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As mandated by IDB-9, the Office of Strategic Planning and Development Effectiveness (SPD) periodically reports on a set of indicators that allows Management to monitor progress on corporate targets. These indicators reflect a broader effort to enhance the Bank’s accountability and transparency mechanisms, reduce information asymmetries throughout the organization, and reinforce evidence-based decision making.

The ABR contains source data that can be downloaded by clicking on any graph. It also includes enhanced graphic design available for iPad users with Roambi installed. The 2015 ABR also closes the reporting cycle for selected indicators contained in the CRF 2012-2015. For those indicators, 2015 targets are included for ease of reference and analysis.

The data contained in these reports 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.

As always, we’d like to hear from you. Please share your opinions with us about the ABR and ideas for continued improvement. You can email us at any time directly to QBR@IADB.ORG.

Special acknowledgement to VPC, VPF, VPS, VPP, ORP and RMG for their contributions in the preparation of this report.
SUMMARY

2015 ANNUAL BUSINESS REVIEW
2015 ANNUAL BUSINESS REVIEW

PROGRAM EXECUTION

LOAN DISBURSEMENTS
TOTAL CUMULATIVE DISBURSEMENTS

$10.2b
2%
3% below $10.7b\(^1\) projected for 2015

2014 2015

$10.4b
2%
3% above $10.7b\(^2\) projected for 2015

2014 2015

FSO FOR ELIGIBLE COUNTRIES

$302m
3%
9% above $283m\(^3\) projected for 2015

2014 2015

$309m
3%
9% below $323m\(^4\) projected for 2015

2014 2015

IDB GRANT FACILITY

$206m
9%
77% below $243m\(^5\) projected for 2015

2014 2015

$188m
9%
77% above $124m\(^6\) projected for 2015

2014 2015

LOAN PORTFOLIO IN EXECUTION

SG OPERATIONS IN PORTFOLIO

633
SG OPS
$49.3b
in volume
2014

627
SG OPS
$50.6b
in volume
2015

SG OPERATIONS W/LEGAL EFFECTIVENESS PENDING ELIGIBILITY

15
SG OPS
2%
of SG portfolio
2014

17
SG OPS
3%
of SG portfolio
2015

NSG OPERATIONS CURRENTLY DISBURSING

106
NSG OPS
$5.4b
in volume
2014

107
NSG OPS
$5.0b
in volume
2015

RISK

$20.2b
unused borrowing capacity
2014

$20.1b
unused borrowing capacity
2015

TECHNICAL COOPERATION DISBURSEMENTS

TC DISBURSEMENTS

$191m
1%
2014 2015

$192m
1%
2014 2015

TC ORC SPECIAL PROGRAMS

$108m
5%
57% of Total TC Disbursements

2014 2015

TC DONOR TRUSTFUNDS

$78m
3%
42% of Total TC Disbursements

2014 2015

TC FSO DISBURSEMENTS

$6.1m
64%
1% of Total TC Disbursements

2014 2015
2015 ANNUAL BUSINESS REVIEW

SUMMARY

PROGRAM STRATEGIC ALIGNMENT

LOAN APPROVALS

TOTAL SG & NSG LENDING APPROVALS

- **$13.8b** in 168 operations (2014)
- **$11.3b** in 168 operations (2015)
- **$10.9b** (96%) from Bank’s Funds (Ordinary Capital, Fund for Special operations and the IDB Grant facility)

NSG INVESTMENT APPROVALS

- **$2.8b** in 63 operations (2014)
- **$2.2b** in 85 operations (2015)

SG INVESTMENT LENDING APPROVALS

- **$7.51b** in 85 operations (2014)
- **$5.4b** in 63 operations (2015)

POLICY-BASED LENDING APPROVALS

- **$3.2b** in 19 operations (2014)
- **$3.6b** in 20 operations (2015)

ORDINARY CAPITAL APPROVALS

- **12.4b** in 168 operations (2014)
- **$10.4b** in 168 operations (2015)

MULTIPLE-BOOKED OPERATIONS APPROVED

- **$3.8b** in 43 approved operations (2014)
- **$1.31b** in 33 approved operations, 20% of approved operations (168) and 26% of approved amount ($11.3b)
- **27** operations were approved Double-Booked and **6** operations were approved Triple-Booked

AVERAGE OF (SG AND NSG) OPERATION SIZE

- **$82m** in 2014
- **$67m** projected by year’s end

BUSINESS DEVELOPMENT

COUNTRY STRATEGIES & PROGRAMMING

COUNTRY STRATEGIES

- **4** Country Strategies approved in 2014 (CH, DR, HO, PR) APPROVED
- **6** Country Strategies approved for 2015 (BD, CO, CR, SS, PN, UR) APPROVED

VPS ECONOMIC & SECTOR WORK

ESW PROGRAM

- **67** products in 2014 (18%)
- **79** products in 2015 (18%)
- **349** deliverables in 2014 (10%)
- **385** deliverables in 2015 (10%)
**BUSINESS DEVELOPMENT**

**TECHNICAL COOPERATIONS PROGRAM**

- **Technica l Cooperation Approvals**
  - $202m in 406 operations (2014)
  - $187.7m in 403 operations (2015)

- **Fini nced with Ordin ary Capital Approvals**
  - $121m in 279 operations (2014)
  - $111m in 286 operations (2015)

- **Fini nced with Donor Trust Fund Approvals**
  - $80.9m in 127 operations (2014)
  - $77m in 117 operations (2015)

**BUDGET AND EFFICIENCY**

**Operati onal Efficiency**

- Staff Time Reported to Project Preparation
  - 2014: 1.03 FTEs
  - 2015: 0.78 FTEs

- Time Elapsed to Prepare a Project (From Profile to Approval)
  - 2014: 6.2 months for SG ops
  - 2015: 5.8 months for SG ops

**HUMAN RESOURCES**

- **Vacancies Filled**
  - 173 bankwide vacancies filled in 2014
  - 62% operational Vice-Presidencies
  - 64% were filled with external candidates of which, 50% were female

- **Women in Grades Four & Above**
  - 37%

- **CRF Target**
  - 8 months by 2015

- [http://hranalytics/](http://hranalytics/)
**KNOWLEDGE & LEARNING**

**PARTICIPANTS ENROLLED**
- 4,253 unique participants enrolled in at least one learning program in 2015
- Increase from 3,945 participants at the beginning of 2014 (8%)
- 7,025 registered participants
- 309,764 hours of training in 2015
- Increase from 5,295 in 2014 (32%)

**KNOWLEDGE PRODUCTS**
- 7,527 products available in BRIK
- 1.1m total visits to these publications, yielding an average of 148 visits per publication

**BLOGS**
- There were 24 blogs at the end of 2014 with more than 4.6m views

**EXTERNAL FEEDBACK SYSTEM**

**IDB DELIVERY OF SG AND NSG LOAN OPERATIONS**
- 54% overall response rate with the Bank's delivery of services for IDB-financed operations

**High Satisfaction levels**

**COUNTRY STRATEGIES**
- 67%  2%  65%

**SG AND NSG LOAN OPERATIONS**
- 93% = 93%

**TC OPERATIONS**
- 87%  3%  90%

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<td>CRF Target is 70% by 2015</td>
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I. EXECUTION
I. EXECUTION

DISBURSEMENTS

1.1 Total Disbursements

Bank’s disbursements reached $10.4b, 97% of the projected $10.7b for the year:

- 2% increase from $10.2b in 2014

Investment loan disbursements reached $6.8b, 90% of the projected $7.5b for the year

- 15% decrease from $8.0b during in 2014

Policy Based Loan disbursements reached $3.3b, 114% of the projected $2.9b for the year

- 53% increase from $2.2b in 2014

BY COUNTRY GROUP

1.2 Loan Disbursements by Country Group

CAN disbursements reached $3.17b

- 71% increase from $1.86b in 2014

CCB disbursements reached $349m

- 2% decrease from $355m in 2014

CID disbursements reached $3.86b

- 5% increase from $3.67b in 2014

CSC disbursements reached $2.7b

- 32% decrease from $4.0b in 2014

CDH disbursements reached $191m

- 7% decrease from $206m in 2014

Regional disbursements reached $108m

- 47% increase from $74m in 2014
1.3 Loan Disbursements by Sector

IFD disbursements reached $3.50b
- 22% increase from $2.88b in 2014

INE disbursements reached $3.92b
- 4% increase from $3.77b in 2014

SCL disbursements reached $1.59b
- 15% decrease from $1.88b in 2014

INT disbursements reached $28m
- 14% increase from $25m in 2014

SCF disbursements reached $1.28b
- 18% decrease from $1.56b in 2014

OMJ disbursements reached $61m
- 37% increase from $44m in 2014

1.4 Cumulative Disbursements by Quarter

Investment loan disbursements in the last quarter (2015 Q4) reached $2.91b
- 29% decrease from $4.09b in 2014

- Represented 53% of total investment disbursements, 8 percentage points decrease from 61% in the last quarter of 2014
BEGINNING OF THE YEAR UNDISBURSED BALANCE

1.5  SG Investment Disbursements vs Beginning of Year Undisbursed Balance

Disbursement as a percentage of beginning of year balance for eligible SG investment projects was 18% in 2015:

- 3 percentage points decrease from 21% in 2014.
- The current average for the last 5 years across the Bank is 21%.
- Averages by Country Group: 27% for CID, 26% for CDH, 23% for CAN, 23% for CSC, and 19% for CCB.
1.6 SG Investment Loans by Country

Country disbursement profiles\(^\text{12}\) show that it took on average more than double the original estimated disbursement period to fully disburse project funds:

- All countries took at least twice as long as planned to fully disburse their SG Investment projects.
- Mexico fully disbursed faster than any other country, but not within the originally planned period: it disbursed 100% in twice the original estimated timeframe.
- Other countries required more than twice the original estimated timeframe to fully disburse.
- On average, projects in Colombia, Brazil and Peru take 2.4, 2.7 and 2.7 respectively.
- In the upper bound, some countries, such as Venezuela and the Caribbean, used 2.8 times the original estimated timeframe to fully disburse.

1.7 SG Investment Loans by Sector

Sector disbursement profiles\(^\text{14}\) also show that it took in on average more than double the original estimated disbursement period to disburse an operation:

- For operations in SCL the trend reveals that it took twice the estimated original time to disburse 95% of its portfolio volume.
- In the same timeframe IFD disbursed 94% and INE disbursed 92% of its portfolio volume.
I. EXECUTION

DISBURSEMENT TRENDS

The total portfolio in execution is comprised of the Bank is 734 Projects, 627 SG and 107 NSG, for a current approved amount of $55.6b. In addition to the 107 NSG guarantees and loans disbursing there are 175 NSG loans fully disbursed and repaying for a total NSG Outstanding Loan Balance of $6.0b as of Dec 31, 2015.

1.8 Comparison of Disbursements vs Country and Sector Trends

In 2015, **41.4%** of the SG operations disbursed above the historical trend

- 30.2% were disbursing within historical trends
- 28.4% were disbursing below historical trends

1.9 FSO and IDB Grant Facility Disbursements Compared To Beginning Of Year Undisbursed Balance

In 2015, beginning of year undisbursed balance for investment operations financed by FSO for eligible countries and the IDB Grant Facility amounted to **$1.24b**

- 2% decrease from $1.27b at the beginning of 2014

In 2015, FSO and IDB Grant Facility disbursements reached **$459m**

- 37% of initial balance, 2 percentage points decrease from 39% in 2014.
I. EXECUTION

TECHNICAL COOPERATIONS DISBURSEMENTS

1.10 Technical Cooperation Disbursements

- **Disbursements of TCs reached $191.7m**
  - Less than 1% increase from $191.1m in 2014

- Disbursements of TCs financed through Ordinary Capital (OC) Special Programs reached $108.4m
  - 2% increase from $106.6m in 2014
  - 57% of total TC disbursements in 2015

- Disbursements of TCs financed through the Fund for Special Operations (FSO) reached $2.2m
  - 64% decrease from $6.1m in 2014
  - 1% of total TC disbursements in 2015

- Disbursements of TCs financed with Donor Trust Funds (DTF) reached $81.1m
  - 3% increase from $78.4m in 2014
  - 42% of total TC disbursements in 2015

1.11 IDB’s Outstanding Debt, Approvals and Disbursements by Country

Outstanding balances in the Bank’s borrowing countries show an increasing trend, particularly since 2006.

- With the exception of Peru, that has shown a decrease since 2014
- Outstanding debt of Mexico has doubled after the repayments made in 2006.
- In 2015, Argentina, Colombia, Mexico and Caribbean and Central America regions reached their highest levels of outstanding balances since 2005.
I. EXECUTION

LOAN PORTFOLIO IN EXECUTION

1.12 Distribution by Sector

As of December 31, 2015 there were 627 SG projects in the portfolio in execution:

- 1% decrease from 633 in 2014
- IFD portfolio reached 214 operations
  - 3% decrease from 221 in 2014
- INE portfolio reached 284 operations
  - 2% decrease from 289 in 2014
- SCL portfolio reached 108 operations
  - 4% increase from 104 in 2014
- INT portfolio reached 21 operations
  - 11% increase from 19 in 2014

1.13 SG Operations by Country Region and Approval Year

Of the 627 SG operations in portfolio representing $50.6b in volume:

- 127 (20%) were approved on or before the year 2010 (5 years or older)
  - 2 percentage point increase from 18% in 2014
- 255 (41%) were approved between 2010 and 2013 (2 to 5 years old)
  - 3 percentage point increase from 38% in 2014
- 245 (39%) were approved between 2013 and 2015 (0 to 2 years old)
  - 5 percentage point decrease from 44% in 2014
- CID and CSC countries accounted for 64% of the 401 operations
  - 1 percentage point decrease from 65% in 2014
I. EXECUTION

1.14 NSG Operations by Country Region and Approval Year

There are 107 NSG operations currently disbursing totaling $5.0b in volume:

- 9 (8%) were approved on or before the year 2010 (5 years or older)
- 21 (20%) operations were approved between 2010 and 2013 (2 to 5 years old)
- 77 (72%) operations were approved between 2013 and 2015 (0 to 2 years old)
- CID and CSC countries accounted for 63% with 67

1.15 SG Operations Pending Ratification by Country Group and Approval Year

37 SG operations are pending ratification, representing $2.9b in volume

- 37 (100%) were approved between 2013 and 2015 (0 to 2 years old)
- CID countries accounted for 46% of the total number of SG loan operations pending ratification (37)

1.16 SG Portfolio Pending Signature by Country Group and Approval Year

55 SG operations are pending signature, representing $4.4b in volume, of which:

- 2 were approved between 2010 and 2013 (2 to 5 years old)
- 53 were approved between 2013 and 2015 (0 to 2 years old)
- CAN & CSC countries accounted for 73% of the total number of SG loan operations pending signature (40)
1.17 NSG Operations Pending Signature by Country Group and Approval Year

53 NSG operations are pending signature, representing $2.5b
- 10 (19%) were approved between 2010 and 2013 (2 to 5 years old)
- 43 (81%) were approved between 2013 and 2015 (0 to 2 years old)
- CID and CAN operations accounted for 64% of the total number of NSG operations pending signature (34)

LOAN PORTFOLIO PENDING ELIGIBILITY

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

17 SG operations with legal effectiveness are pending eligibility, representing 3% of the total SG portfolio (627 operations), of which:
- 17 were approved between 2013 and 2015 (0 to 2 years old)
- CSC countries accounted for 29% (5) and CAN countries for 24% (4)

1.19 SG Operations Not Yet Eligible (Volume of Operations)

Of the total volume of $2.5b
- INE accounted for 60% ($1.47b)
- IFD accounted for 12% ($285.8m)
- SCL accounted for 29% ($710m)
I. EXECUTION

LOAN PORTFOLIO PENDING FIRST DISBURSEMENT

1.20 SG Operations Pending First Disbursement by Country Group and Approval Year

SG eligible operations are pending first disbursement representing 3% of the total SG portfolio in execution (627 operations), of which:

- 1 was approved on or before the year 2010 (5 years or older)
- 2 were approved between 2010 and 2013 (2 to 5 years old)
- 13 were approved between 2013 and 2015 (0 to 2 years old)
- CSC countries accounted for 41% (7)

1.21 SG Operations pending First Disbursement (Volume of Operations)

SG eligible operations pending first disbursement total $1.3b, of which:

- CSC accounts for 71% ($748.8m)
- CAN accounts for 24% ($317m)
- CID accounts for 3% ($37m)
- CCB accounts for 1% ($10m)
1.22 Last Disbursement Extensions – SG Investment Projects Extended 24+ Months

109 SG investment projects have extensions of 24 months or more from the original last disbursement date, representing $2.1b of the Bank’s undisbursed balance

• 17% increase from 93 in 2014

• Undisbursed balance of these operations represents 6% of the portfolio’s total undisbursed balance, 3 percentage point increase from 3% in 2014.

PROJECT COMPLETION REPORTS

1.23 PCR Status for Projects Fully Disbursed in 2014

98 of 112 projects that completed disbursements during 2014\textsuperscript{18} required a Project Completion Report\textsuperscript{19}

• As of December 31 2015:

• 65\% (64) were processed and approved by VPS: IFD (20), INE (31) and SCL (13)
1.24 Portfolio by Environmental and Social Impact

41 operations in execution (totaling $7.0b) have been assigned an “A” Environmental and Social Impact risk classification

- 6% of the entire portfolio as of December 31, 2015 (734), one percentage point increase from 5% in 2014
- 38 operations in execution ($6.7b) in 2015 were assigned the same rating

354 operations in execution ($31.7b) have been assigned a “B” Environmental and Social Impact risk classification

- 48% of the entire portfolio in execution as of December 31, 2015 (734), one percentage point decrease from 49% in 2014
- 361 operations in execution ($30.7b) in 2015 were assigned the same rating

AUDITED FINANCIAL STATEMENTS

1.25 Audited Financial Statements Compliance

85% of Audited Financial Statements (AFS) were delivered on time (by April 30 deadline)

- 7 percentage points increase from 78% in 2014
1.26 Analysis Status of Audited Financial Statements

509 (98%) of the 518 expected AFS were analyzed by auditors. Of the 509 AFS analyzed, 92% (466) were without issues.

- 3 percentage points increase from 89% in 2014
PROGRESS MONITORING REPORT (PMR)

The PMR is one of the key tools within the IDB’s development effectiveness architecture. This monitoring instrument of the Development Effectiveness Framework (DEF) tracks execution progress in each of its SG loan operations. The current PMR methodology was approved by the Operational Policy Committee in November 2013. It produces more accurate classification of project performance than in the past, due to the incorporation of new indicators during different phases of the project, and new procedures for the validation and quality control of the information used and produced by the system. For disbursing projects in disbursement, 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 that are not disbursing, the classification is based on the percentile of the elapsed time from approval date to legal effectiveness, or from legal effectiveness to eligibility. A more robust validation procedure allowed for an accurate classification of projects, involving Project Team Leaders, Chiefs of Operations, Sector Division Chiefs and Country Representatives. This methodology was first implemented in May 2014, through the Convergence Platform, the first release of the Bank’s integrated business solution (Optima).

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

- 16% (107) were approved but were pending eligibility for the first disbursement
- 75% (487) had started disbursing but had less than 95% amount disbursed.
- 8% (55) had disbursed 95% or more.

### 1.27 Status of the Portfolio

Of the **649 active operations** in 2014

- 69% (477) of the SG portfolio operations were classified as “Satisfactory”
  - In 2014, projects classified as satisfactory accounted for 75%.
- 13% (84) were classified as “Problem”
  - In 2014, projects classified as Problems accounted for 10%.
- 17% (109) were classified as “Alert”
  - In 2014, projects classified as Alert accounted for 14%.
- 1% (9) of the projects qualified for PMR did not have enough information to be classified

### 1.28 Performance Index classification by Sector

In 2015, the PMR system identified as Satisfactory:

- **67% (141 of 210)** of IFD projects
  - In 2014, 74% were classified as satisfactory
- **80% (80 of 100)** of SCL projects
  - In 2014, 85% were classified as satisfactory
- **67% (217 of 322)** of INE projects
  - In 2014, 73% were classified as satisfactory
- **53% (9 of 17)** of INT projects
  - In 2014, 69% were classified as satisfactory
1.29 Performance Index classification by Country Group

In 2015, the PMR system identified as Satisfactory:

- **67%** (86 of 128) CAN projects
  - In 2014, 72% were classified as satisfactory

- **72%** (116 of 161) of CID projects
  - In 2014, 82% were classified as satisfactory

- **70%** (171 of 246) of CSC projects
  - In 2014, 75% were classified as satisfactory

- **63%** (40 of 64) of CCB projects
  - In 2014, 69% were classified as satisfactory

1.30 Validated classification of active portfolio by stage²⁴

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

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. In addition, the Bank has established sector concentration limits in the NSG portfolio to facilitate diversification.

Overall lending is governed by the Bank’s Borrowing Policy, which limits Net Borrowings to the callable capital of non-borrowing countries.
I. EXECUTION

1.31 Unused Borrowing Capacity

Net Borrowings reached $53.5b
- 7% increase from $49.9b in 2014
The callable capital of non-borrowing countries reached $75.6b
- 8% increase from $70.1b in 2014
Percentage of the borrowing limit used reached 71%
- Same as 71% in 2014
Unused borrowing capacity reached $22.1b
- 9% increase from $20.2b in 2014

CONCENTRATION RISK

High geographic concentration represents a source of credit risk in the IDB's loan and guarantee portfolio (SG+NSG).

By the end of 2015, the five largest borrowing countries – Brazil, Mexico, Argentina, Colombia and Ecuador – accounted for 69% of the Bank’s loan and guarantee exposures.

1.32 Concentration Risk (SG)

Size of the total outstanding SG portfolio reached $72.7b
- 6% increase from $68.7b in 2014
Undisbursed portion of approved SG loans reached $27.5b
- 4% decrease from $28.5b in 2014
SG loans undisbursed as a percentage of outstanding SG loans and guarantees reached 27%
- 7% decrease from 29% in 2014.
1.33 Concentration Risk (NSG)

Size of the total outstanding NSG portfolio reached **$6.0b**
- No change from $6.0b in 2014

NSG exposure of the five largest NSG borrowing countries reached **54%**
- 2 percentage points decrease from 56% in 2014

Undisbursed portion of NSG loans reached **$3.0b**
- 3% increase from $2.9 billion in 2014

NSG loans and guarantees undisbursed as a percentage of outstanding reached **33%**
- 1 percentage point increase from 32% in 2014

**TECHNICAL COOPERATION OPERATIONS PORTFOLIO EXECUTION**

1.34 TC Operations by Country Group and Approval Year

TC operations in execution reached **1,187** totaling **$725m** in volume
- 36 ($49m) operations or 3% were approved on or before December 2010 (5 years or older)
- 452 ($259m) operations or 38% were approved between January 2011 and December 2013 (2 to 5 years old)
- 7699 ($387m) operations or 59% were approved on or after January 2014 (0 to 2 years old)
- 60% (708) under CID countries and Regional operations
1.35 TC Operations in Execution under VPS by Sector

TC Operations in execution under VPS reached 1,033 operations totaling $654m in volume:

- 2% decrease from 1050 ($681m) in 2014
- 347 ($188m) form part of IFD’s work program, a 1% decrease from 351 in 2014
- 365 ($285m) form part of INE’s work program, a 6% increase from 344 in 2014
- 254 ($138m) form part of SCL’s work program, a 4% decrease from 265 in 2014
II. STRATEGIC ALIGNMENT
II. STRATEGIC ALIGNMENT

LOAN APPROVALS

2.1 Approvals by Fund

Bank’s approvals reached $11.3b in 168 operations
- 19% decrease from $13.8b in 2014
- Same as 168 projects approved in 2014
- Average operations size was $67m, a 19% decrease from $82m in 2014
- Ordinary Capital (OC) approvals reached $10.4b, a 16% decrease from $12.4b in 2014
- Fund for Special Operations (FSO) approvals reached $282m, a 6% decrease from $300m in 2014
- IDB Grant Facility (GRF) approvals reached $190m, an 11% decrease from $214m in 2014

2.2 Approvals by Instrument

SG Investment loan approvals reached $5.42b in 63 operations
- 28% decrease from $7.51b in 2014
- 26% decrease from 85 operations in 2014

Policy-Based Loan approvals reached $3.6b in 20 operations
- 13% increase from $3.2b in 2014
- 5% increase from 19 operations in 2014

NSG Investment loan approvals reached $2.2b in 85 operations
- 22% decrease from $2.8b in 2014
- 35% increase from 63 operations in 2014

There were no operations of Contingent Credit line for Sustainable Development approved
- There was one operation for $300m in 2014
II. STRATEGIC ALIGNMENT

2.3 Investment Lending Growth (4 Year Moving Average)

4 year average Investment Lending approvals reached **148 operations** and **$9.3b** during 2012-2015

- 4% decrease from $9.6b during 2011-2014
- 1% increase from 147 operations during 2011-2014

**BY COUNTRY GROUP**

2.4 Country Group Approvals

- **CAN** reached **$3.0b** in **30 operations**
  - 17% decrease from $3.6b in 2014
  - 17% decrease from 36 operations in 2014

- **CCB** reached **$537m** in **11 operations**
  - 14% increase from $470m in 2014
  - 44% increase from 43 operations in 2014

- **CID** reached **$4.47b** in **62 operations**
  - 1% decrease from $4.52b in 2013
  - 44% increase from 43 operations in 2014

- **CSC** reached **$3.0b** in **57 operations**
  - 41% decrease from $5.1b in 2014
  - 17% decrease from 69 operations in 2014

- **CDH** reached **$190m** in **5 operations**
  - 11% decrease from $214m in 2014
  - 38% decrease from 8 operations in 2014

- **Regional operations reached $93m in 3 operations**
  - There were no Regional operations in 2014
II. STRATEGIC ALIGNMENT

2.5 Approvals by Sector

IFD approvals reached **$3.3b** in **29** operations
- 36% decrease from **$5.2b** in 2014
- 34% decrease from **44 operations** in 2014

INE approvals reached **$3.0b** in **32** operations
- 21% decrease from **$3.8b** in 2014
- 20% decrease from **40 operations** in 2014

SCL approvals reached **$2.4b** in **18** operations
- 25% increase from **$1.9b** in 2014
- No change from **18 operations** in 2014

INT approvals reached **$347m** in **4** operations
- 134% increase from **$148m** approved in 2014
- 33% increase from **3 operations** in 2014

SCF approvals reached **$2.1b** in **74** operations
- 22% decrease from **$2.8b** in 2014
- 37% increase from **54 operations** in 2014

OMJ approvals reached **$72m** in **11** operations
- 7% increase from **$67m** in 2014
- 22% increase from **9 operations** in 2014

CUMULATIVE LENDING APPROVALS

2.6 Cumulative Lending Approvals by Quarter

86 projects for **$6.0b** were approved during the last quarter of 2015
- 7% number decrease from 92 in 2014
- 13% volume decrease from **$6.9b** in 2014

As a percentage of the total number of projects approved:
- Number of approvals in Q4 2015 reached 51%, a 4 percentage point decrease from 55% in 2014
- Amount approved in Q4 2015 reached 53%, a 3 percentage point increase from 50% in 2014
II. STRATEGIC ALIGNMENT

BY AREA AND FUND

2.7 Operations in Sector Priority Areas\(^\text{26}\) Approved vs. Estimated

Competitive Regional and International Integration approvals reached $1.2\text{b}$ in 56 operations

- 7% below the $1.3\text{b}$ volume planned for 2015\(^\text{27}\)

Infrastructure for Competitiveness and Social Welfare approvals reached $2.2\text{b}$ in 29 operations

- 24% below the $2.9\text{b}$ volume planned for 2015

Institutions for Growth and Social Welfare approvals reached $4.0\text{b}$ in 46 operations

- 4% above the $3.9\text{b}$ volume planned for 2015

Protecting the Environment and Responding to Climate Change approvals reached $1.4\text{b}$ in 17 operations

- 43% above the $1.0\text{b}$ volume planned for 2015

Social Policy for Equity and Productivity approvals reached $2.4\text{b}$ in 20 operations

- 7% above the $2.3\text{b}$ volume planned for 2015

2.8 NSG Lending to Small & Vulnerable Countries

NSG approvals for Small and Vulnerable countries represented:

- 48% of total NSG volume ($2.2\text{b}$), a 27 percentage point increase from 21% in 2014 ($2.8\text{b}$)\(^\text{28}\)

- 53% of NSG operations (85), a 5 percentage point increase from 48% (63) in 2014
**CRF LENDING TARGETS**

**2.9 Lending Targets**

All lending targets under 2012-2015 CRF were surpassed. Of the 2015 lending from Bank’s Funds $10.9b (ORC, FSO and IDB Grant Facility):

- Small and vulnerable countries reached **50%** ($5.4b) in 101 operations
  - The 2015 CRF target is 35%
- Poverty reduction and equity enhancement reached **57%** ($6.2b) in 70 operations
  - The 2015 CRF target is 50%
- Climate change, sustainable (including renewable) energy and environmental sustainability initiatives reached **35%** ($3.8b) in 44 operations
  - The 2015 CRF target is 25%
- Regional cooperation and integration reached **26%** ($2.9b) in 72 operations
  - The 2015 CRF target is 15%

**MULTIPLE BOOKINGS**

**2.10 Approvals Including Multiple Bookings**

Multiple-Booked operations\(^{29}\) approved reached **33** operations for **$3.1b**

- 20% of approved operations in 2015, a 6 percentage point decrease from 26% (43) in 2014
- 27% of approved volume in 2015, a 1 percentage point decrease from 28% ($3.8b) in 2014
- 27 approved operations were Double-Booked and 6 approved operations were Triple-Booked
II. STRATEGIC ALIGNMENT

2.11 NSG Exposure

Ordinary Capital loans outstanding and guarantee exposure reached $78.8b\(^5\)

- Includes $6.1b of NSG operations representing 7.8% of total outstanding, 0.5 percentage point decrease from 8.2% in 2014

DEVELOPMENT EFFECTIVENESS – DEM

This section presents indicators from Development Effectiveness Matrix (DEM)

2.12 Development Effectiveness Matrix Evaluability Levels

According to the DEM\(^3\), **37%** of 81 SG operations were considered “Highly Evaluable” and **63%** “ Evaluable” of the SG loan operations approved in 2015.

In 2014, 40% of SG loan operations (105) were approved with “Highly Evaluable” score and 60% approved with “Evaluable” score.
2.13 Development Effectiveness Matrix Ratings
Average DEM scores at entry in 2015 for SG loan operations:
- Program Logic scored 9 points, a 1% decrease from 9.1 in 2014
- Evaluation and Monitoring scored 7.9 points, a 1% increase from 7.8 in 2014
- Operations with Economic Analysis reached 9.4 points, a 1% decrease from 9.5 in 2014

2.14 Expected Impact Evaluations
Operations at approval for which an Impact Evaluation is planned as part of its design reached 44%:
- 1 percentage point increase from 43% in 2014.

ENVIRONMENTAL AND SOCIAL SAFEGUARDS
2.15 Environmental and Social Safeguards in Approved Operations Per Category
Loan operations that had assistance from an Environmental and Social Safeguards Specialist from ESG reached 59:
- 2% increase from 58 in 2014
- Category A operations reached 7, a 22% decrease from 9 in 2014
- Category B operations reached 29, a 16% increase from 25 in 2014
- Category B13 operations reached 21, a 9% decrease from 23 in 2014
- Category C operations reached 2, a 100% increase from 1 in 2014
II. STRATEGIC ALIGNMENT

GENDER AND DIVERSITY

2.16 Gender Related Results in SG Loan Result Matrices

Approved SG operations with gender-related results in their results matrix reached **48%**:

- 8 percentage points increase from 36% in 2014
- 18 percentage points above the Bank's target (30%) set in the updated Gender Action Plan.

2.17 SG Projects and Country Strategies: Promoting Gender Equality and Disaggregating Indicators

From the Development Effectiveness Matrixes (DEM) of SG operations and Country Strategies Result Matrices:

- **17%** of loans included indicators disaggregated by gender and other vulnerable groups (14 of 81) in 2015 contributing to GCI-9 target, a 4 percentage point increase from 13% in 2014.
- **28%** of loans (23 of 81) in 2015 were flagged as promoting IDB gender equality (additionality), a 3 percentage point increase from 25% in 2014.
- **100%** of Country Strategies (6 of 6) approved in 2015 included one or more gender or diversity related indicator in their result matrix, a 50 percentage point increase from 2014.
**EVALUATION RECOMMENDATION TRACKING SYSTEM (RETS)**

**2.18 Board-Endorsed Recommendations Tracked in the ReTS (by Evaluation Category)**

As of December 31, 2015, a total of 77 Board-endorsed recommendations stemming from 18 evaluations from the Office of Evaluation and Oversight (OVE) have been or are being implemented by Management and tracked in the ReTS.

- These 77 recommendations are distributed among the following evaluation categories: Country Program Evaluations (55%), Sector and Thematic Evaluations (14%), Corporate Evaluations (22%), and Impact and Project Evaluations (9%).

- In 2015, OVE completed nine evaluations that were submitted to the Board of Executive Directors for consideration. The nine evaluations included a total of 41 recommendations. Of these, 40 were endorsed by the Board, requiring follow-up actions by Management.

- As of December 31, 2015, 22 of the total number of action plans tracked in the ReTS (77) since the launch of the system have been fully implemented. Of these, 14 were completed in 2015.

- Of the 58 action plans currently tracked in the ReTS as of the end of the year, 51 (88%) are in progress and 7 (12%) are past due.
III. BUSINESS DEVELOPMENT
### 3.1 Results-based Country Strategies

**Six** Country Strategies were approved by the Board in 2015: Barbados, Colombia, Costa Rica, El Salvador, Panama and Uruguay.

- Based on the validated Development Effectiveness Matrix for Country Strategies, in terms of **strategic alignment**, the objectives of the approved Country Strategies are consistent with the countries’ development challenges and priorities.

- In terms of **effectiveness**, all six Country Strategies were based on high quality country diagnostics. Each of the Country Strategies identified strategic objectives that respond to the challenges and opportunities identified in the corresponding sector diagnostics.

26 Country Program Documents were prepared in 2015 Q4 and are expected to be approved by the Board in 2016 Q1.

### 3.2 Staff Time Reported to Programming Products

**Staff Time reported to strategy, programming and portfolio management** activities reached **63.0 FTEs**.

- 6% increase from 59.1 FTEs reported in 2014.
- Country Strategies accounted for 36% (22.9 FTEs) of the total time reported to these activities.
- Country Portfolio Reviews accounted for 43% (26.9 FTEs) of the total reported to these activities.
- Regional accounted for 22% of reported FTEs, CID for 20%, CCB for 18%, CSC for 18%, CAN for 14% and CDH for 8%.

60% of time reported to these activities originated from the **COFs**.

- 0 percentage point increase from 60% in 2014.

Staff time reported to **Client Relationship Management** activities reached **13.2 FTEs**.

- 22% increase from 10.8 FTEs in 2014.
3.3 Operations Pipeline Development

As of January 1, 2016, the entire pipeline for 2016 contained 179 operations for $15.7b

- 5% increase from 170 operations on January 1, 2015
- 9% increase from $14.3b on January 1, 2015
- 24 operations for $3.5b were Policy-Based Loans (PBL), a 42% increase from 2.5$b at the beginning of 2015
- 155 operations for $12.1b were SG and NSG investment loans, a 3% increase from $11.8b at the beginning of 2015

The 2016 category pipeline “A” contains 135 projects for $10.1b

- 12% increase from 121 operations at the beginning of 2015
- 4% increase from $9.7b at the beginning of 2015
- 15 operations for $2.2b were PBL, a 25% increase from 1.7$b at the beginning of 2015
- 120 operations for $8.0b were SG and NSG investment loans, same amount as at the beginning of 2015

3.4 Project Pipeline by Country Group

Project pipeline as of January 1st 2016 was distributed by Country Group as follows:

- CAN amounted to $4.1b
  - 32% increase from $3.1b at the beginning of 2015
- CCB amounted to $659m
  - 18% decrease from $807m at the beginning of 2015
- CDH amounted to $215m
  - 3% decrease from $223m at the beginning of 2015
- CID amounted to $5.9b
  - 2% increase from $5.8b at the beginning of 2015
- CSC amounted to $5.4b
  - 14% increase from $4.7 at the beginning of 2015
- Regional amounted to $135m
  - 77% decrease from $598m at the beginning of 2015
3.5 Project Pipeline by Sector

Project pipeline as of January 1st 2015, including A and B categories, was distributed by sectors as follows:

- **IFD** amounted to $4.5b
  - 2% increase from $4.4b at the beginning of 2015

- **INE** amounted to $5.9b
  - 17% increase from $5.1b at the beginning of 2015

- **INT** amounted to $200m
  - 62% decrease from $522m at the beginning of 2015

- **OMJ** amounted to $70m
  - 35% increase from $52m at the beginning of 2015

- **SCF** amounted to $3.4b
  - 25% increase from $2.8b at the beginning of 2015

- **SCL** amounted to $2.3b
  - 6% decrease from $2.4b at the beginning of 2015

3.6 Project Pipeline by Country Group and Sector

Project pipeline percentage distribution, based on volume:

- For Country Group: **CID** 36%, **CSC** 33%, **CAN** 25%, **CCB** 4%, **CDH** 1% and **Regional** 1%.

- For Sectors: **INE** 36%, **IFD** 28%, **SCF** 21%, **SCL** 14% and **INT** 1%

### PIPELINE READINESS

3.7 Pipeline Readiness by Sector

2016 pipeline “A” contained 135 operations totaling $10.1b, compared with 121 operations totaling $9.7b in 2015

- 71% (82) for $7.2b were in Identification stage, a 6 percentage point increase from 65% (72) in 2015
- 8% (14) for $834m were in POD or Mandate Letter stage, a 6 percentage point decrease from 14% (20) in 2015
- 17% (32) for $1.7b were in Project Profile stage, a 1 percentage point increase from 16% (24) in 2015
- 4% (7) for $394m were in OPC stage, a 2 percentage point decrease from 6% (5) in 2015
III. BUSINESS DEVELOPMENT

ECONOMIC & SECTOR WORK (ESW)

3.8 ESW products by Department Distribution by Priority Areas

The ESW program\(^{38}\) for 2015 contained 79 products aimed at promoting knowledge generation, application and dissemination pertinent for policy formulation, to improve the quality of operations, strengthen the Bank’s relevance in the Region and support country dialogue

- 18% increase from 67 products in 2014

3.9 ESW Deliverables Completed

The ESW\(^{39}\) program for 2015 produced 385 deliverables

- 10.3% increase from 349 deliverables completed in 2014
- 91% of the 425 planned for 2015, a 6 percentage point decrease from 97% in 2014

The Corporate Input Products (CIP\(^{40}\)) program for VPS contained 38\(^{41}\) products

- Concentrated mainly in INE (14), SCL (8), IFD (5)
- Same amount of CIP products as in 2014
III. BUSINESS DEVELOPMENT

3.10 Resources to Economic and Sector Work Products

Non-Personnel resources committed to ESW products reached $12.3m
• 6% decrease from $13.1m spent in 2014

Staff time reported to ESW products reached 61.8 FTEs
• 9% increase from 56.5 reported in 2014

3.11 Non Personnel Costs to Economic and Sector Work Products from Sectors

Non-Personnel resources (consultants and travel) dedicated by VPS to the ESW program in 2015 reached $11.4m
• 6% decrease from $12.2m in 2014
• By sector: RES $2.8m, INT $2.8m, SCL $2.0m, IFD $1.7m, INE $1.8m and VPS $0.3m

3.12 Staff Time Reported to Economic & Sector Work Products from Sectors

Staff time reported by VPS to the ESW program in 2014 reached 53.1 FTEs
• 8% increase from 49.3 FTEs in 2014
• By sector: INT 16.1 FTEs, RES 15.8 FTEs, SCL 9.5 FTEs, IFD 6.9 FTEs, INE 4.6 FTEs and VPS 0.1 FTE
### TECHNICAL COOPERATIONS PROGRAM

#### 3.13 TC Program by Fund

**Technical Cooperation (TC) approvals reached 403 operations for $187.7m**

- 7% decrease from the $202m approved in 2014
- 1% increase from 406 operations in 2014
- Average size of TCs approved reached $466K, a 1% decrease from $498K in 2014

**Donor Trust Funds (DTF) financed TC approvals reached 117 operations for $76.8m**

- 5% decrease from $80.9m in 2014
- 3% increase from 127 operations in 2014
- Average size of DTF TCs was $656K, a 3% increase from $637K in 2014

**Ordinary Capital (OC) Special Programs-financed TC approvals reached 286 operations for $111m**

- 9% decrease from $121m in 2014
- 3% increase from 279 operations in 2014
- Average size of OC TCs was $388k, an 11% decrease from $435k in 2014

#### 3.14 TC Program by Country Group

**CAN** TC approvals reached $31m in 77 operations

- 21% decrease from $39.0m in 76 operations in the same period in 2014

**CCB** TC approvals reached $10.1m in 28 operations

- 9% decrease from $11.1m in 30 operations in the same period in 2014

**CID** TC approvals reached $40.8m in 111 operations

- 7% increase from $43.8m in 112 operations in the same period in 2014

**CSC** TC approvals reached $21.7m in 48 operations

- 7% increase from $20.2m in 50 operations in the same period in 2014

**CDH** TC approvals reached $6m in 9 operations

- 99% increase from $3m in 9 operations in the same period in 2014

**Regional TC approvals reached $78.2m in 130 operations.**

- 8% decrease from $85.2m in 129 operations in the same period in 2014

**REG countries** accounted for 42% of TC approvals in 2015; **CID** for 22%; **CAN** for 16%, **CSC** for 12%, **CCB** for 5% and **CDH** for 3%
III. BUSINESS DEVELOPMENT

3.15 TC Program by Sector

IFD TC approvals reached $38.6m in 105 operations.
- 18% decrease from $47.2m in 113 operations in 2014.

INE TC approvals reached $77.1m in 142 operations.
- 24% increase from $62.2m in 97 operations in 2014.

INT TC approvals reached $5.8m in 8 operations.
- 57% decrease from $13.6m in 19 operations in 2014.

SCL TC approvals reached $30.6m in 74 operations.
- 27% decrease from $42.2m in 82 operations in 2014.

SCF TC approvals reached $6.2m in 9 operations.
- A substantial increase from $0.5m in 2 operations in 2014.

3.16 OC Special Programs Utilization

Approvals under Special Programs financed with Ordinary Capital (OC) reached $111.8m

- 9% decrease from $122.6m in 2014
- 98% of $113.6m available for 2015, a 3% percentage point decrease from 101% in 2014
INVESTMENT GRANTS

3.17 Investment Grants (IGR)

Investment Grants approvals reached $100.9m in 12 operations

• 55% decrease from $225.6m in 2014
• 48% decrease from 23 operations approved in 2014
IV. RESOURCE MANAGEMENT
IV. RESOURCE MANAGEMENT

OPERATIONAL EFFICIENCY RESOURCES (PC, NPC & FTES)

4.1 Departments Budget Execution PC and NPC
Personnel Cost expenses for operational departments reached **$208m**
- 3% increase from $203m in 2014
Non-Personnel Cost (NPC) expenses for operational Departments reached **$98m**
- 2% decrease from $101m in 2014

4.2 Operational vs Non-Operational Department Budget Execution
Operational departments executed budget as a percentage of total administrative budget was **60%** ($327.6m) in 2015
- One percentage point increase from 59% ($326.0m) in 2014.
4.3 Percentage of administrative expenses in operational programs

Operational and operational support programs reached 66% ($357.3m)
- 2 percentage points increase from 64% in 2014
- The 2015 CRF target is 68%

4.4a Distribution of Staff Time reported to Operational programs

Staff time reported to operational programs and Main Business Functions reached 1,074 FTEs
- 55% of the total FTEs of the Bank, equivalent to all personnel on board excluding IIC personnel, Alternates and Directors, as of December 31 (1960)
- 5% decrease from 1,130 in 2014

4.4b Distribution of Staff Time reported to Operational Main Business Function

- Staff time reported to supervision of operations reached 472 FTEs
- Staff time reported to preparation of operations reached 190 FTEs
- Staff time reported to origination activities reached 23 FTEs
- Staff time reported to Knowledge development reached 136 FTEs
- Staff time reported to strategy and programming reached 60 FTEs
- Staff time reported to stakeholder & donor dialogue reached 193 FTEs
4.5a Contribution of Staff located in COFs to time reported to operational programs

Time reported by Staff located in COFs to operational programs and Main Business Functions reached 493 FTEs, 46% of the total staff time reported in 2015.

- 2 percentage points increase from 44% in 2014
- 3% increase from 480 in 2014

4.5b Contribution of Staff located in COFs to time reported to main business functions

- Staff time reported to supervision of operations reached 303 FTEs
- Staff time reported to preparation of operations reached 59 FTEs
- Staff time reported to origination activities reached 8 FTEs
- Staff time reported to Knowledge development reached 31 FTEs
- Staff time reported to strategy and programming reached 19 FTEs
- Staff time reported to stakeholder & donor dialogue reached 72 FTEs
IV. RESOURCE MANAGEMENT

PROJECT EFFICIENCY

4.6 Resources per Project Approval

Staff time reported to project preparation reached **0.78 FTEs**
- 25% decrease from 1.03 FTEs per project approved in 2014
NPC reached an average of **$52.5K per project approved**
- 45% decrease from **$95K** in 2014

4.7 Effort (FTEs/Elapsed Time)

The ratio between staff time reported and preparation elapsed time (Effort), reached **48.8** in 2015
- 20% decrease from 61 in 2014.

4.8 Resources (Expenditures and Staff Time) per Project in Portfolio

Staff time reported per project in the portfolio in execution reached **0.371 FTEs**
- 4% increase from 0.357 in 2014
NPC expenditures per project in the portfolio in execution reached **$27.4k**
- 5% increase from **$26.1k** in 2014
4.9 **Staff Time Reported to Project Execution per US$ Million Disbursed**

Staff time reported to project execution per US$ million disbursed reached **5.0** days

- 3% increase from 4.8 days in 2014

4.10 **Administrative Expenses per US$ Million Disbursed**

Administrative expenses per $1m approved reached **$41k**.

- 19% increase from 35k in 2014
- Based on CRF 2012-2015, target for 2015 is $34k.

Administrative expenses per $1m disbursed reached **$45k**.

- 5% decrease from $47k in 2014.
- Based on CRF 2012-2015, target for 2015 is $45k.

**CYCLE TIMES (EFFICIENCY)**

4.11 **Time Elapsed from Start to Approval**

Time elapsed from Start to Approval for SG investment operations reached **10.9 months**

- 11% decrease from 12.2 months in same period in 2014
### IV. RESOURCE MANAGEMENT

#### 4.12 Time Elapsed from Project Profile to Approval for SG Operations

Time elapsed to prepare a project (from Profile to Approval) for SG operations reached **5.8 months**

- 5% decrease from 6.2 months in same period in 2014
- The 2015 CRF annual target is 8 months

#### 4.13 Time Elapsed from Project Profile to Approval for NSG Operations

Time elapsed to prepare a project (from Profile to approval) for NSG operations reached **7.1 months**

- 7% decrease from 7.6 months in 2014
- The 2015 CRF annual target is 6 months

#### 4.14 Time Elapsed from Eligibility to First Disbursement for SG Investment Operations

Time elapsed from eligibility to first disbursement for SG investment operations reached **30 days**

- 32% decrease from 44 days in 2014
- The 2015 CRF target is 19 days.
4.15 Time Elapsed from Eligibility to First Disbursement for NSG Investment Operations

Time elapsed from eligibility to first disbursement for NSG investment operations, with a first disbursement reached in 5 days:
- Same percentage as in 2014
- The 2015 CRF target is 10 days

HUMAN RESOURCES
VACANCIES AND NEW HIRES

4.16 Status of Positions Posted

- 173 Bankwide vacancies filled as of 12/31/2015, 167 vacancies remain unfilled (includes 16 vacant positions allocated in the Central Pool – SRE/VAC).
- 108 (62%) of vacancies filled were for Operational Vice-Presidencies (VPS, VPC, and VPP).
- 111 (64.2%) of the filled positions went to external candidates. 62 positions were filled by transfers (29 by concurso, 33 by lateral transfer). Of the 111 external hires, 55 (49.5%) were female.
- VPS filled 44 vacant positions with external candidates. In the same period, VPS posted 49 positions to be filled through competitive processes.
- 13,755 applications where received for the 132 positions posted. 296 (2.2%) applicants were invited for interviews. Of these posted positions, over 4,080 candidates applied to the Young Professional and Diversity Young Professional Programs posted in 2015.
- 115 (87%) positions to be filled were posted as international positions.
IV. RESOURCE MANAGEMENT

4.17 Status of Positions Posted and Filled in the COFs

- Net number of professional staff on-board in the COFs decreased by 2.
- CORE, VPC, VPF and VPS professional staff on board in the COFs remained the same, while VPP decreased by 2.
- Of the 9 external hires of professionals in the COFs during this period, 8 were national professionals and 1 was international.
- Local professional staff in the COFs increased by 1.
- 10 (24%) of VPS professional vacancies as of December 31, 2015 are assigned to the COFs.

4.18 Country Office Staff Composition

- 38% of professional staff on-board in VPS are in the COFs. 34% of VPS professional staff on-board in the COFs are local.
- 3 of the 12, vacant positions in COFs in VPC are for Operations Analysts (local professionals – Grades 9 to 6). 11 vacancies are for professional staff.
IV. RESOURCE MANAGEMENT

COMPLEMENTARY WORKFORCE

4.19 Number of Professional Staff and Consultants (Excluding Firms)

As of December 31, 2015 there were 404 active consultants in the COFs with contracts over 150 days
- Equivalent to 477 FTEs
- 7% increase from 379 (equivalent to 391 FTEs) for the same period in 2014

There are 32 active professional contractors (working from firms) in the COFs
- 3% increase from 31 for the same period in 2014
- Additionally there are 75 Contractors in Mexico and 35 System Contractors in Costa Rica

There are 807 active DTCs on board across the Bank
- 22% increase from 663 DTCs as of Q4 2014
- 664 are located in HQ, 142 in the COFs and 1 in ORP/EUR

EXECUTIVE AND MANAGERIAL WOMEN

4.20 Percentage of Professional and Executive Staff Who are Women, Grade Four and Above

Women in grades four and above reached 37%
- Same percentage as in 2014
- 11 percentage points increase from 26% in 2006
- The 2015 CRF target is 40%.

Women in executive and representative positions reached 31%
- 2 percentage point decrease from 33% in 2014
- 16 percentage points increase from 15% in 2006
- The 2015 CRF target is 38%
STAFF COMPOSITION

4.21 Staff Composition in COFs and HQ

Professional Staff in the COFs reached **32%**
- 1 percentage point increase from 31% in 2014
- 9 percentage points increase from 23% in 2006
- The 2015 CRF target is **40%**

Female professional staff in the COFs reached **44%**
- 3 percentage point increase from 41% in 2014
- 12 percentage points increase from 32% in 2006

Staff from C&D countries account for **40%** of staff from all borrowing member countries
- Same percentage as in 2014
- Staff from borrowing member countries account for **67%** of all staff
- 1 percentage point increase from 66% in 2014
- Staff with a Doctorate degree accounted for
  - 23.1% of the Executive level,
  - 26.7% of the Management level
  - 15.4% of the Technical level.

Of these Staff holding a PhD
- 57.6% have an academic background from the US & Canada
- 15.9% from borrowing countries
- 25.8% from non-regional countries (0.7% from other non-member countries).

The average years of service at the Bank for staff reached 10.3 years
- Staff with 0 to 3 years accounted for 7.4% of all staff
- 3.1 to 10 years: 50.9%
- 10.1 to 20 years: 33.2%
- 20.1+ years or more: 8.5%.

TEAM LEADERS

4.22 Projects Approved with Team Leaders in the COFs

Number of SG loan operations prepared by Team Leaders in COF as a percentage of total number of SG approvals reached **59%** for 2015
- 1 percentage point decrease from 60% in 2014
4.23 Projects in Execution with Team Leaders in COFs

- **88%** of Team Leaders for projects in execution are located in the COFs
  - Same level as the beginning of 2015
- Percentage of staff time reported to operations execution-related activities from the COFs reached **69%**
  - 5 percentage point increase, from 64% in 2014
- Total time reported in this category reached **472 FTEs using MBF Methodology**
  - 24% of the total FTEs (1,960) of the Bank.
  - Time reported in this category reached **480 FTEs using Budget Program Methodology for 2014.**

**COLLABORATION**

4.24 Projects Approved with Co-Leadership from Different Divisions

- The percentage of SG and NSG operations with Team Leaders that belong to different divisions reached **16.6%**
  - 0.1% decrease from 16.7% in 2014

4.25 Multidisciplinary Team Compositions (Loan Operations)

- The number of operations approved with registered specialists from different Divisions as team members reached **50**, 31% of the total operations approved.
  - For IFD, 18 (62%) operations had members from different divisions; for INE 13 (41%), SCL 5 (28%), SCF 6 (9%) and OMJ 6 (75%).
5.1 Registrations & Participants Enrolled in KNL Activities

In 2015, 4,253 unique participants enrolled in at least one training program
- 7.8% increase from 3,795 participants at the beginning of 2014
- 236,268 participant hours where reported in the KNL System from 37,467 registrations:
  - 4% increase from 226,117 participant hours in 2013
  - 65% of the participant hours correspond to staff members, a 4 percentage point decrease from 69% in 2013.

5.2 Average KNL Hours per Participant

Bank staff reported an average number of 53.8 hours to K&L activities, 67% of the indicative target for the year (80 hours):
- VPC reported 65 hours, 81% of the indicative target
- VPS reported 62 hours, 77% of the indicative target
- VPF reported 51 hours, 64% of the indicative target
- SC reported 47 hours, 59% of the indicative target
- VPP reported 44 hours, 55% of the indicative target
5.3 Average Training Hours per Participant

Bankwide, the average of hours reported to training activities was 56.8 hours, 69% of the indicative target for the year (80 hours).

- Executive Staff reported 36 hours, 45% of the indicative target.
- Managerial Staff reported 73 hours, 91% of the indicative target.
- Technical Staff reported 72 hours, 90% of the indicative target.
- Support Staff reported 65 hours, 81% of the indicative target.
- By location:
  - HQ Staff reported 55 hours, 69% of the indicative target.
  - COF Staff reported 57 hours, 71% of the indicative target.

EVALUATION

KNL evaluated 312 internal events with end-of-event satisfaction surveys:

- The average response rate was 73% and the average utility rate was 82%.
- The average composite Quality Index was 4 based on a 5 point scale.

Nine follow-up evaluations were carried out for K&L programs that had occurred in 2014.

- 61% response rate and a result that suggests that 85% of the participants had applied the knowledge gained.

CAPACITY BUILDING ACTIVITIES – EXTERNAL CLIENTS

5.4 External Client Participation in KNL Activities

7,025 registered participants from the Region received 309,764 hours of training:

- 32% increase when compared to hours of training received in 2014.
- 84% of the hours were delivered through online courses while 16% were face-to-face events.

13 MOOCs (Massive Open Online Courses) offered through IDBx platform, registered 189,742 enrollments.
EVALUATION ACTIVITIES FOR EXTERNAL CLIENTS

In 2015, KNL performed 37 level 1 evaluations with:

- An average response rate of 48%
- An average utility rate of 90%
- A Quality Index rate of 4.3 on a 5 point scale

DISSEMINATION AND COMMUNICATION

In 2015, KNL collaborated with divisions from VPS in the documentation of lessons learned from the Bank’s experience for five Sector Framework Documents (SFDs): Subnational Governments & Decentralization; Fiscal Management; Energy; Environment & Biodiversity and Climate Change. Additionally, KNL interacted with the sectors to elaborate and implement dissemination strategies for the SFDs produced by IFD, the 2014 Development in the Americas report on Productive Development Policies, the 2015 Development in the Americas report on Early Childhood Development and for the Bank’s knowledge on Sustainable Infrastructure, Early Math and Science Education and Violence against Women and Girls.

5.5 Number of Views per Dissemination Tool

A total of 7,527 IDB Knowledge products were available in BRIK:

- Total visits to these publications were 1.1 million yielding an average of 148 visits per publication
- At the end of 2015, there were 24 Blogs with more than 4.6 million views

BUDGET PROGRAMMING AND EXECUTION

Of the total resources assigned to the K&L Fund ($7.2m) and Info fund ($1.5m), 100% were executed.

- 8% decrease from $7.8m assigned in 2014.
VI. EXTERNAL FEEDBACK SYSTEM
VI. EXTERNAL FEEDBACK SYSTEM

Using online surveys, the EFS captures external partner perceptions of the Bank's products and services and how these products are delivered. The EFS is based on the customer experience management concept that proposes a continuous measurement of external partner perceptions across the project cycle.

6.1 Response Rate

In 2015, external partners completed 1489 online surveys representing a 54% response rate.

- 1% increase from the number of surveys completed in 2014.
- 4 percentage points decrease from the response rate in 2014.

6.2 Respondent Profile

Survey respondents represent government offices, private sector, knowledge producing groups, and civil society organizations in borrowing member countries:

- 30% from Civil Society organizations
- 28% from private sector organizations
- 38% from governmental institutions
- 5% from others
6.3 Level of Satisfaction

Overall, surveyed partners reported positive satisfaction levels:

- 65% for Country Strategies, a 2 percentage point decrease from 67% in 2014.
- The 2015 CRF target is 70%.
- 93% for SG and 90% for NSG loan operations, same as 2014.
- The 2015 CRF target is 70%.
- 90% for TC operations, same as in 2014.
- The 2015 CRF target is 70%.
- 62% for Bank’s engagement with Civil Society Organizations.

6.4 External Partners most Important Attributes for selection—SG Loans and TCs

In 2015, surveyed partners related to SG loans and TCs reported that the three most important attributes for the selection of a development institution are:

- Flexibility to accommodate changes to the project (49%)
- Deep understanding of the country’s priority (42%)
- Strengthening institutional capacity of the Executing Agency (40%)
<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
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<tbody>
<tr>
<td>AFS</td>
<td>Audited Financial Statements</td>
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<tr>
<td>BDA</td>
<td>Budget and Administrative Services Department</td>
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<tr>
<td>C&amp;D</td>
<td>Countries from Group C &amp; Group D</td>
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<tr>
<td>CAN</td>
<td>Country Department Andean Group (Colombia, Peru, Venezuela, Bolivia and Ecuador)</td>
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<tr>
<td>CCB</td>
<td>Country Department Caribbean Group (Jamaica, Trinidad and Tobago, Suriname, Guyana, Barbados and Bahamas)</td>
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<tr>
<td>CCLIP</td>
<td>Conditional Credit Line for Investment Projects</td>
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<tr>
<td>CID</td>
<td>Country Department Central America (Guatemala, Belize, El Salvador, Honduras, Nicaragua, Costa Rica, Mexico, Panama and Dominican Republic)</td>
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<tr>
<td>COF</td>
<td>Country Office</td>
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<tr>
<td>CPD</td>
<td>Country Programming Document</td>
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<tr>
<td>CSC</td>
<td>Country Department Southern Cone (Argentina, Brazil, Chile, Uruguay and Paraguay)</td>
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<tr>
<td>DTF</td>
<td>Donor Trust Funds</td>
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<td>DEM</td>
<td>Development Effectiveness Matrix</td>
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<td>EDU</td>
<td>Education Division</td>
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<td>EME</td>
<td>Financial Emergency Loans</td>
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<td>EFS</td>
<td>External Feedback System</td>
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<td>ESW</td>
<td>Economic and Sector Work</td>
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<tr>
<td>FSO</td>
<td>Fund for Special Operations</td>
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<tr>
<td>FTE</td>
<td>Full Time Equivalents</td>
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<td>FMM</td>
<td>Fiscal and Municipal Management Division</td>
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<td>FOB</td>
<td>Funds of the Bank (ORC, FSO, GRF)</td>
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<tr>
<td>FUA</td>
<td>Funds under Administration</td>
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<tr>
<td>GCM</td>
<td>Grants and Co-Financing Management Unit</td>
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<tr>
<td>GEF</td>
<td>Global Environment Fund</td>
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<tr>
<td>GRF</td>
<td>IDB Grant Facility</td>
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<tr>
<td>HQ</td>
<td>Headquarters</td>
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<td>HRD</td>
<td>Human Resources Department</td>
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<tr>
<td>HRG</td>
<td>Haiti Response Group</td>
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<tr>
<td>ICF</td>
<td>Institutional Capacity and Finance Sector</td>
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<tr>
<td>IDB-8</td>
<td>8th General Capital Increase</td>
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<td>IDB-9</td>
<td>9th General Capital Increase</td>
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<tr>
<td>IIC</td>
<td>Inter-American Investment Corporation</td>
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<tr>
<td>INE</td>
<td>Infrastructure and Environment Sector</td>
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<td>INT</td>
<td>Integration and Trade Sector</td>
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<td>IFD</td>
<td>Institutions for Development</td>
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<td>INV</td>
<td>Investment Operations</td>
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<tr>
<td>KCP</td>
<td>Knowledge and Capacity Building Products</td>
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<tr>
<td>KNL</td>
<td>Knowledge and Learning Sector</td>
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<tr>
<td>NFP</td>
<td>Non-Financial Products</td>
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<tr>
<td>LPGS</td>
<td>Liquidity Program for Growth Sustainability</td>
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<tr>
<td>NPC</td>
<td>Non-Personnel Costs</td>
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<tr>
<td>NSG</td>
<td>Non-Sovereign Guaranteed</td>
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<tr>
<td>OC</td>
<td>Ordinary Capital</td>
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<tr>
<td>OLB</td>
<td>Outstanding Loan Balance</td>
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<td>OMJ</td>
<td>Opportunities for the Majority Sector</td>
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<td>OPUS</td>
<td>Operations Update System</td>
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<tr>
<td>ORP</td>
<td>Office of Outreach and Partnerships</td>
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<td>PBL</td>
<td>Policy Based Lending</td>
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<td>PC</td>
<td>Personnel Cost</td>
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<tr>
<td>PCR</td>
<td>Project Completion Report</td>
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<td>PDP</td>
<td>Operations Procurement Office</td>
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<td>PFM</td>
<td>Portfolio Monitoring Unit</td>
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<td>PI</td>
<td>Performance Index</td>
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<td>PMR</td>
<td>Progress Monitoring Report</td>
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<td>PRG</td>
<td>Programming Product</td>
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<td>REG</td>
<td>Regional</td>
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<tr>
<td>RES</td>
<td>Department of Research and Chief Economist</td>
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<tr>
<td>CRF</td>
<td>Corporate Result Framework</td>
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<td>RMG</td>
<td>Office of Risk Management</td>
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<td>RND</td>
<td>Environment, Rural Development Disaster Risk Management Division</td>
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<td>SCF</td>
<td>Structured and Corporate Finance Department</td>
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<td>Social Sector</td>
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<td>SECCI</td>
<td>Sustainable Energy and Climate Change Initiative</td>
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<td>SG</td>
<td>Sovereign Guaranteed</td>
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<td>Strategy Monitoring Division</td>
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<td>T&amp;L</td>
<td>Time and Labor System</td>
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<td>TC</td>
<td>Technical Cooperation</td>
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<td>TFFP</td>
<td>Trade Finance Facilitation Program</td>
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<td>VPC</td>
<td>Vice Presidency for Countries</td>
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<td>VPF</td>
<td>Vice Presidency for Finance and Administration</td>
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<td>VPP</td>
<td>Vice Presidency for Private Sector and Non-Sovereign Guaranteed Operations</td>
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<td>Vice President for Sectors and Knowledge</td>
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<td>Uruguay</td>
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<td>RG</td>
<td>Regional</td>
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1. Disbursement projections are as of February 28, 2015.
2. Disbursement projections are as of February 28, 2015.
3. Disbursement projections are as of February 28, 2015.
4. Change in percentage points. Net borrowings after swaps, plus guarantees exposure, less qualified liquid assets including special reserve assets as percentage of the Callable Capital from non-borrowing countries.
5. Program figures include Ordinary Capital (OC), Fund for Special Operations (FSO), IDB Grant Facility (GRF), Clean Technology Fund (CTF), China Co-Financing Fund for Latin America and the Caribbean (CHC), Canadian Climate Fund for the Private Sector in the Americas (CPS) and Strategic Climate Fund (SCF).
6. Double-booking operations are projects that focus on cross-cutting themes prepared by more than one sector division from VPS and/or VPP.
7. The ESW Program refers only to products financed by the administrative budget from VPS. ESWs are stand-alone products whose primary objective is to enhance the relevance of the Bank to the Region by generating, applying and disseminating knowledge that can be applied in Bank operations. ESWs include activities (deliverables) such as policy dialogue, impact evaluations, pilot programs, analysis of social, economic and macroeconomic developments in the region, databases, and knowledge dissemination in the five CGI-9 sector priorities, and in new areas of work like citizen security, innovation, food security or sustainable cities.
8. FTE = Full Time Equivalent Staff per Year.
9. Included Emergency loans disbursements (LPGS and Fiscal) for $37m in 2008 and $548m in 2009.
10. Disbursement projections are as of February 28th, 2015.
11. Disbursement projections are as of February 28th, 2015.
12. Disbursement projections are as of February 28th, 2015.
13. Disbursement Profile of a Country is based on the average of the amount disbursed per project in the portfolio.

The number of months is calculated from date of eligibility. The projects included for the profile shown are the investment operations with Sovereign Guarantee that closed between 2005 and 2015 or the investment operations with Sovereign Guarantee in execution.

14. Disbursement Profile of a Sector is based on the average of the amount disbursed per project in the portfolio. The number of months is calculated from date of eligibility. The projects included for the profile shown are the investment operations with Sovereign Guarantee that closed between 2005 and 2015.

15. The disbursements rate of operations included in this group falls above or within the expected rate of disbursement based on half-a-standard deviation of its corresponding country and sector.

16. Includes operations financed by GRF.

17. Excludes operations pending ratification.

18. PCR is not required if the operation was cancelled without any disbursement, the PCR was waived (signed memorandum required), the project is not the last operation of a multi-phase or PBP series, the project is a supplementary or part of another project that required PCR.

19. All PCRs were required to be approved by June 30, 2015 based on old guidelines.

20. Includes SG and NSG operations.

21. Includes SG and NSG operations.

22. “Year” refers to AFS delivered during that year, corresponding to the previous fiscal year.

23. The analysis was based on the Performance Index (PI) calculated in March 2015 for 649 operations that required a PMR.

24. The PMR’s stages throughout the life cycle of a project are defined as follows: First Stage (A) takes place between Approval and Legal Effectiveness and then (B) between Legal Effectiveness and Eligibility; the Second Stage takes place between Eligibility and up to 95% of Disbursement; and, the Third Stage takes place between 95% of Disbursement and Project Closure.

25. Brazil, Peru, Mexico, Chile and Costa Rica.


27. Planned for 2015 is based on Pipeline A as of February 28, 2015.

28. Based on total approvals. It includes Funds of the Bank and Funds under Administration.

29. Operations that can potentially benefit from Multiple Bookings are identified during the programming exercise or initial preparation and agreed in the Eligibility Review Meeting (ERM). Operations are usually classified as such because it’s considered they would significantly change or not be viable without the expertise from more than one sector.

30. Includes IC exposure.

31. 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 out in the DEF.

32. Based on new Methodology - GAP 2014-2016 (GDI).

33. 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 was approved by the Board of Executive Directors in August of 2013 (GN-2807-2). 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).

34. The evaluation summary of the Development Effectiveness Matrices is included as an annex in the approved Country Strategy documents (GN-2812, GN-2832, GN-2829, GN-2828, GN-2838 and GN-2836).

35. FTE = Full Time Equivalent Staff Years.

36. Customer Relationship Management refers to the provision of timely, high quality services to borrowing countries, donors and other key constituencies. Manage client expectations under a scenario of scarcity of resources.

37. Project pipeline includes projects categorized as A and B unless specifically noted.

38. The ESW Program refers only to products financed by the administrative budget from VPS.

39. ESW are stand-alone products whose primary objective is to enhance the relevance of the Bank to the Region by generating, applying, and disseminating knowledge that can be applied to Bank operations. ESWs include activities (deliverables) such as policy dialogues, impact evaluations, pilot programs, analysis of social, economic and macroeconomic developments in the region, databases, and knowledge dissemination in the five CGI-9 sector priorities, and in new areas of work like citizen security, innovation, food security or sustainable cities.

40. CIPs are products and services whose primary objective is to respond to the Bank’s needs in terms of training and human capital development, knowledge management, new sector strategies, policies or action plans, instruments and tools to support the preparation and supervision of operations, mainstreaming of activities in Bank operations, and positioning the Bank in different international forums. CIPs include activities such as training for all Bank staff, library and knowledge management services, sector knowledge weeks, preparation of sector strategies, policies and guidelines, gender or climate change mainstreaming into IDB operations, operational tools to strengthen environmental and social risk management, or the implementation of specific action plans.

41. It excludes CIPs of KNL for training services. They are part of section V, Knowledge and Learning.

42. Amounts and operations approved in this section do not include the IDB Special Grant Facility.

43. Excludes general administrative costs.

44. In 2015, the revamped structure of the Bank’s main business functions (MBFs) was incorporated into various Bank systems, in order to correlate inputs (budget resources), indicators and outputs of the Budget Results Based Budgeting Framework (RBB), including Time and Labor and CareerPoint, to more accurately and consistently reflect the basic Bank functions.

45. Time reported is from all Bank staff and does not include consultants. Time reported excludes the following categories: Leave, Bank closures, holidays, compensatory time and training.

46. Programming and origination, operations design, execution and evaluation and operational knowledge exchange and Outreach.

47. Excludes time reported by the Office of Evaluation and Oversight (OVE).

48. Time reported is from all Bank staff and does not include consultants. Time reported excludes the following categories: Leave, Bank closures, holidays, compensatory time and training.

49. Programming and origination, operations design, execution and evaluation and operational knowledge exchange and Outreach.

50. Excludes time reported by the Office of Evaluation and Oversight (OVE).

51. For this graph and the following four, time elapsed is calculated with a four quarters moving average.

52. Measurement based on registered Start date.

53. Only operations that actually disbursed.

54. Board approved Positions: 137 vacancies remain unfilled.

55. Includes 9 Young Professionals.

56. Professional Staff: Grades 9 and above (Bankwide).

57. Calculated using MBFs Methodology with AO2 category, effective since 2015.

58. % who answered 4 or 5 out of all respondents (on a 1-5 scale).

59. A weighted index based on the ratings for the Content, Methodology, Materials and Instructor for each event.

60. The Kirkpatrick Model of Training Evaluation: Level 1 measures Reaction, Level 2 measures Learning, Level 3 measures Behavior and Level 4 measures Results.

61. Follow this link to access the reports of all of the EPS surveys conducted in 2015.

62. Information not available in 2013 and no CRF target established.

63. The sum of the most important attributes does not add to 100% because respondents were allowed to choose up to five of the 23 listed attributes.