60m**

- 25% of \$241m projected for 2015
- 11% decrease from \$68m in 2014 Q2

IDB Grant Facility disbursements: **\$50m**

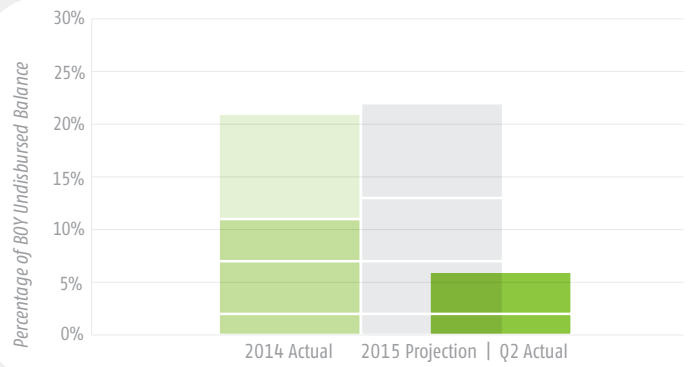
- 20% of \$243m projected for 2015
- 40% decrease from \$83m in 2014 Q2

BEGINNING OF YEAR UNDISBURSED BALANCE

1.6 Investment Disbursements as percentage of Beginning of Year Undisbursed Balance

Beginning of year balance for **SG** investment operations in execution: **\$27.4b**

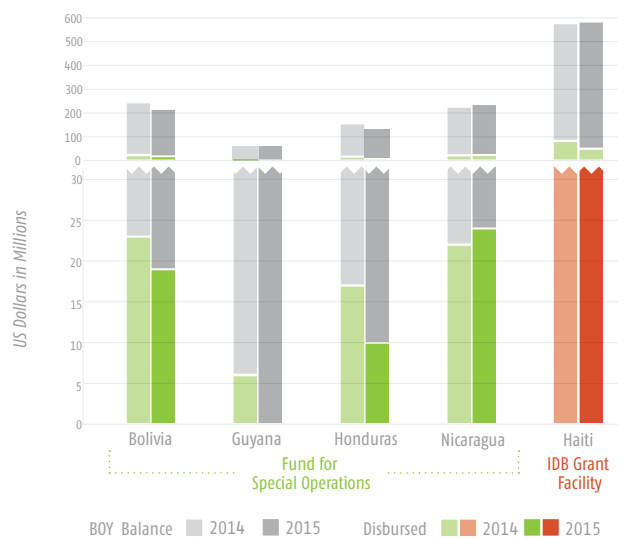
- 2% increase from \$26.8b at the beginning of 2014
- 6% (\$1.7b) of the initial undisbursed balance has been disbursed as of 2015 Q2,⁸ 1% lower compared with 7% (\$1.8b) in 2014 Q2
- 22% of initial balance is projected to be disbursed during 2015, 1% more compared with 21% disbursed in 2014



1.7 FSO and IDB Grant Facility Disbursements compared to Beginning of Year Undisbursed Balance

Beginning of year balance for **SG** investment operations financed by FSO and the IDB Grant Facility for eligible countries: **\$1.24b**

- 2% decrease from \$1.26b at the beginning of 2014
- 8% (\$101m) of the initial undisbursed balance has been disbursed as of 2015 Q2⁹, 4% less compared with 12% (\$151m) in 2014 Q2

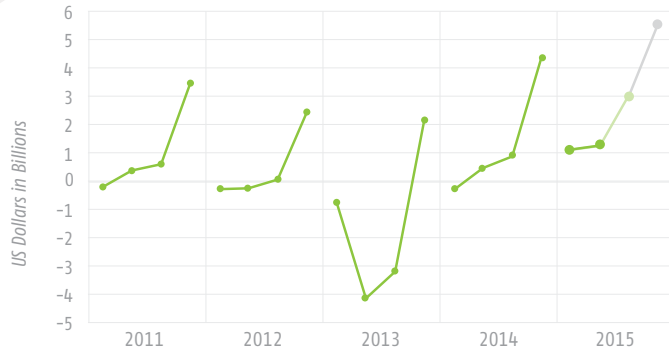


NET LOAN FLOWS

1.8 Net Loan Flows of Convertible Currencies (YTD)

Net Loan Flow for Q2 was positive **\$1.6b** as the Bank disbursements exceeded repayments¹⁰

- Net Loan Flow for 2014 Q2 was a positive **\$481m**.
- \$5.6b is the estimated net loan flow level for EOY 2015, based on projections for principal collections and disbursements for the year

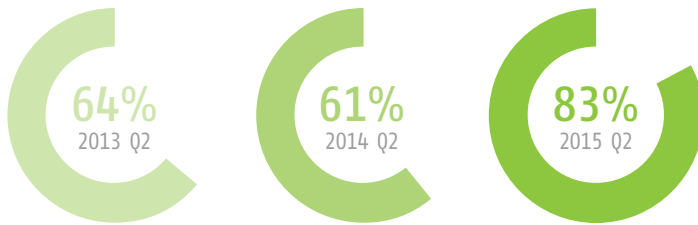


EX POST REVIEW OF DISBURSEMENTS

1.9 Disbursements Reviewed Ex Post

Disbursements reviewed ex post: 83% of total disbursements for SG investment operations

- 22% increase from 61% in 2014 Q2
- 78% of the loans that disbursed in 2015 Q2 had ex post review, 13 percentage points increase from 83% in 2014 Q2



Percentage of SG Disbursements Reviewed Ex Post

TECHNICAL COOPERATION DISBURSEMENTS

1.10 TC Cumulative Disbursements

TC disbursements: \$79.7m

- 2% increase from \$78.4m in 2014 Q2

TC ORC Special Programs: \$45.6m

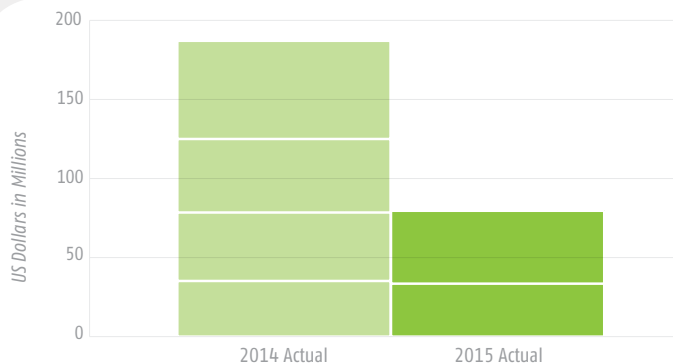
- 57% of total TC disbursements
- 4% increase from \$44m disbursed in 2014 Q2

TC Donor Trust Funds: \$32.6m

- 41% of total TC disbursements
- 3% increase from \$31.7m disbursed in 2014 Q2

TC FSO disbursements: \$1.4m

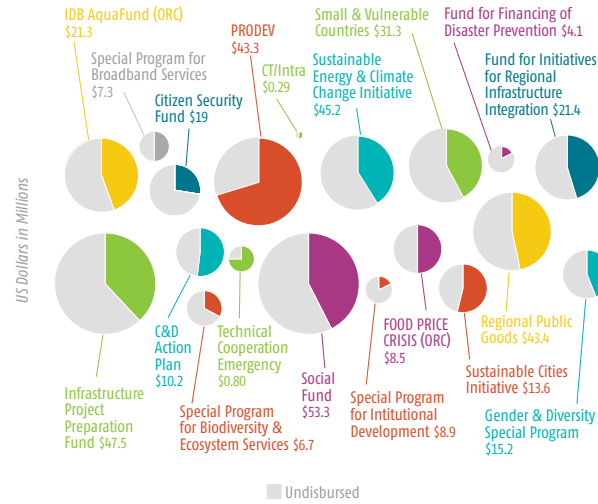
- 2% of total TC disbursements
- 50% decrease from \$2.8m disbursed in 2014 Q2



1.11 Disbursements of Special Programs Financed with Ordinary Capital

Total amount disbursed of Technical Cooperation's Portfolio under **ORC Special Programs: 45% (\$180m) of \$399m in portfolio**

- 42% (\$185m) of \$435m in portfolio in 2014 Q2

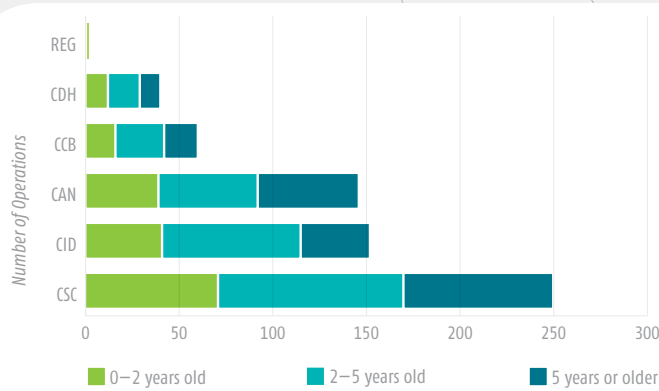


LOAN PORTFOLIO¹¹

1.12 SG Operations by Country Region and Approval Year

619 SG operations in portfolio, \$48.3b in volume

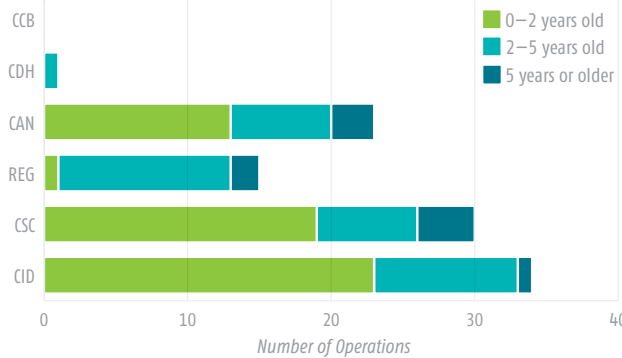
- 170 operations (27%) were approved on or before June 2010 (5 years or older)
- 270 operations (44%) were approved between July 2010 and June 2013 (2 to 5 years old)
- 179 operations (29%) were approved on or after July 2013 (0 to 2 years old)
- 65% (402) under CID and CSC countries



1.13 NSG Operations by Country Region and Approval Year

Total **NSG portfolio** includes **247** operations.

- **103** currently disbursing and Guarantees with exposure for a total of **\$5.6b** in volume:
 - 10 operations were approved on or before June 2010 (5 years or older)
 - 37 operations were approved between July 2010 and June 2013 (2 to 5 years old)
 - 56 operations were approved on or after July 2013 (0 to 2 years old)
- 62% (64) under CID and CSC countries
- 34 (33%) operations in CID, 30 (29%) in CSC, 23 (22%) in CAN, 15 (15%) Regionals, 0 (0%) in CCB and 1 (1%) in CDH



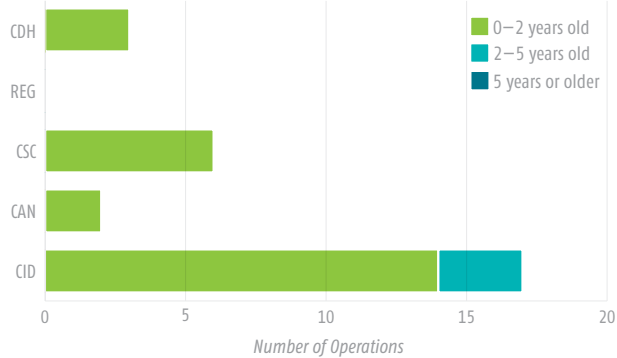
In addition, the NSG portfolio contains **113 NSG operations fully disbursed** and **33** TFFP

LOAN PORTFOLIO PENDING RATIFICATION

1.14 SG Operations Pending Ratification by Country Group and Approval Year

28 SG operations pending ratification, \$2.1b in volume

- 25 operations were approved on or after July 2013 (0 to 2 years old)
- 3 operations were approved between June 2010 and July 2013 (2 to 5 years old)
- 61% (17) under CID countries

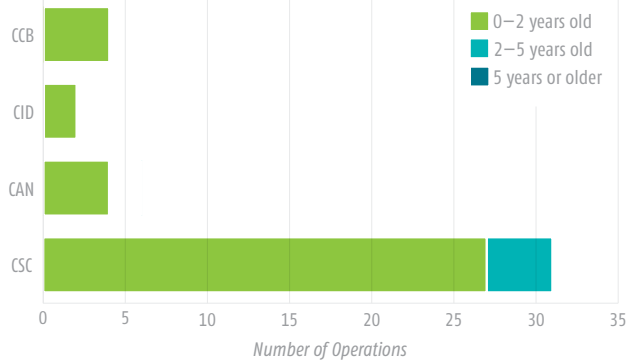


LOAN PORTFOLIO PENDING SIGNATURE

1.15 SG Portfolio Pending Signature by Country Group and Approval Year

41 SG operations pending signature¹² \$3.3b in volume

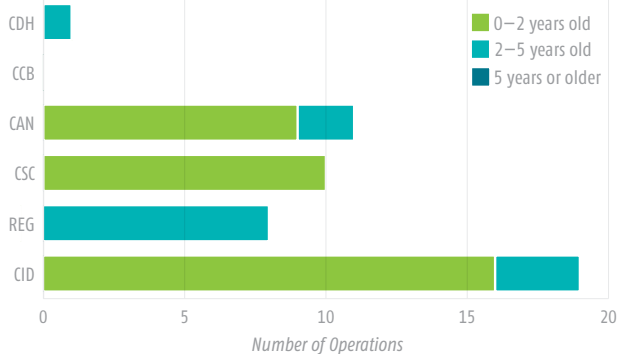
- 7% of total SG portfolio (619 operations)
- 4 operations were approved between July 2010 and June 2013 (2 to 5 years old)
- 37 operations were approved on or after July 2013 (0 to 2 years old)
- 76% (31) under CSC countries



1.16 NSG Operations Pending Signature by Country Group and Approval Year

49 NSG operations pending signature, \$2.1b in volume

- 48% of the disbursing NSG portfolio (103 operations)
- 14 operations were approved between June 2010 and July 2013 (2 to 5 years old)
- 35 operations were approved on or after July 2013 (0 to 2 years old)
- 61% (30) under CID countries and CAN

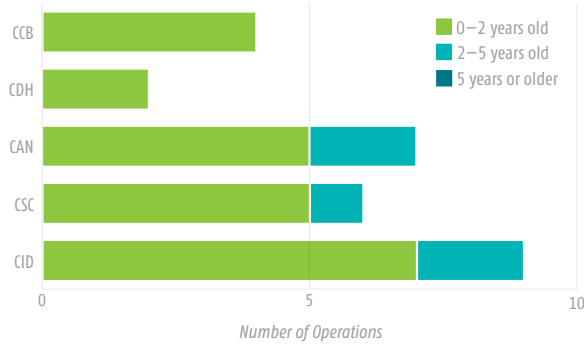


LOAN PORTFOLIO PENDING ELIGIBILITY

1.17 SG Operations Legally Effective, Pending Eligibility by Country Group and Approval Year

28 SG operations with legal effectiveness pending eligibility¹³

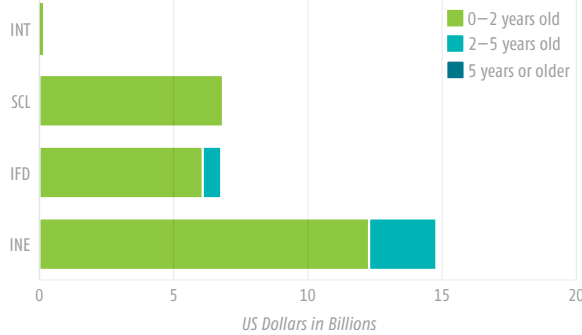
- 5% of total SG portfolio (619 operations)
- 5 operations were approved between July 2010 and June 2013 (2 to 5 years old)
- 25 operations were approved on or after July 2013 (0 to 2 years old)
- 46% (16) under CAN and CSC countries



1.18 SG Operations Not Yet Eligible (Volume of Operations)

\$2.9b in SG operations with legal effectiveness pending eligibility

- 5% of total SG portfolio (\$48.3b)
- 52% (\$1.5b) under INE sector department
- 24% (\$684m) under SCL sector department
- 24% (\$678m) under IFD sector department

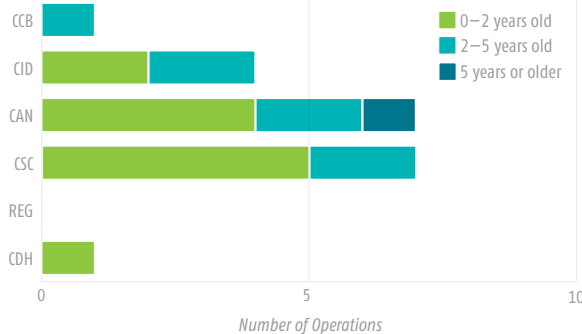


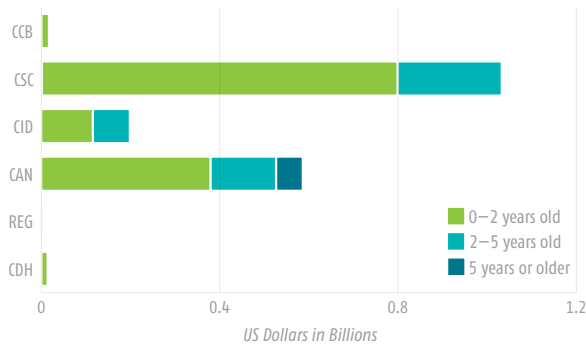
LOAN PORTFOLIO PENDING FIRST DISBURSEMENT

1.19 SG Operations pending First Disbursement

20 SG eligible operations currently pending first disbursement

- 3% of total SG portfolio (619 operations)
- 1 operations was approved on or before June 2010 (5 years or older)
- 7 operations were approved between July 2010 and March 2013 (2 to 5 years old)
- 12 operations were approved on or after July 2013 (0 to 2 years old)
- 35% (7) of operations are under CSC countries
- 35% (7) of operations are under CAN countries
- 20% (4) of operations are under CID countries
- 5% (1) of operations are under CCB countries
- 5% (1) of operations are under CDH (Haiti)





1.20 Operations pending First Disbursement (Volume of Operations)

30 SG eligible operations pending first disbursement: \$1.8b

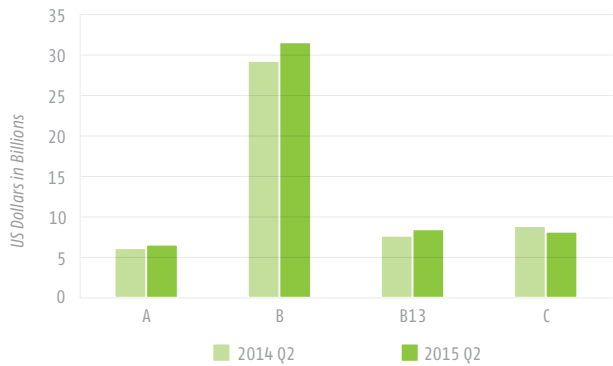
- 4% of total SG portfolio volume (\$48.3b)
- 32% (\$587m) of volume is under CAN countries
- 56% (\$1.0b) of volume is under CSC countries
- 11% (\$199m) of volume is under CID countries
- 1% (\$14m) of volume is under CDH (Haiti)

ENVIRONMENTAL AND SOCIAL IMPACT RISKS

1.21 Volume of portfolio in execution by Environmental & Social Impact

36 operations in execution for \$6.6b classified as **category "A"** in Environmental and Social Impact risk

- 13% increase from 32 in 2014 Q2
- 7% increase from \$6.2b in 2014 Q2



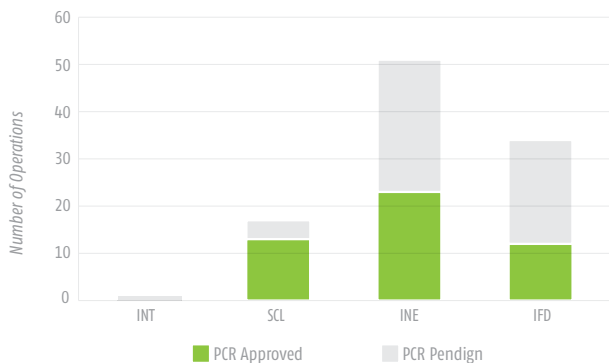
PROJECT COMPLETION REPORTS

1.22 PCR Status for Projects Fully Disbursed in 2014

103 of 118 operations that completed disbursements during 2014 **require a Project Completion Report**¹⁴

- **As of June 30, 41%** (48) were processed and approved by VPS: INE (19), IFD (12) and SCL (13)

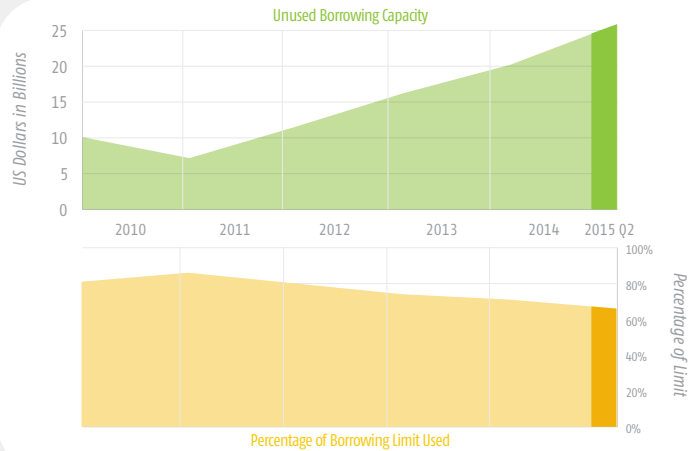
15 operations that completed disbursements during 2014 are expected to complete a Project Completion Report based on the **new system** during 2015



LENDING CREDIT RISK

The Bank manages loan credit risk by maintaining limits on lending capacity, allocating adequate capital to cover unexpected scenarios in the loan portfolio, and by maintaining policies for managing non-performing loans. The Bank has also established sector concentration limits in the NSG portfolio to facilitate diversification.

Overall lending operations are constrained by the Bank's Borrowing Policy, which limits Net Borrowings to the callable capital of non-borrowing countries.



1.23 Unused Borrowing Capacity

Net Borrowings: \$50.6b

- 1% increase from \$49.9b at the end of 2014

The **Callable Capital** of non-borrowing countries: **\$76.4b**

- 9% increase from \$70.1b at the end of 2014

Percentage of the **borrowing limit** used: **66%**

- 5% decrease from 71% at the end of 2014

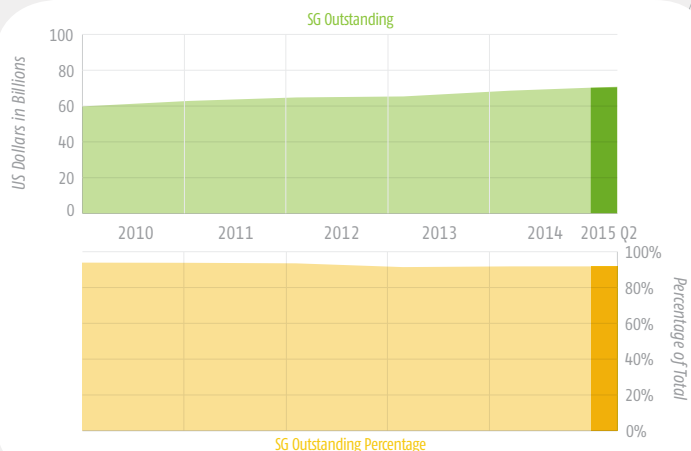
Unused borrowing capacity: \$25.9b

- 28% increase from \$20.2b at the end of 2014

CONCENTRATION RISK

High geographic concentration remains a source of credit risk in the IDB's loan and guarantee portfolio (SG+NSG), given the regional nature of the Bank's lending operations.

By the end of 2015 Q1, the five largest borrowing countries – Brazil (20%), Mexico (18%), Argentina (15%), Colombia (10%) and Ecuador (5%) – accounted for 68% of the Bank's loan and guarantee exposures. Ecuador replaced Peru (4%) as the fifth largest in 2014.



1.24 Concentration Risk (SG)

Size of the outstanding SG portfolio: \$69.7b

- 1.5% increase from \$68.7b at the end of 2014

The five largest SG exposures: 69.8%

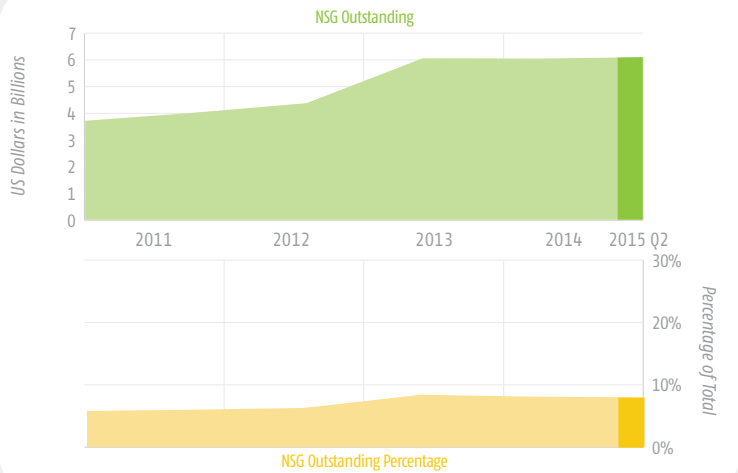
- Same as of the end of 2014

Undisbursed portion of approved SG loans: \$27.4b

- 3.7% decrease from \$28.5b at the end of 2014

SG loans **undisbursed as a percentage of outstanding** SG loans and guarantees: **28.2%**

- 1.1% percentage point decrease from 29.3% as at the end of 2014



1.25 Concentration Risk (NSG)

Size of the outstanding NSG portfolio: \$6.00b

- 0.3% decrease from \$6.03b at the end of 2014

The **five largest NSG exposures: 56.0 %**

- 0.1% increase from 55.9% at the end of 2014¹⁵

Undisbursed portion of NSG loans reached **\$2.7b**

- 6% decrease from \$2.9 billion at the end of 2014

NSG loans and guarantees **undisbursed as a percentage of outstanding: 31.3%**

- 1.1% percentage point decrease from 32.4% at the end of 2014

TECHNICAL COOPERATION'S PORTFOLIO

1.26 TC Operations by Country Group and Approval Year

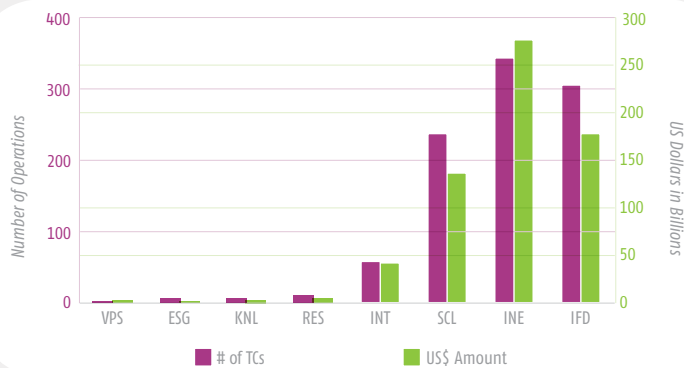
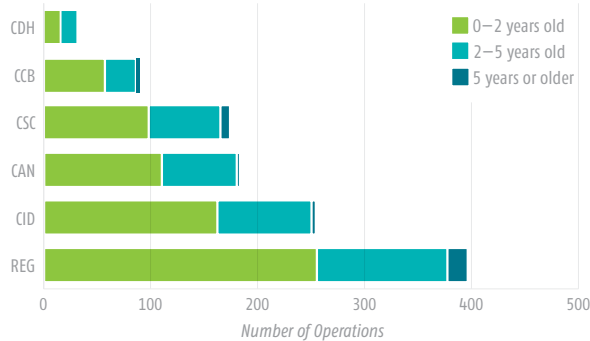
TC operations in portfolio: 1,129, with **\$716m** in volume

- 39 (\$50.6m) operations were approved on or before April 2010 (5 years or older)
- 392 (\$255.6m) operations were approved between April 2010 and March 2013 (2 to 5 years old)
- 698 (\$409.6m) operations were approved on or after April 2013 (0 to 2 years old)
- 58% (650) under CID countries and Regional operations

1.27 Technical Cooperation in Execution under VPS by Sector

Technical Cooperation in portfolio under VPS supervision: 973 operations with **\$648.1m** in volume:

- 306 (\$178.5m) under IFD department
- 344 (\$277m) under INE department
- 238 (\$137.1m) under SCL department
- 59 (\$42.7m) under INT department
- 26 (\$12.8m) under RES, KNL, ESG & VPS



PROGRESS MONITORING REPORTS FOR SG OPERATIONS

The PMR is the monitoring instrument of the Development Effectiveness Framework (DEF). The current methodology was approved by the Operational Policy Committee in November 2013, and produces more accurate classification of projects' performance, due to the incorporation of new indicators during different phases of the projects, and new procedures for the validation and quality control of the information used and produced by the system.

For projects disbursing, the PMR employs an adaptation of the Earned Value Method (EVM) technique that compares the planned values of a project with the actual values achieved (earned value) and the actual costs. For approved projects not disbursing,¹⁶ the classification is based on the percentile of the elapsed time from approval date to legal effectiveness, or from legal effectiveness to eligibility.

A new validation procedure allowed for a more accurate classification of projects, thanks to the incorporation of all relevant parties (specialist, team leaders, division chiefs, chiefs of operations and country representatives) in the project assessment.

This methodology was implemented for the first time in May 2014, through the Convergence Platform, the first release of the Bank's integrated business solutions (Optima).

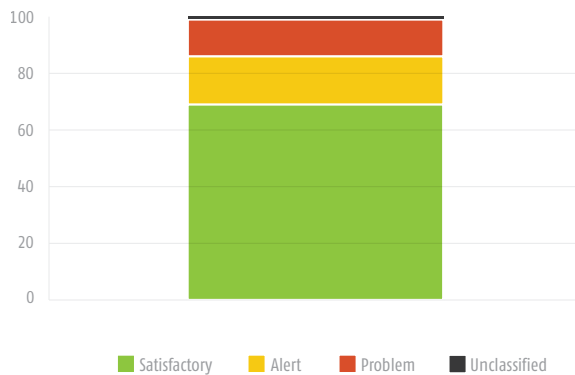
The **SG active portfolio of the Bank as of December 31, 2014 comprised 649** operations that had to report and classify its performance during the PMR "March" 2015 cycle.¹⁷

- 16% (107) were executing in the first stage.
- 75% (487) were executing in the second stage, eligible projects with less 95% amount disbursed.
- 8% (55) were executing in the third stage, active projects that disbursed 95% or more.

1.28 Validated Classification of active portfolio

Of the **649 active operations** in 2014.

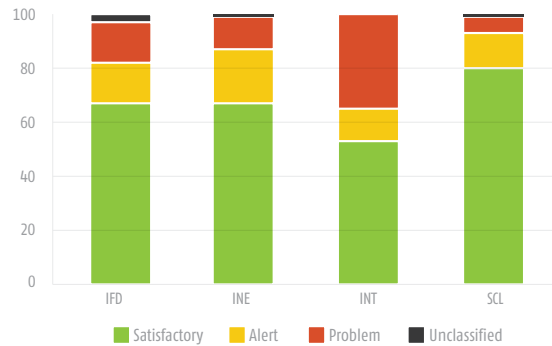
- 69% (447) were classified as satisfactory
- 17% (109) were classified as in alert
- 13% (84) were classified as with problems
- 1% (9) was not classified



BY DEPARTMENT

1.29 Validated classification of active portfolio by Department

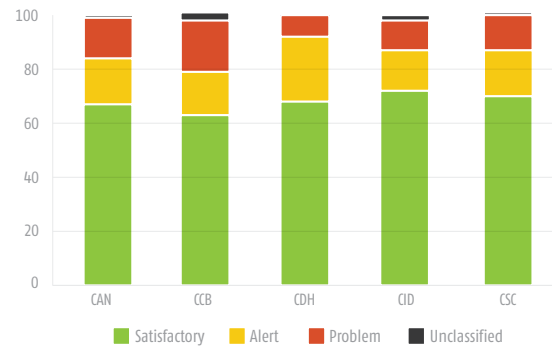
- **IFD:** 67% satisfactory, 15% in alert and 15% with problems. 3% unclassified.
- **INE:** 67% are satisfactory, 20% in alert, 12% with problems and 1% unclassified
- **INT:** 53% are satisfactory, 12% in alert and 35% with problems
- **SCL:** 80% are satisfactory, 13% in alert and 6% with problems. 1% unclassified.



BY REGION

1.30 Validated classification of active portfolio by Region

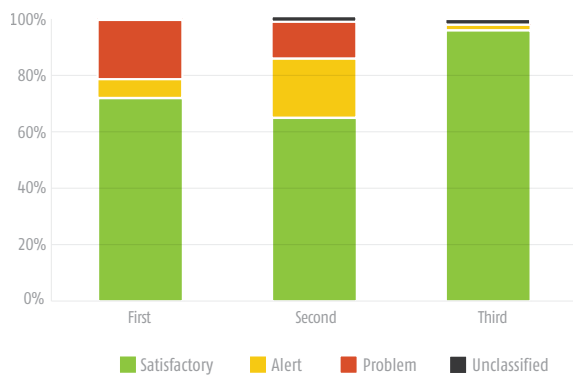
- **CAN:** 67% satisfactory, 17% in alert, 15% with problems and 1% unclassified.
- **CCB:** 63% satisfactory, 16% in alert, 19% with problems and 3% unclassified
- **CDH:** 68% satisfactory, 24% in alert and 8% with problems
- **CID:** 72% satisfactory, 15% in alert, 11% with problems and 2% unclassified.
- **CSC:** 70% satisfactory, 17% in alert, 13% with problems and 1% unclassified.



BY STAGE

1.31 Validated classification of active portfolio by Stage

- **First stage:** 72% satisfactory, 7% in alert and 21%, with problems.
- **Second stage:** 65% satisfactory, 21% in alert, 13% with problems and 2% unclassified
- **Third stage:** 96% satisfactory, 2% in alert and 2% unclassified



II. STRATEGIC ALIGNMENT

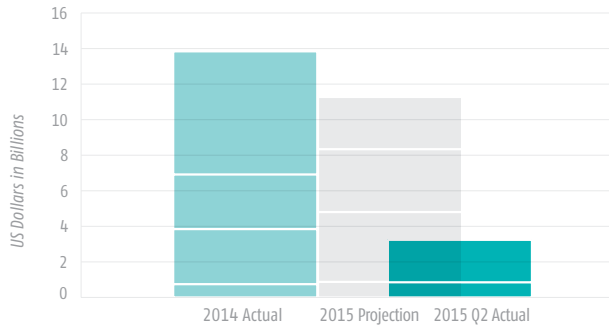
2015 Q1 Q2 Q3
BUSINESS REVIEW

LOAN APPROVALS

2.1 Cumulative approvals by quarter

Bank's approvals: \$3.2b in 43 operations

- 29% of the volume (\$11.3b) projected¹⁸ for 2015
- 5% increase from 41 loans in 2014 Q2
- 16% decrease from \$3.8b in 2014 Q2
- \$81.7m is the average projected operations size for year's end, a 11% decrease from \$91m in 2014



BY COUNTRY GROUP

2.2 Country Group Approvals

CAN countries: \$1b in 7 operations

- 36% of the volume (\$3b) projected for 2015
- 41% increase from \$770m in 2014 Q2
- 30% decrease from 10 loans in 2014 Q2

CID countries: \$768m in 16 operations

- 23% of the volume (\$3.4b) projected for 2015
- 60% decrease from \$1.9b in 2014 Q2
- 23% increase from 13 loans in 2014 Q2

CDH: \$42m in 2 operations

- 21% of the volume (\$200m) projected for 2015
- 45% decrease from \$77m in 2014 Q2
- 33% decrease from 3 loans in 2014 Q2

CCB countries: \$57m in 2 operations

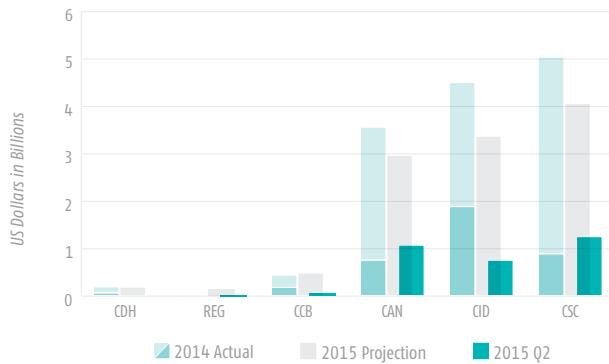
- 11% of the volume (\$502m) projected for 2015
- 71% decrease from \$198m in 2014 Q2
- 50% decrease from 4 loans in 2014 Q2

CSC countries: \$1.3b in 11 operations

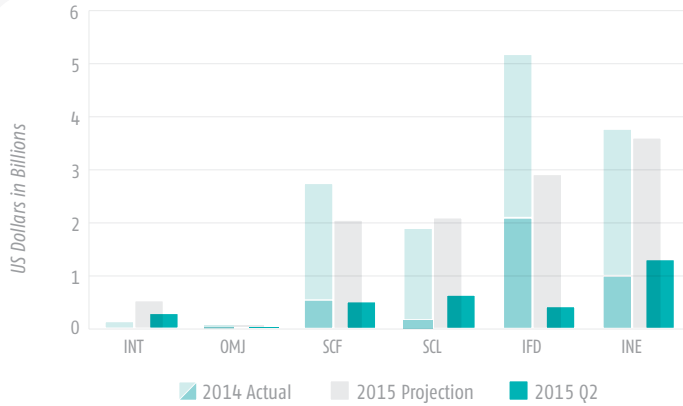
- 31% of the volume (\$4.1b) projected for 2015
- 41% increase from \$901m in 2014 Q2
- 36% increase from 11 loans in 2014 Q2

Regional: \$23m in 1 operation

- 16% of the volume (\$138m) projected for 2015
- There were no loans approved in 2015 Q2 and 2014 Q2



BY DEPARTMENT (SG & NSG)



2.3 Approvals by Department

IFD approvals: **\$435m** in **5** operations

- 15% of the volume (\$2.9b) projected for 2015
- 79% decrease from \$2.1b in 2014 Q2
- 67% decrease from 15 operations in 2014 Q2

INE approvals: **\$1.3b** in **11** operations

- 37% of the volume (\$3.6b) projected for 2015
- 31% increase from \$1b in 2014 Q2
- Same number of 11 loans as in 2014 Q2

SCL approvals: **\$650m** in **3** operations

- 31% of the volume (\$2.1b) projected for 2015
- 309% increase from \$159m in 2014 Q2
- 25% decrease from 4 operations in 2014 Q2

SCF approvals: **\$526m** in **20** operations

- 26% of the volume (\$2.1b) projected for 2015
- 6% decrease from \$557m in 2014 Q2
- 122% increase from 9 operations in 2014 Q2

INT approvals: **\$302m** in **2** operation

- 56% of the volume (\$542m) projected for 2015
- 2417% increase from \$12m in 2014 Q2
- 100% increase from 1 operation in 2014 Q2

OMJ approvals: **\$10m** in **2** operations

- 33% of the volume (\$31m) projected for 2015
- There were no operations approved in 2014 Q2

BY INSTRUMENT

2.4 Approvals by Instrument

SG Investment approvals: **\$1.1b** in **12** operations

- 17% of the volume (\$6.7b) projected for 2015
- 41% decrease from \$1.9b in 2014 Q2
- 48% decrease from 23 operations in 2014 Q2

Policy Based approvals: **\$1.6b** in **9** operations

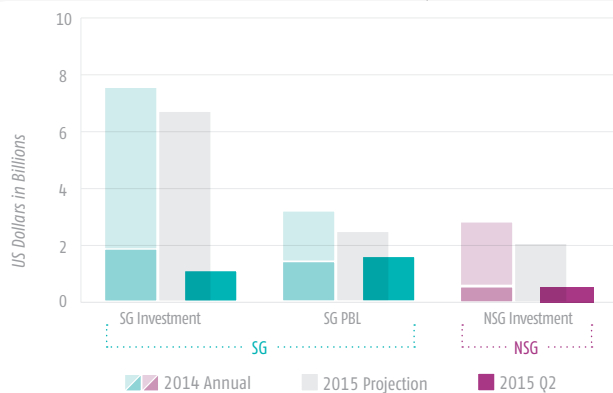
- 64% of the volume (\$2.5b) projected for 2015
- 13% increase from \$1.4b in 2014 Q2
- 13% increase from 8 operations in 2014 Q2

Development Sustainability approvals: No approvals yet

- No projected approvals for 2015
- No approvals in 2014 Q2

NSG Investment approvals: **\$536m** in **22** operations

- 26% of the volume (\$2.1b) projected for 2015
- 5% decrease from \$562m in 2014 Q2
- 54% increase from 10 operations in 2014 Q2



BY FUND

2.5 Approvals by Fund

SG Ordinary Capital approvals: **\$2.5b** in **19** operations

- 29% of the projected volume (\$8.7b) for 2015
- 16% decrease from \$3b in 2014 Q2
- 32% decrease from 28 operations in 2014 Q2

SG Fund for Special Operations approvals: **\$94m** in **5** operations

- 35% of projected volume (\$269m) for 2015
- 57% increase from \$60m in 2014 Q2
- 25% increase from 4 operations in 2014 Q2

SG IDB Grant Facility approvals: **\$42m** in **2** operations

- 21% of the volume (\$200m) projected for 2015
- 45% decrease from \$77m in 2014 Q2

NSG Ordinary Capital approvals: **\$409m** in **22** operations

- 23% of the volume (\$1.7b) projected for 2015
- 17% decrease from \$491m in 2014 Q2
- 54% increase from 10 operations in 2014 Q1

NSG CREDIT LINES AND GUARANTEES

There were no **NSG Guarantees issuances** in 2015 Q2

- There was **1** NSG guarantee issuance in 2014 Q2 for **\$7.5m**

2.6 TFFP Guarantee Issuances

There was 1 **TFFP Line approval** for \$2m in 2015 Q2

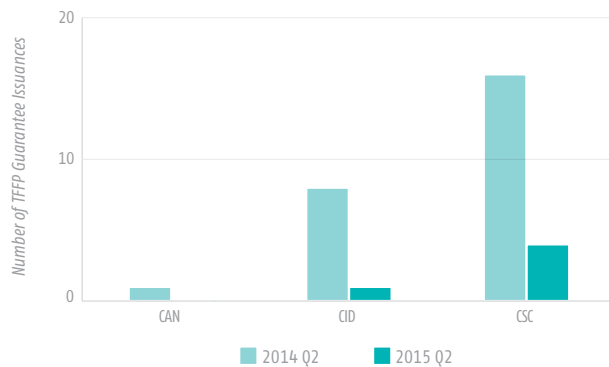
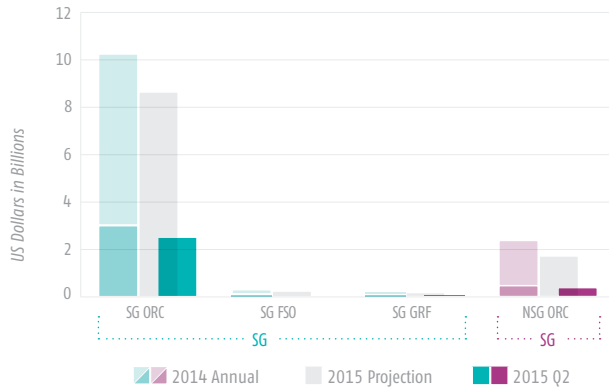
- There were no line approvals in 2014 Q2

TFFP Line increased **\$57m** in **2** transactions

- **\$20m** in increases for **1** transaction in 2014 Q2

TFFP Guarantees issued: \$4.6m in 5 issuances

- 94% decrease from **\$74.1m** in 2014 Q2
- 80% decrease from **25** issuances in 2014 Q2



APPROVALS IN SECTOR PRIORITY AREAS

2.7 Operations in Sector Priority areas Approved vs. Estimated

Competitive Regional and International Integration approvals: **\$646m** in **16** operations

- 52% of the volume (\$1.3b) projected for 2015

Infrastructure for Competitiveness and Social Welfare approvals: **\$381m** in **6** operations

- 13% of the volume (\$2.9b) projected for 2015

Institutions for Growth and Social Welfare approvals: **\$1.1b** in **11** operations

- 28% of the volume (\$3.9b) projected for 2015

Protecting the Environment and Responding the Climate Change approvals: **\$464m** in **6** operations

- 46% of the volume (\$1b) projected for 2015

Social Policy for Equity and Productivity approvals: **\$655m** in **4** operations

- 29% of the volume (\$2.3b) projected for 2015

LENDING TARGETS OF IDB-9

The following are the results of the approvals in Q2 2015 compared to the annual targets established:

2.8 Lending Targets of IDB-9 (Operation can qualify for more than one indicator)

Small and Vulnerable countries approvals: **\$2b** in **32** operations

- 16% of the volume (\$10.9b) estimated¹⁹ for 2015

Poverty Reduction and Equity Enhancement approvals: **\$1.4b** in **15** operations

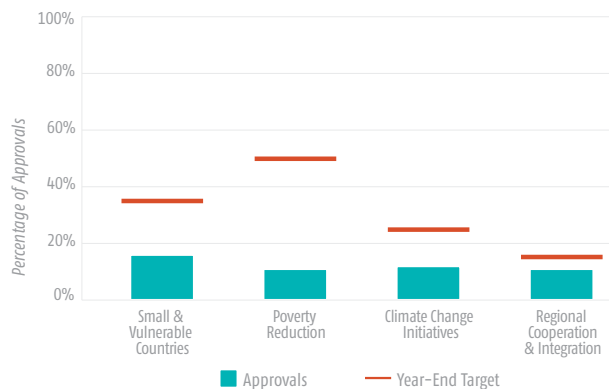
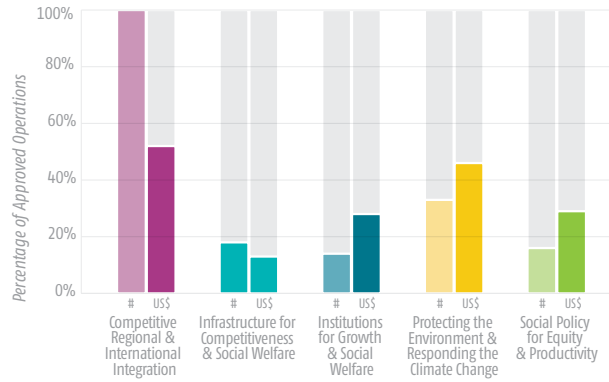
- 11% of the volume (\$10.9b) estimated for 2015

Climate Change, Sustainable (including renewable) Energy, and Environmental Sustainability approvals: **\$1.5b** in **11** operations

- 12% of the volume (\$10.9b) estimated for 2015

Regional Cooperation and Integration approvals: **\$1.3b** in **21** operations

- 11% of the volume (\$10.9b) estimated for 2015



IDB-9 LENDING TARGETS AND PROGRAMMING

As of June 30, **approvals in the second quarter** and the **Pipeline A** planned for the remainder of 2015 includes a total of 165 operations for US\$12.1b of which:

43% of the volume (\$5.2b) for Small and Vulnerable countries.

- The **CRF** annual target is 35%

52% of the volume (\$6.3b) for Poverty Reduction and Equity Enhancement.

- The **CRF** annual target is 50%

39% of the volume (\$4.7b) for Climate Change, Sustainable (including renewable) Energy, and Environmental Sustainability.

- The **CRF** annual target is 25%

31% of the volume (\$3.8b) for Regional Cooperation and Integration.

- The **CRF** annual target is 15%

ENVIRONMENTAL & SOCIAL IMPACT RISKS

2.9 Approvals Based on the environmental and social risk classification

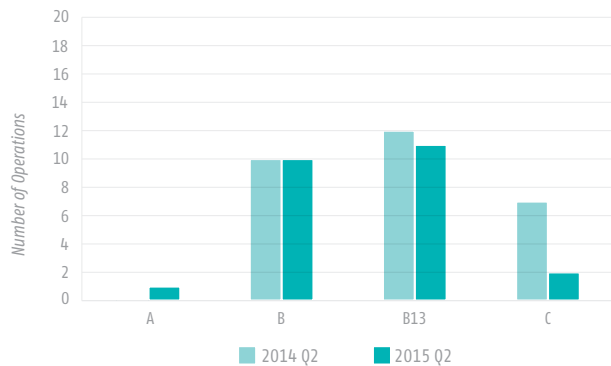
1 operation approved for **\$49m** classified **category "A"** in Environmental and Social Impact risk

- There were no operations in 2014 Q2

10 operations approved for **\$1.1b** classified **category "B"** in Environmental and Social Impact risk

- Same number of operations as in 2014 Q2

- **3%** decrease from **\$1.1b** in 2014 Q2

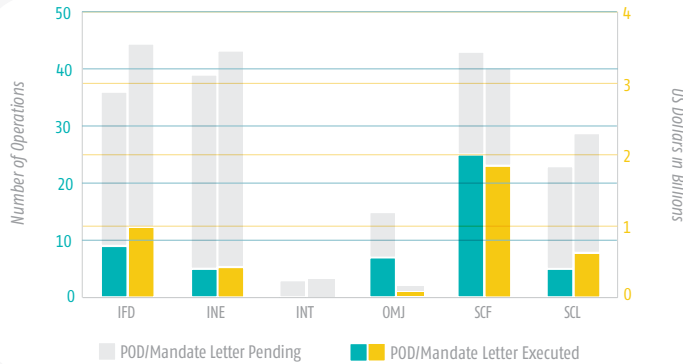


PIPELINE READINESS

2.10 Pipeline Readiness by Department

As of June 30, the A & B Pipelines for 2015 contained a total of **159** operations for **\$12.9b**

- **68%** (108) for **\$9b** has POD or Mandate Letter Pending
- **32%** (51) for \$5.1b in Identification stage
- **36%** (57) for \$3.8b in Project Profile stage
- **32%** (51) for **\$3.9b** has POD or Mandate Letter Executed
- **23%** (37) for \$2.5b in POD or Mandate Letter stage
- **9%** (14) for \$1.5b in OPC stage

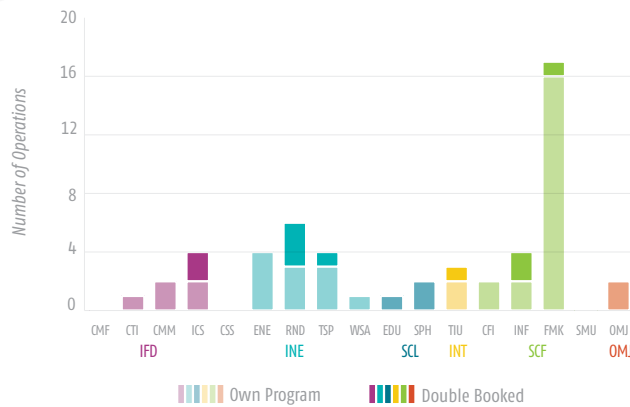


MULTIPLE BOOKING

2.11 Multiple Booking by Division

Multiple Booked operations approved: **\$742m** in **10** operations

- 23% of approved operations (43) in 2015 Q2
- 23% of approved volume (\$3.2b) in 2015 Q2
- 59% decrease from \$1.8b (in 21 operations) in 2014 Q2

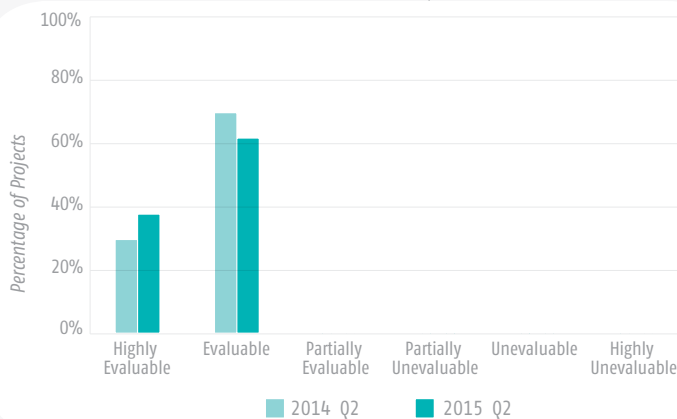


DEVELOPMENT EFFECTIVENESS MATRIX (DEM) SCORES

2.12 DEM Evaluability Levels for Approved SG Operations

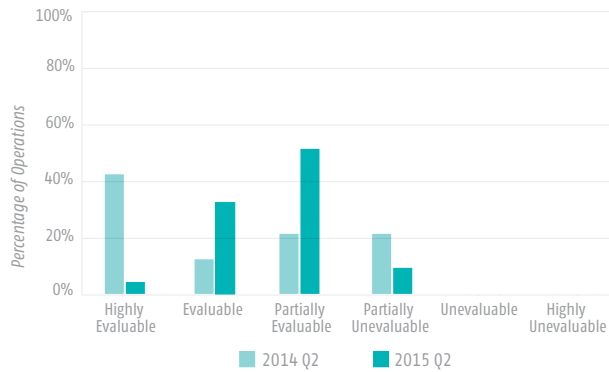
Under the DEM evaluability²⁰, **“Highly Evaluable”** approved operations in 2015 Q2 reached **38%** (8 SG operations) and **“Evaluable”** approved operations reached **62%** (13 SG operations).

- 8 percentage points increase of the percentage of “Highly Evaluable” projects from 30% in 2014 Q2
- In total, **100%** of the SG operations approved in 2015 Q2 are evaluable or better
- The **CRF** target is 85%



2.13 DEM Evaluability Levels at the Quality and Risk Review (QRR) stage

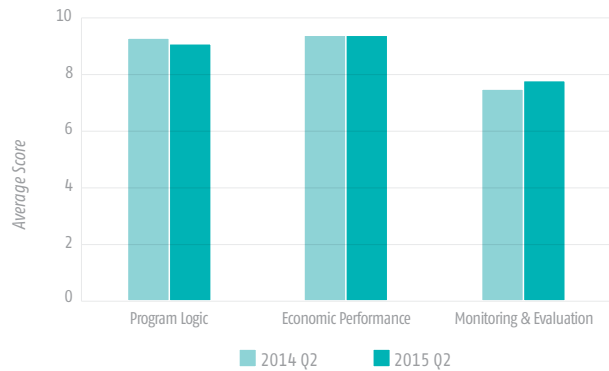
- **90% (19)** of the 21 operations were rated “**Partially Evaluable**” or higher at **QRR stage**
- 12 percentage points increase from 78% during Q2 2014



2.14 DEM Dimensions

On a 10-point scale, the **DEM Ratings** decreased slightly in Program Logic, remained the same in Economic Performance and increased in Monitoring and Evaluation compared to Q2 2014:

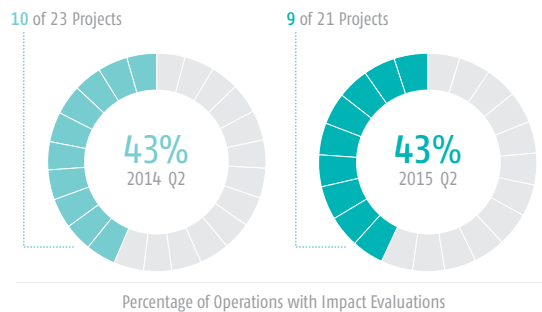
- **Program Logic** decreased from **9.3** to **9.1** points
- **Economic Performance** remained stable in **9.4**
- **Monitoring & Evaluation** increased from **7.5** to **7.8** points



2.15 Ex Ante Impact Evaluations, Quarterly Comparison

43%, 9 out of 21, of SG projects were **designed with an impact evaluation**.

- Same percentage points (10 out of 23) in 2014 Q2



GENDER AND DIVERSITY

2.16 SG Projects and Country Strategies: Promoting Gender Equality and including Indicators

Approved SG operations in 2015 Q2 including diversity indicators for Bank outcomes and outputs contribution to GCI-9:²¹

- 24% of loans (5 out of 21) in 2015 Q2, 17 percentage points increase from 7% in 2014 Q2.
- No Country Strategy related to gender or diversity indicators was approved for 2015 Q2. 1 Country Strategy related to gender or diversity approved for 2014 Q2.
- 14% of loans (3 out of 21) in 2015 Q2 were flagged as promoting IDB gender equality, 15 percentage points decrease from 29% in 2014 Q2

EXTERNAL FEEDBACK SYSTEM – PARTNER SATISFACTION

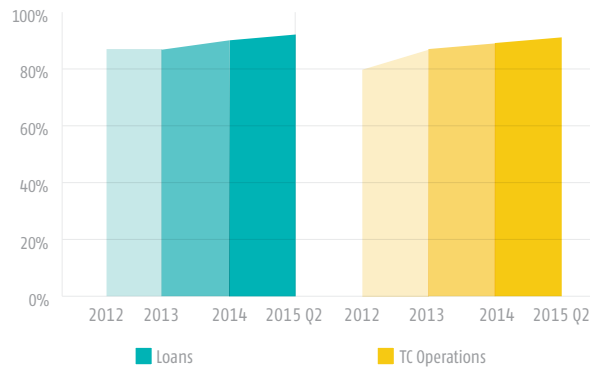
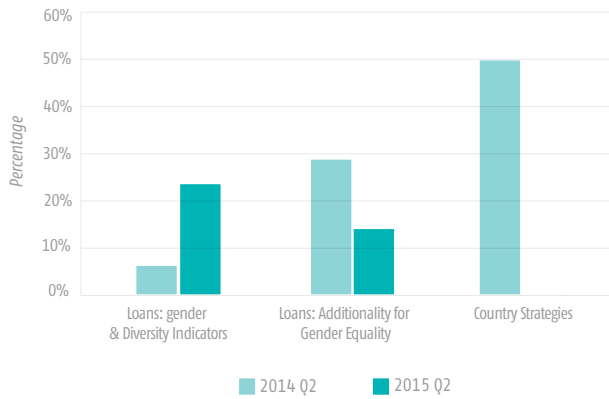
During 2015, the IDB conducted the EFS SG Product Surveys involving a total of 501 individuals for SG Loan and TC Operations that hit the milestones of approval, first disbursement, half-disbursement or closing from October 2014 to March 31, 2015. Of these participants, 334 individuals completed the surveys for an overall response rate of 67% (174 individuals completed a loan operations survey and 177 a TC operations survey. 17 individuals completed both a loan operations and a TC operations survey).

2.17 Partner Satisfaction with IDB Delivery of Services for Loan and TCs

SG Loan Operations: 92% of external partners reported being “satisfied” (42%) or “very satisfied” (50%) with IDB delivery of services

TC Operations: 91% of external partners reported being “satisfied” (43.5%) or “very satisfied” (47.5%) with IDB delivery of services for TC operations

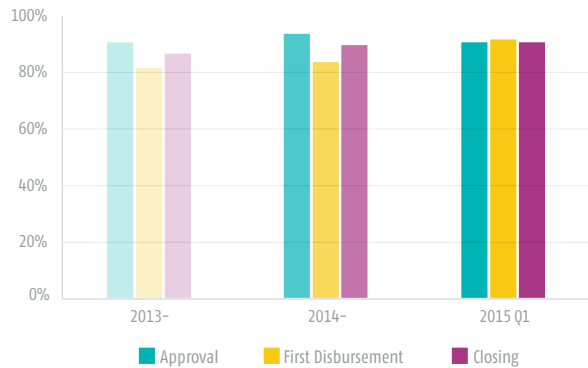
- The **CRF** target for both products is 70%



2.18 Partner Satisfaction by Milestone (SG Loans)

Loan Operations: Satisfaction at approval is 91%, 92% at first disbursement and 91% at closing.

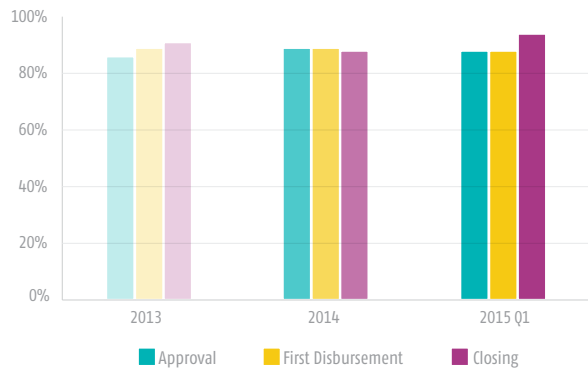
The analysis by milestone describes the experience of partners across the project cycle. Partner satisfaction at first disbursement was the highest (92%).



2.19 Partner Satisfaction by Milestone (TCs)

TC Operations: Satisfaction at approval is 91%, 88% at first disbursement and 94% at closing.

In 2015, partner satisfaction at closing was the highest with (94%).

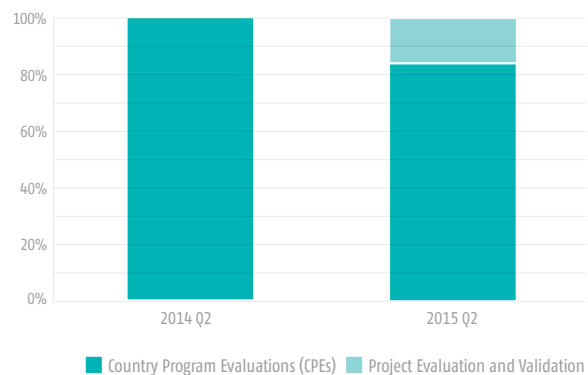


EVALUATION RECOMMENDATION TRACKING SYSTEM²²

2.20 Recommendations Endorsement vs Total Recommendations Presented to the Board (by type of Evaluation)

As of June 30, 2015, a total of **65 recommendations** stemming from **15 evaluations** have been tracked in the ReTS, since the launch of the system in 2013.

- 3 evaluations were presented to the Board by the Office of Evaluation and Oversight (OVE) during the second quarter of 2015. All together, they included 12 recommendations that were all endorsed by the Board (100%).
- 10 of these 12 recommendations endorsed by the Board (84%) correspond to Country Program Evaluations (CPEs) and 2 fall under the Project Evaluation and Validation (16%) category
- 8 action plans to implement Board-endorsed recommendations were uploaded and are now being tracked in the ReTS system during the second quarter of 2015.
- All 8 action plans that were prepared during this quarter fall under the Country Program Evaluation (CPE) category.



III. BUSINESS DEVELOPMENT

Country Policy Dialogue

3.1 Results-based Country Strategies

9 **Country Strategies** are **programmed** for 2015. Barbados Country Strategy was approved in 2015 Q2. Two Country Strategies (Dominican Republic and Panama) were approved in 2014 Q2.

8 **Country Strategies** are **pending** for approval

- 3 are planned for approval in the third quarter including Colombia which was moved from second quarter (Colombia, El Salvador and Panama); and 5 are planned for approval in the fourth quarter, including Brazil and Costa Rica which were moved from third quarter (Brazil, Costa Rica, Bolivia, Jamaica and Uruguay).
- Two of the pending country strategies have cleared the Quality and Risk Review (QRR) as of June 30 2015. They are El Salvador and Costa Rica.

3.2 Staff Time Reported to Programming Products

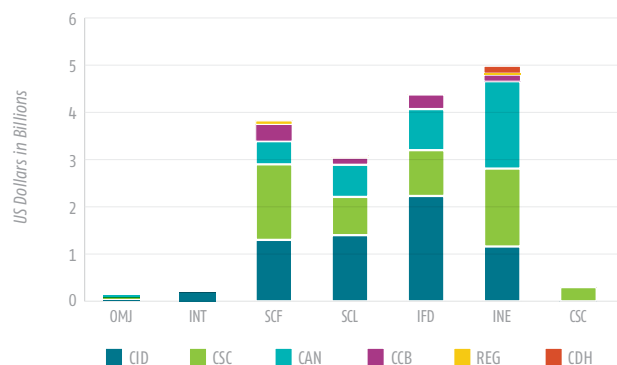
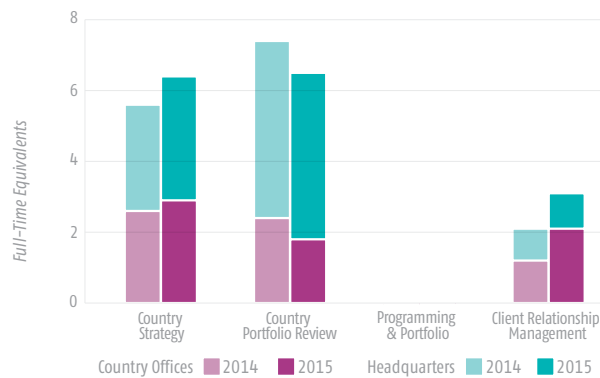
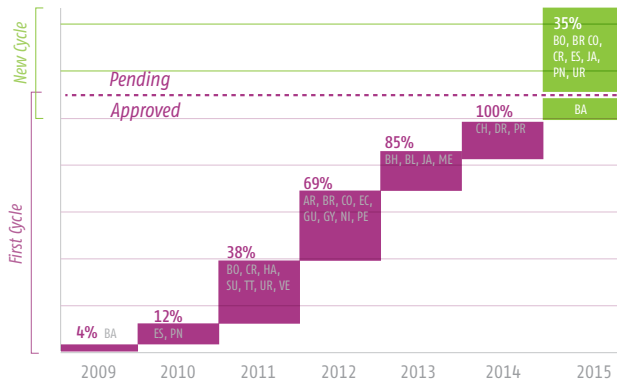
Staff Time reported to Country Strategy, Programming and Portfolio Management activities: **16.1 FTEs**²³

- 6% increase from 15.2 FTEs reported in 2014 Q2
- Country Strategies accounted for 40% (6.4 FTEs)
- The 16.1 FTEs are distributed as follows: Regional 21.3%, CAN 14.1%, CID 21.5%, CCB 16.2%, CSC 19.1%, and CDH 7.8%
- Time reported by COF reached 58% of staff time reported to these activities, 1 percentage point decrease from 59% in 2014 Q2²⁴

3.3 Operations Pipeline Development

As of June 30, there were a total of 214 operations for \$16.7b in the **A & B Pipelines for 2015 and 2016.**

- \$2.3b in Policy Based Lending
- \$14.4b in SG and NSG investment operations and guarantees
- In 2014 Q2, there were 252 operations for \$18.6b



ECONOMIC AND SECTOR WORK (ESW) PLAN

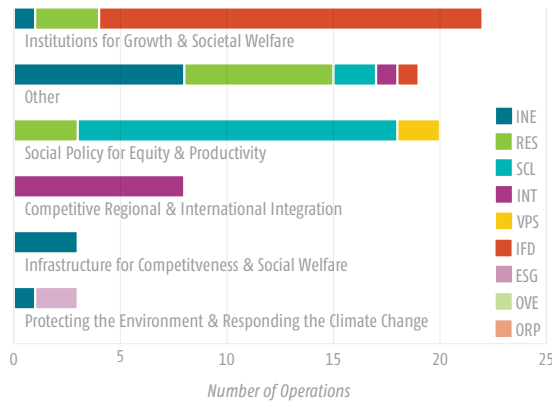
3.4 ESW products by Department and Priority Areas

The **ESW Plan**²⁵ contains **75** products with **417 deliverables** projected for the year

- 14% increase from 66 products in 2014 Q2
- 11% increase from 377 deliverables projected for the year 2014 in Q2
- 14% (58) of deliverables **completed**, 4 percentage points decrease from 18% (66) in 2014 Q2

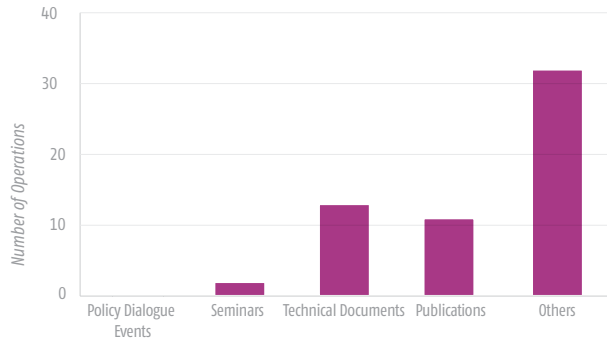
The **Corporate Input Products** (CIP) program for VPS contains **37** products concentrated mainly in INE (13), SLC (8) and KNL (4)

- 5% decrease from 39 CIP products in program in 2014 Q2



3.5 ESW Deliverables Completed

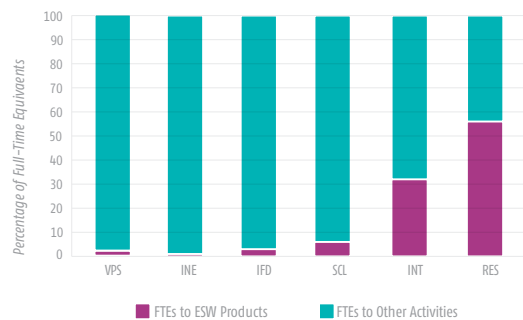
19% (11), of the 58 deliverables completed were Publications and Seminars

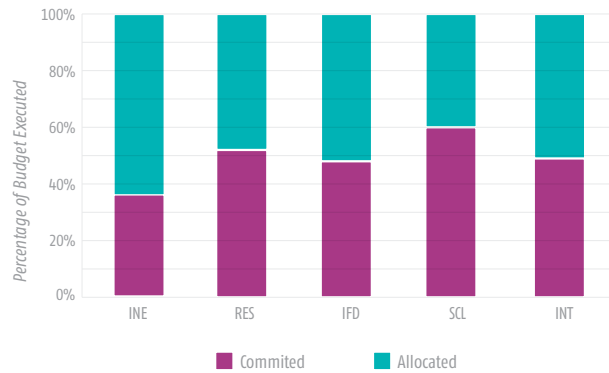


3.6 VPS FTEs Reported to ESW products

Percentage of total **time reported to ESW**: RES 56%, INT 32%, SCL 6%, IFD 3% and INE 1%

- VPS reported 25.6 FTEs to the ESW plan, a 5% increase from 24.3 FTEs in 2014 Q2
- Of the 25.6 FTEs, INT reported 29%, RES 36%, SCL 16%, IFD 11% and INE 6%
- VPS Departments also reported 16.2 FTEs to CIPs of which INE reported 36%, RES 16%, SCL 8%, IFD 22%, INT 13%, and VPS 4%





3.7 VPS NPC Budget Execution to ESW

Non-Personnel Costs committed for **ESW** products: **\$5.8m**

- 49% of the allocation of \$11.8m for 2015
- 17% decrease from \$7.3m (66% of the allocation) in 2014 Q2

Non-Personnel Costs committed for **Corporate Input Products**: **\$2.7m** (excluding KNL)

- 85% of the allocation of \$3.2m for 2015
- 13% decrease from \$3.1m (75% of allocation) in 2014 Q2

TECHNICAL COOPERATION APPROVALS

3.8 TC Program

TC approvals: **\$63.4m** in **114** operations

- 42% of the volume currently projected for 2015 (\$150m)
- 14% decrease from \$73.7m in 149 operations in 2014 Q2
- Average size of TCs approved reached \$555.7k, 12% increase from 2014 Q2

Project Specific Grants approvals: **\$7.7m** in **5** operations

- 82% decrease from \$42.4m in 11 operations in 2014 Q2

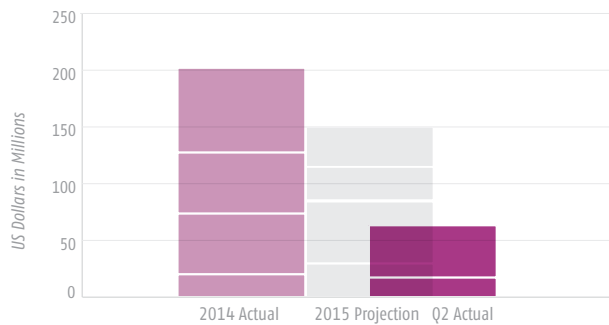
BY FUND

TCs financed with **Ordinary Capital (ORC)**: **\$27.3m** in **77** operations

- 33% of the volume currently projected for 2015 (\$81.4 m)
- 33% decrease from \$40.8m in 93 operations in 2014 Q2

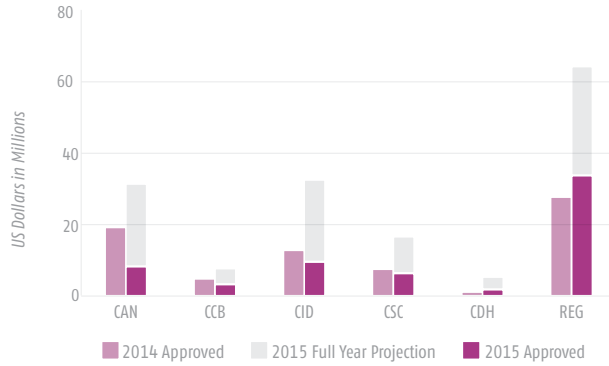
Donor Trust Fund TC approvals: **36.1m** in **37** operations

- 53% of the volume currently projected for 2015 (\$68.3m)
- 10% increase from \$32.8m in 56 operations in 2014 Q2



BY COUNTRY GROUP

3.9 TC Approvals by Country Group



CAN TC approvals: **\$8.3m** in **21** operations

- 26% of the volume currently projected for 2015 (\$32m)
- 57% decrease from \$19.3m in 31 operations in 2014 Q2

CCB TC approvals: **\$3.3m** in **14** operations

- 42% of the volume currently projected for 2015 (\$7.8m)
- 32% decrease from \$4.9m in 15 operations in 2014 Q2

CID TC approvals: **\$9.6m** in **25** operations

- 42% of the volume currently projected for 2015 (\$16.7m)
- 25% decrease from \$12.9m in 31 operations in 2014 Q2

CSC TC approvals: **\$6.4m** in **14** operations

- 38% of the volume currently projected for 2015 (\$16.7m)
- 16% decrease from \$7.6m in 18 operations in 2014 Q2

CDH TC approvals: **\$1.86m** in **4** operations

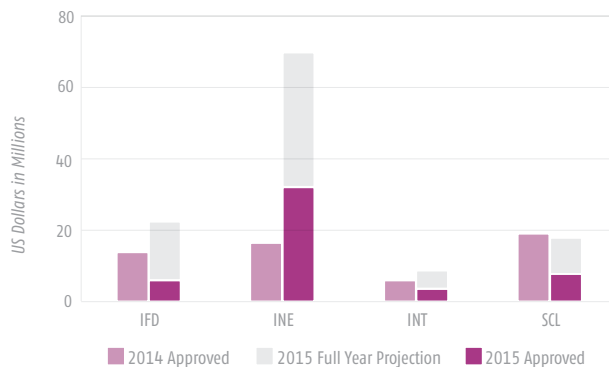
- 35% of the volume currently projected for 2015 (\$5.3m)
- 58% increase from \$1.2m in 3 operations in 2014 Q2

Regional TC approvals: **\$33.8m** in **36** operations

- 52% of the volume currently projected for 2014 (\$65.3m)
- 21% increase from \$27.8m in 51 operations in 2014 Q2

BY DEPARTMENT

3.10 TC Approvals by Sector



IFD TC approvals: **\$6m** in **15** operations

- 27% of the volume currently projected for 2015 (\$22.5m)
- 57% decrease from \$13.9m in 32 operations in 2014 Q2

INE TC approvals: **\$32.1m** in **48** operations

- 46% of the volume currently projected for 2015 (\$69.8m)
- 95% increase from \$16.5m in 27 operations in 2014 Q1

INT TC approvals: **\$3.6m** in **3** operations

- 41% of the volume currently projected for 2015 (\$8.8m)
- 50% decrease from \$6m in 9 operations in 2014 Q1

SCL TC approvals: **\$7.8m** in **19** operations

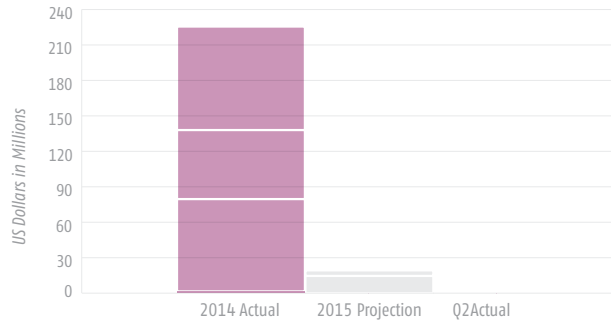
- 44% of the volume currently projected for 2015 (\$18m)
- 59% decrease from \$19.1m in 33 operations in 2014 Q2

INVESTMENT GRANTS

3.11 Investment Grants (IGR)

Investment Grants approvals: There are no approvals for IGR in 2015 Q2

- There were 7 operations (\$79.6m) in 2014 Q2



IV. RESOURCE MANAGEMENT

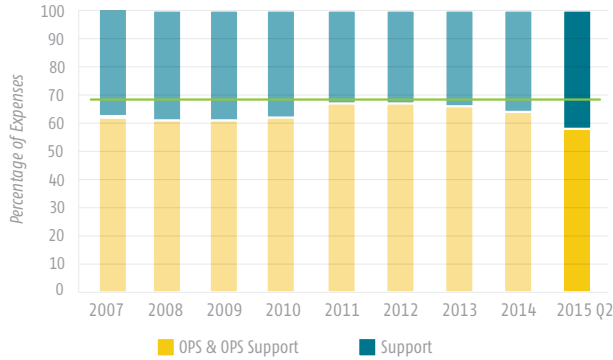
A. BUDGET AND EFFICIENCY

RESOURCES (PC, NPC AND FTES)

4.1 Percentage of administrative expenses in operational programs CRF

Budget Execution (actual plus commitments) for **Operational and Operational Support** Programs: **58% (\$173m)**

- Six percentage points decrease from 64% (\$188m) in 2014 Q2
- The CRF target is 68% by 2015



4.2 Budget Execution for PC and NPC (Includes Initiatives)

60% of the Bank's revised²⁶ budget for departments and initiatives was executed or committed

- same percentage points as of 2014 Q2

Bank's **NPC** for Departments and Initiatives executed **66%** of the revised budget

- 2 percentage points increase from 64% in 2014 Q2

VPC executed **51%** of its revised NPC budget

- 2 percentage points increase from 49% in 2014 Q2

VPS executed **63%** of its revised NPC budget

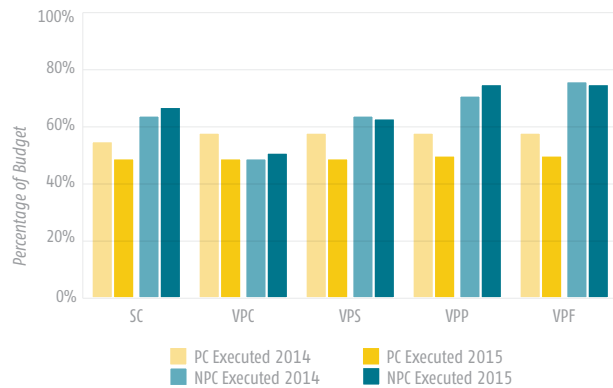
- 1 percentage point decrease from 64% in 2014 Q2

VPP executed **75%** of its revised NPC budget

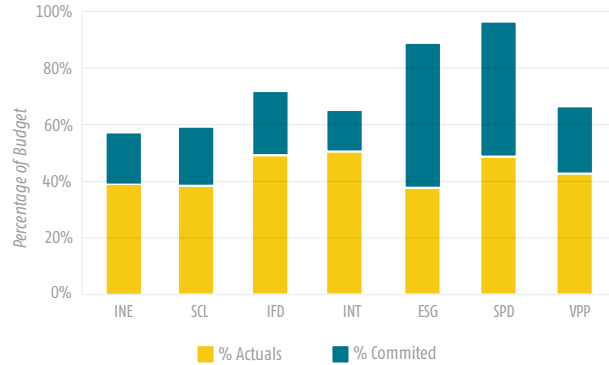
- 4 percentage points increase from 71% in 2014 Q2

VPF executed **77%** of its revised NPC budget

- 1 percentage point increase from 76% in 2014 Q2



4.3 Transactional Budget executed as a percent of Budget Allocated



Of the **operational transactional budget:**

69.8% (\$23.3m) was transferred from VPC to VPS

- 79.3% (\$26.5) had been transferred in 2014 Q2

3% (\$1004k) was transferred from VPC to SPD

- 3% (\$1004k) had been transferred in 2014 Q2

66.5% (\$16.2m) of the transferred budget was executed

- 62.3% (\$17.0m) had been executed in 2014 Q2

VPP has a self-contained transactional budget. Its revised budget reached **\$7.4m**

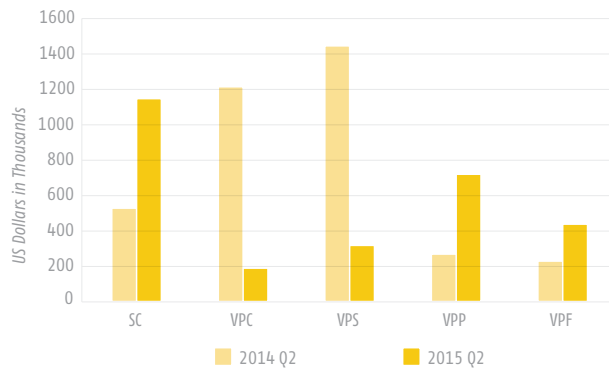
- 75.5% (\$5.6m) has been executed
- 89,2% (\$6.0m) had been executed in 2014 Q2²⁷

UNALLOCATED PERSONNEL COSTS

4.4 Personnel cost reported as Miscellaneous

Personnel cost under the **miscellaneous** category was **\$2.8m** in 2015 Q2²⁸

- 24% decrease from \$3.7m in 2014 Q2



RESOURCES FOR PROJECT PREPARATION AND SUPERVISION

4.5 Staff time reported to Project Preparation and Execution

Total Staff Time reported to **loan operations: 204.1 FTEs** since BOY

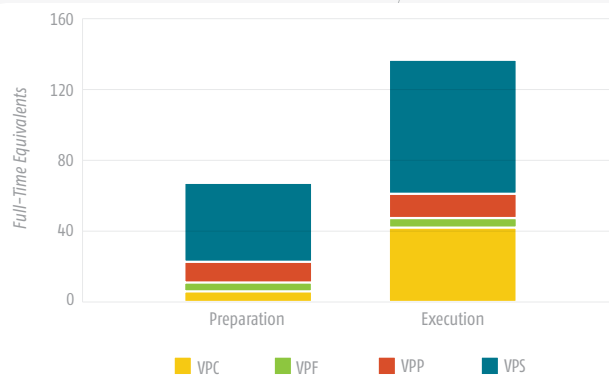
- 1% increase from 201.6 FTEs in 2014 Q2
- Of which, 60% (123 FTE) was reported by staff located in COF; There wasn't increase from 60% in 2014 Q2

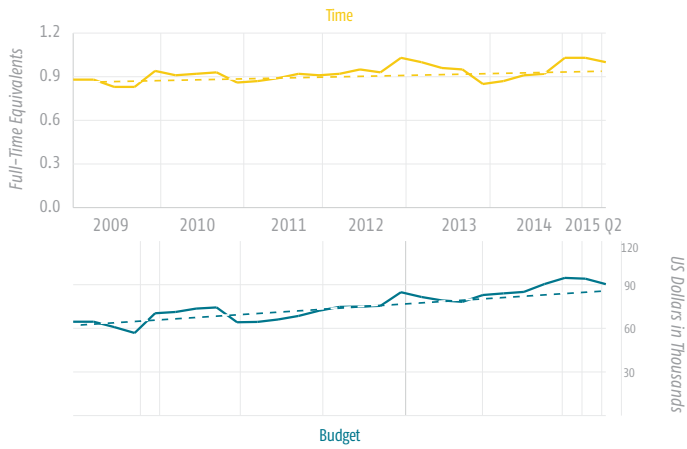
Staff time reported to **project preparation** reached **67.3 FTEs**

- 6% decrease from 71.7 FTEs in 2014 Q2
- Of which, 36% (24 FTE) was reported by staff located in COF; increased 2 percentage points from 34% in 2014 Q2

VP staff time reported to projects in **execution: 136.8 FTEs**

- 5% increase from the 129.9 FTEs in 2014 Q2





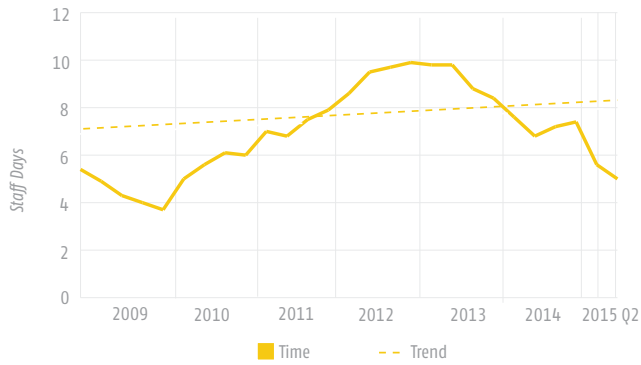
4.6 Resources for SG Project Approval

Total Staff time reported to **project preparation** since Profile approval: **1.00 FTEs** per approved project²⁹

- 11% increase from 0.91 FTEs in 2014 Q2

Cumulative NPC per project reached an average of **\$90.6K**³⁰

- 6% increase from \$85.0K in 2014 Q2



4.7 Staff time reported to Project Execution per Million Disbursed

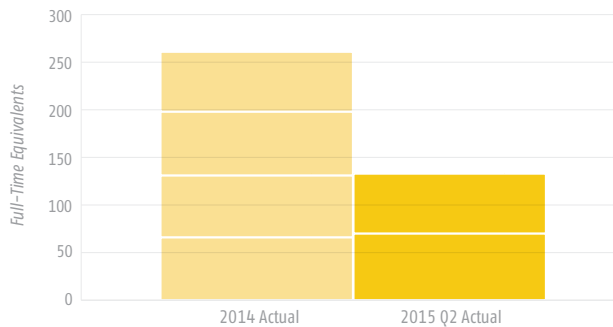
Staff time reported to SG projects in **execution per US\$ million disbursed: 5.0 days**

- 27% decrease from 6.8 days in 2014 Q2

4.8 Staff time reported to Project Execution

Staff time reported to projects in **execution: 137 FTEs**

- 5% increase from 131 FTEs in 2014 Q2



COLLABORATION

4.9 VPS & VPP Shared Inter-Divisional Leadership

Shared preparation leadership: 21% across Bank's divisions

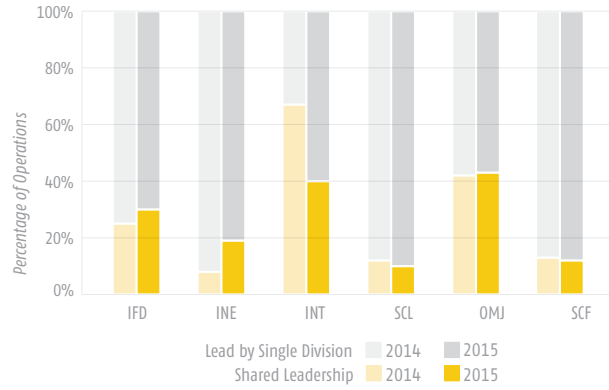
- IFD divisions shared leadership on 30% (10 ops)

- SCF divisions shared leadership on 12% (6 ops)

- INE divisions shared leadership on 19% (8 ops)

- INT divisions shared leadership on 40% (2 ops)

- OMJ divisions shared leadership on 43% (6 ops)



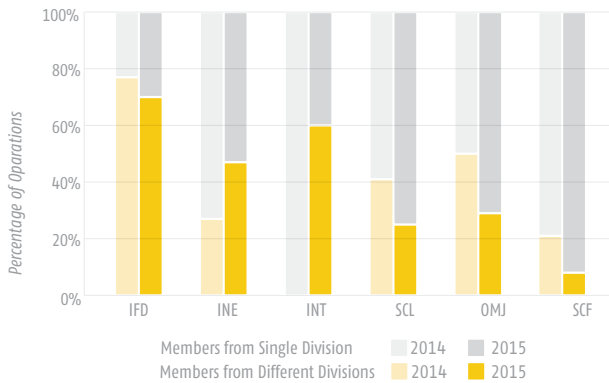
4.10 Multidisciplinary Team compositions (Loan Operations in A Program)

Operations with registered specialists from **different Divisions as team members: 59**

- IFD has 23 operations
- SCF has 4 operations

- INE has 20 operations
- INT has 3 operations

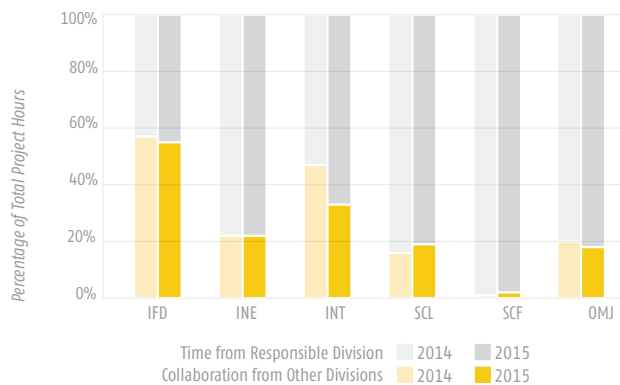
- OMJ has 4 operations



4.11 Time Reported by Registered Team Members (Loan Operations in the A Program)

Time reported to loan operations by registered team members from different Divisions: **28%** of the time reported by all team members

- 2 percentage point decrease from 30% in 2014 Q2

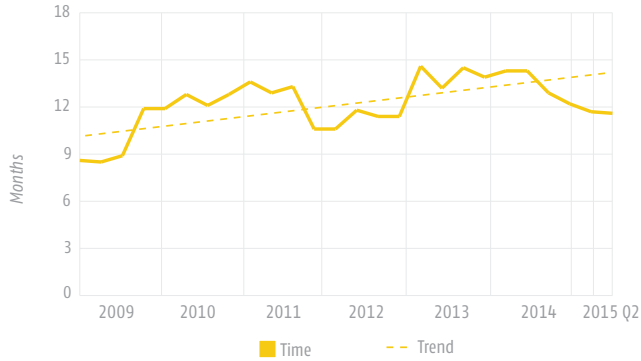


CYCLE TIMES (EFFICIENCY)

4.12 Time elapsed from Start to Approval

Time elapsed from **Start to Approval**³¹ for **SG** investment operations: **11.6 months**

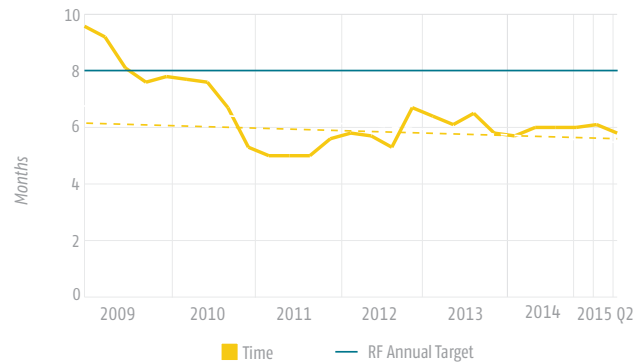
- 19% decrease from 14.3 months in 2014 Q2



4.13 Time elapsed from Projects Profile to Approval for SG Operations CRF

Time elapsed to prepare a project (from Profile to approval) for **SG** operations: **5.8 months**³²

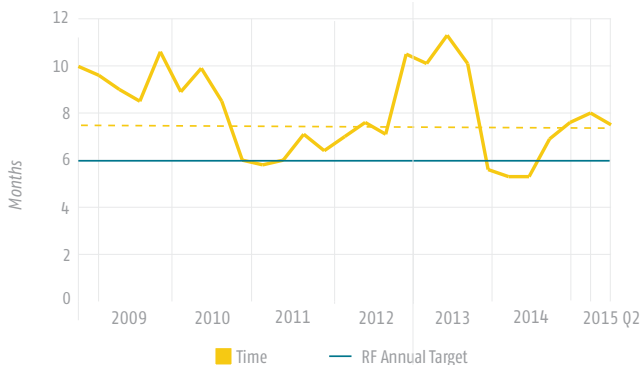
- 3% decrease from 6.0 months in 2014 Q2
- The **CRF** annual target is 8 months

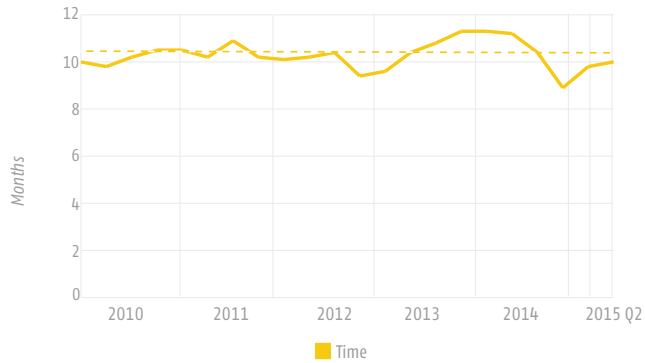


4.14 Time elapsed from Projects Profile to Approval for NSG Operations CRF

Time elapsed to prepare a project (from Profile to approval) for **NSG** operations: **7.5 months**

- 41% increase from 5.3 months in 2014 Q2
- The **CRF** annual target is 6 months

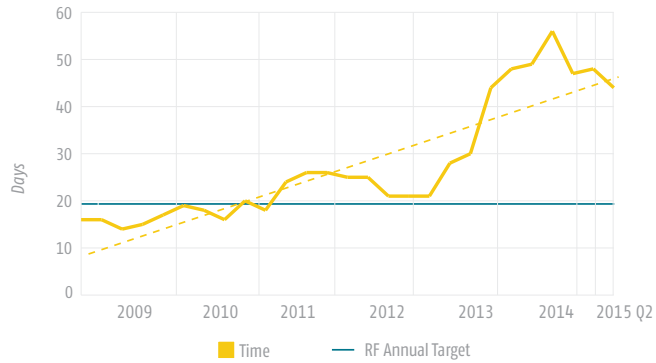




4.15 Time elapsed from Approval to Eligibility for SG Investment operations

Time elapsed from **Approval to Eligibility** for **SG** investment operations: **10.0 months**

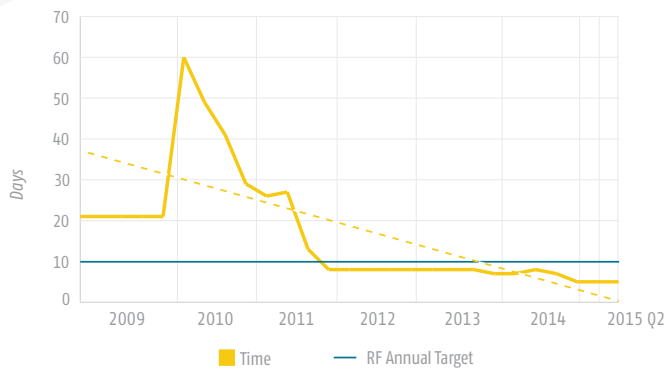
- 11% decrease from 11.2 months in 2014 Q2



4.16 Time elapsed from Eligibility to First Disbursement for SG Investment Operations CRF

Time elapsed from **eligibility to first disbursement**³³ for **SG** investment operations: **44 days**

- 10% decrease from 49 days in 2014 Q2
- The **CRF** target is 19 days



4.17 Time elapsed from Eligibility to First Disbursement for NSG Investment Operations CRF

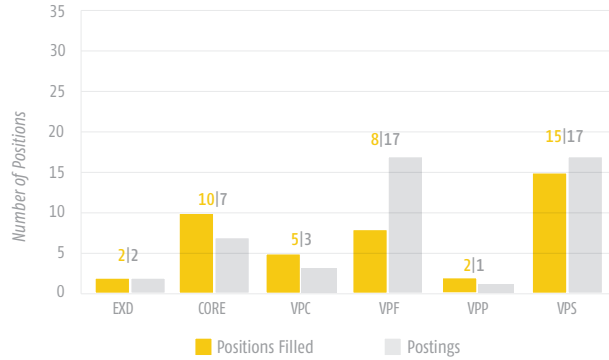
Time elapsed from **eligibility to first disbursement** for **NSG** investment operations which performed a first disbursement: **5 days**

- 33% decrease from 8 days in 2014 Q2
- The CRF target is 10 days

B. HUMAN RESOURCES

VACANCIES AND NEW HIRES

4.18 Status of the Positions Posted and Filled - HQ



99 bankwide vacancies filled³⁴ as of March 31

- 151 vacancies remain unfilled (includes 15 vacant positions allocated in the Central Pool – SRE/VAC)³⁵
- 59 (60%) of vacancies filled were for Operational Vice-Presidencies (VPS, VPC, and VPP).

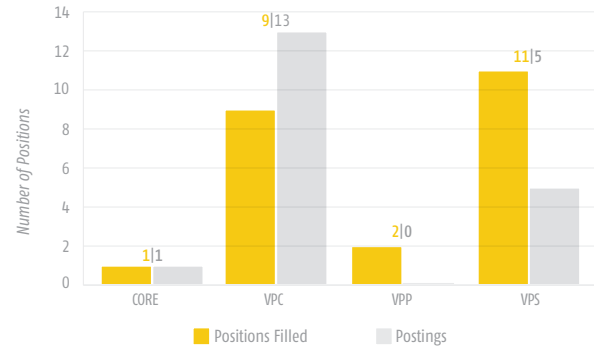
- 65 (67.5%) of the filled positions went to external candidates. 34 positions were filled by transfers (14 by concurso, 18 by lateral transfer). Of the 65 external hires³⁶, 33 (50.8%) were female
- VPS filled 26 vacant positions with external candidates (22

vacancies were posted in 2015 Q1)³⁷

- 5,323 candidates applied for 66 posted positions. 142 (2.7%) applicants were invited for interviews.
- 56 (85%) of the positions to be filled were posted as international positions.

COF STRENGTHENING

4.19 Status Positions Posted and Filled - COF



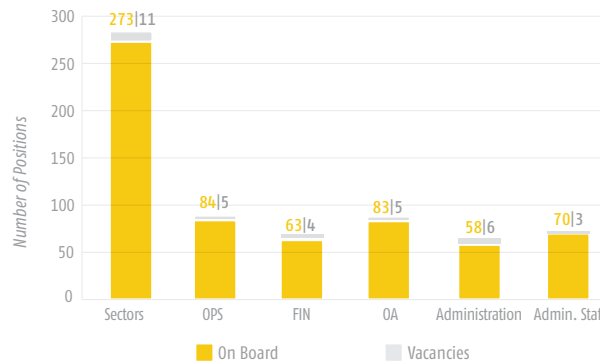
Net number of **professional**³⁸ **staff** on-board in COFs **increased by 6** to 571 over 2015 Q2

- VPC professional staff on board in COF increased by 4, VPS and VPP increased by 1, VPF and CORE remained the same.

- Of the 23 external hires of professionals in COFs, 15 were national professionals and 8 were international

- Local professional staff in COFs increased by 2

4.20 Country Office Staff Composition

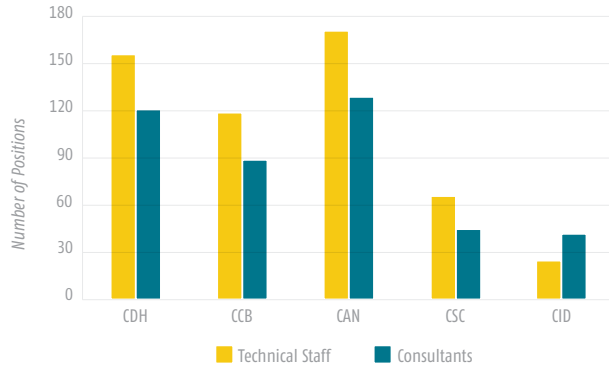


9 (28%) **VPS** professional **vacancies** as of June 30 are **assigned to COFs**

- 37% of professional staff on-board in VPS is in COFs
- 36% of VPS professional staff on-board in COFs is local
- 5 (27.2%) of 20 vacant positions in VPC/COF are for Operations Analysts (local professionals – Grades 9 to 6) while 18 vacancies are for professional staff.

COMPLEMENTARY WORKFORCE

4.21 Number of professional Staff and Consultants (excluding firms)



There are **426** active **consultants in COFs** with contracts over 150 days

- Equivalent to 471.5 FTEs
- 41.5% increase from 301 (equivalent to 267 FTEs) in 2014 Q2

There are **28** active professional **contractors** (working from firms) in **COFs**

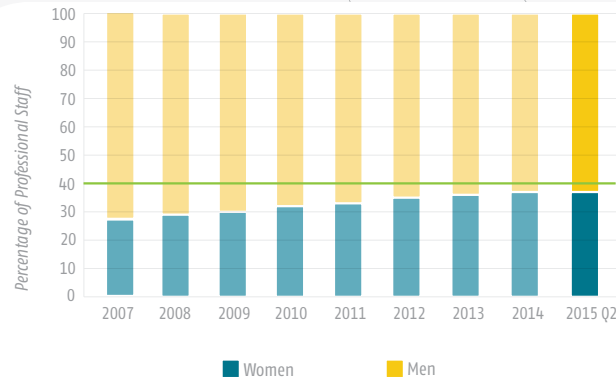
- 15% decrease from 33 in 2014 Q2
- Additionally there are 96 Tata contractors

There are **725** active **DTCs** on board across the **Bank**

- 29.9% increase from 558 in 2014 Q2
- 622 are located in HQ, 102 in COFs, and 1 in ORP/EUR

EXECUTIVE AND MANAGERIAL WOMEN

4.22 Percentage of professional and executive staff who are women, Grade 4 and above CRF



Women in grades 4 and above: 37%

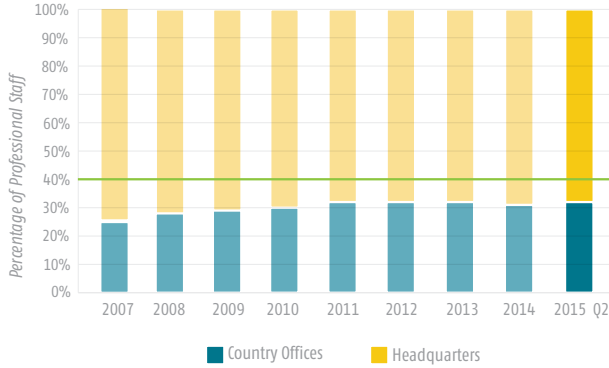
- 2 percentage point increase from 35% in 2013 Q3
- 5 percentage point increase since 2010 Q4
- The **CRF** target is 40% by 2015.

Women in executive and representative positions: **32%**

- 1 percentage point decrease since 2014
- 10 percentage points increase since 2010
- The **CRF** target is 38% by 2015

STAFF COMPOSITION

4.23 Percentage of Professional Staff Based in COF



Professional Staff in COF: **32%**

- 1 percentage point increase from 31% in Q4 2014
- 9 percentage points increase from 23% in 2006
- The CRF target is 40% by 2015³⁹.

Female professional staff in COF: **43%**

- 5 percentage points increase since 2011
- 11 percentage points increase from 32% in 2006

Female in VP positions: **25%**

- No change from 25% in 2014

- 5 percentage points increase from 20% in 2010

Staff from C&D countries: **40%** of staff from all borrowing countries

- Same as in 2014 Q1

Staff from borrowing countries: **67%** of all staff

- 1 percentage point increase from 66% in 2014

Staff with Doctorate degrees:

- 21.1% of the Executive level
- 27.0% of the Management level
- 14.1% of the Technical level

Of these Staff holding a PhD:

- 58.4% have an academic background from US & Canada
- 16.1% from borrowing countries
- 24.8% from non-regional countries

Average time of service at the Bank: **10.1 years**

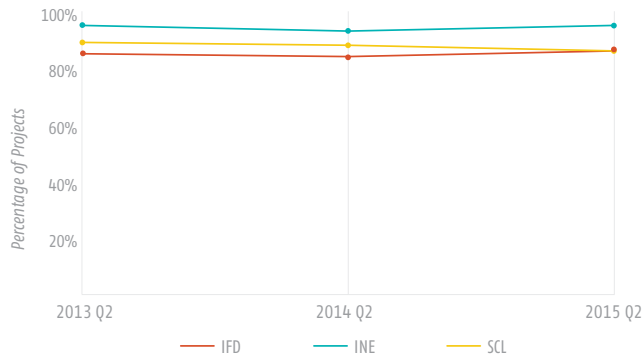
- 19.0% have less than 3 years of service
- 38.4% have 3 to 10 years of service
- 30.1% have 10 to 20 years of service
- 12.6% have 20 years of service or more

TEAM LEADERS IN COFS

4.24 Projects in Portfolio

89% of Team Leaders for projects in portfolio are located in COFs

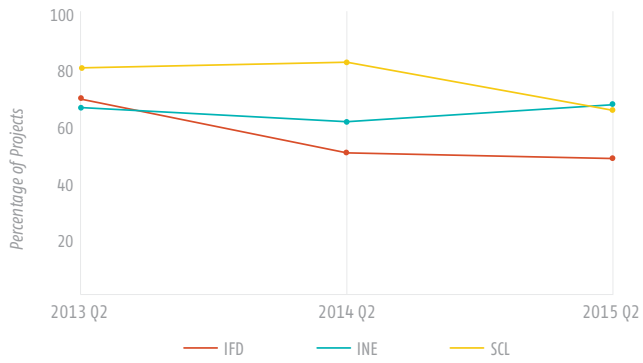
- Same as 90% in 2015 Q1
- By Region the levels are: CSC 96%, CAN 91%, CDH 85%, CID 86% and CCB 72%



4.25 Projects in Preparation

57% of **Team Leaders** for projects in preparation⁴⁰ are located in COFs

- 5 percentage points decrease from 62% registered in 2015 Q1
- By Region the levels are: CSC 77%, CDH 88%, CID 54%, CAN 56% and CCB 23%



V. KNOWLEDGE & LEARNING |

A. PROGRAM EXECUTION: TRAINING AND KNOWLEDGE SHARING

LEARNING ACTIVITIES - INTERNAL CLIENTS

5.1 Registrations & Participants enrolled in KNL activities

In Q1 2015, 3402 unique participants enrolled in at least one training and Knowledge Sharing activities

- 4.8% increase from 3,247 participants in Q1 2014
- 20,117 registrations and 120,542 participant hours were reported in the KNL System.

65% of the 120,542 participant hours correspond to staff members

- 31% of that portion was staff from COF (down from 34% in 2014)

5.2 Average training hours per career track & location

Bankwide, average of labor hours reported to K&L activities was 35 hours

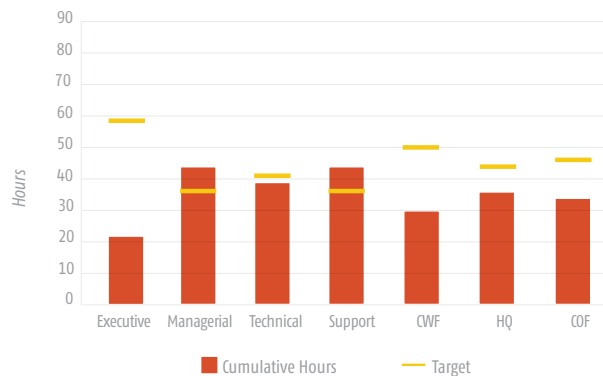
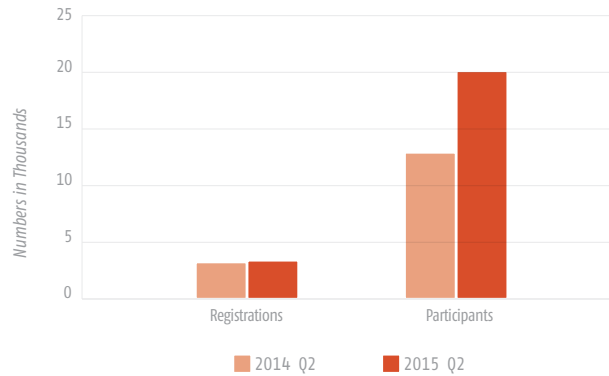
EVALUATION

KNL evaluated 130 internal events with end-of-event satisfaction surveys

- The average response rate was 72% and the average utility rate⁴¹, 79%.
- The average composite Quality Index⁴² was 4 based on a five point scale.

Four follow-up evaluations were carried out for K&L programs that had occurred in 2015

- 93% response rate and a result that suggests that 86% of the participants had applied the knowledge gained

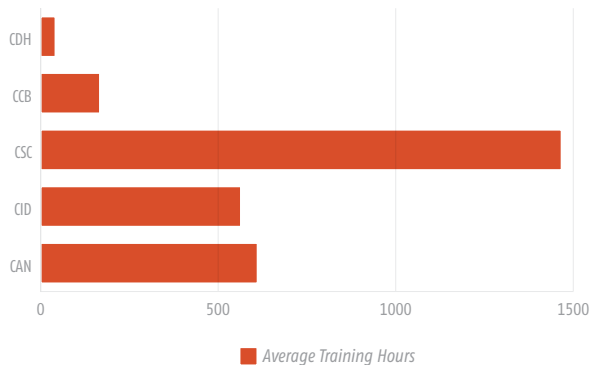


CAPACITY BUILDING ACTIVITIES - EXTERNAL CLIENTS

5.3 Average Training Hours per Participant

3,878 registered participants from the region received 163,556 hours of training

- 17% increase when compared to 139,265 in 2014 Q2
- 83% of the hours were delivered through online courses while 17% were face-to-face events.



B. PROGRAM EXECUTION: DISSEMINATION AND COMMUNICATION

As June 30, KNL had performed 14 level 1 evaluations, of which the response rate for the events was 67% with utility of 4.2 and a Quality Index rate of 4.2.

EVALUATION ACTIVITIES FOR EXTERNAL CLIENTS

5.4 Number of views per dissemination tool

A total of **7,332 IDB Knowledge products** were available in BRIK

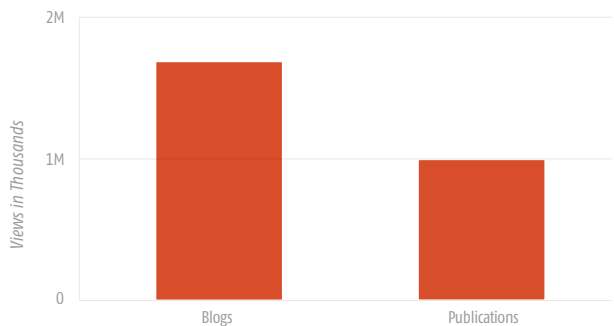
- Total visits to these publications were 999,532 yielding an average of 136 visits per publication
- As of June 30, KNL had produced technical notes that document the lessons learned from the Bank's experience, for 3 sector framework documents: Subnational Governments & Decentralization; Energy and Environment & Biodiversity.

A the end of 2014 Q2 there were **19 Blogs** with more than 1,691,434 views

- <http://blogs.iadb.org/>
- <http://blogs.iadb.org/abierto-al-publico/>

C. BUDGET PROGRAMMING AND EXECUTION

- Of the total resources assigned to the K&L Fund (\$6.9m) and Info fund (\$1.3m), 54% were programed and 43% executed



AFS	Audited Financial Statements	IDB-9	9th General Capital Increase	SPD	Office of Strategic Planning and Development Effectiveness
BDA	Budget and Administrative Services Department	IIC	Inter-American Investment Corporation	SPH	Social Protection and Health Division
C&D	Countries from Group C & Group D	INE	Infrastructure and Environment Sector	T&L	Time and Labor System
CAN	Country Department Andean Group (Colombia, Peru, Venezuela, Bolivia and Ecuador)	INT	Integration and Trade Sector	TC	Technical Cooperation
CCB	Country Department Caribbean Group (Jamaica, Trinidad and Tobago, Suriname, Guyana, Barbados and Bahamas)	IFD	Institutions for Development	TFFP	Trade Finance Facilitation Program
CCLIP	Conditional Credit Line for Investment Projects	INV	Investment Operations	VPC	Vice Presidency for Countries
CID	Country Department Central America (Guatemala, Belize, El Salvador, Honduras, Nicaragua, Costa Rica), Mexico, Panama and Dominican Republic	KCP	Knowledge and Capacity Building Products	VPF	Vice Presidency for Finance and Administration
COF	Country Office	KNL	Knowledge and Learning Sector	VPP	Vice Presidency for Private Sector and Non-Sovereign Guaranteed Operations
CPD	Country Programming Document	NFP	Non-Financial Products	VPS	Vice President for Sectors and Knowledge
CSC	Country Department Southern Cone (Argentina, Brazil, Chile, Uruguay and Paraguay)	LPGS	Liquidity Program for Growth Sustainability	WSA	Water and Sanitation Division
DTF	Donor Trust Funds	NPC	Non-Personnel Costs	AR	Argentina
DEM	Development Effectiveness Matrix	NSG	Non-Sovereign Guaranteed	BA	Barbados
EDU	Education Division	OC	Ordinary Capital	BH	Bahamas, The
EME	Financial Emergency Loans	OLB	Outstanding Loan Balance	BL	Belize
EFS	External Feedback System	OMJ	Opportunities for the Majority Sector	BO	Bolivia
ESW	Economic and Sector Work	OPUS	Operations Update System	BR	Brazil
FSO	Fund for Special Operations	ORP	Office of Outreach and Partnerships	CH	Chile
FTE	Full Time Equivalents	PBL	Policy Based Lending	CO	Colombia
FMM	Fiscal and Municipal Management Division	PC	Personnel Cost	CR	Costa Rica
FOB	Funds of the Bank (ORC, FSO, GRF)	PCR	Project Completion Report	DR	Dominican Republic
FUA	Funds under Administration	PDP	Operations Procurement Office	EC	Ecuador
GCM	Grants and Co-Financing Management Unit	PFM	Portfolio Monitoring Unit	ES	El Salvador
GEF	Global Environment Fund	PI	Performance Index	GU	Guatemala
GRF	IDB Grant Facility	PMR	Progress Monitoring Report	GY	Guyana
HQ	Headquarters	PRG	Programming Product	HA	Haiti
HRD	Human Resources Department	REG	Regional	HO	Honduras
HRG	Haiti Response Group	RES	Department of Research and Chief Economist	JA	Jamaica
ICF	Institutional Capacity and Finance Sector	CRF	Corporate Result Framework	ME	Mexico
IDB-8	8th General Capital Increase	RMG	Office of Risk Management	NI	Nicaragua
		RND	Environment, Rural Development Disaster Risk Management Division	PE	Peru
		SCF	Structured and Corporate Finance Department	PN	Panama
		SCL	Social Sector	PR	Paraguay
		SECCI	Sustainable Energy and Climate Change Initiative	SU	Suriname
		SG	Sovereign Guaranteed	TT	Trinidad and Tobago
		SMO	Strategy Monitoring Division	UR	Uruguay
				VE	Venezuela, Rep. Bol.
				RG	Regional

- 1 Disbursement projections are as of February 28th, 2015
- 2 Program figures include OC, FSO, GRF and CTF
- 3 Approvals planned in Pipeline as of February 28th, 2015
- 4 "Multiple booked" operations refer to operations credited to more than one Division
- 5 The ESW Plan refers only to products financed by the administrative budget from VPS.
- 6 Disbursement projections are as of February 28th, 2015
- 7 DSL replaces the Emergency Lending (EME) (AB-2890, 2012)
- 8 Disbursements from investment operations active at the beginning of 2015
- 9 Disbursements from FSO and IDB Grant Facility operations active at the beginning of 2015
- 10 Net Loan Flow is disbursement minus principal collections.
- 11 Includes operations financed by IDB Grant Facility
- 12 Excludes operations pending ratification.
- 13 The average time from approval to March 31, 2015 pending eligibility is 10.4 months, the median is 8 months.
- 14 All PCR's required to be approved by June 30, 2015
- 15 Panama replaced Costa Rica as the fifth largest in 2015 Q1
- 16 Projects that have not reached eligibility
- 17 PBLs, PBPs, HIB, SUP, and PDLs operations report physical and/or financial progress, but do not classify performance.
- 18 Approvals projections are as of February 28th, 2015
- 19 Approved Budget 2015. Includes ORC, FSO, and GRF.
- 20 Evaluability or the extent to which an activity or program can be evaluated in a reliable credible fashion, is the basis for assessing compliance with evaluation standards set forth in the DEF. The evaluability categories changed for 2014.
- 21 CS including gender equality or other vulnerable groups, indigenous and afro-descendants, related indicator in Result Matrix. Crosscutting areas does not qualify. For loans the information is based on the validated DEM by SPD. The projects qualify as gender and diversity when they have one or more indicator for specific vulnerable groups (women, indigenous or afro-descendants).
- 22 The Evaluation Recommendation Tracking System (ReTS) was launched by the Bank in 2013 to facilitate the monitoring of recommendations stemming from the evaluation work of the Office of Evaluation and Oversight (OVE). The system requires that Management develop concrete action plans to implement the recommendations and track their progress, as a way to strengthen the Bank's accountability, as well as its ability to systematically apply lessons learned to its future activities.

A protocol governing the process and the system through which the implementation by Management of OVE's recommendations is tracked has been approved by the Board of Executive Directors in August of 2013 (GN-2607-2). As specified in the protocol, the ReTS tracks only the formal recommendations made by OVE that the Board of Executive Directors instructs Management to implement.

With the ReTS, the IDB has taken an important step towards strengthening its evaluation function. Tracking and reporting on the implementation of evaluation recommendations is considered a good practice for Multilateral Development Banks (MDBs) and is strongly encouraged by the MDB Evaluation Cooperation Group (ECG) and the Organization for Economic Co-operation and Development (OECD).
- 23 FTE - Full Time Equivalent
- 24 Time reported by all Vice-presidencies
- 25 The ESW Plan refers only to products financed by the administrative budget from VPS.
- 26 The Revised Budget incorporates transfers (in and out) made to the original approved budget, actual plus commitments.
- 27 Budget Execution - Actual plus commitments
- 28 Unallocated Personnel Costs are the result of staff not reporting their time into the Time and Labor System. The equivalent cost from the missing staff time is reported as a Miscellaneous Cost. Ideally, this cost should be zero.
- 29 Moving average of four last quarters
- 30 Moving average of four last quarters
- 31 Measurement based on registered Start date
- 32 Note that the methodology has been fine tuned to better reflect the trend
- 33 Only operations which actually disbursed.
- 34 Filled with external and internal candidates. Includes postings with closing date in 2014 and hires in 2014 from postings with closing date in 2013.
- 35 Board approved Positions: 1404 remain vacant
- 36 Includes 7 Young Professionals.
- 37 The number of vacancies filled may be greater than posted positions. The main reasons are delays in effective hiring dates and changes in contract type.
- 38 Professional Staff: Grades 9 and above (Bankwide)
- 39 Management reviewed the way this target is measured and has concluded that the indicator does not fully reflect the Bank's level of direct interface with, and support to, country counterparts. In addition, given high levels of client satisfaction and operational performance - which are the ultimate goals of decentralization- it does not appear cost-effective continuing to work towards the achievement of the 40% target. Management will ask the Board to reconsider the original metric as part of the update to the institutional strategy and the new CRF proposal (GN-2679-2)
- 40 Projects in Pipeline A as of February 28th, 2015
- 41 % who answered 4 or 5 out of all respondents (on a 1-5 scale)
- 42 A weighted Index based on the ratings for the Content, Methodology, Materials and Instructor for each event

Copyright © 2015 Inter-American Development Bank. This work is licensed under a Creative Commons IGO 3.0 Attribution-NonCommercial-NoDerivatives (CC-IGO BY-NC-ND 3.0 IGO) license (<http://creativecommons.org/licenses/by-nc-nd/3.0/igo/legalcode>) and may be reproduced with attribution to the IDB and for any non-commercial purpose. No derivative work is allowed.

Any dispute related to the use of the works of the IDB that cannot be settled amicably shall be submitted to arbitration pursuant to the UNCITRAL rules. The use of the IDB's name for any purpose other than for attribution, and the use of IDB's logo shall be subject to a separate written license agreement between the IDB and the user and is not authorized as part of this CC-IGO license.

Note that link provided above includes additional terms and conditions of the license.

