
2015 ANNUAL BUSINESS REVIEW



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**2015 ANNUAL
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INTRODUCTION

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.

This document provides an analysis of operational data and results from 2015 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. Forthcoming editions of the ABR and QBR will report on selected indicators of the CRF 2016-2019. 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.

2015 ANNUAL BUSINESS REVIEW

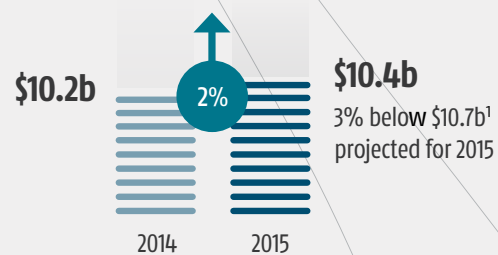
SUMMARY

**2015 ANNUAL
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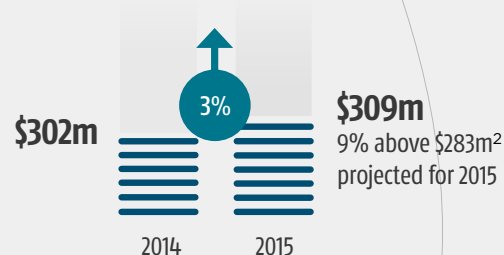
PROGRAM EXECUTION

LOAN DISBURSEMENTS

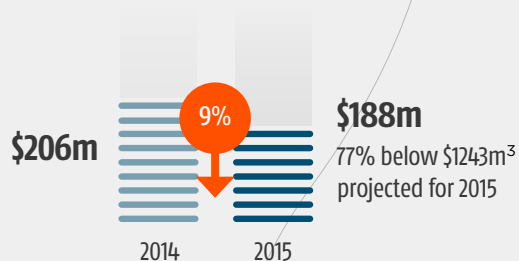
TOTAL CUMULATIVE DISBURSEMENTS



FSO FOR ELIGIBLE COUNTRIES

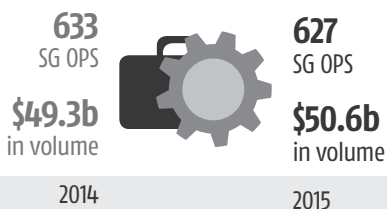


IDB GRANT FACILITY

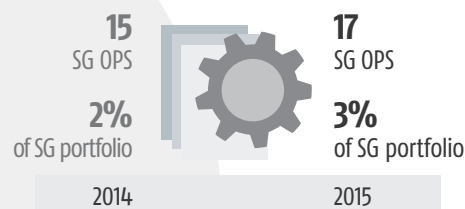


LOAN PORTFOLIO IN EXECUTION

SG OPERATIONS IN PORTFOLIO



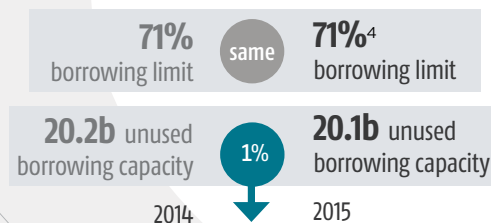
SG OPERATIONS W/LEGAL EFFECTIVENESS PENDING ELIGIBILITY



NSG OPERATIONS CURRENTLY DISBURSING

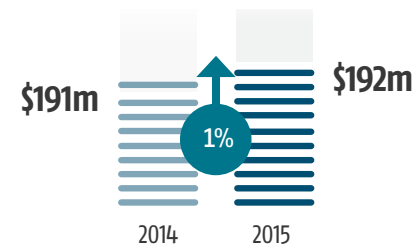


RISK

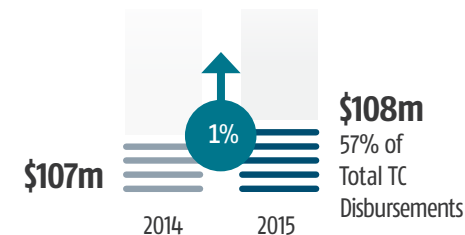


TECHNICAL COOPERATION DISBURSEMENTS

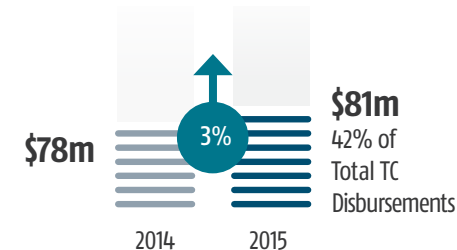
TC DISBURSEMENTS



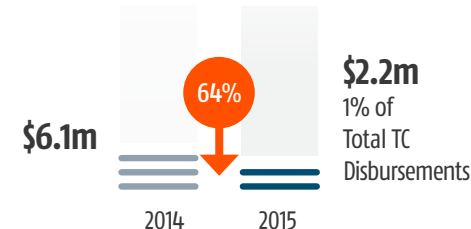
TC ORC SPECIAL PROGRAMS



TC DONOR TRUST FUNDS



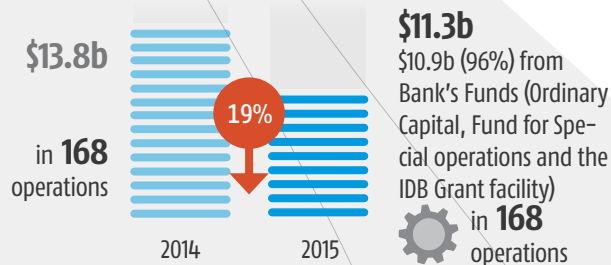
TC FSO DISBURSEMENTS



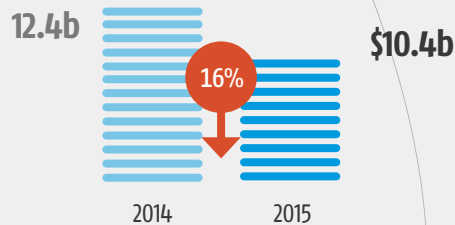
PROGRAM STRATEGIC ALIGNMENT

LOAN APPROVALS⁵

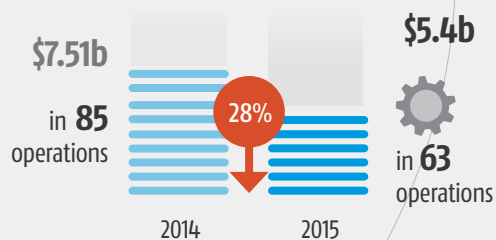
TOTAL SG & NSG LENDING APPROVALS



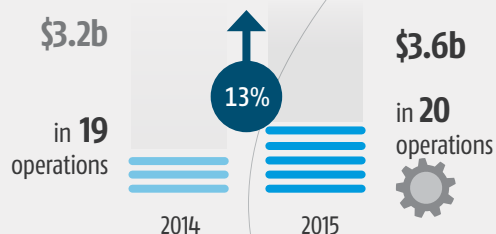
ORDINARY CAPITAL APPROVALS



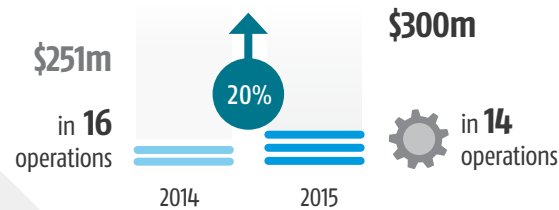
SG INVESTMENT LENDING APPROVALS



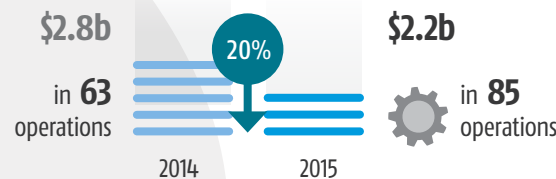
POLICY-BASED LENDING APPROVALS



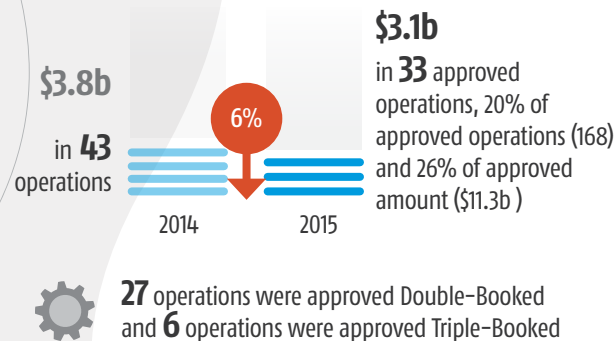
FSO OPERATIONS APPROVALS



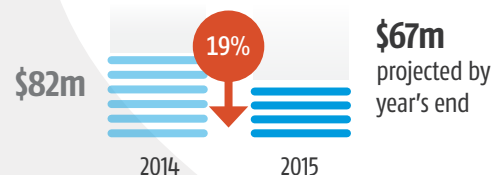
NSG INVESTMENT APPROVALS



MULTIPLE-BOOKED OPERATIONS APPROVED⁶



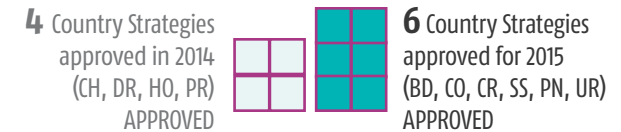
AVERAGE OF (SG AND NSG) OPERATION SIZE



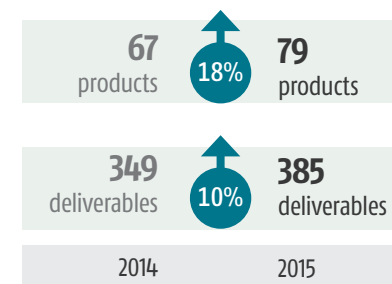
BUSINESS DEVELOPMENT

COUNTRY STRATEGIES & PROGRAMMING

COUNTRY STRATEGIES

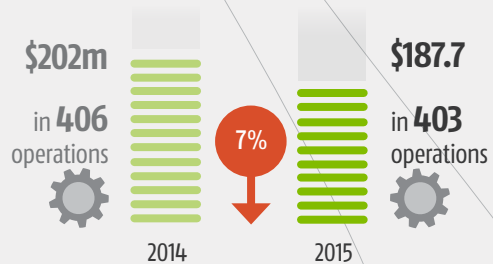


VPS ECONOMIC & SECTOR WORK ESW PROGRAM⁷

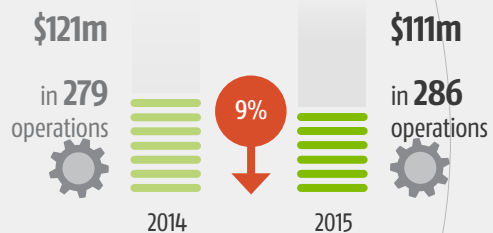


BUSINESS DEVELOPMENT

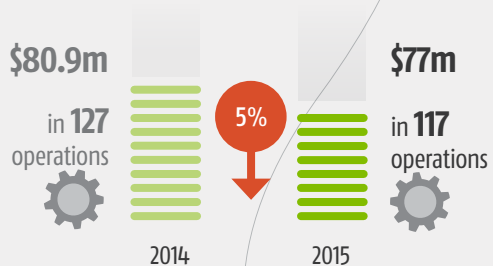
TECHNICAL COOPERATIONS PROGRAM TECHNICAL COOPERATION APPROVALS



FINANCED WITH ORDINARY CAPITAL APPROVALS

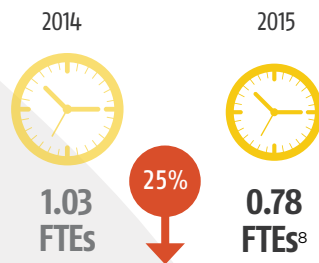


FINANCED WITH DONOR TRUST FUND APPROVALS

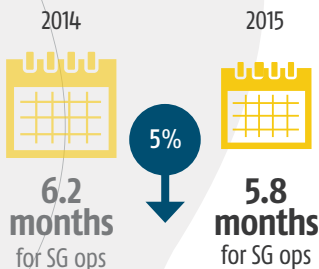


BUDGET AND EFFICIENCY

OPERATIONAL EFFICIENCY STAFF TIME REPORTED TO PROJECT PREPARATION

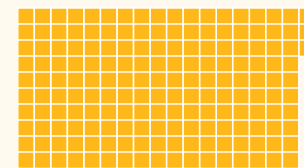


TIME ELAPSED TO PREPARE A PROJECT (FROM PROFILE TO APPROVAL)



CRF Target is
8 months
by 2015

HUMAN RESOURCES VACANCIES FILLED



173

bankwide vacancies filled in 2014

62% operational
Vice-Presidencies

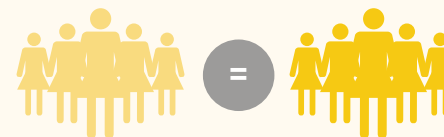
64% were filled
with external
candidates of which,
50% were female

WOMEN IN GRADES FOUR & ABOVE

37%

CRF Target
is 40%
by 2015

37%



2014

2015

• <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



7,025
registered
participants



309,764
hours of training
in 2015



increase from
5,295 in 2014

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

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

EXTERNAL FEEDBACK SYSTEM

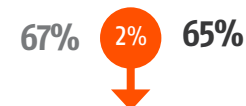
IDB DELIVERY OF SG AND NSG LOAN OPERATIONS



54% overall response rate
with the Bank's delivery of services
for IDB-financed operations

High Satisfaction levels

COUNTRY STRATEGIES



SG AND NSG LOAN OPERATIONS



TC OPERATIONS



2014

2015

CRF Target is
70%
by 2015

I. EXECUTION

**2015 ANNUAL
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DISBURSEMENTS

1.1 Total Disbursements

Bank's disbursements⁹ reached **\$10.4b**, 97% of the **projected \$10.7b**¹⁰ for the year:

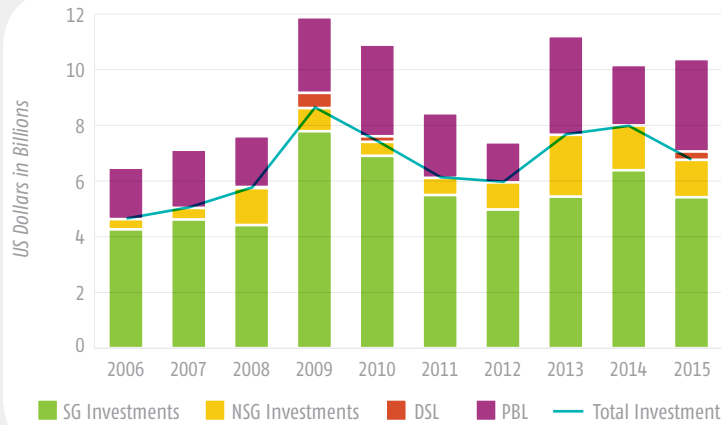
- 2% increase from \$10.2b in 2014

Investment loan disbursements reached **\$6.8b**, 90% of the **projected \$7.5b**¹¹ for the year

- 15% decrease from \$8.0b during in 2014

Policy Based Loan disbursements reached **\$3.3b**, **114%** of the **projected \$2.9b**¹² 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**

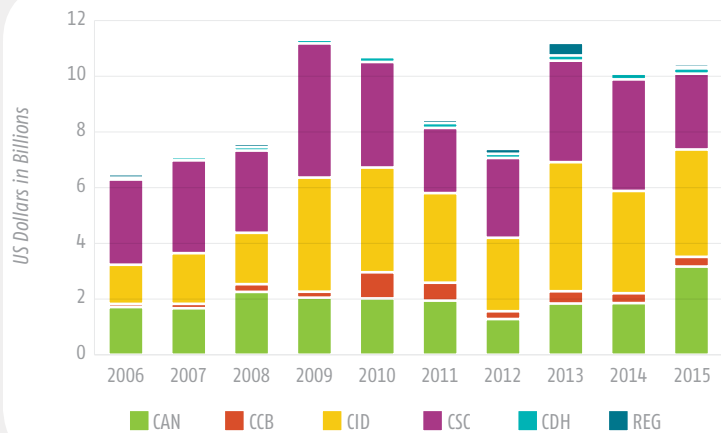
- 32% decrease from \$4.0b in 2014

CDH disbursements reached **\$191m**

- 7% decrease from \$206m in 2014

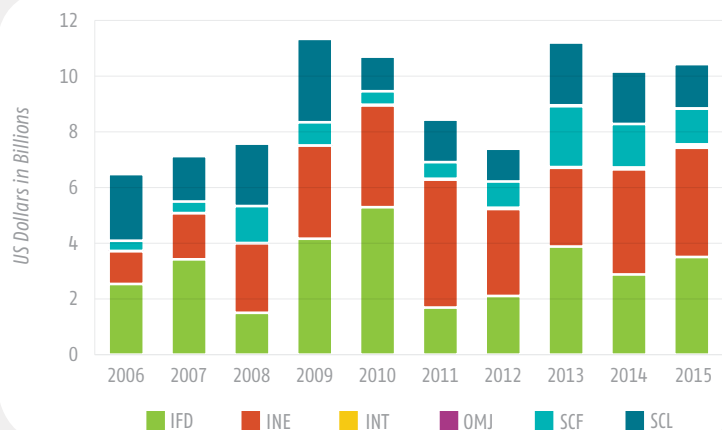
Regional disbursements reached **\$108m**

- 47% increase from \$74m in 2014



BY SECTOR DEPARTMENT

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

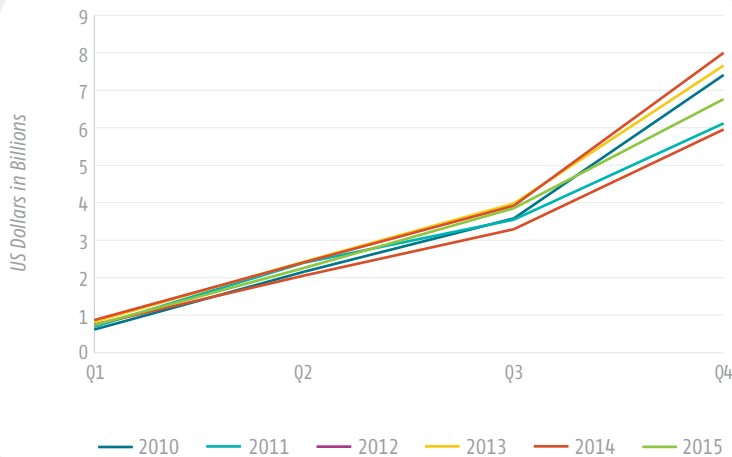
SCF disbursements reached **\$1.28b**

- 18% decrease from \$1.56b in 2014

OMJ disbursements reached **\$61m**

- 37% increase from \$44m 2014

1.4 Cumulative Disbursements by Quarter



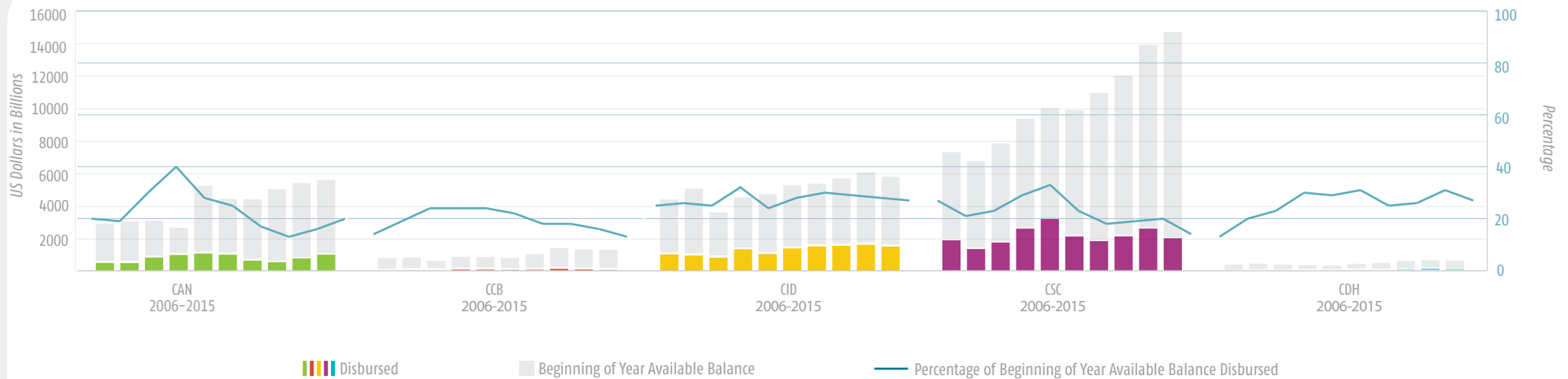
Investment loan disbursements in the last quarter (2015 Q4) reached **\$2.91b**

- 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.

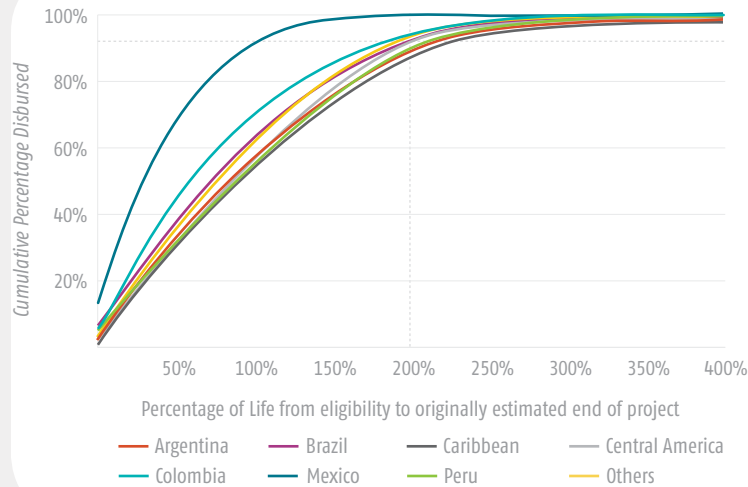


CUMULATIVE DISBURSEMENTS

1.6 SG Investment Loans by Country

Country disbursement profiles¹³ show that it took on average **more than double** the original estimated disbursement period to fully disburse project funds

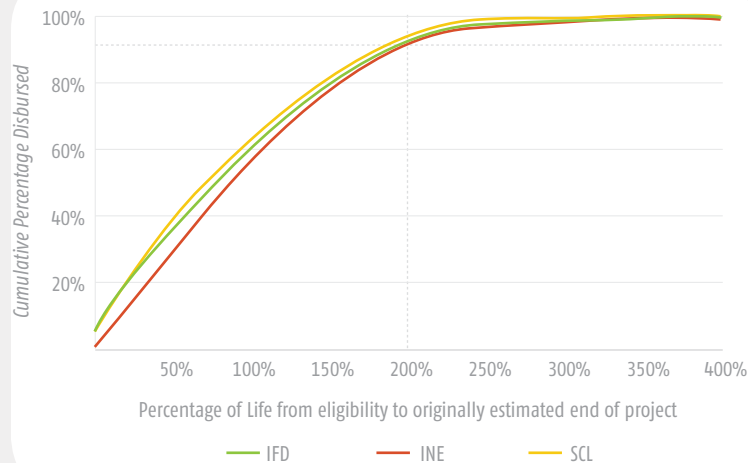
- All countries took at least twice as long as planned to fully disburse their SG Investment projects
- Mexico fully disbursed faster than any other country, but not within the originally planned period: it disbursed 100% in twice the original estimated timeframe
- Other countries required more than 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

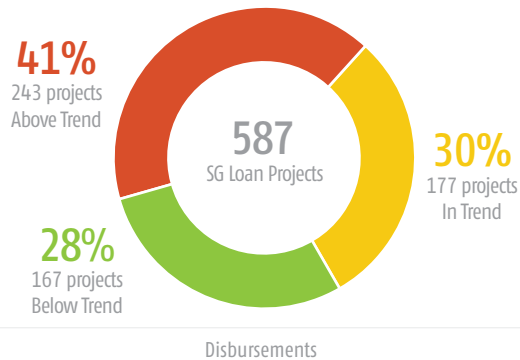
Sector disbursement profiles¹⁴ also show that it took in on average **more than double** the original estimated disbursement period to disburse an operation

- 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



DISBURSEMENT TRENDS

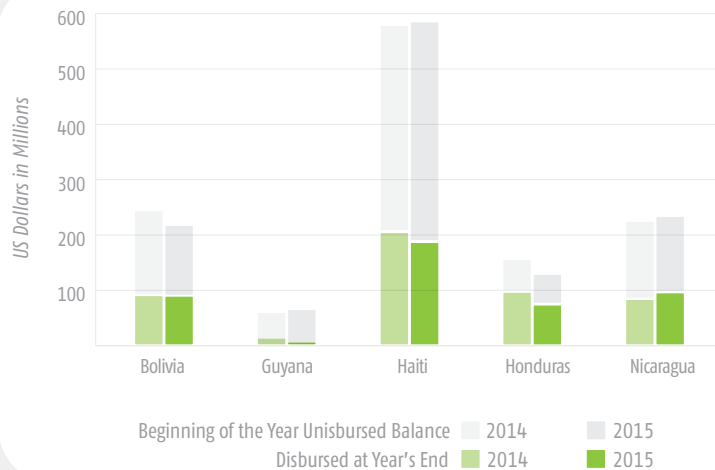
The total portfolio in execution is comprised of the Bank is 734 Projects, 627 SG and 107 NSG, for a current approved amount of \$55.6b. In addition to the 107 NSG guarantees and loans disbursing there are 175 NSG loans fully disbursed and repaying for a total NSG Outstanding Loan Balance of \$6.0b as 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 trends¹⁵
- 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.

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**

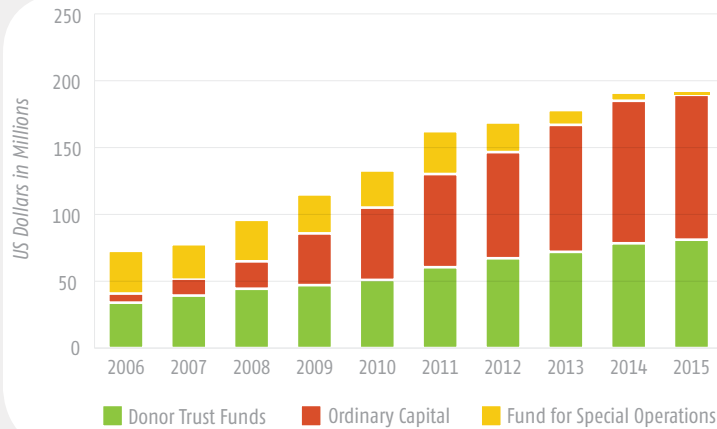
- 2% increase from \$106.6m in 2014
- 57% of total TC disbursements in 2015

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**

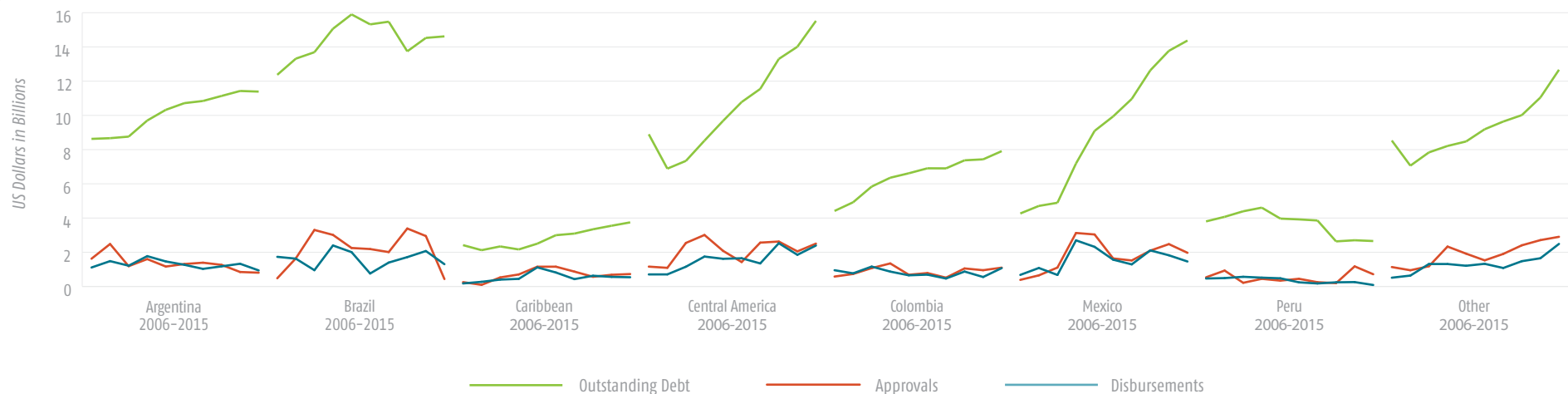
- 3% increase from \$78.4m in 2014
- 42% of total TC disbursements in 2015



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.

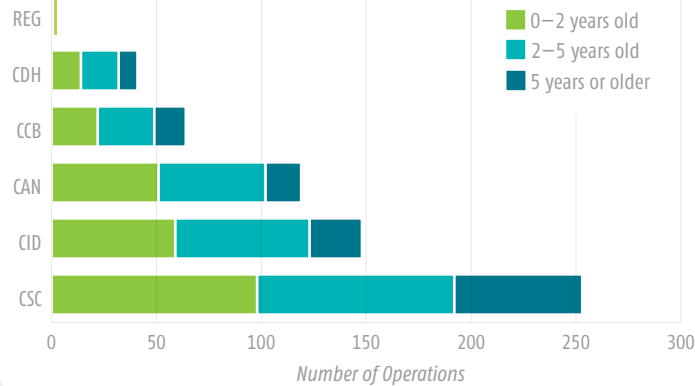
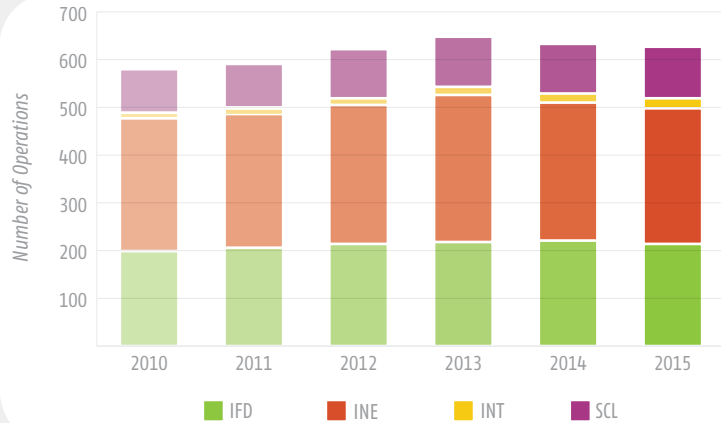


LOAN PORTFOLIO IN EXECUTION¹⁶

1.12 Distribution by Sector

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

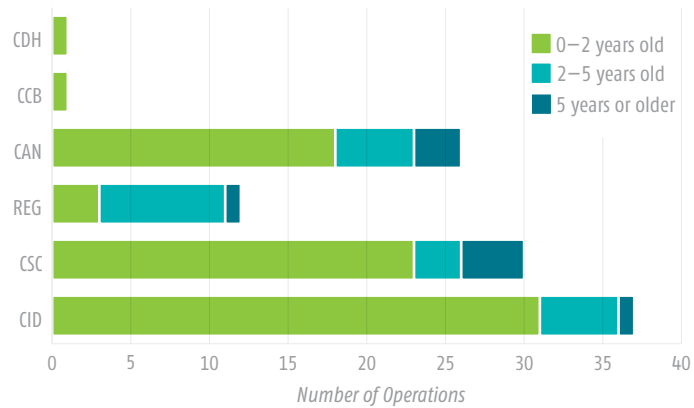
- 1% decrease from 633 in 2014
 - 1% decrease from 633 in 2014
 - 3% decrease from 221 in 2014
 - 4% increase from 104 in 2014
 - 2% decrease from 289 in 2014
 - 11% increase from 19 in 2014
- INE portfolio reached **284** operations
- IFD portfolio reached **214** operations
- SCL portfolio reached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



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



1.14 NSG Operations by Country Region and Approval Year

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

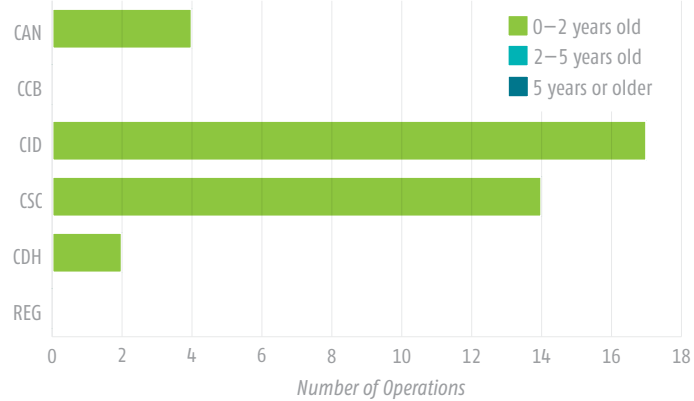
- 9 (8%) were approved on or before the year 2010 (5 years or older)
- 21 (20%) operations were approved between 2010 and 2013 (2 to 5 years old)
- 77 (72%) operations were approved between 2013 and 2015 (0 to 2 years old)
- CID and CSC countries accounted for 63% with 67

LOAN PORTFOLIO PENDING RATIFICATION

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)

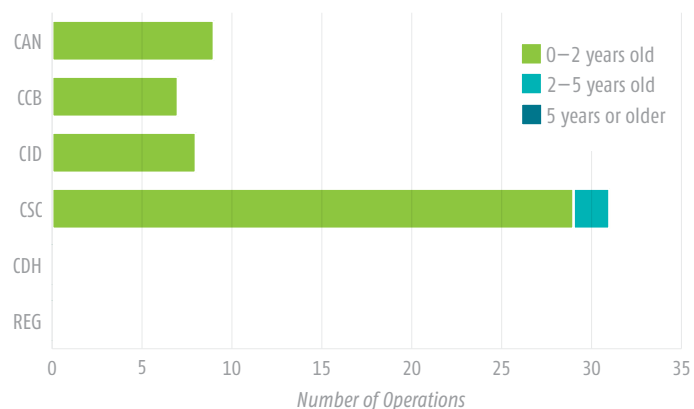


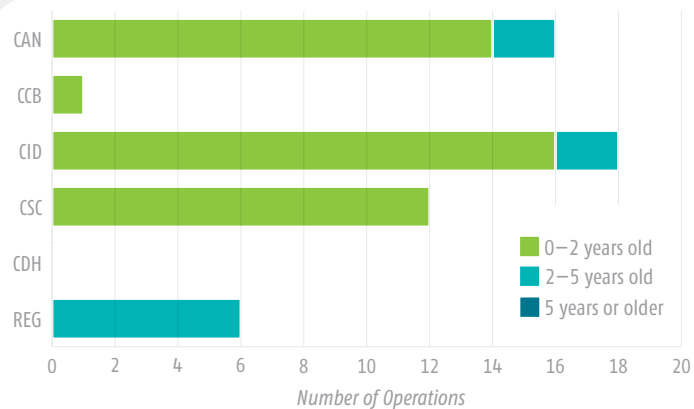
LOAN PORTFOLIO PENDING SIGNATURE

1.16 SG Portfolio Pending Signature by Country Group and Approval Year

55 SG operations are pending signature¹⁷, 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**

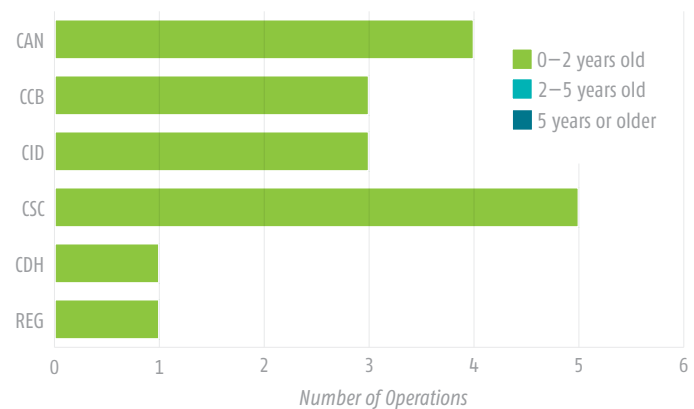
- 10 (19%) were approved between 2010 and 2013 (2 to 5 years old)
- 43 (81%) were approved between 2013 and 2015 (0 to 2 years old)
- CID and CAN operations accounted for 64% of the total number of NSG operations pending signature (34)

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:

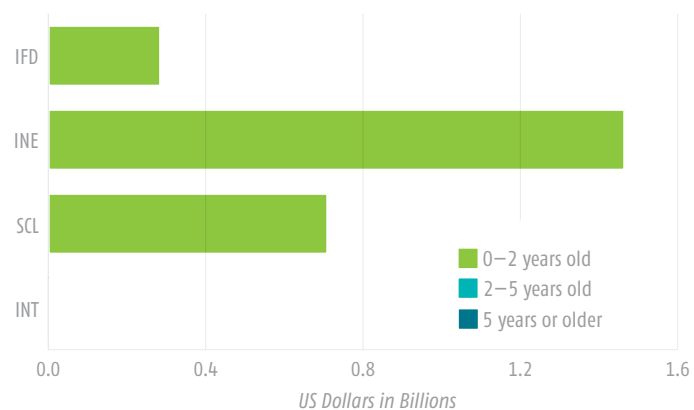
- 17 were approved between 2013 and 2015 (0 to 2 years old)
- CSC countries accounted for 29% (5) and CAN countries for 24% (4)



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)

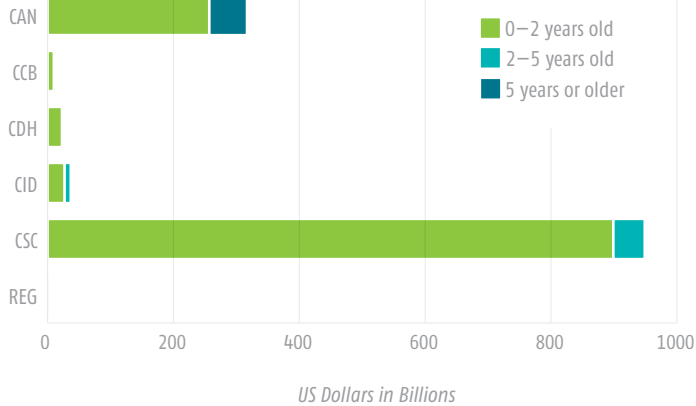
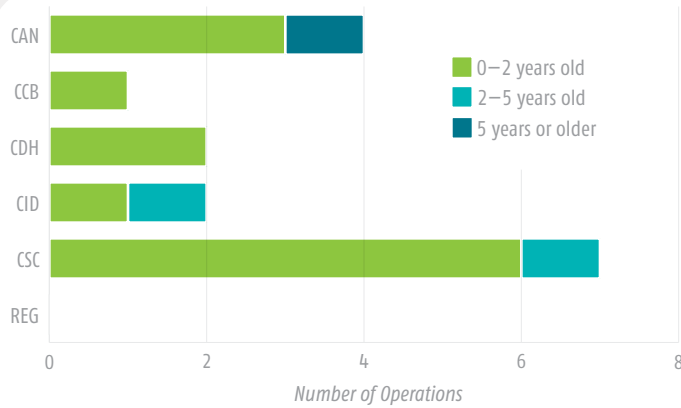


LOAN PORTFOLIO PENDING FIRST DISBURSEMENT

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

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

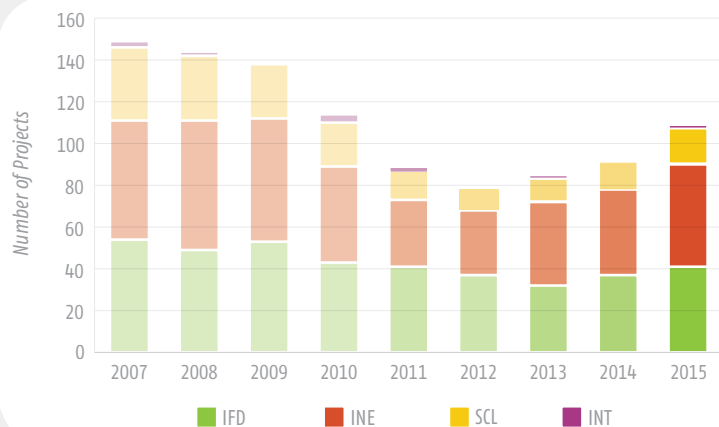
- 1 was approved on or before the year 2010 (5 years or older)
- 2 were approved between 2010 and 2013 (2 to 5 years old)
- 13 were approved between 2013 and 2015 (0 to 2 years old)
- CSC countries accounted for 41% (7)



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

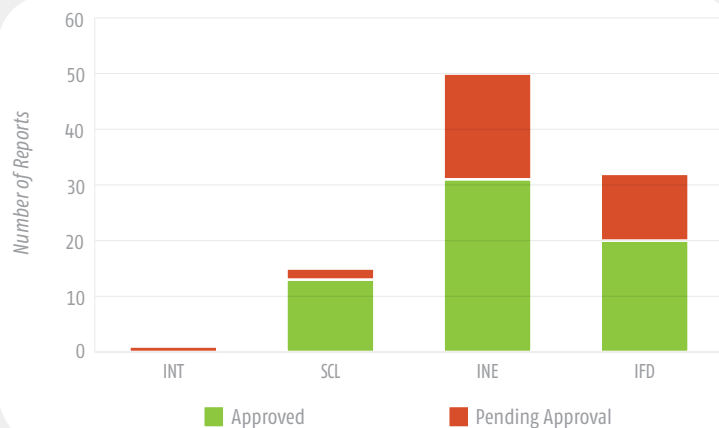
- 17% increase from 93 in 2014
- Undisbursed balance of these operations represents 6% of the portfolio's total undisbursed balance, 3 percentage point increase from 3% in 2014.

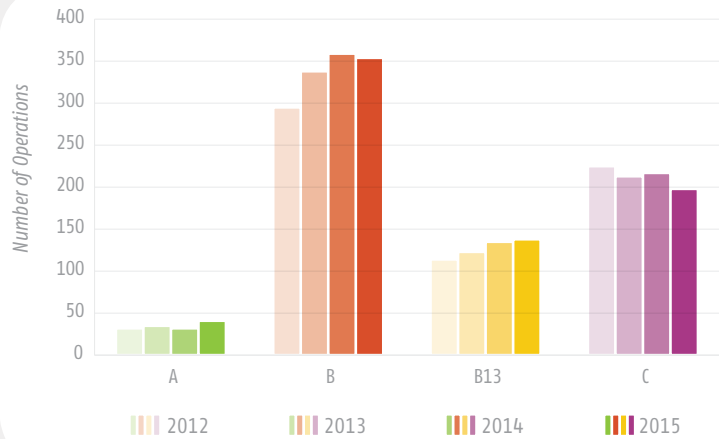
PROJECT COMPLETION REPORTS

1.23 PCR Status for Projects Fully Disbursed in 2014

98 of 112 projects that completed disbursements during 2014¹⁸ required a Project Completion Report¹⁹

- 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 (734²⁰), 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

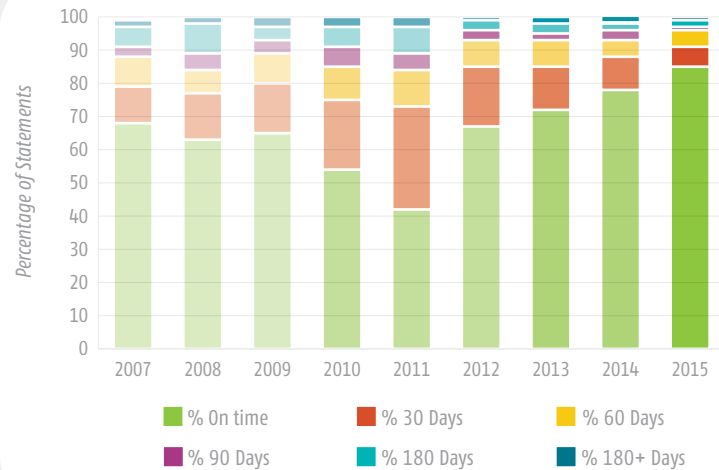
- 48% of the entire portfolio in execution as of December 31, 2015 (734²¹), one percentage point decrease from 49% in 2014
- 361 operations in execution (\$30.7b) in 2015 were assigned the same rating

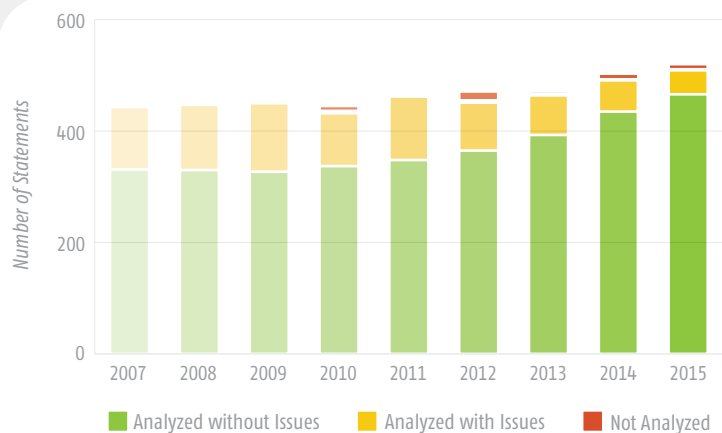
AUDITED FINANCIAL STATEMENTS²²

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

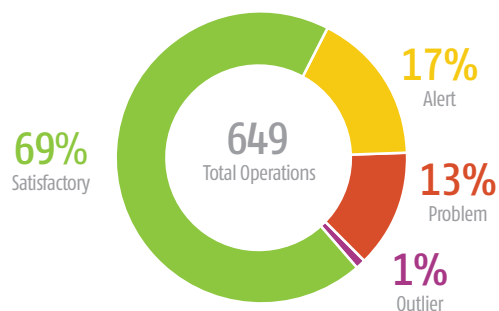
- 3 percentage points increase from 89% in 2014

PROGRESS MONITORING REPORT (PMR)

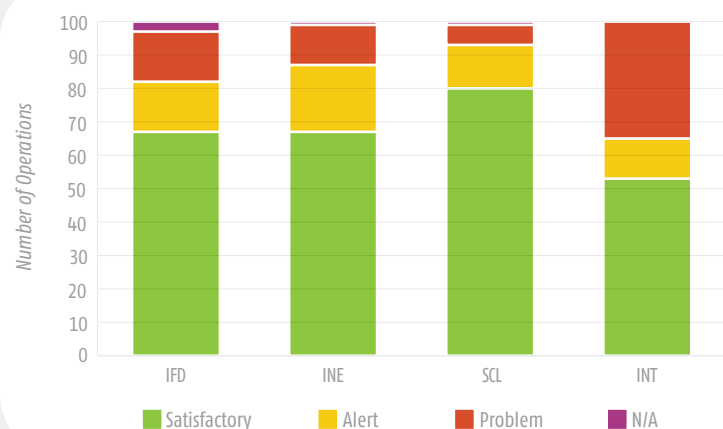
The PMR is one of the key tools within the IDB's development effectiveness architecture. This monitoring instrument of the Development Effectiveness Framework (DEF) tracks execution progress in each of its SG loan operations. The current PMR methodology was approved by the Operational Policy Committee 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.



Status of Portfolio



1.27 Status of the Portfolio

Of the **649 active operations** in 2014

69% (477) of the SG portfolio operations were classified as "Satisfactory"²³

- In 2014, projects classified as satisfactory accounted for 75%.

17% (109) were classified as "Alert"

- In 2014, projects classified as Alert accounted for 14%.

13% (84) were classified as "Problem"

- In 2014, projects classified as Problems accounted for 10%.

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

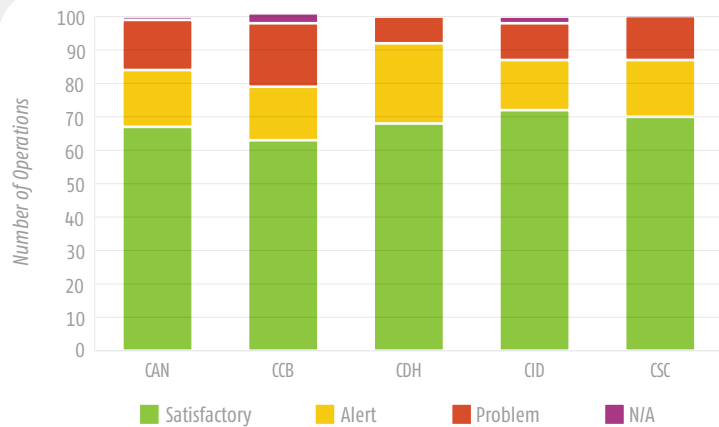
- In 2014, 85% were classified as satisfactory

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

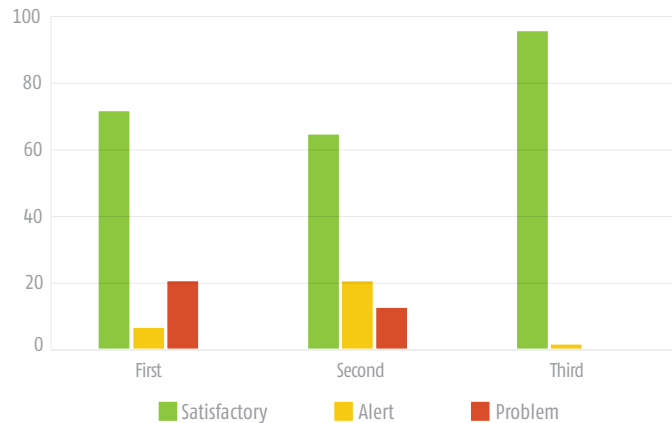
63% (40 of 64) of CCB

projects

- In 2014, 69% were classified as satisfactory

68% (34 of 50) of CDH projects

- In 2014, 64% were classified as satisfactory



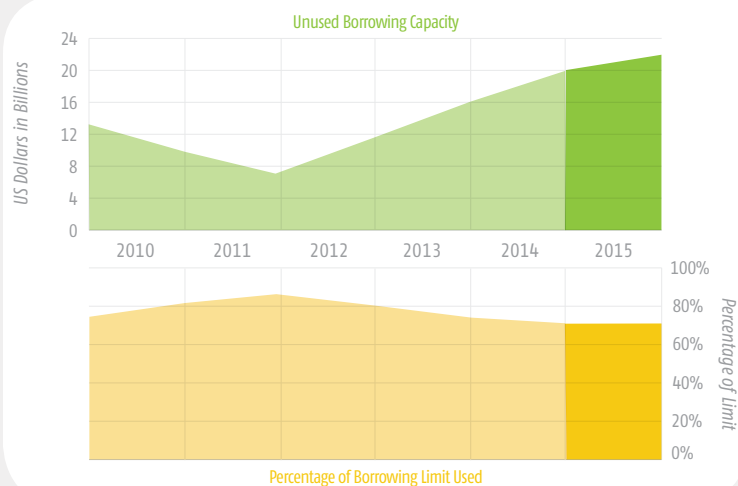
1.30 Validated classification of active portfolio by stage²⁴

- 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.



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**

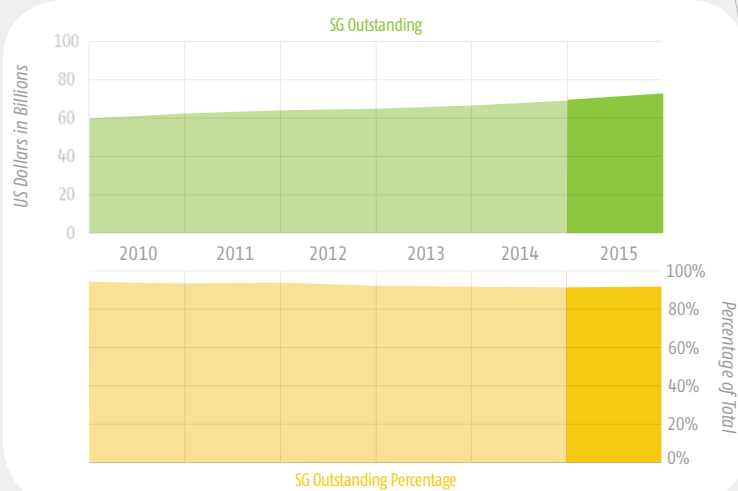
- 6% increase from \$68.7b in 2014

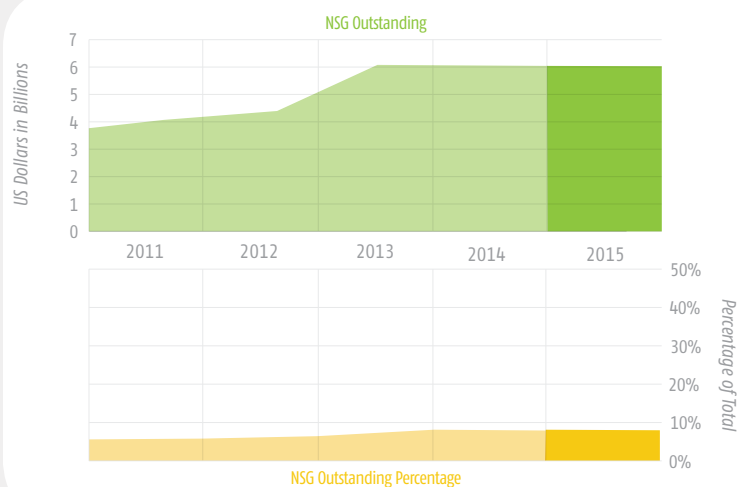
Undisbursed portion of approved SG loans reached **\$27.5b**

- 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 countries²⁴⁵ 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%**

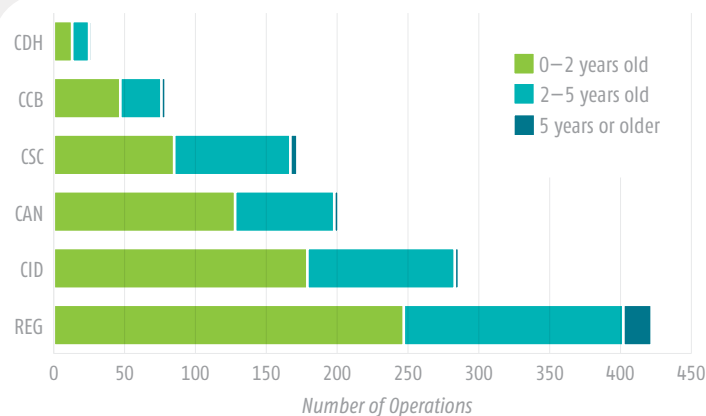
- 1 percentage point increase from 32% in 2014

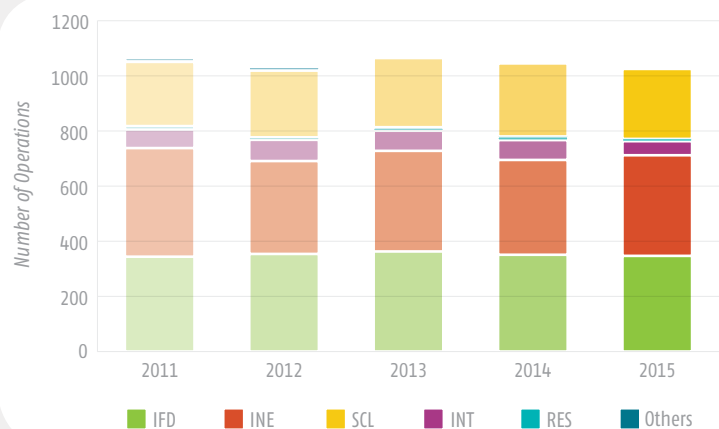
TECHNICAL COOPERATION OPERATIONS PORTFOLIO EXECUTION

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

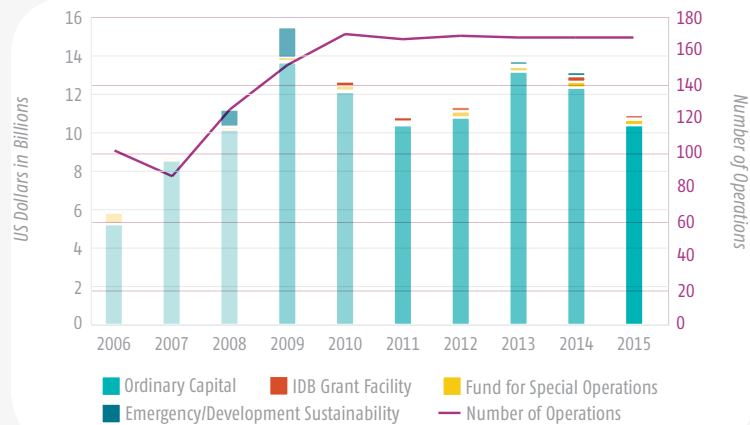
**2015 ANNUAL
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LOAN APPROVALS

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



BY INSTRUMENT

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

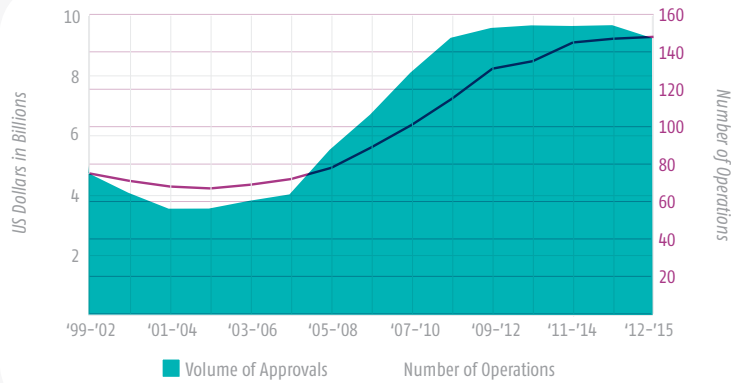
NSG Investment loan approvals reached **\$2.2b** in **85** operations

- 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





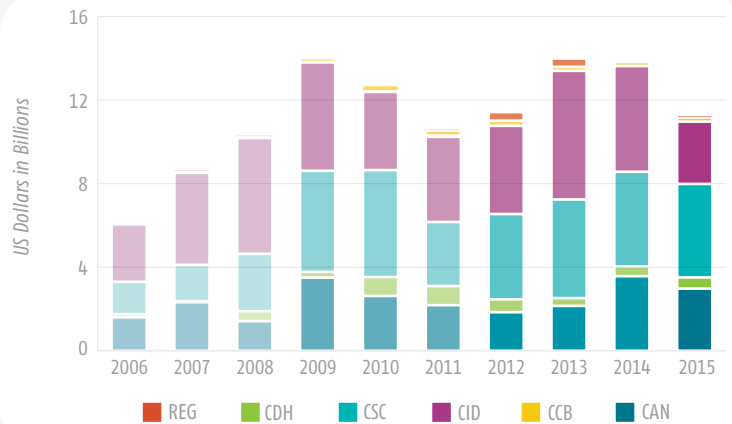
2.3 Investment Lending Growth (4 Year Moving Average)

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
- 8% decrease from 12 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

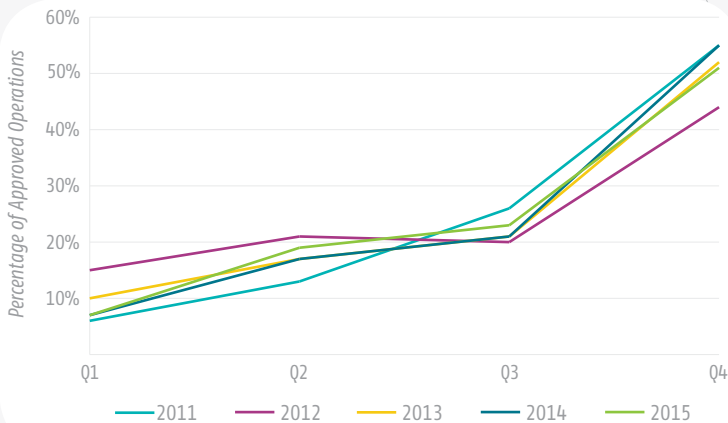
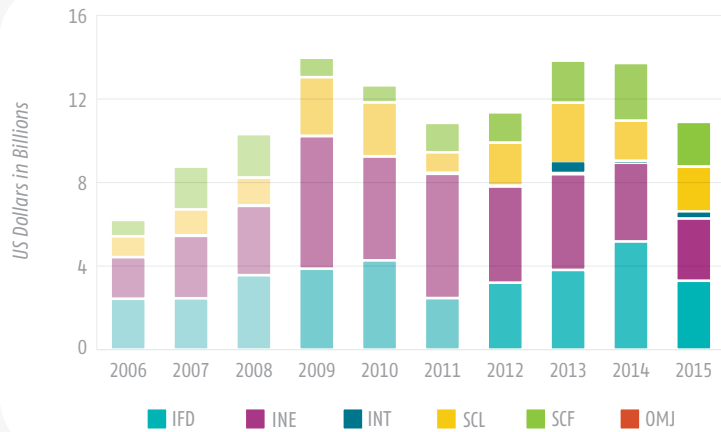
- 41% decrease from \$5.1b in 2014
- 17% decrease from 69 operations in 2014

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



BY SECTOR (SG & NSG)

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

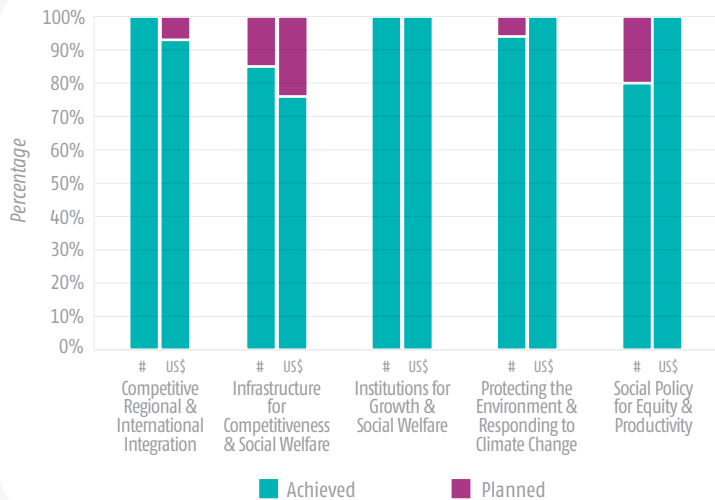
86 projects for **\$6.0b** were approved during the last quarter of 2015

- 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

BY AREA AND FUND



2.7 Operations in Sector Priority Areas²⁶ Approved vs. Estimated

Competitive Regional and International Integration approvals reached **\$1.2b** in **56** operations

- 7% below the \$1.3b volume planned for 2015²⁷

Infrastructure for Competitiveness and Social Welfare approvals reached **\$2.2b** in **29** operations

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

Institutions for Growth and Social Welfare approvals reached **\$4.0b** in **46** operations

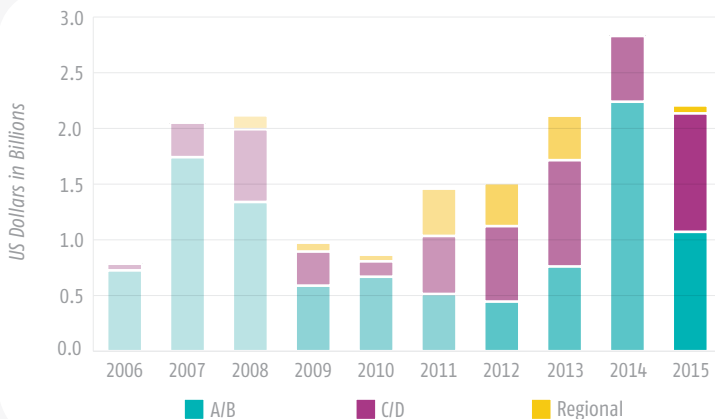
- 4% above the \$3.9b volume planned for 2015

Protecting the Environment and Responding the Climate Change approvals reached **\$1.4b** in **17** operations

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

Social Policy for Equity and Productivity approvals reached **\$2.4b** in **20** operations

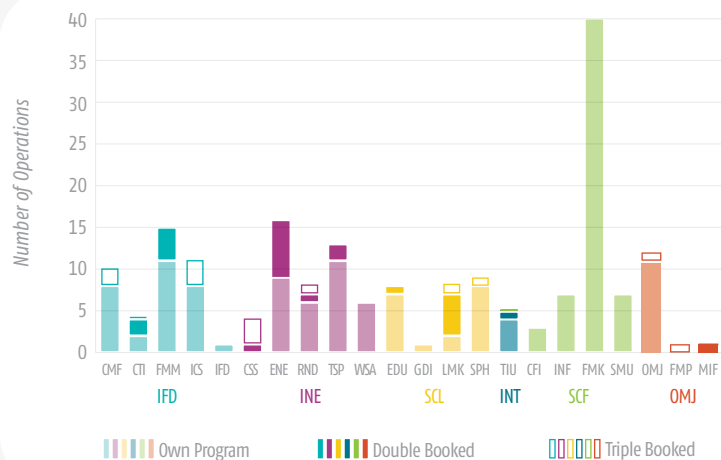
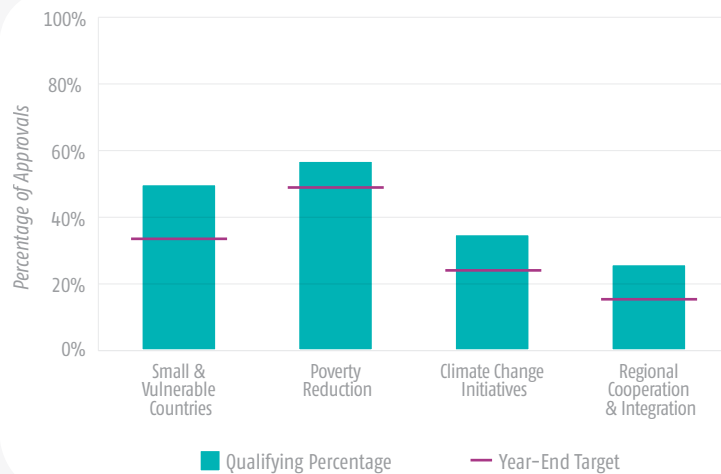
- 7% above the \$2.3b volume planned for 2015



2.8 NSG Lending to Small & Vulnerable Countries

NSG approvals for Small and Vulnerable countries represented:

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

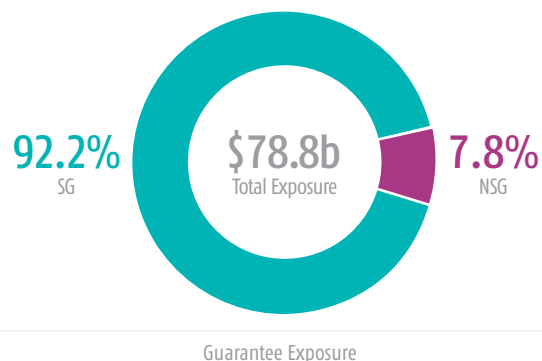
- The 2015 **CRF** target is 15%

MULTIPLE BOOKINGS

2.10 Approvals Including Multiple Bookings

Multiple-Booked operations²⁹ 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



NSG EXPOSURE

2.11 NSG Exposure

Ordinary Capital loans outstanding and guarantee exposure reached **\$78.8b**³⁰

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

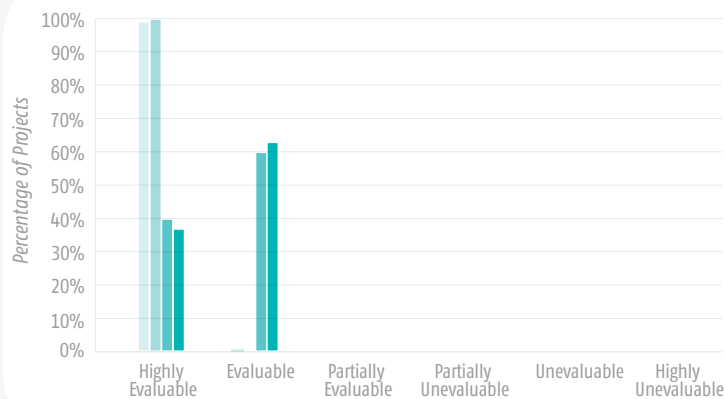
DEVELOPMENT EFFECIVENESS - DEM

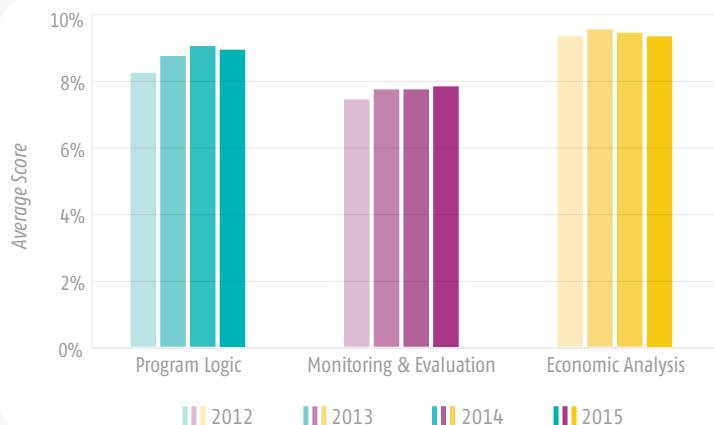
This section presents indicators from Development Effectiveness Matrix (DEM)

2.12 Development Effectiveness Matrix Evaluability Levels

According to the DEM³¹, **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.

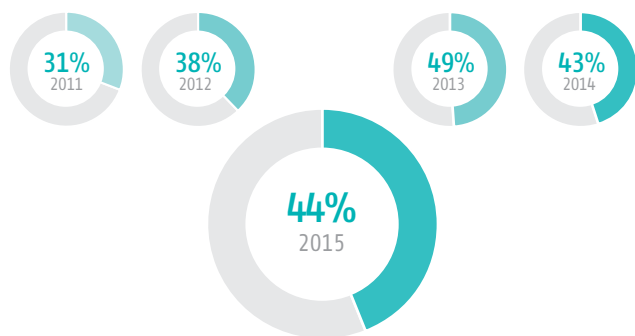




2.13 Development Effectiveness Matrix Ratings

Average DEM scores at entry in 2015 for SG loan operations:

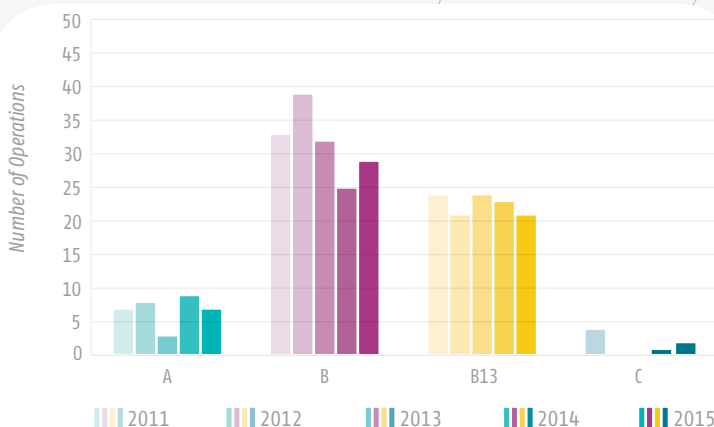
- Program Logic scored **9** points, a 1% decrease from 9.1 in 2014
- Evaluation and Monitoring scored **7.9** points, a 1% increase from 7.8 in 2014
- Operations with Economic Analysis reached **9.4** points, a 1% decrease from 9.5 in 2014



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**

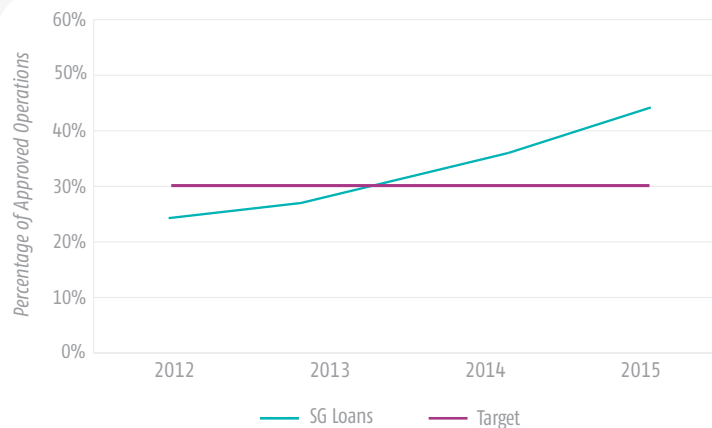
- 2% increase from 58 in 2014
- Category A operations reached 7, a 22% decrease from 9 in 2014
- Category B operations reached 29, a 16% increase from 25 in 2014
- Category B13 operations reached 21, a 9% decrease from 23 in 2014
- Category C operations reached 2, a 100% increase from 1 in 2014

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%**³².

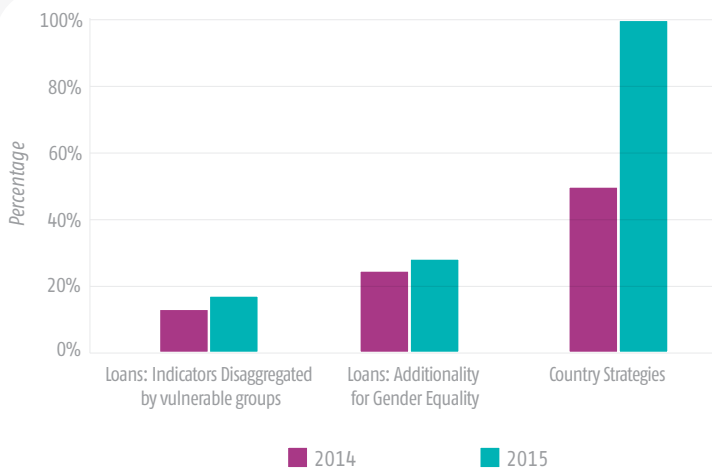
- 8 percentage points increase from 36% in 2014
- 18 percentage points above the Bank's target (30%) set in the updated Gender Action Plan.



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:

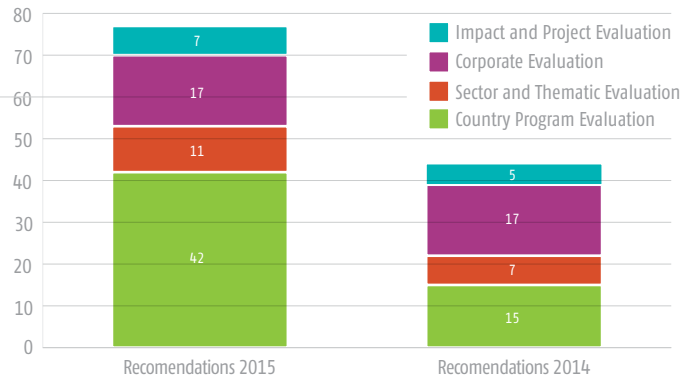
- **17%** of loans included indicators disaggregated by gender and other vulnerable groups (14 of 81) in 2015 contributing to GCI-9 target, a 4 percentage point increase from 13% in 2014.
- **28%** of loans (23 of 81) in 2015 were flagged as promoting IDB gender equality (additionality), a 3 percentage 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)³³**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

**2015 ANNUAL
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REVIEW**

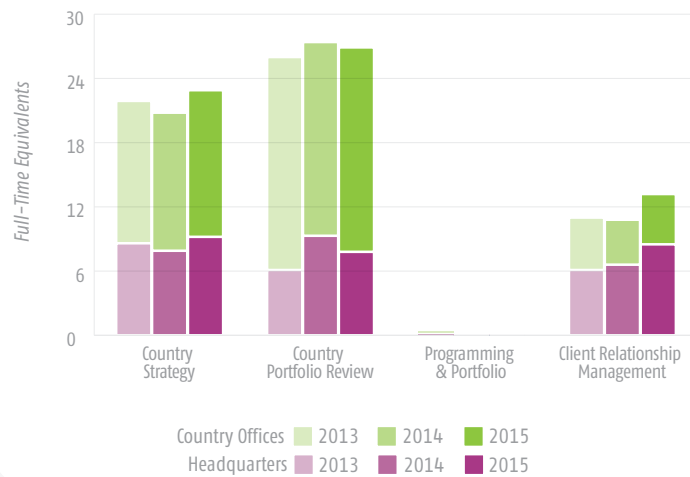
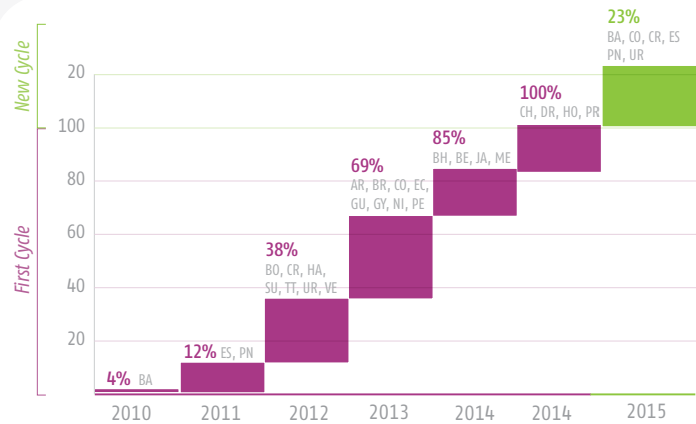
COUNTRY POLICY DIALOGUE

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**,³⁴ 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**³⁵

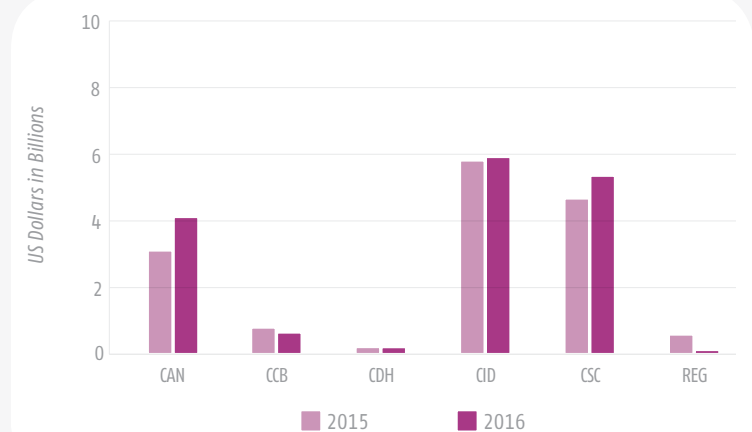
- 6% increase from 59.1 FTEs reported in 2014
- Country Strategies accounted for 36% (22.9 FTEs) of the total time reported to these activities.
- Country Portfolio Reviews accounted for 43% (26.9 FTEs) of the total reported to these activities.
- Regional accounted for 22% of reported FTEs, CID for 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**³⁶ 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**³⁷ 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**

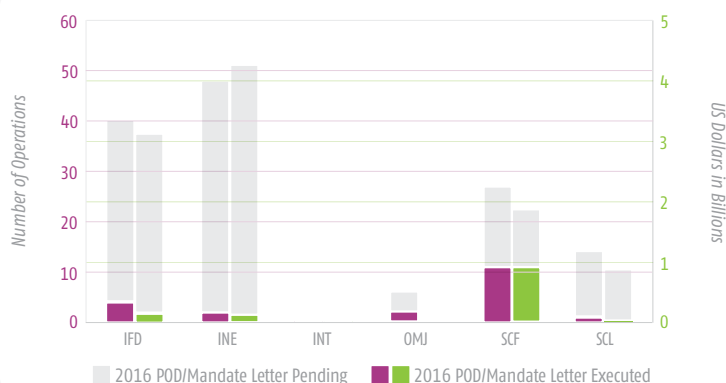
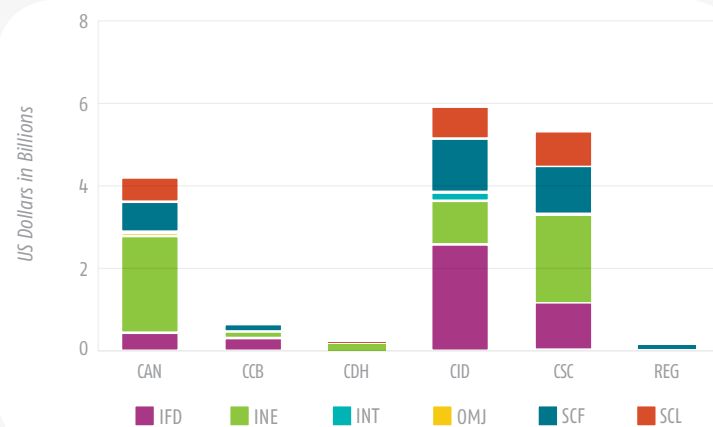
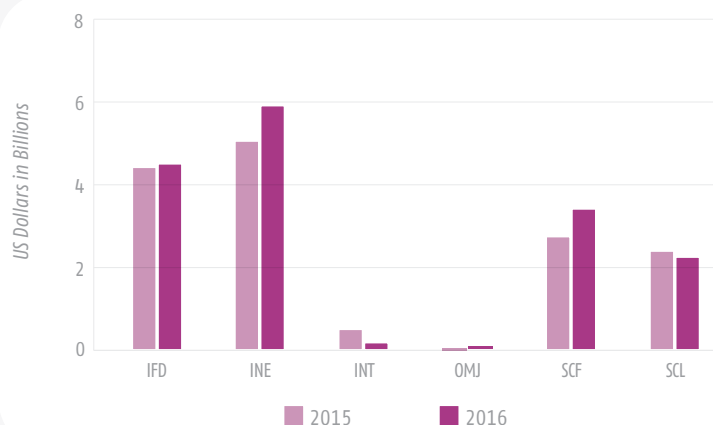
- 2% increase from \$5.8b at the beginning of 2015

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

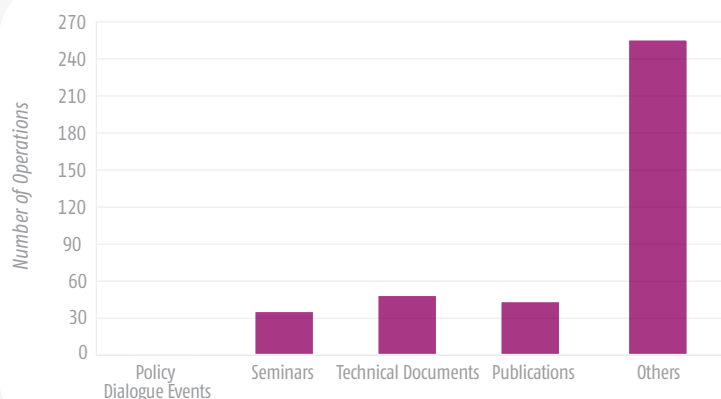
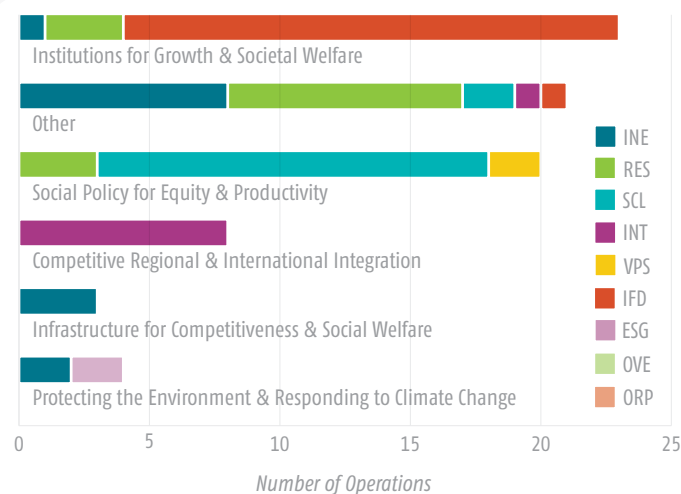
- 71% (82) for \$7.2b were in Identification stage, a 6 percentage point increase from 65% (72) in 2015
- 8% (14) for \$834m were in POD or Mandate Letter stage, a 6 percentage point decrease from 14% (20) in 2015
- 4% (7) for \$394m were in OPC stage, a 2 percentage point decrease from 6% (5) in 2015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

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 ESW³⁹ 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** (CIP⁴⁰) program for VPS contained **38**⁴¹ products

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



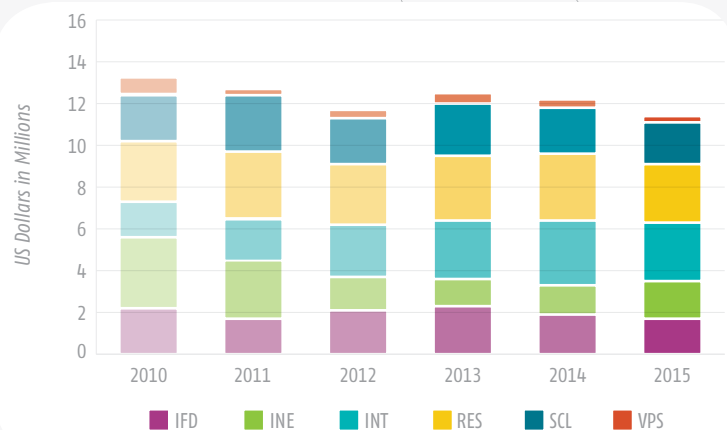
3.10 Resources to Economic and Sector Work Products

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**

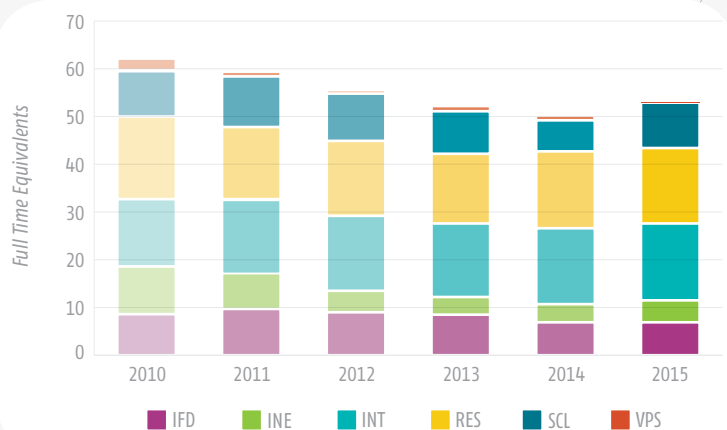
- 9% increase from 56.5 reported in 2014



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**

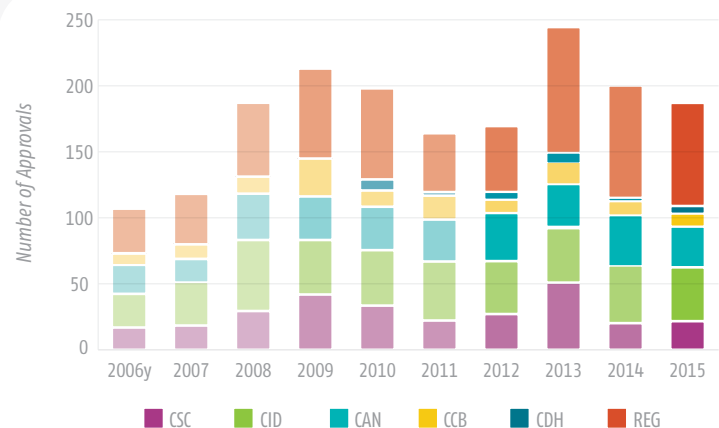
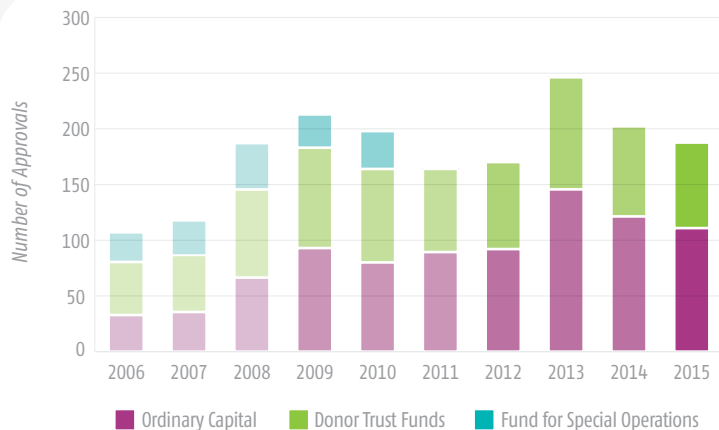
- 6% decrease from \$12.2m in 2014
- By sector: **RES** \$2.8m, **INT** \$2.8m, **SCL** \$2.0m, **IFD** \$1.7m, **INE** \$1.8m and **VPS** \$0.3m



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 approvals⁴² 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

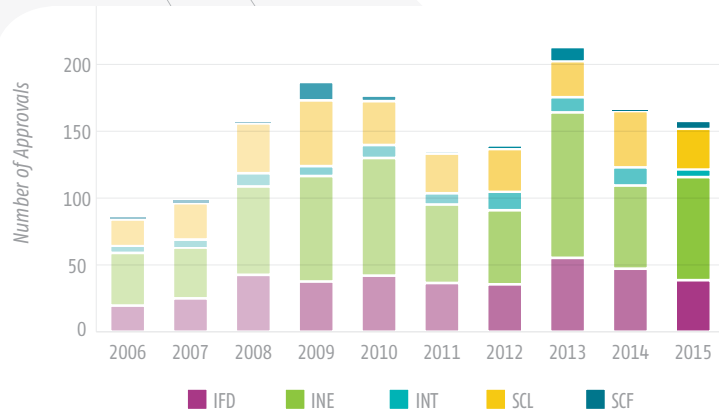
Regional TC approvals reached **\$78.2m** in **130** operations.

- 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%

TECHNICAL COOPERATIONS PROGRAM BY SECTOR

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 \$42.2 m 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

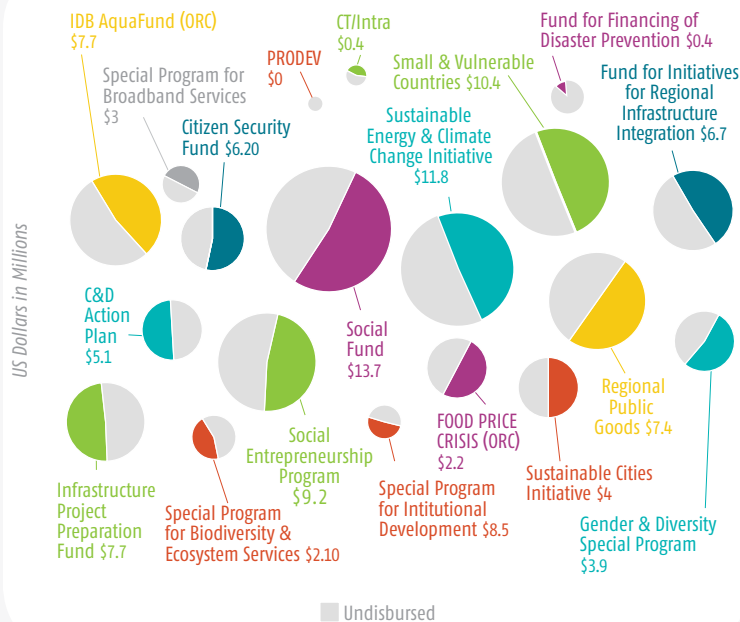
OC SPECIAL PROGRAMS

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

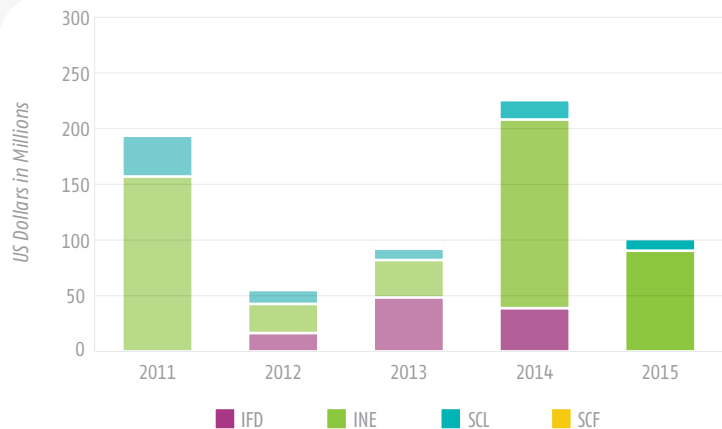


INVESTMENT GRANTS

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

**2015 ANNUAL
BUSINESS
REVIEW**

OPERATIONAL EFFICIENCY RESOURCES (PC, NPC & FTES)

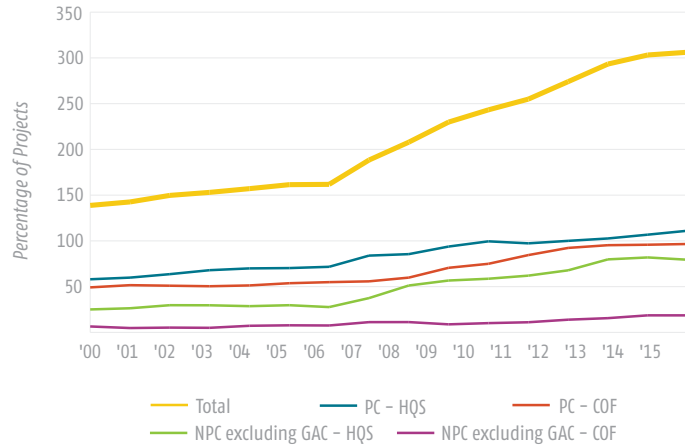
4.1 Departments Budget Execution PC and NPC

Personnel Cost expenses for operational departments reached **\$208m**

- 3% increase from \$203m in 2014

Non-Personnel Cost⁴³ (NPC) expenses for operational Departments reached **\$98m**

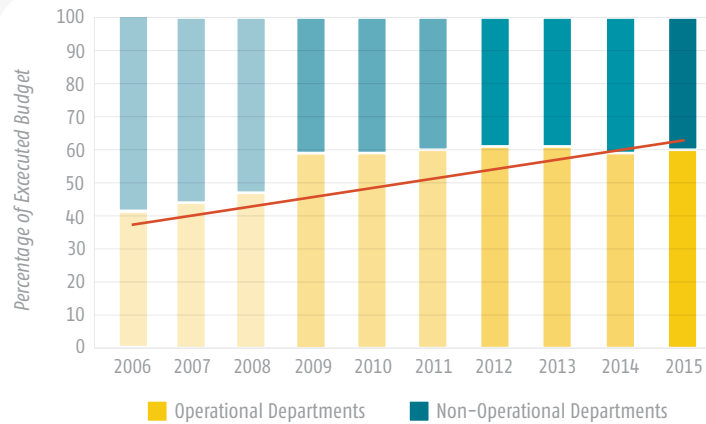
- 2% decrease from \$101m in 2014

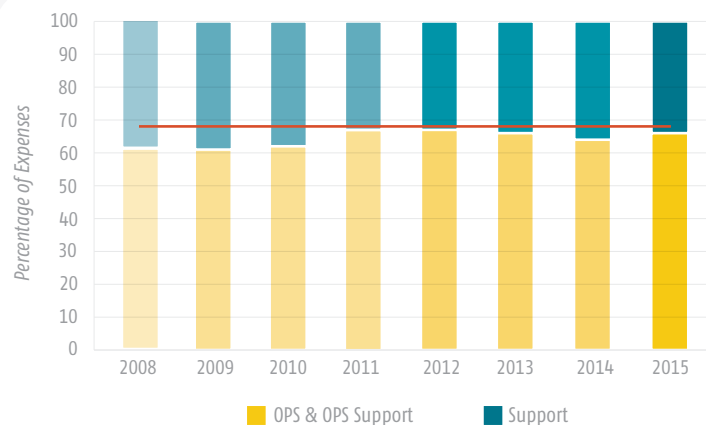


4.2 Operational vs Non-Operational Department Budget Execution

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.

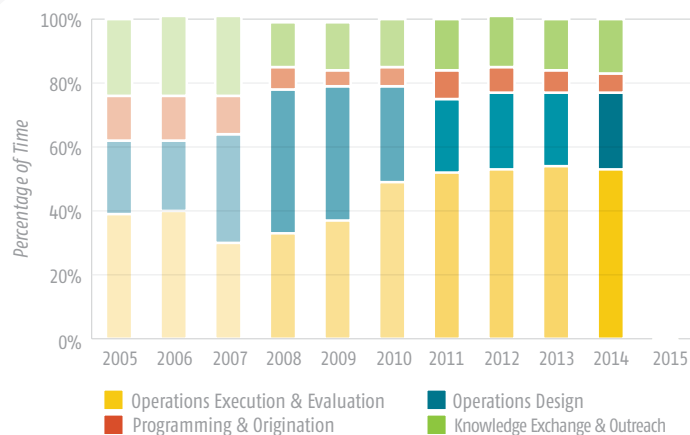




4.3 Percentage of administrative expenses in operational programs

Operational and operational support programs reached **66%** (\$357.3m)

- 2 percentage points increase from 64% in 2014
- The 2015 **CRF** target is 68%



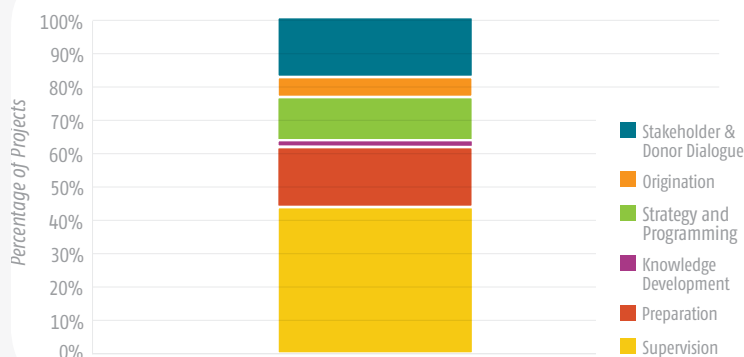
4.4a Distribution of Staff Time reported to Operational programs⁴⁴

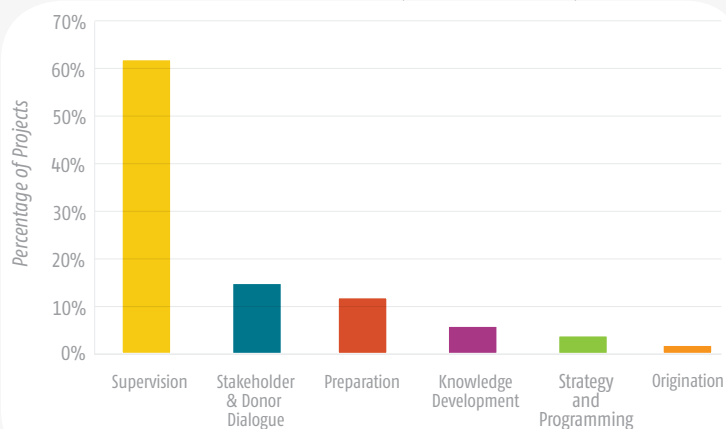
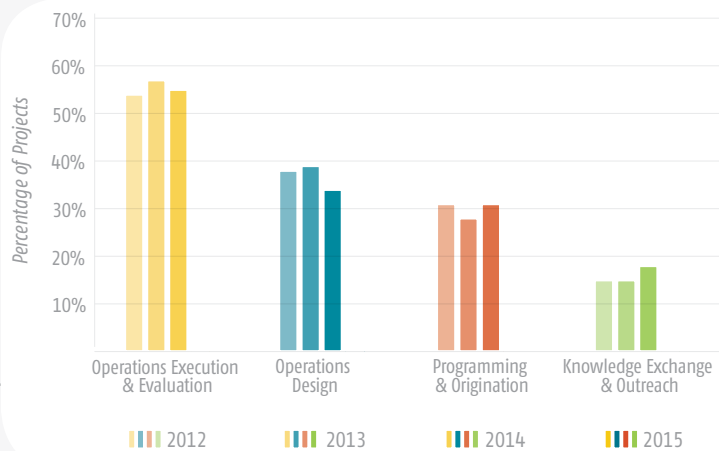
Staff time reported⁴⁵ to operational programs⁴⁶ and Main Business Functions reached **1,074 FTEs**

- 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 supervision⁴⁷ 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 Staff⁴⁸ located in COFs to operational programs⁴⁹ 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 supervision⁵⁰ 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**

PROJECT EFFICIENCY

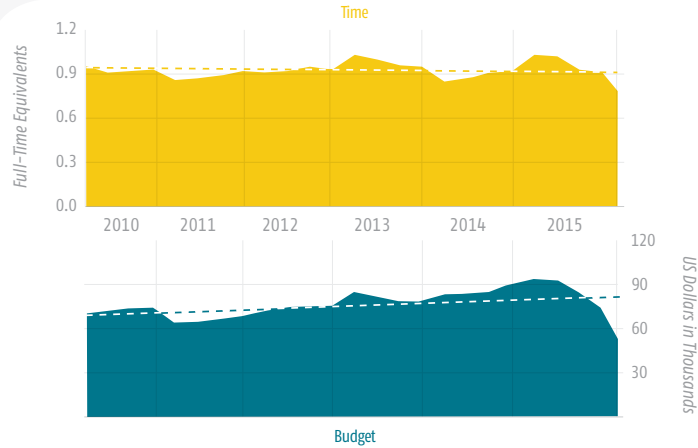
4.6 Resources per Project Approval

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**

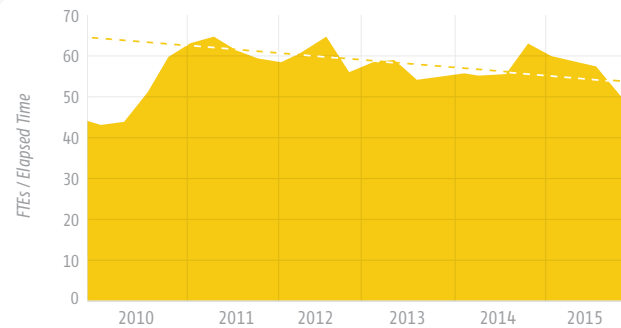
- 45% decrease from **\$95K** in 2014



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.



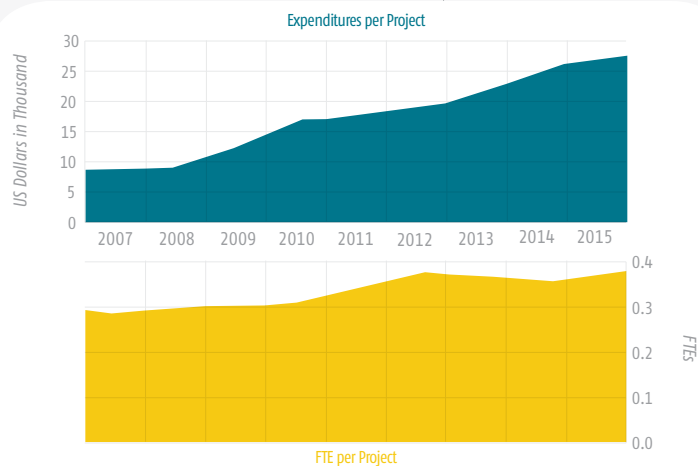
4.8 Resources (Expenditures and Staff Time) per Project in Portfolio

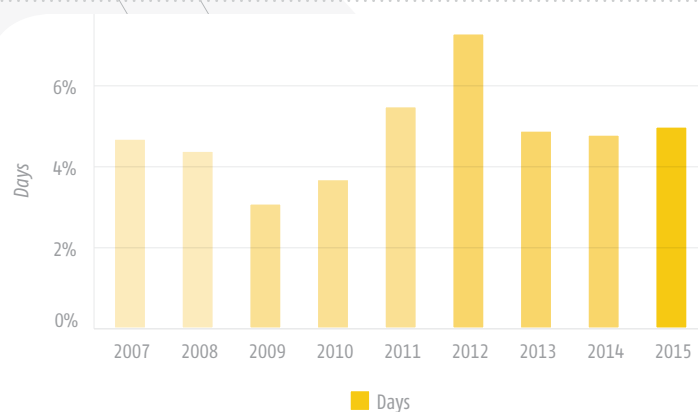
Staff time reported per project in the portfolio in execution reached **0.371 FTEs**

- 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

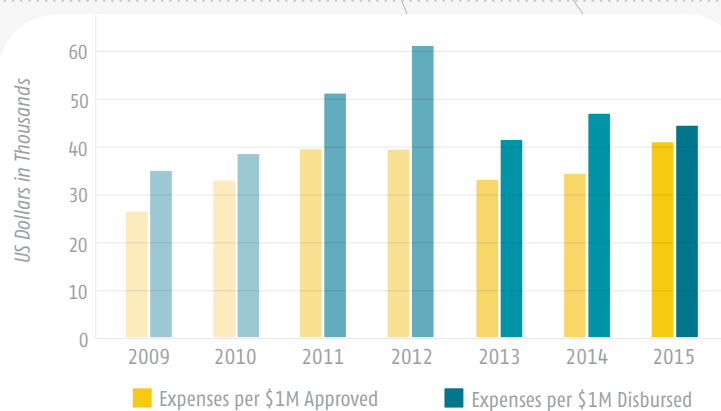




4.9 Staff Time Reported to Project Execution per US\$ Million Disbursed

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**,

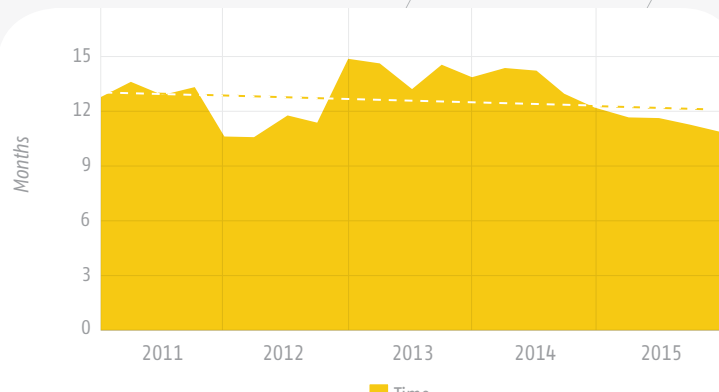
- 5% decrease from \$47k in 2014.
- Based on CRF 2012-2015, target for 2015 is \$45k.

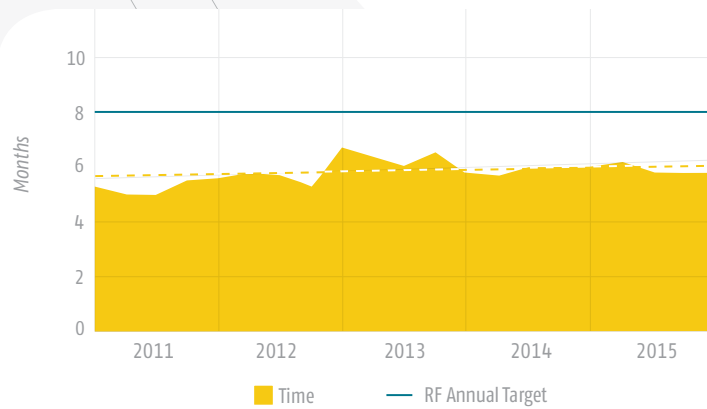
CYCLE TIMES (EFFICIENCY)⁵¹

4.11 Time Elapsed from Start to Approval

Time elapsed from Start to Approval⁵² for SG investment operations reached **10.9 months**

- 11% decrease from 12.2 months in same period in 2014

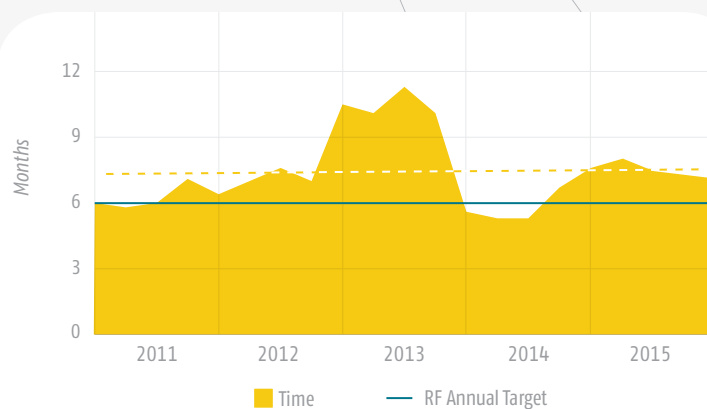




4.12 Time Elapsed from Project Profile to Approval for SG Operations

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

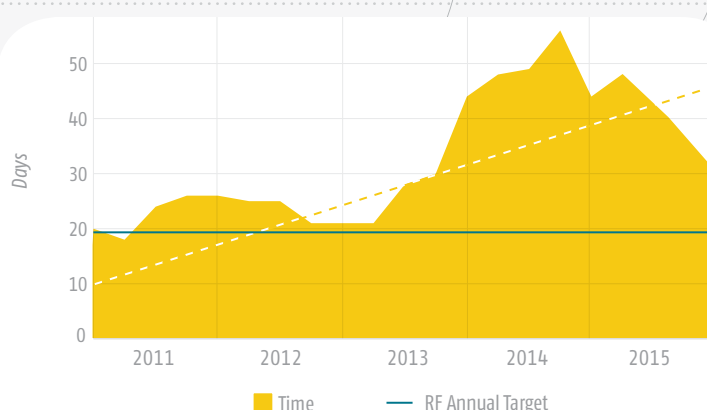
- 5% decrease from 6.2 months in same period in 2014
- The 2015 **CRF** annual target is 8 months



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**

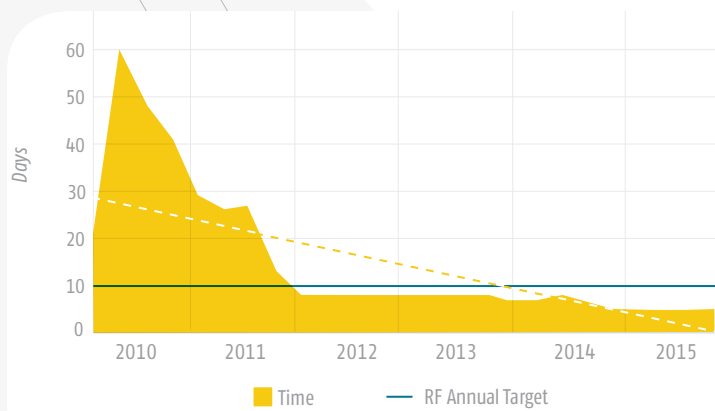
- 7% decrease from 7.6 months in 2014
- The 2015 **CRF** annual target is 6 months



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

Time elapsed from eligibility to first disbursement⁵³ 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

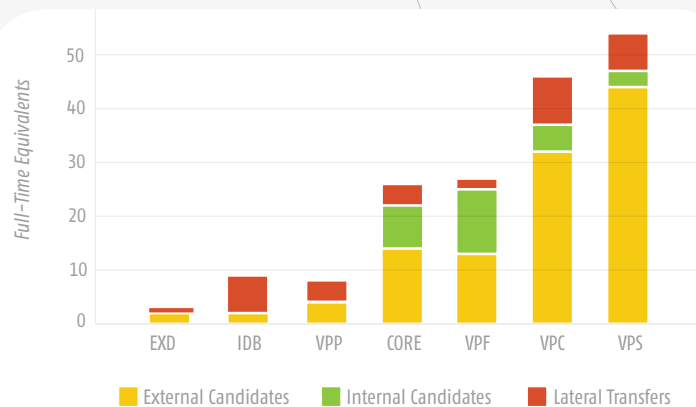
Time elapsed from eligibility to first disbursement for NSG investment operations with a first disbursement reached **5 days**

- Same percentage as in 2014
- The 2015 **CRF** target is 10 days

HUMAN RESOURCES VACANCIES AND NEW HIRES

4.16 Status of Positions Posted

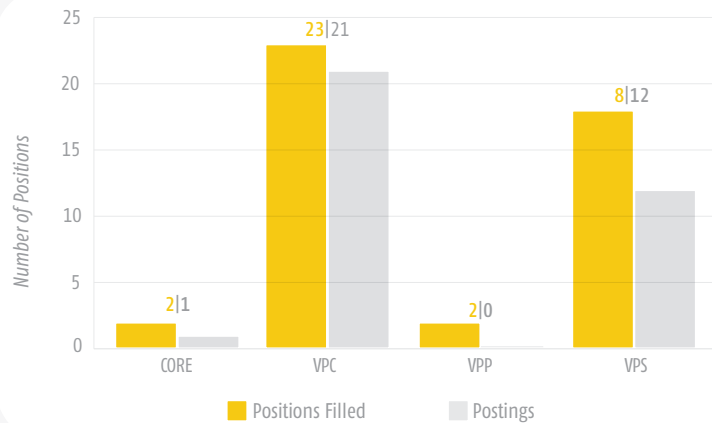
- 173 Bankwide vacancies filled as of 12/31/2015, 167 vacancies remain unfilled (includes 16 vacant positions allocated in the Central Pool – SRE/VAC).⁵⁴
- 108 (62%) of vacancies filled were for Operational Vice-Presidencies (VPS, VPC, and VPP).
- 111 (64.2%) of the filled positions went to external candidates. 62 positions were filled by transfers (29 by concurso, 33 by lateral transfer). Of the 111 external hires⁵⁵, 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 were 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.



COF STRENGTHENING

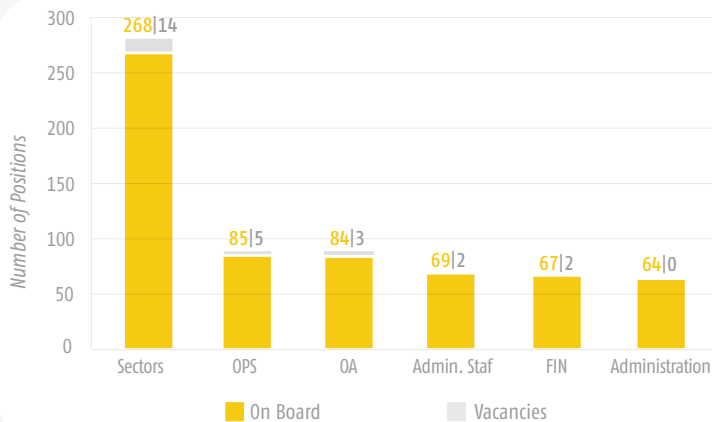
4.17 Status of Positions Posted and Filled in the COFs

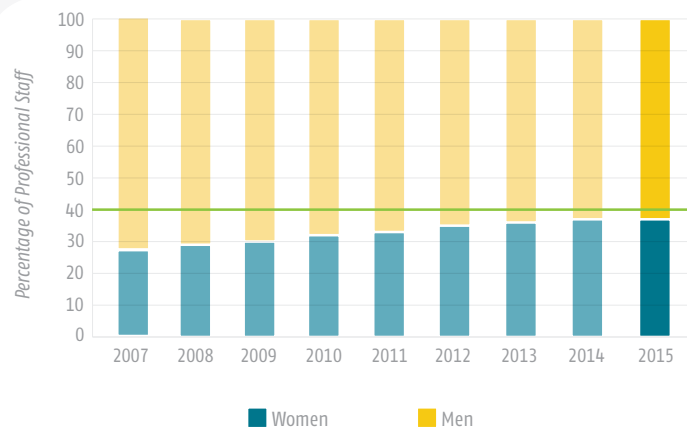
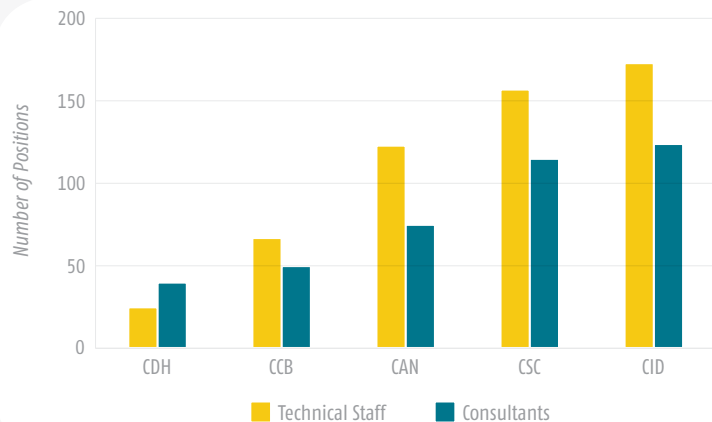
- Net number of professional⁵⁶ staff on-board in the COFs decreased by 2.
- CORE, VPC, VPP and VPS professional staff on board in the COFs remained the same, while VPP decreased by 2.
- Of the 9 external hires of professionals in the COFs during this period, 8 were national professionals and 1 was international.
- 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.





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

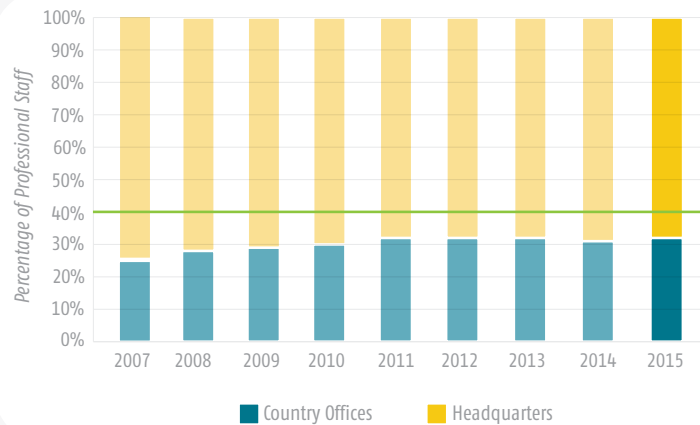
4.20 Percentage of Professional and Executive Staff Who are Women, Grade Four and Above

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%.

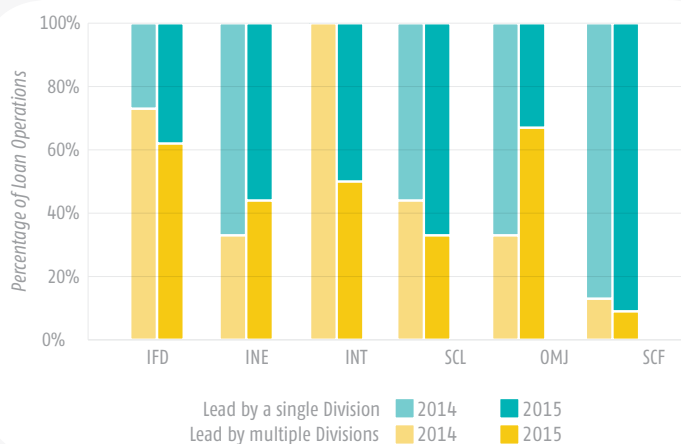
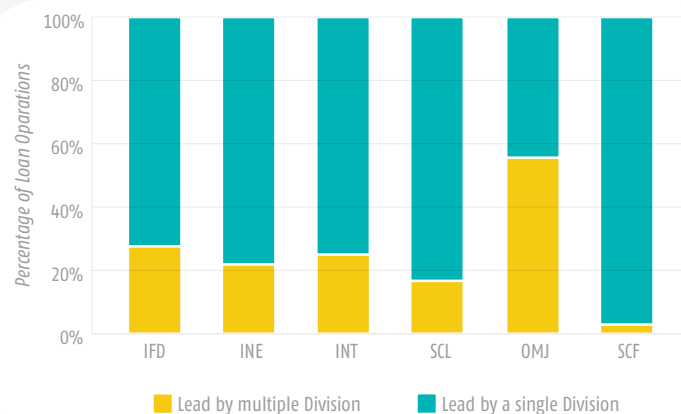
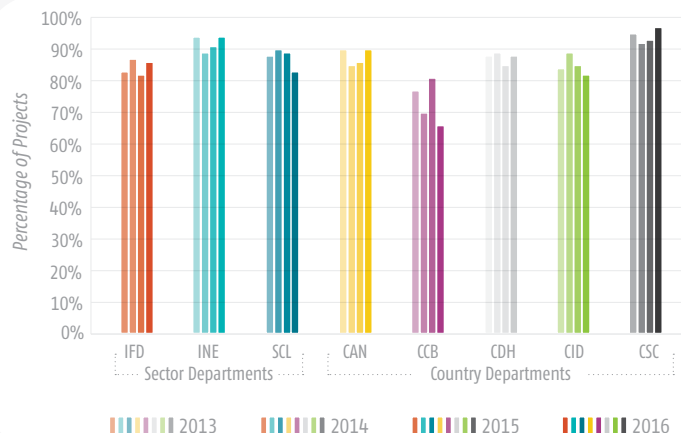
TEAM LEADERS

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 execution⁵⁷-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%).

V. KNOWLEDGE & LEARNING |

**2015 ANNUAL
BUSINESS
REVIEW**

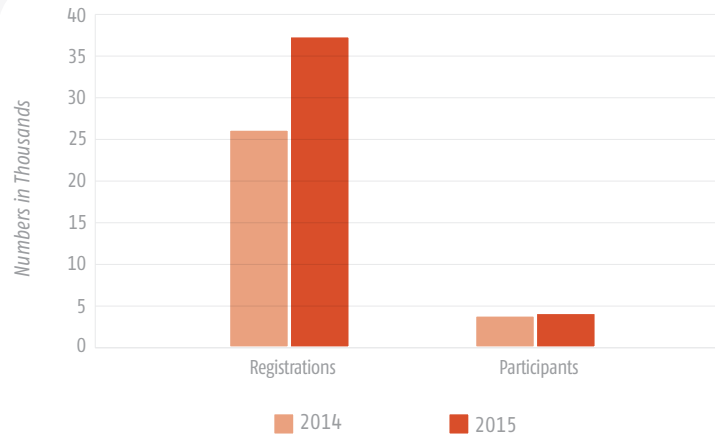
PROGRAM EXECUTION

LEARNING ACTIVITIES – INTERNAL CLIENTS

5.1 Registrations & Participants Enrolled in KNL Activities

In 2015, **4,253** unique participants enrolled in at least one training program

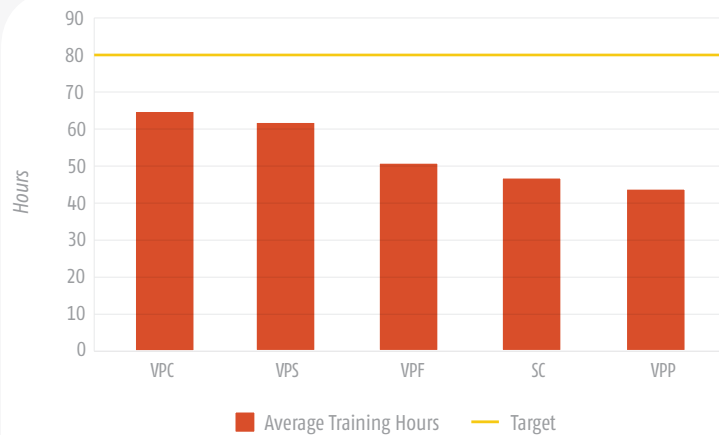
- 7.8% increase from 3,795 participants at the beginning of 2014
- **236,268** participant hours were reported in the KNL System from **37,467** registrations:
- 4% increase from 226,117 participant hours in 2013
- 65% of the participant hours correspond to staff members, a 4 percentage point decrease from 69% in 2013.

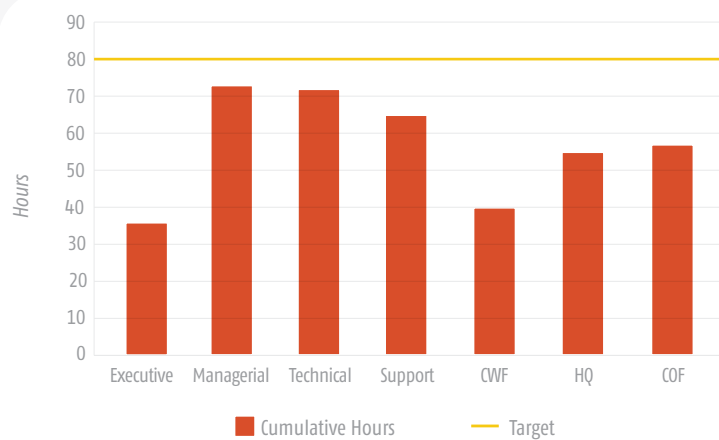


5.2 Average KNL Hours per Participant

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 rate⁵⁸ was 82%.
- The average composite Quality Index⁵⁹ 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.

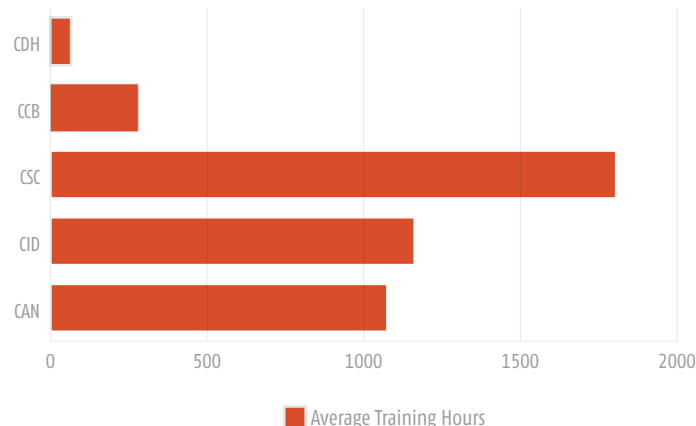
CAPACITY BUILDING ACTIVITIES - EXTERNAL CLIENTS

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



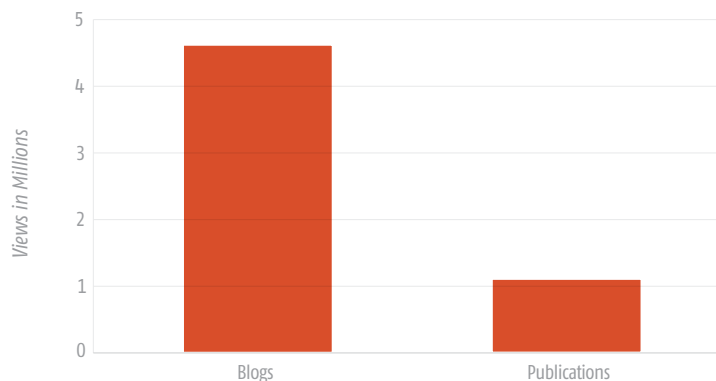
EVALUATION ACTIVITIES FOR EXTERNAL CLIENTS

In 2015, KNL performed 37 level 1 evaluations⁶⁰ 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
- <http://blogs.iadb.org/>
- <http://blogs.iadb.org/abierto-al-publico/>

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

**2015 ANNUAL
BUSINESS
REVIEW**

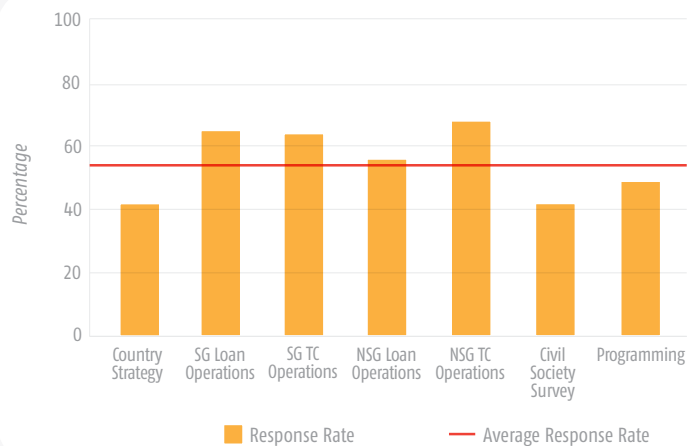
EXTERNAL FEEDBACK SYSTEM⁶¹

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.

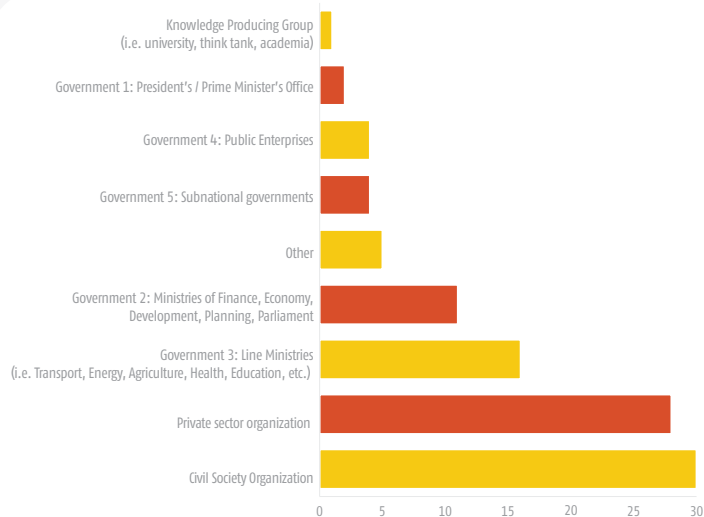
- 1% increase from the number of surveys completed in 2014.
- 4 percentage points decrease from the response rate in 2014.

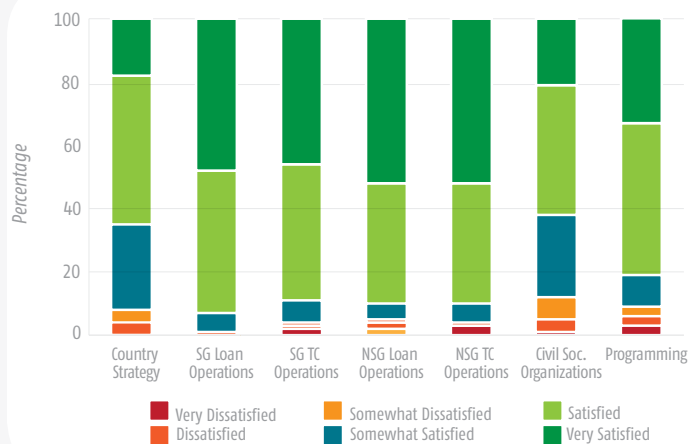


6.2 Respondent Profile

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

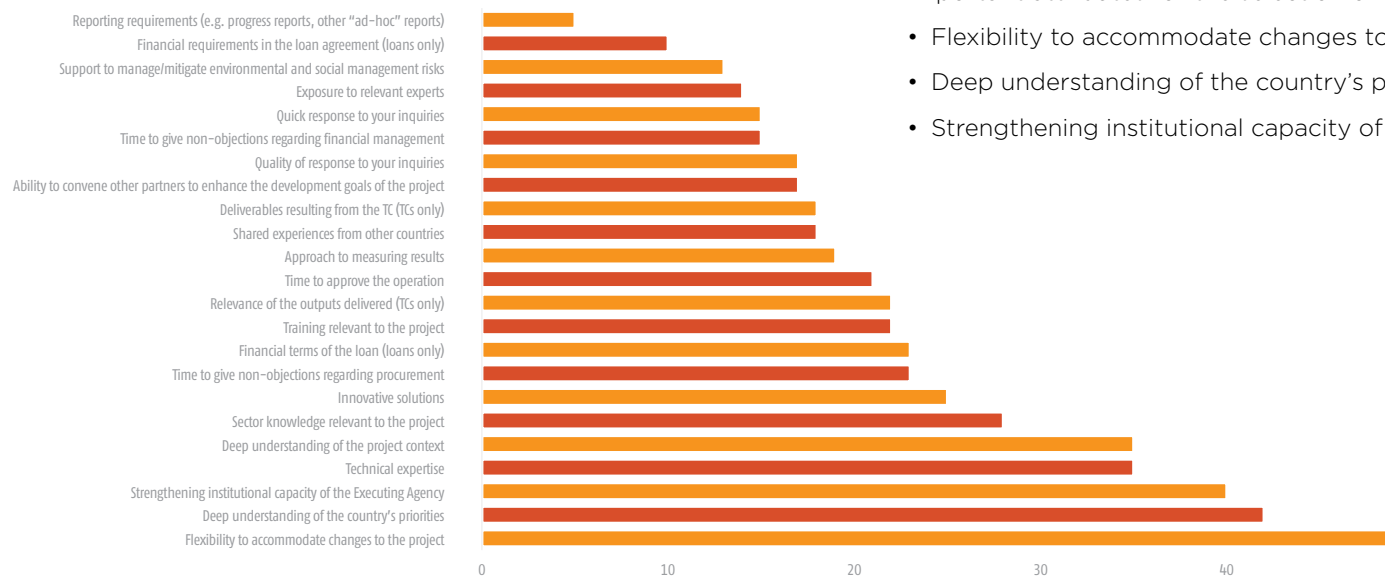
Overall, surveyed partners reported positive satisfaction levels:

- 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 Organizations⁶²

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 are⁶³:

- Flexibility to accommodate changes to the project (49%)
- Deep understanding of the country's priority (42%)
- Strengthening institutional capacity of the Executing Agency (40%)



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

- 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 (SCX).
- 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. 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 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.
- 26 Priority Areas under CRF 2012-2015.
- 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 IIC 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-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).

- 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 A02 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 EFS 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.

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