

Mid-term Evaluation of IDB-9 Commitments

IDB-9 Survey Overview of the Results

Background Paper

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The Inter-American Development Bank (IDB) is in a period of rapid change, responding to both the economic dynamism of the Region it serves and the increasing competition in the international financial marketplace. Over the past decade, countries in Latin America and the Caribbean have gained greater access to alternative sources of finance and an increasingly ability to generate and share knowledge among themselves. Like other multilateral development banks, IDB is seeking to adapt to this changing international landscape by ensuring that it is responsive to borrowing countries' needs and putting strong emphasis on effectiveness in its use of scarce resources.

In 2010 the IDB's Board of Governors approved the 9th General Capital Increase of the IDB (IDB-9). The IDB-9 Agreement laid out a series of reforms intended to strengthen the strategic focus, development effectiveness, and efficiency of the IDB to help it remain competitive and relevant in the years ahead. As part of that Report, IDB's Office of Evaluation and Oversight (OVE) was charged with conducting a midterm evaluation—to be presented to the Board of Governors in March 2013—to assess IDB's progress in implementing those reforms. The full evaluation is available at www.iadb.org/evaluation.

This paper is one of 22 background papers prepared by OVE as input to the IDB-9 evaluation. It seeks to determine whether one portion of the IDB-9 requirements has been implemented fully and effectively and to offer suggestions to strengthen implementation going forward. The overarching goal of this paper and the entire evaluation is to provide insights to the Governors, the Board, and IDB Management to help make IDB as strong and effective as possible in promoting economic growth and poverty reduction in Latin America and the Caribbean.

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This background paper was prepared by Oliver Azuara. All background papers were thoroughly reviewed and discussed within OVE and shared with IDB management for comments. The other background papers and full IDB-9 evaluation can be found at www.iadb.org/evaluation.

ABBREVIATIONS AND ACRONYMS

DEM	Development Effectiveness Matrix
ICIM/MICI	Independent Consultation and Investigation Mechanism
IDB	Inter-American Development Bank
IDB-9	Ninth General Capital Increase of the Inter-American Development Bank
INE	Infrastructure and Environment Sector
INT	Integration and Trade Sector
KNL	Knowledge and Learning Sector
LAC	Latin American and the Caribbean Countries
MIF	Multilateral Investment Fund
OMJ	Opportunities for the Majority
OVE	Office of Evaluation and Oversight
PI	Project Performance Index
PMR	Progress Monitoring Report
PPMR	Project Performance Monitoring Report
RES	Department of Research and Chief Economist
SS	Social Sector
VPC	Vice Presidency for Countries
VPP	Vice-presidency for Private Sector and Non-sovereign Guaranteed Operations
VPS	Vice Presidency for Sectors and Knowledge

EXECUTIVE SUMMARY

This document describes the results of the Ninth General Capital Increase Survey (IDB-9 Survey). This was an electronic survey sent by the Office of Evaluation and Oversight (OVE) to all operational staff of the Bank between September 20 and October 4, 2012. The goal of the survey was to measure the extent of implementation of the reforms mandated in the IDB-9 Agreement. All survey responses were anonymous, and the results were aggregated at the unit level.

The IDB-9 survey included up to 31 closed questions organized in the following eight modules: sector strategies (4 to 6 questions); Bank programming (4 questions), lending instruments and knowledge products (2 questions); private sector development and coordination (4 questions); Development Effectiveness Matrix (4 questions); Progress Monitoring Report (4 questions); the Independent Consultation and Investigation Mechanism (3 questions); the new Access to Information Policy (4 questions), and an open-ended question. Each staff member reported their unit and department affiliation and was asked the corresponding set of questions.

The survey was sent to 722 staff members, of whom 505 (70%) answered at least part of the survey. The number of surveys that were fully completed was 434 (60% response rate). The main results of each module are as follows:

- ***Sector Strategies.*** The Strategy on Social Policy for Equity and Productivity, and the Strategy for Climate Change Adaptation and Mitigation, and Sustainable and Renewable Energy are proportionally the best-known of the Bank's sector strategies. Staffs from the Vice Presidency for Sectors (VPS) and Vice Presidency for Countries (VPC) were less aware of the Strategy on Institutions for Growth and Social Welfare. The Sector Strategy on Social Policy for Equity and Productivity and the Sector Strategy to Support Competitive Global and Regional Integration are more likely to be used by VPS staff in their current duties. VPC staff reported using the strategies—and particularly the Private Sector Development Strategy—very little. Contrary to the current low levels of levels of usage, respondents declared that they expect to increase the use of sector strategies in their operations during 2013-2015.
- ***Bank Programming.*** The majority of staff has read the Country Strategies for countries in which they have recently worked. Almost 80% declare that country strategies are very important to the direction of the Bank's operations in the country. Around 33% reported having worked on projects that were not included in the Country Strategy, and 30% of respondents believe that the results framework is of no, or very little, usefulness.
- ***Lending Instruments and Knowledge Products.*** Respondents believe that the time to prepare investment lending and policy-based operations has improved. However, they give a low rating to the instruments' achieving the intended development results, risk mitigation, and implementation. Staff gives technical cooperation a high rating on responding to country priorities and building

analytical capabilities in the countries; however, they give a low rating on its planning according to the Country Strategy and the time required to implement technical cooperation operations.

- ***Development Effectiveness Matrix (DEM)***. Almost 70% of eligible staff have prepared or helped to prepare at least one DEM. This instrument is better rated on its usefulness to identifying project indicators of the projects than on its usefulness for improving the diagnostic section of the loan proposal or developing a better evaluation plan for the project.
- ***Progress Monitoring Report (PMR)***. Staff believes that PMRs are better at tracking project performance than the previous PPMRs. However, they believe the PI index is not a good indicator of the project performance.
- ***Independent Consultation and Investigation Mechanism (ICIM or MICI)***. Over one-third—36%—of staff do not know about the existence of MICI. Only 9% have been involved in a MICI case. Of those who know about the mechanism, around 70% do not know if the mechanism is working, 12% declare it has improved, 10% believe it has worsened, and 11% say it has no effect.
- ***Access to Information Policy***. Almost 40% of respondents reported not receiving any training on the policy; around 30% received the training online, and the 30% were trained face-to-face and through other methods. Only 7% reported that the policy changed their interaction with clients, and 18% said they are disclosing more information than previously.

I. THE SURVEY

A. Eligible population

- 1.1 The IDB-9 survey was designed with *Qualtrics* software,¹ which requires the e-mail addresses of the respondents to send the invitation and access to the survey. OVE used the public information contained in the telephone directory of the Inter-American Development Bank (IDB, or Bank) (<http://teldir/>) to find the e-mail addresses, units, and grades. On September 17, 2012, the directory included 4,114 registries organized as shown in Table 1.

Table 1. Distribution of IDB Personnel According to the Telephone Directory

Employee	Number	Percent
Staff	2,176	53%
Consultant	1,343	33%
Outsource	572	14%
Secondee	23	1%
Total	4,114	100%

Source: Telephone directory of the IDB.

- 1.2 We selected only staff members working in the Vice Presidency for Sectors and Knowledge (VPS), Vice Presidency for Countries (VPC), or the Vice Presidency Private Sector (VPP). This distribution is shown in Table 2.

Table 2. Distribution of Staff According to the Telephone Directory

Vice Presidency	Staff members	Percent
VPC	438	42%
VPS	608	58%
VPP	221	21%
Total	1,046	100%

Source: Telephone directory of the IDB.

- 1.3 The final selection rule restricted eligible population to operational staff only. For this purpose, we cleaned the database to keep only senior associates, specialists, senior specialists, lead specialists, and principal specialists—that is, staff who develop lending operations. For the same reason we did not include staff working in the Department of Research and Chief Economist, the Knowledge and Learning Sectors, and the Multilateral Investment Fund Office. The final eligible population is shown in Table 3.

¹ Details of this software can be seen at www.qualtrics.com.

Table 3. Eligible Population of Staff included in the IDB-9 Survey

VP	Unit	Principal specialist	Lead specialist	Senior specialist	Specialist	Senior associate	Total
	CAN	4	3	6	8	5	26
	CCB	1	2	6	8	11	28
VP	CDH	0	2	1	3	1	7
C	CID	4	10	3	11	10	38
	CSC	5	6	4	14	6	35
	FMP	0	11	29	21	2	63
	VPC	1	7	4	4	5	21
	IFD	13	38	52	27	5	135
	INE	11	38	48	48	6	151
VP	INT	3	5	6	9	0	23
S	SCL	5	32	24	21	6	88
	TIU	0	2	0	0	0	2
	VPS	0	8	8	6	5	27
VP	OMJ	3	1	1	5	1	11
P	SCF	5	12	24	11	14	66
	VPP	0	0	1	0	0	1
Total		55	177	217	196	77	722

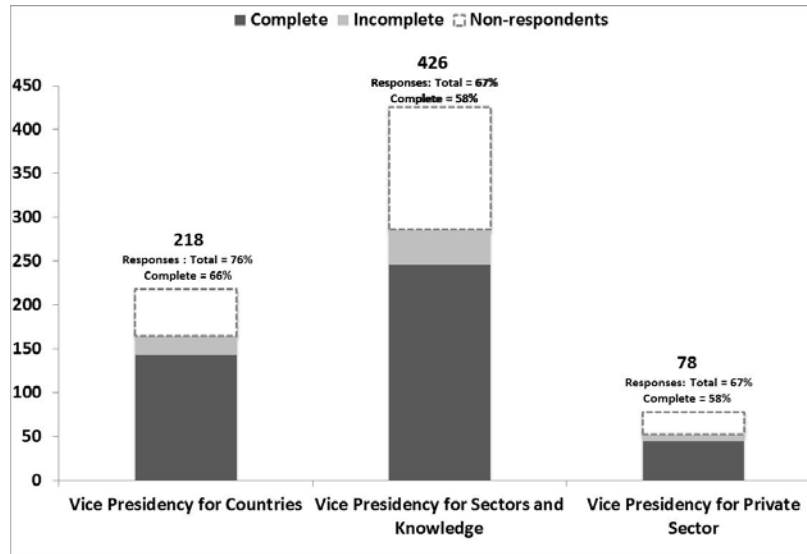
Source: Author's classification using telephone directory of the IDB.

- 1.4 The staff eligible to take the survey was distributed as follows: 60% in VPS, 30% in VPC, and 10% in VPP.

B. Response rates

- 1.5 Once the eligible population was selected, the director of OVE sent an invitation through the Qualtrics server. Every selected member received the invitation on September 20, 2012. Staff who did not complete their surveys during the first week received three additional reminders, on September 26, October 2, and the last day, October 4.
- 1.6 After access to the survey was closed at 11:59 pm on October 4, the final response rate was 70% (see Figure 1). VPC had the highest response rate (76%, but 66% if only complete surveys are counted), while both VPS and VPP had a 67% overall response rate (but 58% for complete surveys).

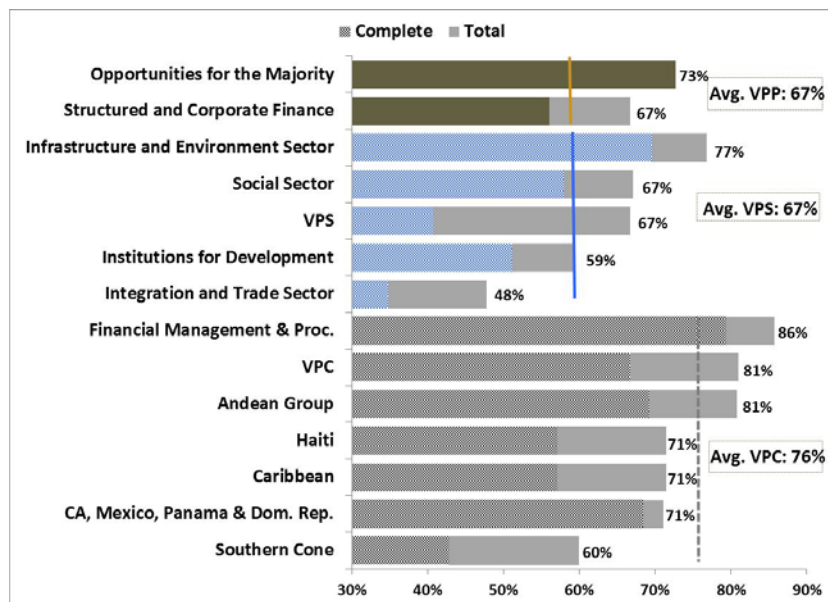
Figure 1. IDB-9 Survey Response Rates by Vice Presidency



Source: IDB-9 Survey, OVE.

- 1.7 The variation in response rates across units of each vice presidency was large. In VPC the unit with highest response rate was Financial Management and Procurement (86%), while the lowest was Southern Cone (60%). In VPS, Infrastructure and Environment Sector had the highest response rate (77%), while Integration and Trade Sector had the lowest (48%). Finally, in VPP, Opportunities for the Majority had the highest response rate (73%), and Structured and Corporate Finance had the lowest (67%).

Figure 2. IDB-9 Survey Response Rates by Unit



Source: IDB-9 Survey, OVE.

II. FINDINGS

2.1 This section summarizes the results for each of the eight modules in the survey and identifies the opinions of the operational staff on each of them.

A. Strategies

1. General results

2.2 The first module of the IDB-9 Survey was designed to measure staff's knowledge and current use, and their opinion on the expected effect, of the five sector strategies accepted by the Board of Executive Directors: (i) Strategy on Social Policy for Equity and Productivity (GN-2588-3); (ii) IDB Integrated Strategy for Climate Change Adaptation and Mitigation, and Sustainable and Renewable Energy (GN-2609-2); (iii) Sector Strategy on Institutions for Growth and Social Welfare (GN-2587-2); (iv) IDB Sector Strategy to Support Competitive Global and Regional Integration (OP-501-4); and (v) Private Sector Development Strategy (OP-593). Vice Presidency for Private Sector and non-Sovereign Guaranteed Operations (VPP) were asked only about the Private Sector Development Strategy, so they are only included in the results of this strategy.

2.3 The module included three questions.

- The first question asked staff about their knowledge of the sector strategy/ies used in their units, ranging from “do not know it” to “have read and know it.”
- The second question, measuring the staff member's use of the sector strategy on current duties, was asked only of those who had heard of or read the document (in part or in full). For VPC staff, the question asked about the effect of the sector strategy on Country Strategies and programming, country dialogue, and project preparation. VPS staff was asked about its effect on lending projects, technical cooperation, analytical work, and country dialogue.
- The third question asked staff about their professional expectation of the use of the sector strategies for their duties during the period 2013-2015, using the same products.

The number of questions varied according to the Vice Presidency each staff member worked at. For VPC, the assumption was that staff uses all five strategies.

2.4 To compare the sector strategies across the Bank, we created three indexes: knowledge, effect on duties, and expected results.

2.5 The knowledge index reflects how accurate the staff member knows the strategy/ies. A value of one means the respondent read and knows the sector strategy. If the respondent declared to read parts of the strategy he got a value of

0.5, and those who responded to have heard or do not know about the strategy the rating was zero.²

2.6 Table 4 shows the values of the index for each sector strategy and by VP. We found that the Strategy on Social Policy for Equity and Productivity and IDB Integrated Strategy for Climate Change Adaptation and Mitigation, and Sustainable and Renewable Energy are better known by staff who are supposed to know them. Those working at VPS who were asked about the sector Strategy to Support Competitive Global and Regional Integration know very well this sector strategy, but this is not the case for VPC staff. The less known is the Sector Strategy Institutions for Growth and Social Welfare. It should be noted that this strategy was asked to staff of both vice presidencies.

Table 4. Index on Knowledge of Strategies by Vice Presidency

Strategy	VPC	VPS	VPP
Social Protection for Equity and Productivity	0.27	0.77	
Climate Change Mitigation and Adaptation	0.25	0.49	
Global and Regional Integration	0.23	0.85	
Institutions for Growth	0.28	0.25	
Private Sector	0.17	0.18	0.36

Source: Author's estimation using IDB-9 Survey.

* A value equal to one means all respondents read and know the document.

2.7 The distribution of values assigned to the use of the strategy was weighted by knowledge of the strategy.³ If respondent declared never using or using it sporadically the rating was zero. If the staff member declared using the strategy often, the rating was 0.5 and 1 if he declared using it on a regular basis. This index has to be smaller equal to the knowledge index by construction. Table 5 shows the results distributed by VP. The Strategy for Social Protection is the most used by VPS staff. The staff from VPC declared using the sector strategies very little, particularly in the case of the Private Sector Development Strategy.

² The knowledge of the strategy k is estimated as follows: $Index_j^k = \frac{\sum_{j=1}^n r_j}{n}$ where r_j is the rating given by the respondent to his knowledge of the specific strategy. If he responded not knowing it, the value is zero; if he heard of it or if he read parts of it the value is 0.5; and if he read and knows it the value is 1.

³ The index of current use is estimated as follows: $Index_j^u = \frac{\sum_{c=1}^m \sum_{j=1}^n r_c r_j}{mn}$ for those working at VPC $m=3$ and for those working at VPS $m=4$. The difference is given by the nature of the question. Staff working at VPC was asked about country strategies and programming, country dialogue and project preparation. Staff working at VPS was asked about lending projects, technical cooperation, analytical work and country dialogue.

Table 5. Index of Current Use of Strategies*

Strategy	VPC	VPS	VPP
Social Protection for Equity and Productivity	0.10	0.41	
Climate Change Mitigation and Adaptation	0.11	0.22	
Global and Regional Integration	0.09	0.05	
Institutions for Growth	0.08	0.39	
Private Sector	0.05	0.04	0.19

Source: Author's estimation using IDB-9 Survey.

* A value equal to one means all respondents read the document and use it in their duties operations.

- 2.8 The third index measures the staff's expectation regarding the future use of the sector strategies on operations during the period 2013-2015. A value of one means the respondent knows the document of the sector strategy and expects to use it regularly in the future. The index is weighted by the knowledge of the strategy and values are smaller or equal to the knowledge index by construction.⁴ Table 6 shows the results and show that staff expects to use sector strategies more than what they are currently using them. The strategy on social protection is expected to be used more frequently than the others, while only few respondents expect to use the private sector strategy.

Table 6. Index on Expected Use of Strategies for the Period 2013 – 2015*

Strategy	VPC	VPS	VPP
Social Protection for Equity and Productivity	0.10	0.41	
Climate Change Mitigation and Adaptation	0.11	0.22	
Institutions for Growth	0.08	0.39	
Global and Regional Integration	0.09	0.05	
Private Sector	0.05	0.04	0.30

Source: Author's estimation using IDB-9 Survey.

* A value equal to one means all respondents read the document and expects to use it very often in new operations.

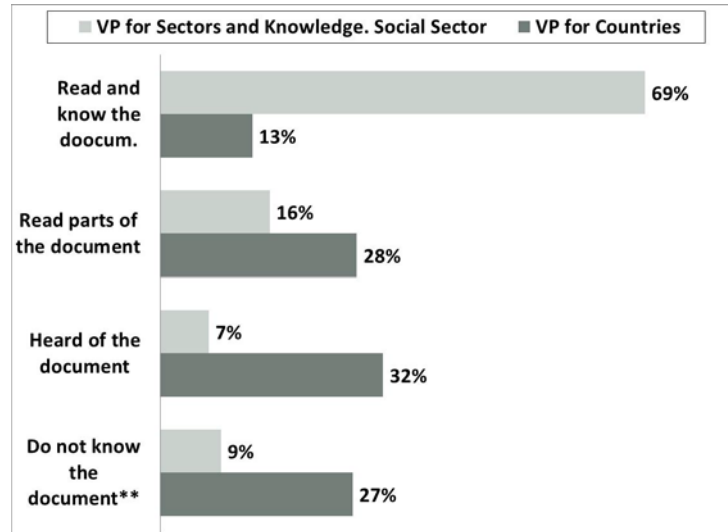
2. Strategy on Social Policy for Equity and Productivity (GN-2588-3)

- 2.9 Staff working in the Social Sector in VPS (VPS-SS) and VPC was asked about the content of the Sector Strategy on Social Protection for Equity and

⁴ The index on the expected use of strategies is given by: $Index_j^e = \frac{\sum_{e=1}^m \sum_{j=1}^n r_e r_j}{mn}$ at VPC m=3 and for those working at VPS m=4. The difference is given by the nature of the question. Staff working at VPC was asked about country strategies and programming, country dialogue and project preparation. Staff working at VPS was asked about lending projects, technical cooperation, analytical work and country dialogue.

Productivity. In VPS-SS 88 operational staff responded, and in VPC 161 responded. Figure 3 shows the results by VP.

Figure 3. Knowledge of the Strategy on Social Protection



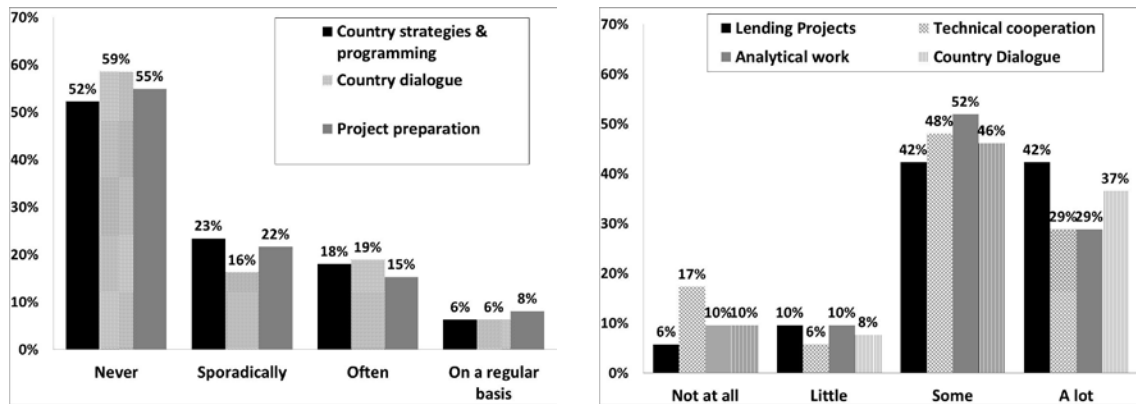
Source: IDB-9 Survey, OVE.

2.10 Those who know or have heard of the sector strategy were asked about its effect. As Figure 4 shows, the document has not been much used in VPC, while the majority of the staff in VPS-SS says they use it in their current duties.

Figure 4. Use of the Strategy on Social Protection

A. VPC

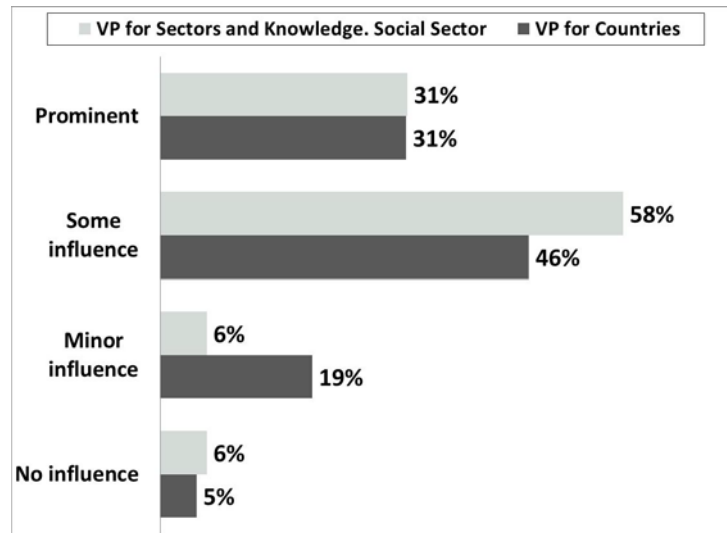
B. VP - Social Sector



Source: IDB-9 Survey, OVE.

2.11 The final question asked staff about their expectation of the influence of the social strategy on selecting and designing new operations for 2013-2015. The answers were very similar between VPC and VPS-SS: a large majority (88% for VPS-SS, 77% for VPC) believes the strategy will be influential (see Figure 5).

Figure 5. Expected Use of the Strategy on Social Protection for 2013-2015

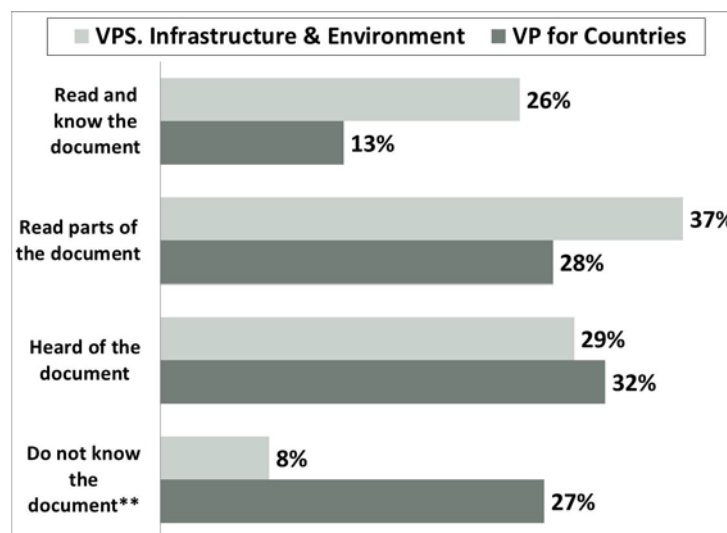


Source: IDB9 Survey, OVE

3. Integrated Strategy for Climate Change Adaptation and Mitigation, and Sustainable and Renewable Energy (GN-2609-2)

2.12 Staff working in the VPS Infrastructure and Environment Sector (VPS-INE) and those in VPC were asked about the content of the Climate Change Adaptation and Mitigation strategy. A total of 129 VPS-INE staff and 161 VPC staff completed this section. Figure 6 shows the results by VP.

Figure 6. Knowledge of the Strategy on Climate Change

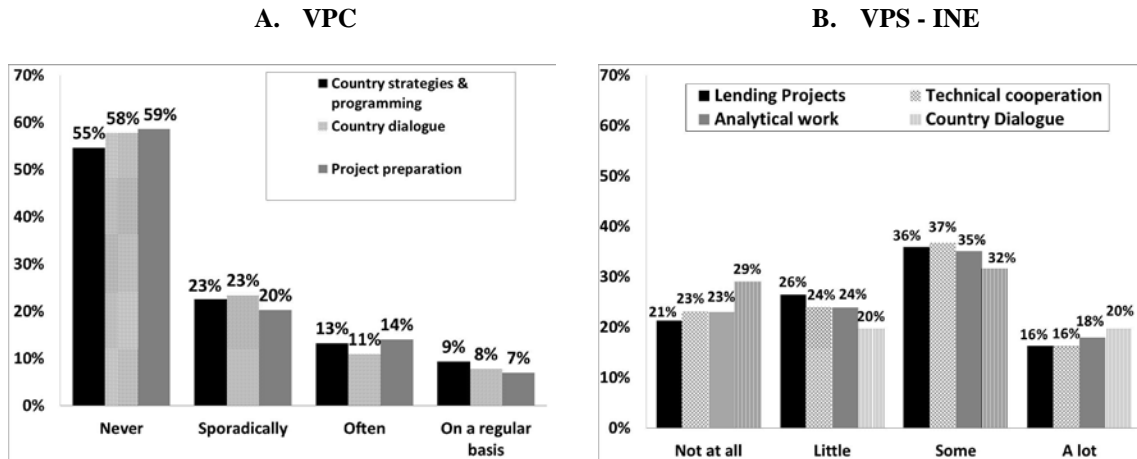


Source: IDB-9 Survey, OVE.

2.13 Around 50% of the staff in VPS-INE said they had used the strategy for their current duties (a lower share than VPS-SS staff who had used the social strategy).

Among VPC staff, almost 80% said they had not used the strategy in their operations (similar to the results on the social strategy). Figure 7 shows these results.

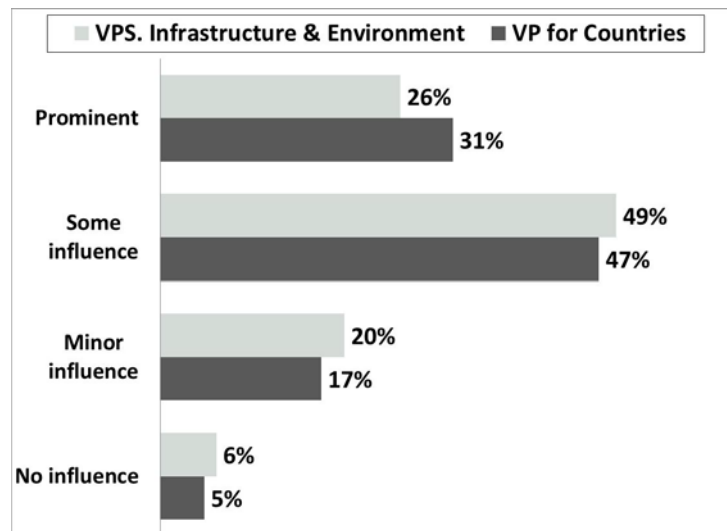
Figure 7. Use of the Strategy on Climate Change



Source: IDB-9 Survey, OVE.

2.14 Despite the large difference with respect to the current use of the strategies, the expectation for the period 2013-2015 is very similar to that for the social strategy: 75% of VPC staff, and 78% of VPS-INE staff, believe that the strategy will be prominent or will have some influence (see Figure 8).

Figure 8. Expected Use of the Climate Change Strategy for 2013-2015

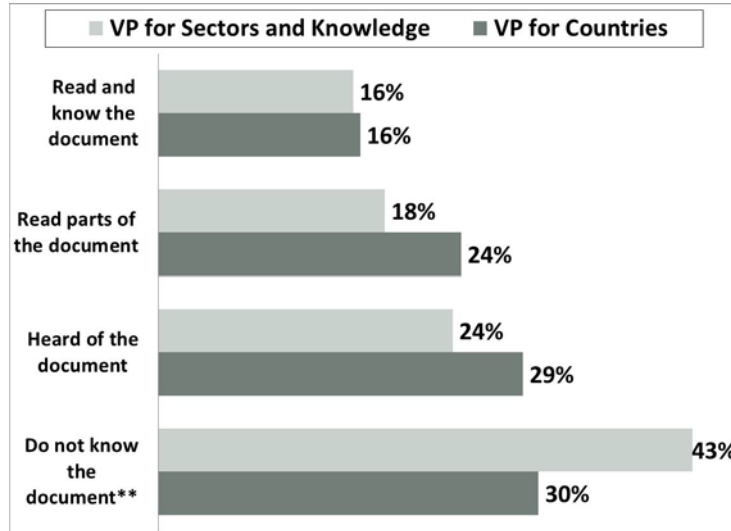


Source: IDB-9 Survey, OVE.

4. Strategy on Institutions for Growth and Social Welfare (GN-2587-2)

2.15 All staff from VPS (276) and VPC (161) was asked about the content of the Strategy on Institutions for Growth and Social Welfare. Almost 85% percent of VPS staff and around 60% of VPC staff said they did not know about or had only heard about this strategy (very similar to social and climate change sector strategies). Figure 9 shows these results.

Figure 9. Knowledge of the Strategy on Institutions



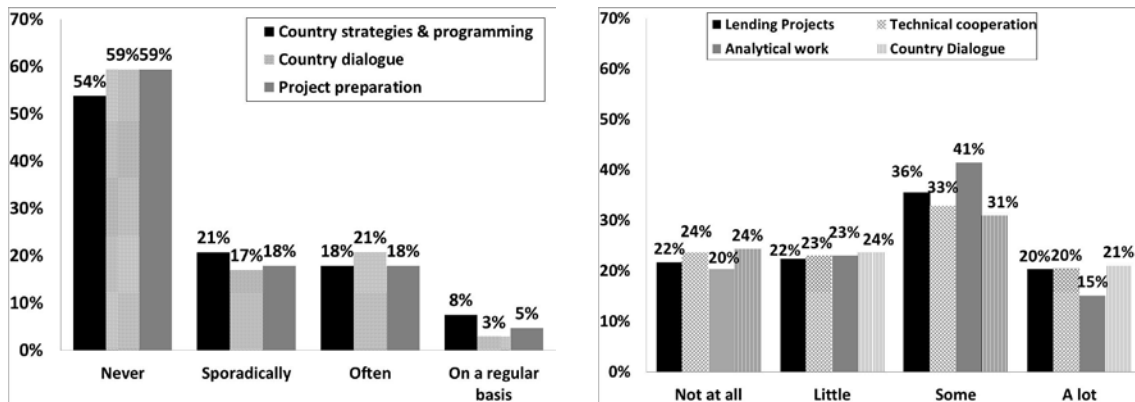
Source: IDB-9 Survey, OVE.

2.16 Of those who said they know about the strategy (152 in VPS and 106 in VPC), 80 in VPS (around 50%) said they used this strategy in their current duties, while the majority of VPC staff did not use it (see Figure 10).

Figure 10. Use of the Strategy on Institutions for Growth

A. VPC

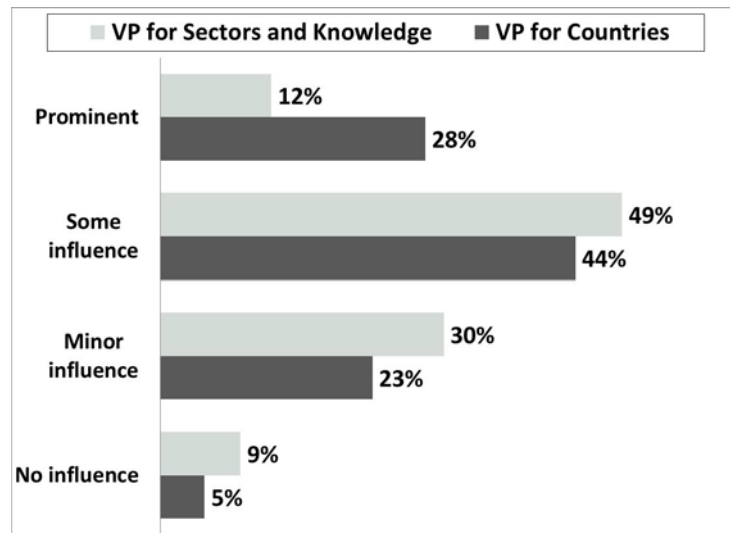
B. VPS



Source: IDB-9 Survey, OVE.

2.17 Around 70% of the staff in both VPS believes the strategy will be more used in the future (see Figure 11). This is similar to the percentages for the previous sector strategies.

Figure 11. Expected Use of the Strategy on Institutions and Growth for 2013-2015

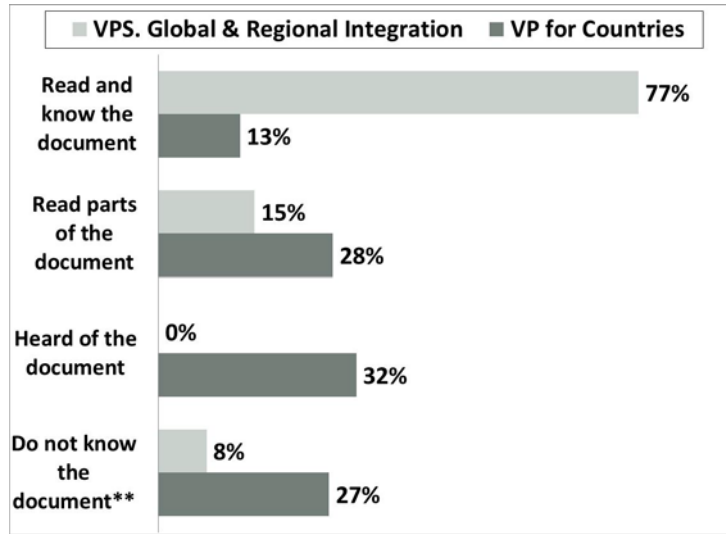


Source: IDB-9 Survey, OVE.

5. Strategy to Support Competitive Global and Regional Integration (OP-501-4)

2.18 Staff working at the VPS Integration and Trade Sector (VPS-INT)—13 staff—and all 161 VPC respondents were asked about the content of the sector strategy on Competitive Global and Regional Integration. The majority of the respondents working at VPS-INT have read all or parts of the document, while the majority in VPS have heard or do not know about it (see Figure 12).

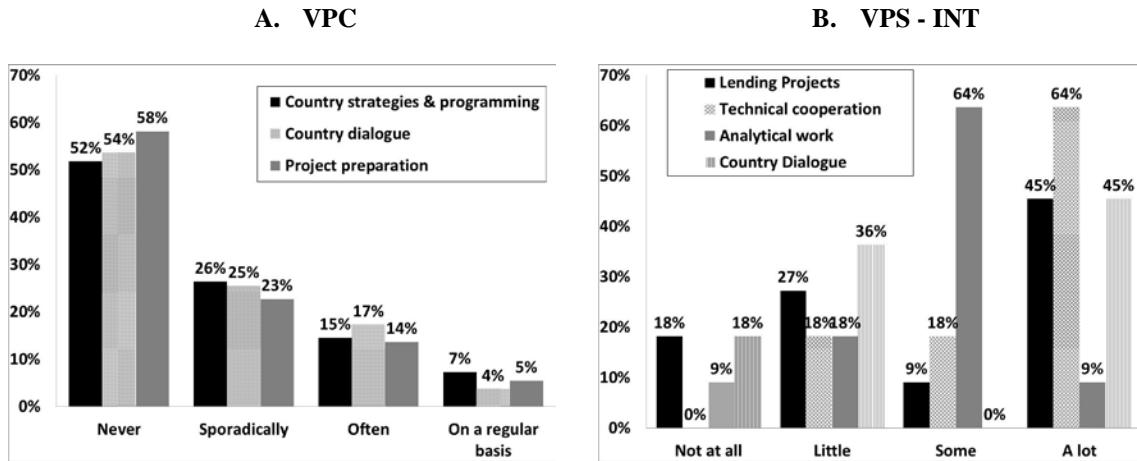
Figure 12. Knowledge of the Competitive Global and Regional Integration Strategy



Source: IDB-9 Survey, OVE.

2.19 VPS-INT staff said they used the strategy in their duties, while almost 80% of the staff in VPC said they had not used it (see Figure 13).

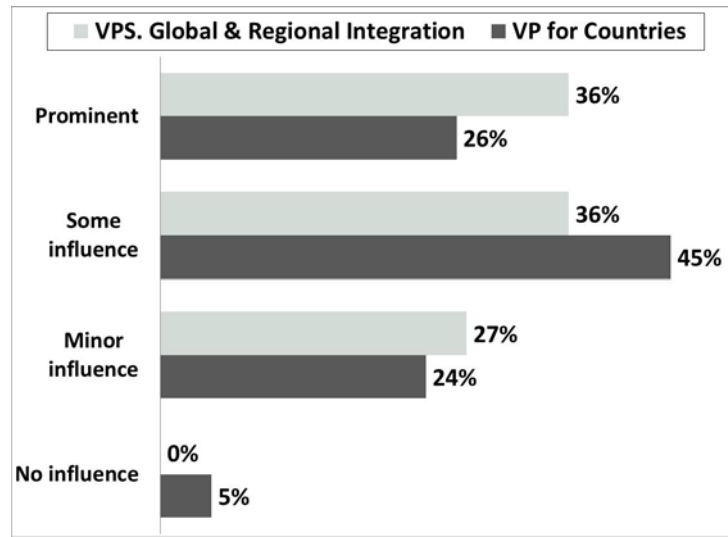
Figure 13. Use of the Strategy on Global and Regional Integration



Source: IDB-9 Survey, OVE.

2.20 Staff expects that the use of the strategy, like the previous strategies, will increase during 2013-2015 (see Figure 14).

Figure 14. Expected Use of the Competitive Global and Regional Integration Strategy

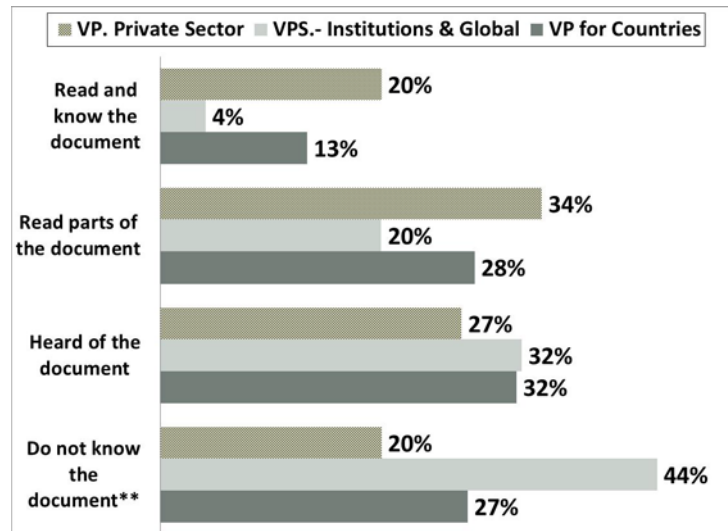


Source: IDB-9 Survey, OVE.

6. Private Sector Development Strategy (OP-593)

2.21 Staffs working in the VPS, VPC and VPP were asked about the Private Sector Development strategy. A total of 441 operational staff responded the questions about this strategy. Only 50% of the VPP staff knows about this strategy, and 20% admit that they do not know the document at all. For both VPS and VPC, a large majority of the staff does not know the document or have only heard of it (see Figure 15).

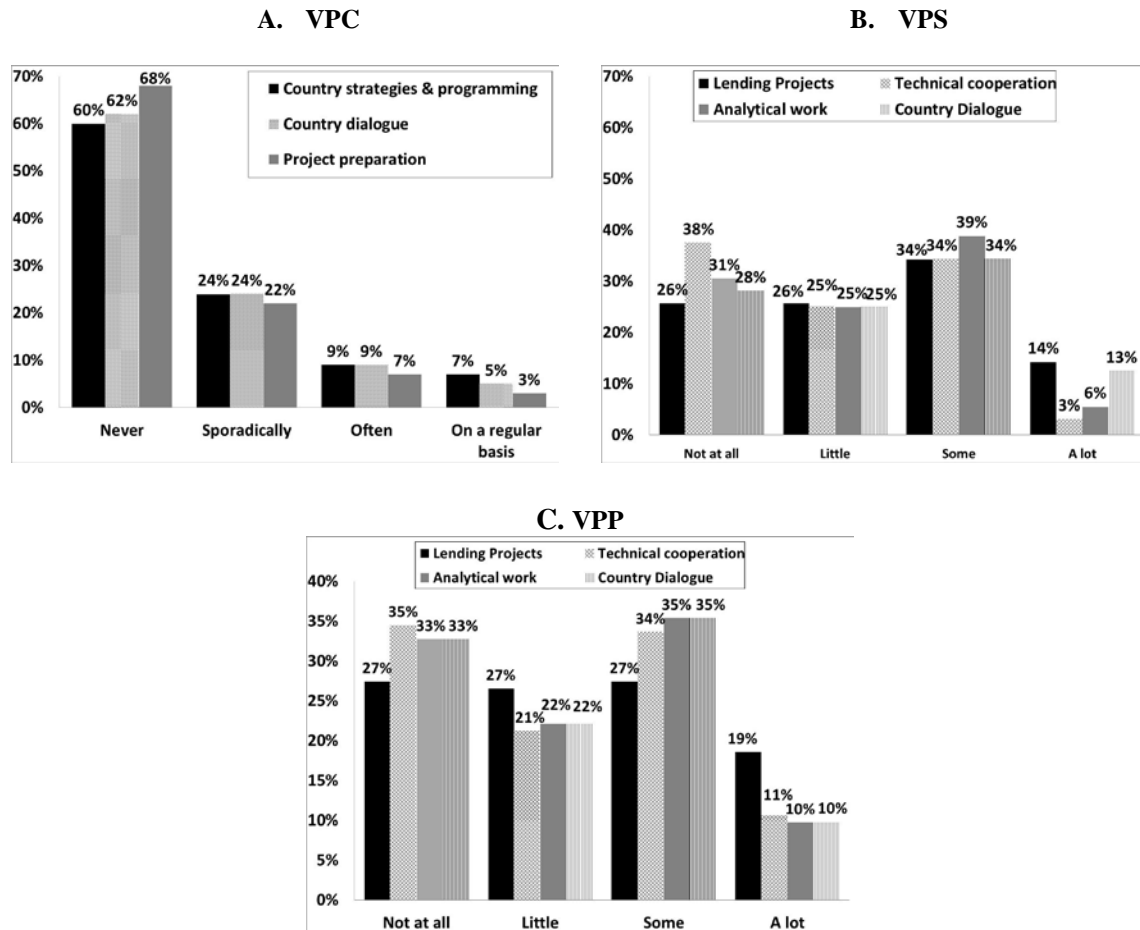
Figure 15. Knowledge of the Strategy for Private Sector Development



Source: IDB-9 Survey, OVE.

2.22 Of the VPP staff who said they had read some or all of this strategy, about 50% said they have not used it in their operations (see Figure 16).

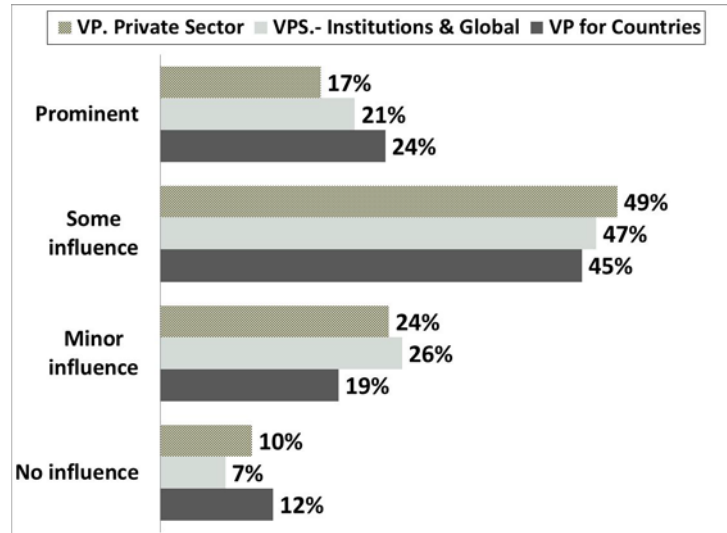
Figure 16. Use of the Strategy for Private Sector Development



Source: IDB-9 Survey, OVE.

2.23 Finally, staffs from all three VPs expect to use this strategy in future operations more often than they are currently doing (see Figure 17).

Figure 17. Expected Use of the Strategy for Private Sector Development



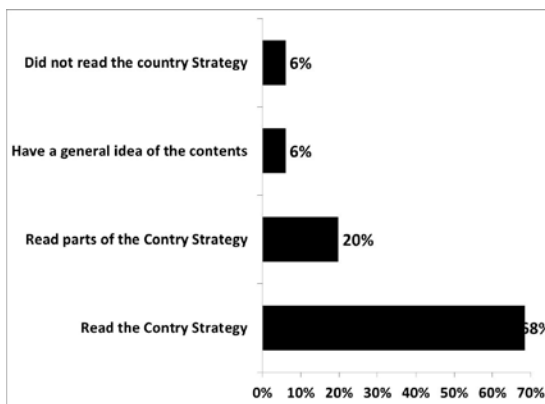
Source: IDB-9 Survey, OVE.

B. Bank programming

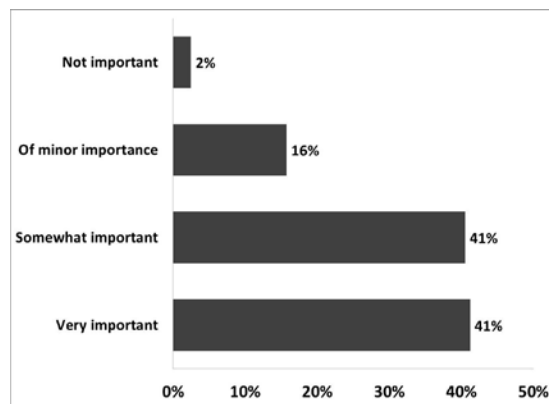
2.24 In this module, staff was asked about the use of the Bank strategy for the countries where they have recently worked. As Figure 18 shows, the majority—almost 70%—said they had read all or part of the Country Strategy, and almost 80% declared that the Country Strategy was very important for the direction of the Bank’s operations in the country. Around 33% said they worked on projects that were not included in the Country Strategy.

Figure 18. Knowledge and use of Country Strategies in Bank Operations

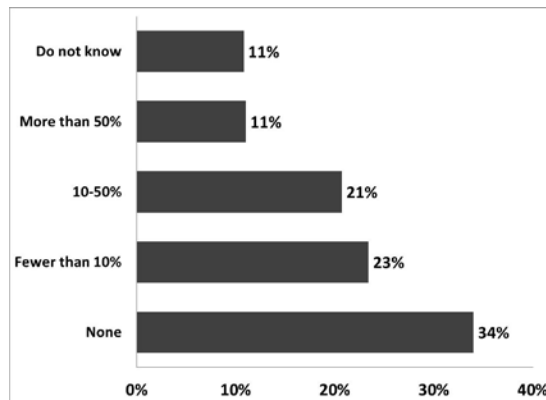
A. Knowledge of Country Strategy



B. Importance of Country Strategy



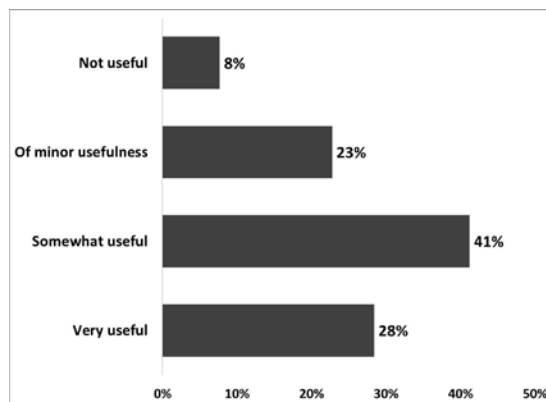
C. Proportion of Projects included in the Country Strategy



Source: IDB-9 Survey, OVE.

2.25 When staff was asked about the usefulness of the Country Strategy results framework, around 70% of respondents said that it has been very or somewhat useful (see Figure 19).

Figure 19. Usefulness of Results Framework

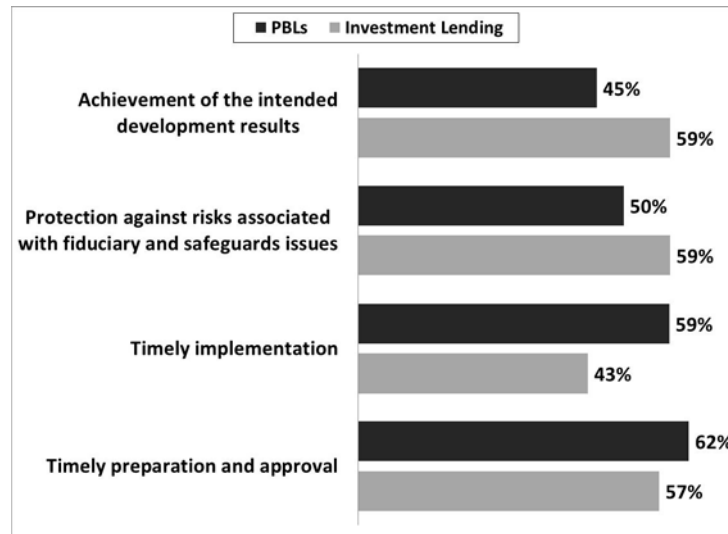


Source: IDB-9 Survey, OVE.

C. Lending instruments and knowledge products

2.26 This section included questions about the Bank's three most important products: investment lending, policy-based lending, and technical cooperation. These questions were targeted to staff working in VPS and VPC. The results for the lending operations are summarized in Figure 20.

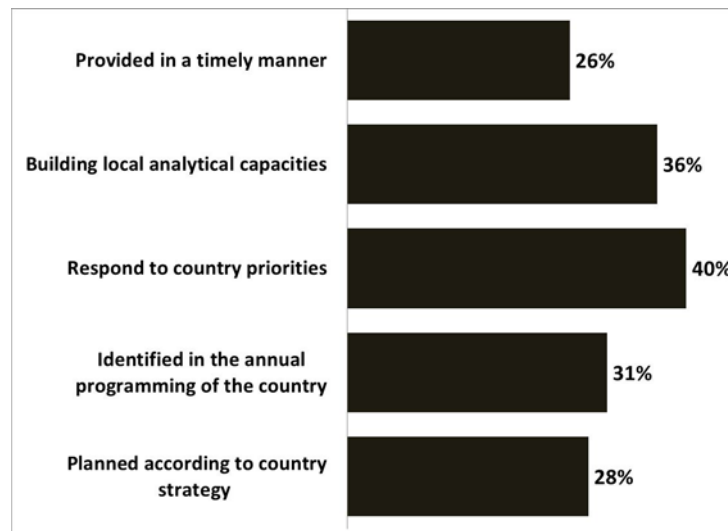
Figure 20. Rating of Lending Instruments



Source: IDB-9 Survey, OVE.

- 2.27 Staff recognizes the improvement in the time to prepare both instruments. However, they rate them low with respect to the achievement of the intended development results, protection against risks associated with the fiduciary and safeguard issues, and the time for implementation. They see investment lending as more efficient at achieving results and protecting against risks, while they rate policy-based loans higher on timely implementation.
- 2.28 As Figure 21 shows, staff rate technical cooperation better on how it responds to country priorities and builds analytical capabilities the countries, but give a lower rating its planning according to the Country Strategy and the time required to provide technical cooperation assistance.

Figure 21. Technical Cooperation

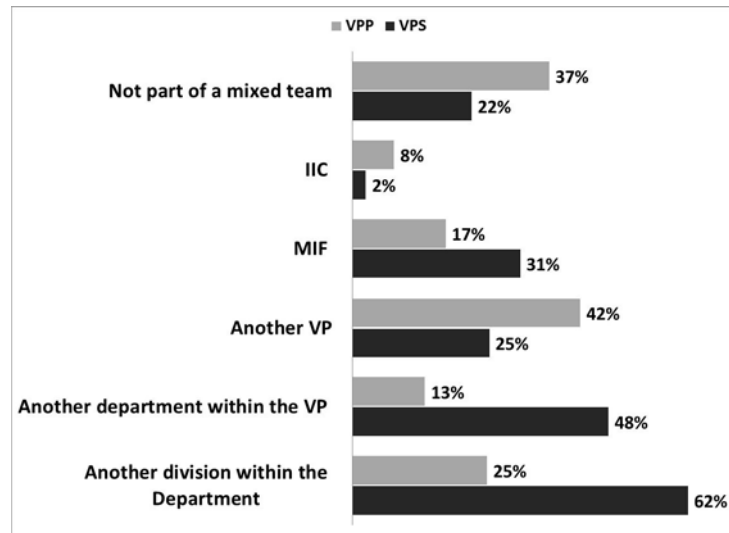


Source: IDB-9 Survey, OVE.

D. Private sector development

2.29 This section was designed to measure the Bank's coordination on private sector operations. Staff was asked how much they work/ cooperate with other operational units of the Bank. As Figure 22 shows, VPS units interact more with other VPS units (62%) than with units in the other two vice presidencies (25%).

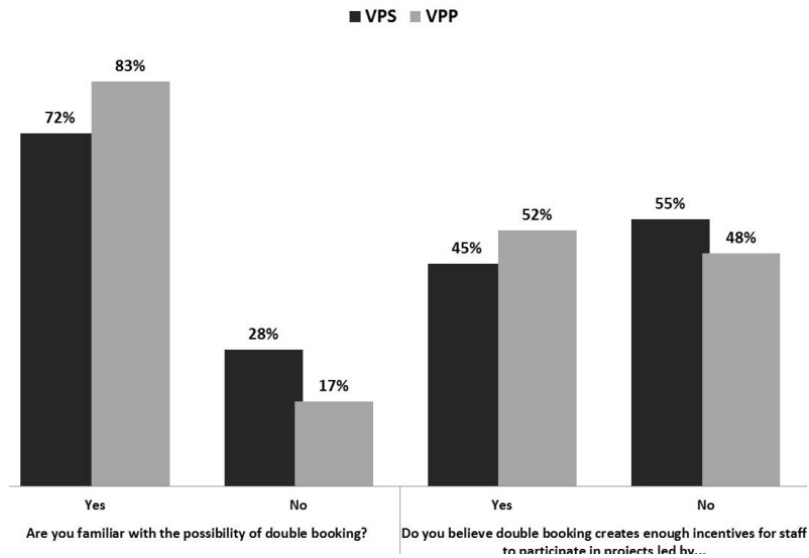
Figure 22. Coordination of Private Operations across Different Operational Windows



Source: IDB-9 Survey, OVE

2.30 The other two questions focused on double-booking. First, we asked about knowledge of the concept, and around 75% (72% for VPS and 83% for VPP) of the staff are aware of the concept. However, only half of the respondents said the possibility of double-booking provides sufficient incentives to participate in other projects (see Figure 23).

Figure 23. Knowledge of and Incentives for Double-Booking



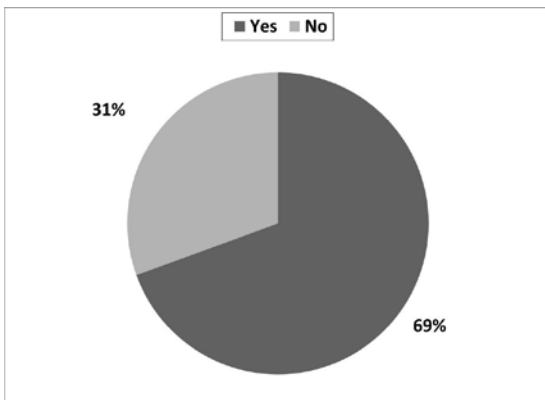
Source: IDB-9 Survey, OVE.

E. Development Effectiveness Matrix

2.31 This section aimed to measure the staff’s knowledge of and opinions on the development effectiveness matrix (DEM). According to the results, almost 70% of the staff in VPS and VPC has helped to prepare at least one DEM (Figure 24). This instrument is better rated with regard to its usefulness to identifying indicators for the project than to improving the diagnostic section of developing a better evaluation plan for the project.

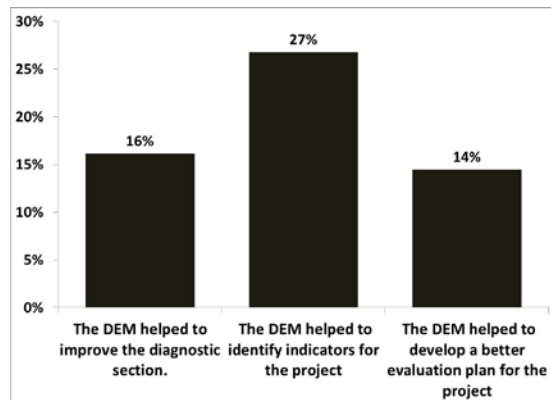
Figure 24. Characteristics of the DEM

A. Prepared DEM



Source: IDB-9 Survey, OVE.

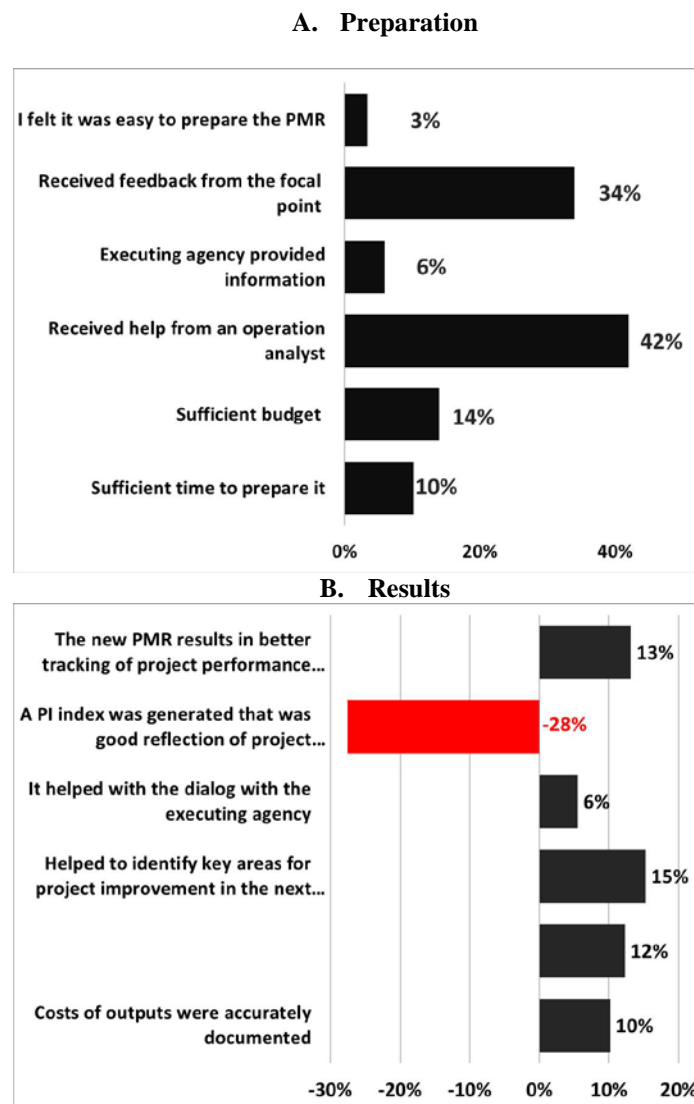
B. Usefulness of DEM



F. Progress Monitoring Report

2.32 This section included questions to the staff of VPS and VPC on the preparation and results of Progress Monitoring Reports (PMRs). Figure 25 shows two indexes. These indexes were created by assigning positive, negative, and neutral categorical values to the individual responses to the survey. Panel A shows responses on the preparation of the report, and Panel B those on the results. In the first case, the two characteristics better graded by staff are help from operation analyst and feedback from the focal point. In the second case, staff do not agree with the PI index

Figure 25. Preparation and Results of Progress Monitoring Reports



Source: IDB-9 Survey, OVE.

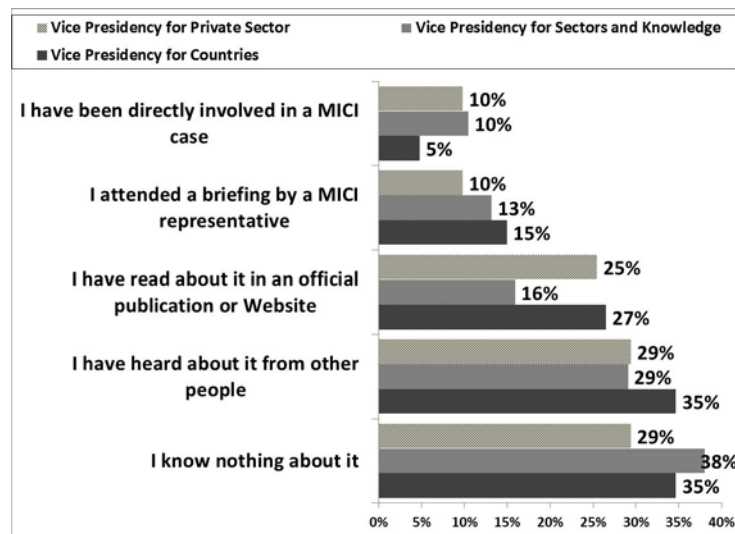
2.33 Staff believes that PMRs are better at tracking project performance than the previous PPMRs. However, they believe the PI index is not a good indicator of the project performance.

G. Independent Consultation and Investigation Mechanism (ICIM/MICI)

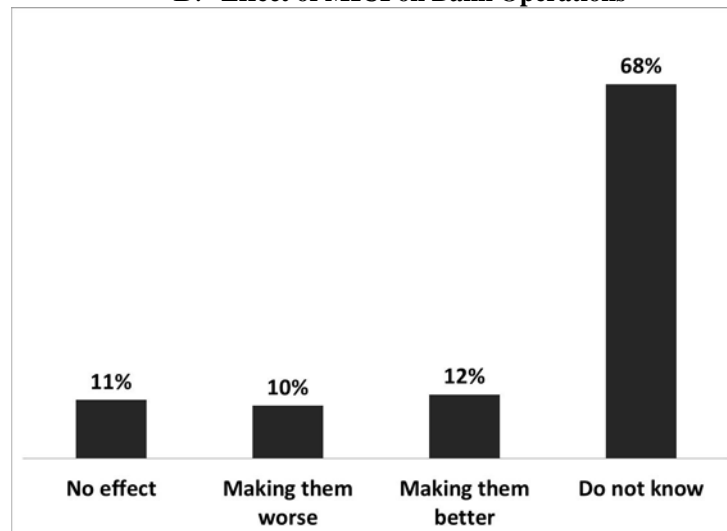
2.34 IDB-9 Survey included two questions on the Bank’s Independent Consultation and Investigation Mechanism (ICIM / MICI). The first one asked staff how familiar is with the mechanism; Figure 26A shows the results. The second question, asked of those who had at least heard of the mechanism, asked about the usefulness of the mechanism for improving IDB operations; see Figure 26B.

Figure 26. Independent Consultation and Investigation Mechanism

A. Knowledge of MICI



B. Effect of MICI on Bank Operations



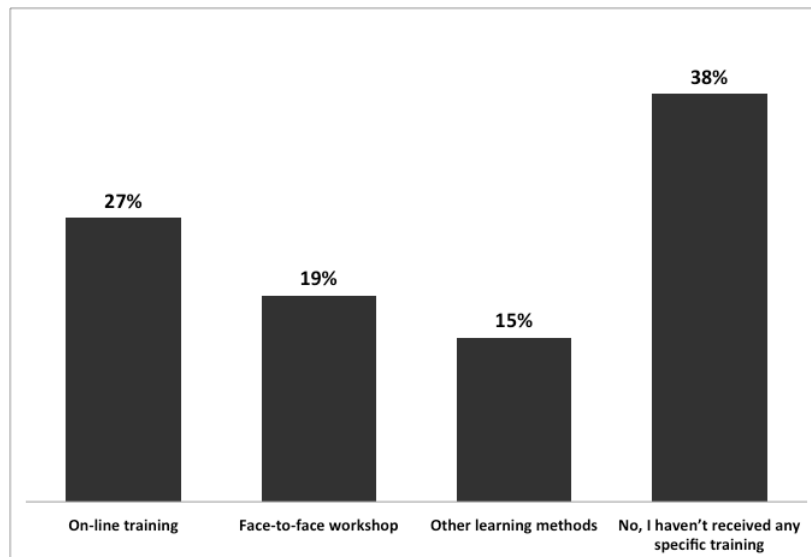
Source: IDB-9 Survey, OVE.

H. Access to Information Policy

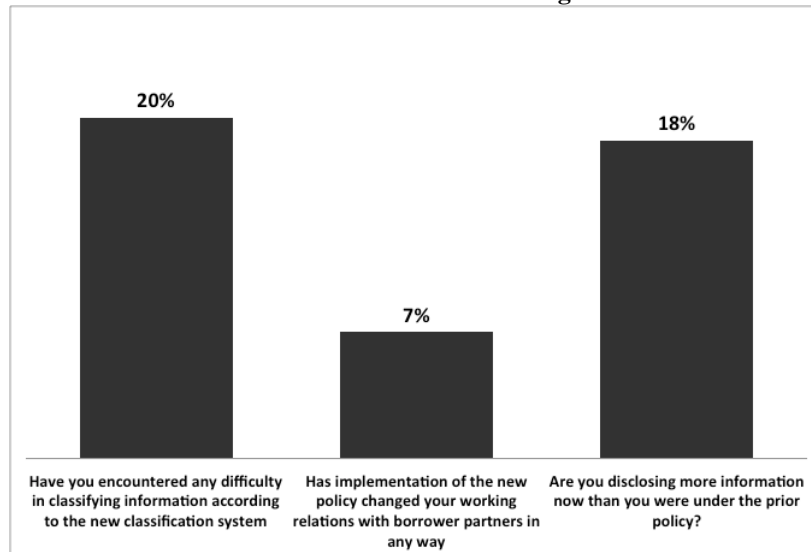
2.35 The final section of the IDB-9 survey asked staff about the access to information policy using two questions. The first asked if they were trained in the use of the policy, and the second asked about the effects of this policy with regard to the difficulty of classifying information, changing working relationships with borrowing parties, and amounts of information disclosed. Figure 27 shows the results.

Figure 27. Access to Information Policy

A. Training



B. Effects of Training



Source: IDB-9 Survey, OVE.