

External Feedback System

2016 Report

Feedback from our clients is a powerful tool for improving the work of the Inter-American Development Bank Group (IDBG) in Latin America and the Caribbean. It increases awareness of the development challenges the region faces and allows the IDBG to assess its performance while helping the region address those challenges.

The External Feedback System, also known as EFS, is the IDBG's instrument to capture feedback from its clients. Since its inception in 2012, the EFS has been providing valuable insights into what the IDB should focus on, whether the Group's support is effective, and whether its level of service meets its clients' expectations.

The IDB uses this feedback to continuously improve its products and processes—refining its lending

instruments to meet the changing needs of its borrowers, reducing the time to prepare projects, finding new ways to strengthen the institutional capacity of executing agencies, and further engaging with civil society.

Nearly 9 out of 10 clients report to be “Satisfied” or “Very Satisfied” with the IDBG's products and services to the public sector. This means IDBG clients value its knowledge of their priorities, its ability to respond to their needs, and the technical expertise of its staff.

However, as described throughout the report, there are five areas in which the IDBG is missing the mark. IDBG clients want the Group to take a more proactive approach to sharing experiences from other countries, provide more innovative solutions to address their most pressing

development needs, do more to convene other clients (particularly from the private sector), mobilize third-party financial resources, and strengthen its engagement with civil society.

These insights are critical to meeting IDBG clients' needs and solving the region's development problems. The IDB Group is working to improve the areas that are important for its clients. A summary of the Group's actions is included in the "Listening, Engaging, and Improving" section of this document. To further increase the IDBG's accountability with its clients, Management implemented a set of key performance indicators. These indicators are defined in the [Corporate Results Framework](#), or CRF, which connects development goals with specific measurable indicators

to better align the Bank's efforts, measure its progress, and report on its performance.

We invite you to read the EFS report and we thank all of our clients who shared their opinions. Client feedback is important to strengthen our mission to improve lives in Latin America and the Caribbean.

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and Monitoring Division,
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TOP 5 TAKEWAYS

1. THE LARGEST NUMBER OF RESPONSES

In 2016, the IDB Group, which includes the Inter-American Investment Corporation (IIC) and the Multilateral Investment Fund (MIF) in addition to the Inter-American Development Bank,¹ collected 5,483 responses from its stakeholders, representing more than double the responses captured in 2015. The increase in responses was mainly due to the application of the General Perception Survey (GPS) that is conducted every three years. The GPS captured 3,878 responses, representing 71 percent of the total responses received during the year.



51%

Government

21%

Civil Society
Organization

15%

Private Sector
Organization

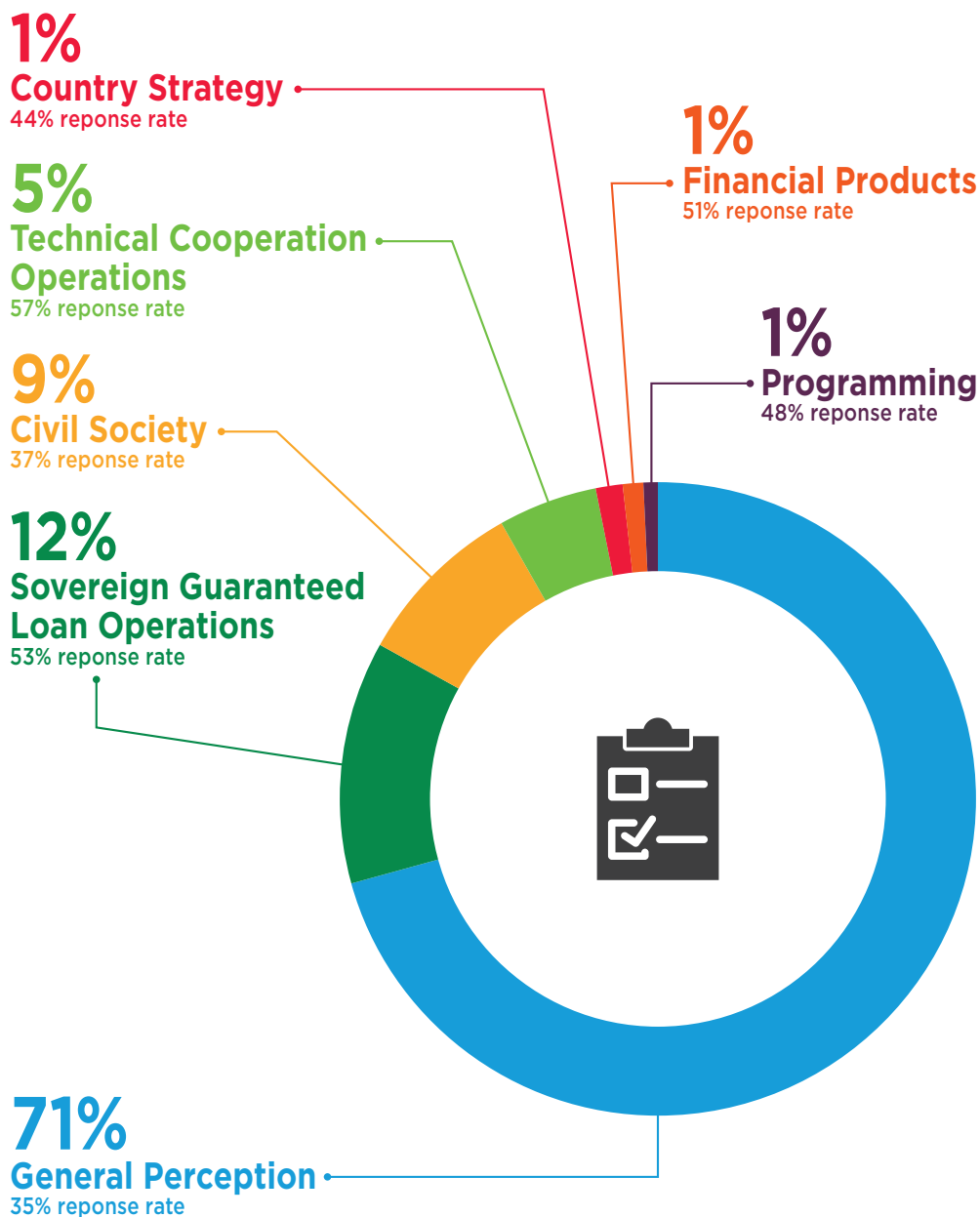
13%

Academia
and Other

The External Feedback Surveys (EFS) achieved a 39 percent response rate compared to the average market response rate of 33 percent.

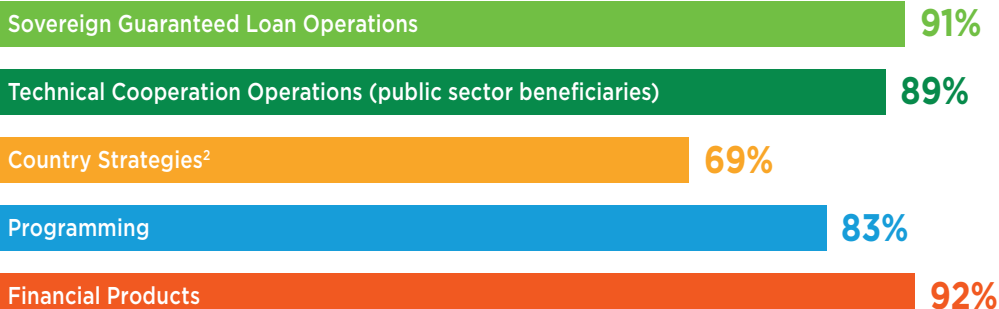
¹ Throughout this document, IDB refers to the Inter-American Development Bank, whose operations involve the public sector, and IDB Group (or IDBG) refers to the IDB as well as its two private sector windows, the Inter-American Investment Corporation and the Multilateral Investment Fund.

External Feedback Survey Response Rate by Survey



2. HIGH LEVELS OF PARTNER SATISFACTION

Nearly 9 out of every 10 clients surveyed (88 percent) reported being “satisfied” or “very satisfied” with IDB products and services:



3. THE IDB GROUP'S THREE GREATEST STRENGTHS, ACCORDING TO THE GENERAL PERCEPTION SURVEY CONDUCTED BY GLOBESCAN, ARE:



Its regional/country-level knowledge



Its employees



Its technical competence/support

² Country Strategies are prepared every 4-6 years. Feedback regarding the Country Strategy preparation process is reported on a rolling basis. The 69 percent corresponds to 21 Country Strategies prepared and approved during the 2012-2016 period.

4. THE THREE AREAS FOR IMPROVEMENT BASED ON THE EFS RESULTS ARE:



Providing innovative solutions across the project cycle



Sharing experiences from other countries



Ability to convene other development partners, particularly private sector organizations

5. THE BANK IS USING CLIENT FEEDBACK TO IMPROVE ITS ALIGNMENT WITH COUNTRY NEEDS

The IDB used client feedback in the Update to the Institutional Strategy 2016–2019 and defined indicators in the [IDB Group's Corporate Results Framework \(CRF\)](#) to measure progress in areas that matter most to its clients. Client feedback indicators have been cascaded down throughout the organization to better align the Bank's work with the needs of its clients.

Accessing EFS Survey Results

In 2016, the IDB published a summary of results of the **EFS surveys conducted in 2015**. You can access the report online at : www.iadb.org/EFS2015

The IDB included information about the **EFS surveys conducted in 2016** in its CRF 2016–2019. These indicators track client satisfaction in terms of responsiveness, multisectorality, leverage and partnerships, and innovation and knowledge.



The CRF can be accessed at:
<http://crf.iadb.org/>

LISTENING, ENGAGING, AND IMPROVING

The EFS helps the IDB Group listen to what its clients want, engage with them in the preparation and execution of its products and services, and improve the way the Group works.

LISTENING

12,000 SURVEY RESPONSES

in total since the EFS launched in 2012

5,483 RESPONSES

to the EFS surveys in 2016

In addition to the standard surveys administered throughout the year, two special surveys were conducted in 2016:

General Perception Survey

- The IDB commissioned **GlobeScan** to carry out the 2016 General Perception Survey (GPS). A total of **3,878 people** responded to the survey. This represents an **increase of 45 percent in the response rate** with respect to the 2013 GPS (1,179 responses). The survey goals are to identify the perceptions of key stakeholders from the government, private sector, civil society, and academia regarding the most pressing development challenges faced by countries in Latin America and the Caribbean and the contribution of the IDB Group to help countries address them. Overall, **62 percent of respondents said the IDB is effective or very effective in supporting sustainable development in their countries, an increase from 55 percent from 2013**. Greater detail about the survey results can be found in the GPS section of this report (page 20).

Financial Products Survey

- In September 2016, the IDB launched the Financial Products Survey (FPS) covering a sample of 120 external clients from 24 of its 26 borrowing member countries. **The first FPS was conducted in 2013.** The sample of participants included high-level officials from finance ministries and other sovereign-guaranteed loan borrowers. The survey's goal is to assess client perception regarding the IDB's loan terms and conditions as well as options to manage debt with the IDB. **A total of 61 people from the 24 countries completed the survey, 15 more responses than in 2013 (a 35 percent increase).** Overall, 92 percent of surveyed clients reported to be satisfied or very satisfied with the delivery of services related to the IDB's financial and debt management options. This represents an **increase from 87 percent from 2013.** The 2016 FPS provided information that was later used in the review of the IDB's lending instruments. Greater detail about the survey results can be found in the FPS section of this report (page 34).

ENGAGING

Better Engaging our Clients in IDBG Country Offices

- During 2016, the IDBG held feedback sessions with clients in Paraguay and Barbados to analyze EFS survey results and identify specific suggestions to improve current operations in targeted areas that are important for IDBG clients.
- The Bank developed the **EFS Toolkit** to help Country Offices in the analysis of aggregated survey results and the definition of action plans to better respond to the feedback provided by clients. The **EFS Toolkit** incorporates lessons learned from feedback sessions conducted in 2015 and 2016 with clients in Argentina, Barbados, El Salvador, Honduras, and Paraguay. **The EFS toolkit was piloted in Mexico in March 2017 prior to being provided to all IDBG Country Offices.**

IMPROVING



Improving Timeliness

- The average time to prepare a sovereign-guaranteed loan has continued to decrease. It took 5.4 months to prepare a sovereign-guaranteed loan during the fourth quarter of 2016, about 8 percent less time than it took during the same period in 2015 (5.8 months).
 - IDB fiduciary specialists maintained the Bank's efficiency targets:
 1. Procurement specialists provided technical responses to executing agencies within a day and a half of being contacted
 2. Financial management specialists processed disbursements within two days
 3. Ninety-two percent of audited financial statements were received on time (a 2 percent improvement over 2015).
-



Improving Responsiveness to Country Needs

- In 2016, the IDB used the information collected through the EFS to conduct a review of IDB lending instruments. The review confirmed the need to:
 1. Redesign instruments to de-risk borrowing instruments of public or private clients
 2. Develop new instruments that meet the needs of IDB clients
 3. Find additional creative ways to use current lending instruments to attract more new financiers into the funding of public and private sector projects with high economic or social development impact.

- Clients surveyed in 2015 expressed interest in a results-based instrument,³ so in 2016 the IDB approved a new performance-driven loan instrument known as the “Loan based on Results” (LBR). The LBR links the disbursement of funds directly to the delivery of pre-defined, sustainable results. This helps countries improve the design and implementation of their development programs and achieve lasting results by strengthening good governance and fostering a results-based management culture.

To learn more about IDB lending instruments visit:
www.iadb.org/lendinginstruments



Improving Synergies and Collaboration between the Private and Public Sectors

- The IDB advanced its goal of greater collaboration between the public and private sectors by creating a specialized team to provide more technical assistance and support for the origination of public-private partnerships (PPPs). This team will coordinate the optimal allocation of IDB human and financial resources as well as the application of its sector and country knowledge to meet the growing demand for PPPs in the region.

³ Among respondents to the 2015 Programming Survey, 47 percent said they were aware of results-based instruments offered by other multilateral development institutions, and 100 percent of them recommended that the IDB to include a similar results-based instrument in its portfolio of financial products for their country.



Improving Knowledge Sharing

- As part of the Regional Policy Dialogue (RPD), the IDB conducted 24 meetings covering 18 sector networks. Nearly 900 policymakers from Latin America and the Caribbean participated in the meetings. Each network meets at least once a year to discuss development challenges, identify innovative practices, and promote knowledge-sharing.

Network	2008	2009	2010	2011	2012	2013	2014	2015	2016
Urban Development Housing									●
Environmental and Social Safeguards								●	●
Fiscal and Municipal Management							●	●	●
Open Government							●	●	●
Gender Equality and Diversity							●	●	●
Citizen Security					●	●	●	●	●
Transport				●	●	●	●	●	●
Financial Institutions				●	●	●	●	●	●
Labor Markets and Social Security				●	●	●	●	●	●
Energy				●	●	●	●	●	●
Water and Sanitation			●	●	●	●	●	●	●
Disaster Risk Management		●		●	●		●	●	●
Climate Change		●		●	●	●	●	●	●
Trade and Interaction	●	●	●	●	●	●		●	●
Social Protection and Health	●	●	●		●	●	●	●	●
Macroeconomic Policy and Finance	●	●	●	●	●	●	●	●	●
Science, Technology and Information	●	●	●	●	●	●	●	●	●
Education	●		●	●	●	●	●	●	●
Total number of meetings	9	11	12	21	18	15	19	25	24

- The IDB approved 35 operations totaling \$483,441 as part of its Intraregional Technical Cooperation Program to foster the transfer of knowledge and technology among borrowing member countries. The total amount of resources was 17 percent more than the amount provided in 2015.
- The IDB offered 18 Massive Online Open Courses (MOOCs), and enrollment totaled 184,215. The MOOCs have contributed

to disseminating operational experiences throughout the region. The overall satisfaction with the courses was 4.57 on a 5-point scale. The IDB managed 30 blogs on a wide range of areas such as climate change, early childhood development, gender, and institutional capacity of the state.

- The Multilateral Investment Fund organized two regional events: the Seventh edition of PPPAmericas in Santiago, Chile and the 19th edition of Foromic in Montego Bay, Jamaica. At PPPAmericas 2016, more than 330 participants from 23 countries gathered to discuss new trends and best practices in the design and implementation of PPPs. At Foromic 2016, more than 1,200 participants from 43 countries came together to analyze how financial inclusion can be used as a vehicle to create opportunities.



Improving the Institutional Capacity of Executing Agencies

- Fiduciary specialists facilitated 236 capacity-building events that provided instruction on the IDB's financial management and procurement policies and guidelines.
- Capacity-building for project teams provided by the Project Management for Results (PM4R) Program included:
 1. 24 project kick-off workshops
 2. 59 project teams completed Project Management Associate Certifications
 3. 30 project teams completed Project Management Leadership Certifications
 4. 7 project teams took advanced project workshops
- The Bank expanded the Institutional Capacity Program for Civil Society Organizations:
 1. 50 teams (210 participants) completed the Project Management Associate Certification

FAMILY OF SURVEYS

The EFS family of online surveys includes eight topic-specific surveys and two overall perception surveys targeted to different audiences. The topic-specific surveys are conducted by the IDB on an annual basis, except for the Financial Products Survey that is applied every three years. The overall perception surveys are administered by external organizations and include the General Perception Survey applied every three years and the specific questions in the Latinobarómetro Survey conducted annually.

SPECIFIC SURVEYS

Sovereign
Guaranteed
(SG) Loan
Operations

Technical
Cooperation
(TC) Operations
(Public Sector
Beneficiaries)

Non-Sovereign
Guaranteed
(NSG) Loan
Operations

Technical
Cooperation
(TC) Operations
(Private Sector
Beneficiaries)

Country
Strategy
(CS)

Financial
Products

Programming

Civil
Society

OVERALL PERCEPTION SURVEYS

General
Perception
(GPS)

Specific
Questions
in the
Latinobarómetro
Survey

OVERALL SATISFACTION

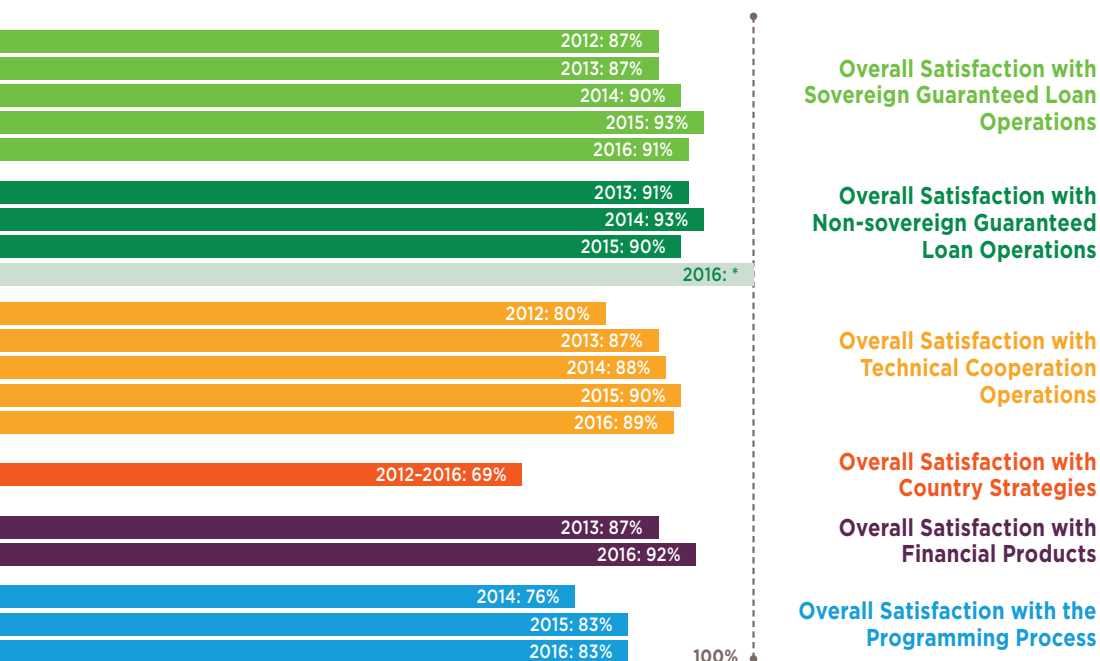
MEASURING OVERALL SATISFACTION

The IDB continues to enjoy high overall levels of partner satisfaction. During 2016, almost 9 out of 10 clients surveyed (**88 percent**) reported being “satisfied” or “very satisfied” with the delivery of the IDB’s sovereign-guaranteed loan operations, technical cooperation operations (public sector beneficiaries), Country Strategies, programming services, and financial products. The response rate for these surveys was 50 percent, compared to the average market response rate of 33 percent.



TRENDS IN OVERALL SATISFACTION WITH SELECT PRODUCTS AND SERVICES, 2012-2016⁴

Overall, 98 percent of respondents surveyed regarding IDB sovereign guaranteed loans and technical cooperation operations would recommend the Bank as a development partner for other projects.



* The Non-sovereign Guaranteed Loan Operations survey wasn't conducted in 2016.

Survey question: Based on your most recent experience, how satisfied are you with the IDBG's delivery of services related to Loan Operations/Technical Cooperation Operations/Country Strategy Preparation Process/Financial and Debt Management Options Programming Process?

⁴ Responses were captured on a six-point scale. "Satisfaction" corresponds to "Satisfied" and "Very Satisfied" responses. "Somewhat Satisfied" responses accounted for approximately 8 percent of responses. "Dissatisfaction" (which includes "Very Dissatisfied", "Dissatisfied," and "Somewhat Dissatisfied") accounted for approximately 4 percent of responses.

⁵ Partner feedback for Country Strategies is reported on a rolling basis (see page 28).

An aerial photograph of a coastal city. In the foreground, a multi-lane highway runs parallel to a beach, with a rocky shoreline and the ocean visible on the right. The middle ground shows a mix of greenery, parking lots, and smaller commercial buildings. The background is dominated by a dense skyline of high-rise apartment buildings and skyscrapers under a blue sky with scattered white clouds.

EFS 2016

SURVEY RESULTS



GENERAL PERCEPTIONS SURVEY

As part of the EFS system, the IDB Group commissioned **GlobeScan**⁶ to administer the General Perceptions Survey to assess and learn from opinions about the IDBG among its stakeholders. The sample of survey respondents included people from government, private sector organizations, civil society organizations, and knowledge-producing groups.

A total of 3,878 stakeholders from IDBG borrowing and nonborrowing member countries responded to the survey. The response rate was 35 percent. The survey data have been weighted by country based on the IDBG's lending volume from 2010 to 2015 to each country.

RESPONSES TO THE GENERAL PERCEPTIONS SURVEY BY SECTOR



Public
sector

48%



Think tanks
and academia

12%



Private
sector

20%



Civil society /
charity

18%*

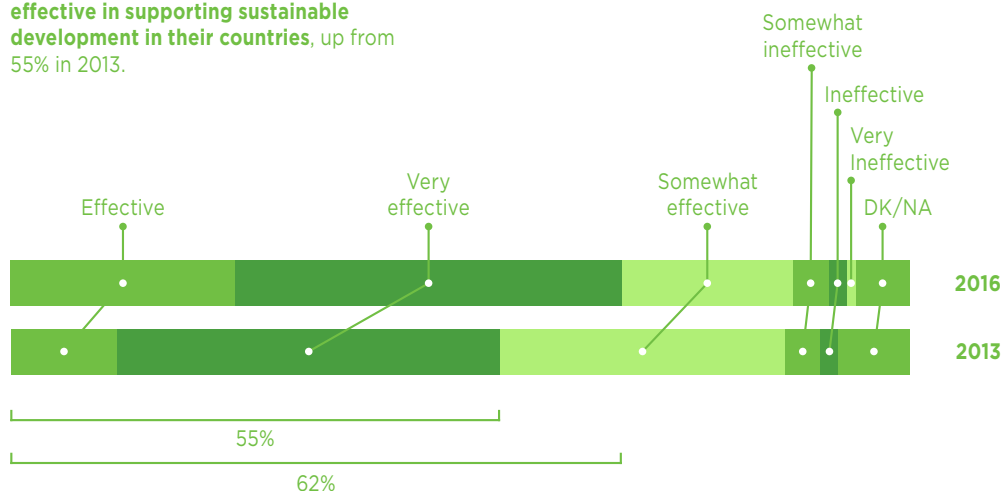
* 2% didn't identify the sector.

⁶ GlobeScan is an evidence-led strategy consultancy focused on stakeholder intelligence and engagement.

EFFECTIVENESS OF THE IDBG IN SUPPORTING SUSTAINABLE DEVELOPMENT

62%

say that **IDB Group is effective or very effective in supporting sustainable development in their countries**, up from 55% in 2013.



Note: The responses were to the question on the EFS that asked: “Based on your knowledge of [Country], how effective is the IDB in supporting sustainable development?” DK/NA = Do not know/Not applicable.

Most Pressing Development Challenges

IDBG stakeholders believe that the five most pressing development challenges are the following:⁷

- 1.** Education and early childhood development
- 2.** Social protection and poverty
- 3.** Innovation, science, and technology
- 4.** Citizen security and justice
- 5.** Water and sanitation

⁷ In response to the question: “From the following list, which are the most pressing developmental challenges for [Country] that the IDB should focus on?” Rank them as 1 = Most Pressing, 2 = Second Most Pressing, 3 = Third Most Pressing, 4 = Fourth Most Pressing, and 5 = Fifth Most Pressing.”

Perceived Performance

Perceptions of IDBG stakeholders about the Group's work improved in 2016 compared to 2013. However, work remains to be done, to better support clients in promoting sustainable development in their countries.

Percentage of IDBG Stakeholders that Respond Positively to Selected Aspects of the Group's Work, 2013 versus 2016

IDB Group promotes knowledge sharing / best practices



IDB Group's capacity building helps country institutions



IDB Group's safeguards enhance development impact



It is easy to do business with IDB Group



IDB Group-financed operations processed in a timely manner



Note: Percentages in the figure represent the sum of those who totally agree or agree with the following question: "Based on your knowledge about the work of the IDB Group in [COUNTRY], to what extent do you agree or disagree with the following statements?"

Knowledge Production and Dissemination

Most IDBG stakeholders believe knowledge produced by the Group is valuable, easy to understand, and relevant. However, the IDBG needs to improve its availability to the public.

Percentage of IDBG Stakeholders that Believe the Group Is Doing a Good Job Producing and Disseminating Knowledge, 2013 versus 2016

IDB knowledge products are a valuable source of knowledge for [Country]



IDB knowledge products are easy to understand



IDB knowledge products are focused on important development challenges facing [Country]



IDB knowledge products are easy to obtain



Note: Percentages in the figure represent the sum of those who totally agree or agree with the following question: “To what extent do you disagree or agree with each of the following statements about knowledge products prepared by the IDB Group?”

SOVEREIGN GUARANTEED LOAN OPERATIONS SURVEY

Sovereign guaranteed loans refer to financing that the IDB provides to its borrowing member countries with a sovereign guarantee to contribute to their stated development objectives.

To better capture partner satisfaction regarding the support provided by the IDB during the preparation and execution of loan operations, the EFS surveys the main counterparts regarding four different milestones along the project cycle: at approval, at first disbursement, at 50 percent of the total disbursement, and at closing. To better understand partner satisfaction at the country level, the IDB increased the sample of surveyed operations by including all active sovereign-guaranteed operations from the Bank's portfolio. As a result, in 2016, the Bank received 675 responses (406 more responses than in 2015) from all 26 IDB borrowing member countries.

The sample of survey respondents included public sector participants working as project managers, and project coordinators in executing agencies of the different ministries, public enterprises, and subnational governments.

CLIENT SATISFACTION

Question: Based on your most recent experience with project [number and name], how satisfied are you with the IDB's delivery of services related to loan operations?

91% Were satisfied or very satisfied



That is a
2 percentage-points
decrease from 2015

Note: Calculations exclude "not applicable" and "do not know" responses.

CLIENT EXPECTATIONS

Question: What are the MOST important attributes for you when selecting a development institution to work with?

47% Flexibility to accommodate changes to the project

43% Strengthening institutional capacity of the executing agency

40% Deep understanding of the country's priorities

Percent of Clients Choosing the Attribute,
2016 (n = 656)

TOP THREE RATED AREAS

Question: Based on your most recent experience with project [number and name], how satisfied are you with the IDB regarding each of the following areas?

The IDB's sector knowledge relevant to the project

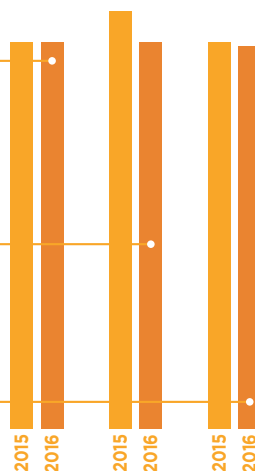
89% were satisfied or very satisfied, no change from 2015

Overall quality of the IDB's response to your inquiries

89% were satisfied or very satisfied, a 7 percentage-points decrease from 2015

Financial requirements in your loan agreement

88% were satisfied or very satisfied, a 1 percentage-points decrease from 2015



BOTTOM THREE RATED AREAS

Experiences from other countries that the IDB shares with partners

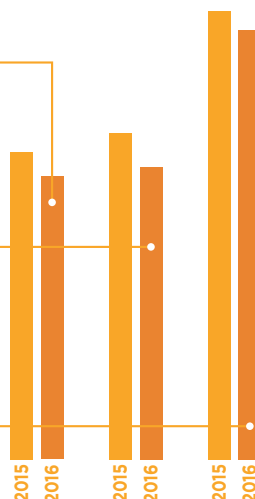
58% were satisfied or very satisfied, a 5 percentage-points decrease from 2015

The IDB's ability to convene other partners: knowledge-producing groups

60% were satisfied or very satisfied, a 7 percentage-points decrease from 2015

The IDB's ability to convene other partners: civil society organizations

62% were satisfied or very satisfied, a 4 percentage-points decrease from 2015



Note: Calculations exclude "not applicable" and "do not know" responses.

TECHNICAL COOPERATION OPERATIONS SURVEY

The IDB finances technical cooperation activities to transfer technical know-how and expertise to supplement and strengthen the technical capacity of national governments and civil society organizations in developing member countries. Financing is determined largely on the basis of the relevance and expected results of the operation, its priority as defined by the country or countries involved (as well as donors, when applicable).

Similar to sovereign-guaranteed loan operations, the IDB captures client feedback regarding four different milestones along the technical cooperation project cycle: at approval, at first disbursement, at 50 percent of total disbursement, and at closing. In 2016, the technical cooperation survey received 275 responses from the 26 IDB borrowing member countries.

The sample of survey respondents included the main counterparts involved in the preparation and execution of technical cooperation operations, representing various government ministries, public enterprises, subnational governments, civil society organizations, and think tanks and academia.

CLIENT SATISFACTION

Question: Based on your most recent experience with project [number and name], how satisfied are you with the IDB's delivery of services related to technical cooperation operations?

89% Were satisfied or very satisfied



That is a
1 percentage-point
decrease from 2015

Note: Calculations exclude “not applicable” and “do not know” responses.

CLIENT EXPECTATIONS

Question: What are the MOST important attributes for you when selecting a development institution to work with?

48% Flexibility to accommodate changes to the project

45% Strengthening institutional capacity of the executing agency

44% Deep understanding of the country's priorities

Percent of clients choosing the attribute, 2016 (n = 656)

TOP THREE RATED AREAS

Question: Based on your most recent experience with project [number and name], how satisfied are you with the IDB regarding each of the following areas?

Understanding the country's priorities

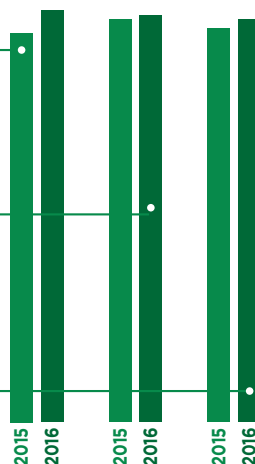
93% were satisfied or very satisfied, a 5 percentage-points increase from 2015

Relevance of the outputs delivered

92% were satisfied or very satisfied, a 1 percentage-points increase from 2015

Deliverables resulting from the technical cooperation

91% were satisfied or very satisfied, a 2 percentage-points increase from 2015



BOTTOM THREE RATED AREAS

Experiences from other countries that the IDB shares with partners

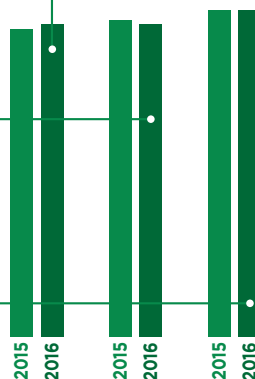
64% were satisfied or very satisfied, a 1 percentage-points increase from 2015

The IDB's ability to convene other partners: private sector organizations

64% were satisfied or very satisfied, a 1 percentage-points decrease from 2015

The IDB's ability to convene other partners: knowledge-producing groups

67% were satisfied or very satisfied, no change from 2015



Note: Calculations exclude "not applicable" and "do not know" responses.

COUNTRY STRATEGY SURVEY

Country Strategies refer to the set of key parameters that are the subject of an agreement between the Bank and a given country. These parameters are the guidelines for programming decisions throughout the strategy period. Country Strategies include an overview of a country's current economic situation and are based on analytical work conducted by the IDB and other parties on a wide range of economic and social sectors.

During 2012–2016, 21 Country Strategies were approved and surveyed,⁸ with a total of 204 responses received. The overall satisfaction of IDB stakeholders with the Bank's preparation process for the Country Strategies decreased from 73 percent to 69 percent over 2012–2015.⁹ Satisfaction in each of the rated areas of the Country Strategies decreased as well, as shown below.¹⁰ Survey respondents included government officials (39 percent), civil society organizations (31 percent), private sector organizations (15 percent), knowledge-producing groups/academia (11 percent), and other relevant organizations (4 percent).

CLIENT SATISFACTION

Question: Based on your experience, how satisfied are you with the Country Strategy preparation process?

Note: Calculations exclude “not applicable” and “do not know” responses.

69% Were satisfied or very satisfied



That is a
4 percentage-points
decrease from 2012 to 2015

RATED AREAS

Question: Based on your experience, how satisfied are you with the IDB regarding each of the following areas?

86% Understanding your country's context, a 2 percentage-points satisfaction* decrease from 2012 to 2015

78% Understanding your country's priorities and development challenge, a 4 percentage-points satisfaction* decrease from 2012 to 2015

78% Quality of the technical inputs related to each priority area, a 4 percentage-points satisfaction* decrease from 2012 to 2015

71% Quality of the dialogue with country authorities to define priority areas, a 7 percentage-points satisfaction* decrease from 2012–2015**

Note: Calculations exclude “not applicable” and “do not know” responses.

* Satisfied or very satisfied.

** Question added in 2013.

Responsiveness: Clients satisfied with IDBG development solutions¹¹

Question: How satisfied are you with the IDBG's ability to provide solutions tailored to your country's development needs?



59%
were satisfied
or very satisfied.

Multisectorality: Clients satisfied with the IDBG's use of a multisector approach¹²

Question: Development challenges often require a multisector approach in order to be properly addressed. In other words, they require the involvement of different technical areas/disciplines, sometimes under different ministries. How satisfied are you with the IDBG's ability to use a multisector approach in addressing your country's development needs?



63%
were satisfied
or very satisfied.

Public-private partnerships: Clients satisfied with the IDBG's ability to facilitate public-private partnerships¹³

Question: How satisfied are you with the ability of the IDB Group to facilitate partnerships between the public and private sectors?



49%
were satisfied
or very satisfied.

⁸ By year, the Country Strategies were approved as follows: 2012 – Colombia, Ecuador, Guatemala, Guyana, Nicaragua, and Peru; 2013 – The Bahamas, Belize, Dominican Republic, and Mexico; 2014 – Chile, Honduras, and Paraguay; 2015 – Barbados, Costa Rica, and El Salvador; and 2016 – Argentina, Bolivia, Brazil, Jamaica, and Suriname.

⁹ Country Strategies are prepared every four to six years. Feedback regarding the Country Strategy preparation process is reported on a rolling basis.

¹⁰ The decline does not apply to questions on responsiveness, multisectorality, or public-private partnerships.

¹¹ Questions related to satisfaction with responsiveness, multisectorality, and public-private partnerships were introduced in 2015 and results show aggregate data from 2015 and 2016. Percentages exclude “not applicable” and “do not know” responses.

^{12, 13} Percentages exclude “not applicable” and “do not know” responses.

PROGRAMMING SURVEY

The IDB Programming Process Survey includes the different activities that define the financial and nonfinancial support provided to the different countries by the IDB, including the identification of operations to be carried out during a given time period.

The sample of survey respondents to the Programming Survey included 41 participants from 22 countries. Respondents were high-level government officials mainly from ministries of finance, economy, development, and planning that have been involved in the annual programming process with the IDB.

CLIENT SATISFACTION

Question: Based on your experience, how satisfied are you with the programming process conducted by the IDB?

Note: Calculations exclude “not applicable” and “do not know” responses.

83%

Were satisfied or very satisfied.
No change from 2015



CLIENT EXPECTATIONS

Question: What is the MOST important attribute for you during the programming process?

38%

Responsiveness to country needs, a **26 percentage-points decrease** from 2015

28%

Flexibility with changing priorities, a **18 percentage-points increase** from 2015

13%

Availability of financial resources, **no change** from 2015

13%

Availability of nonfinancial products (i.e., technical assistance, fee for services, knowledge products), a **8 percentage-points increase** from 2015

10%

Country knowledge, a **2 percentage-points increase** from 2015

RATED AREAS

Question: Based on your experience, how satisfied are you with the IDB regarding each of the following areas?

90%

IDB nonfinancial products (i.e., technical assistance, fees for services, knowledge products), a **6 percentage-points increase** from 2015

90% IDB responsiveness in managing country needs during the programming process, **a 9 percentage-points increase from 2015**

85% The IDB's flexibility in addressing changing priorities during the programming process, **a 12 percentage-points increase from 2015**

100% Understanding your country's priorities, **a 22 percentage-points increase from 2015**

77% Approval amount allocated every year, **a 4 percentage-points increase from 2015**

* Satisfied or very satisfied

Responsiveness: Clients satisfied with IDBG development solutions¹⁴

Question: How satisfied are you with the IDBG's ability to provide solutions tailored to your country's development needs?



79%
were satisfied or very satisfied, **a 5 percentage-points increase from 2015**

Multisectorality: Clients satisfied with the IDBG's use of a multisector approach¹⁵

Question: Development challenges often require a multisector approach in order to be properly addressed. In other words, they require the involvement of different technical areas/disciplines, sometimes under different ministries. How satisfied are you with the IDBG's ability to use a multisector approach in addressing your country's development needs?



90%
were satisfied or very satisfied, **a 2 percentage-points increase from 2015**

Public-private partnerships: Clients satisfied with the IDBG's ability to facilitate public-private partnerships¹⁶

Question: How satisfied are you with the ability of the IDBG to facilitate partnerships between public and private sectors?



57%
were satisfied or very satisfied, **a 16 percentage-points increase from 2015**

^{14, 15, 16} Calculations exclude "not applicable" and "do not know" responses.

IDBG LENDING INSTRUMENTS

Question: Based on your experience, how satisfied are you with the usefulness of the following lending instruments for supporting IDBG-financed projects in your country?

Investment loans

95% were satisfied or very satisfied,
a 9 percentage-points increase from 2015

Nonreimbursable technical cooperation operations

95% were satisfied or very satisfied,
a 14 percentage-points increase from 2015

Policy-based loans

95% were satisfied or very satisfied,
a 20 percentage-points increase from 2015

Lending instruments for operations with the private sector without a sovereign guarantee

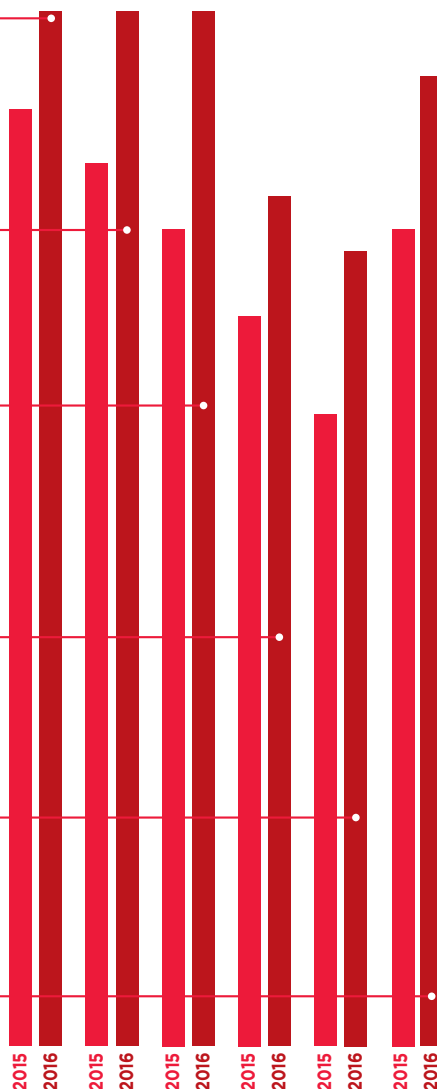
78% were satisfied or very satisfied,
a 11 percentage-points increase from 2015

Guarantees

73% were satisfied or very satisfied,
a 15 percentage-points increase from 2015

Overall IDBG lending instruments

89% were satisfied or very satisfied,
a 14 percentage-points increase from 2015



NONFINANCIAL SUPPORT

Question: Based on your experience, how satisfied are you with the IDBG's nonfinancial support?

Training (capacity-building)

79% were satisfied or very satisfied,
a 9 percentage-points decrease from 2015

Mobilizing third-party financial resources

67% were satisfied or very satisfied,
a 19 percentage-points decrease from 2015

Technical support

87% were satisfied or very satisfied,
a 2 percentage-points increase from 2015

Facilitating non-Bank expertise (e.g., best practices/knowledge-sharing)

84% were satisfied or very satisfied,
a 3 percentage-points increase from 2015

Policy advice

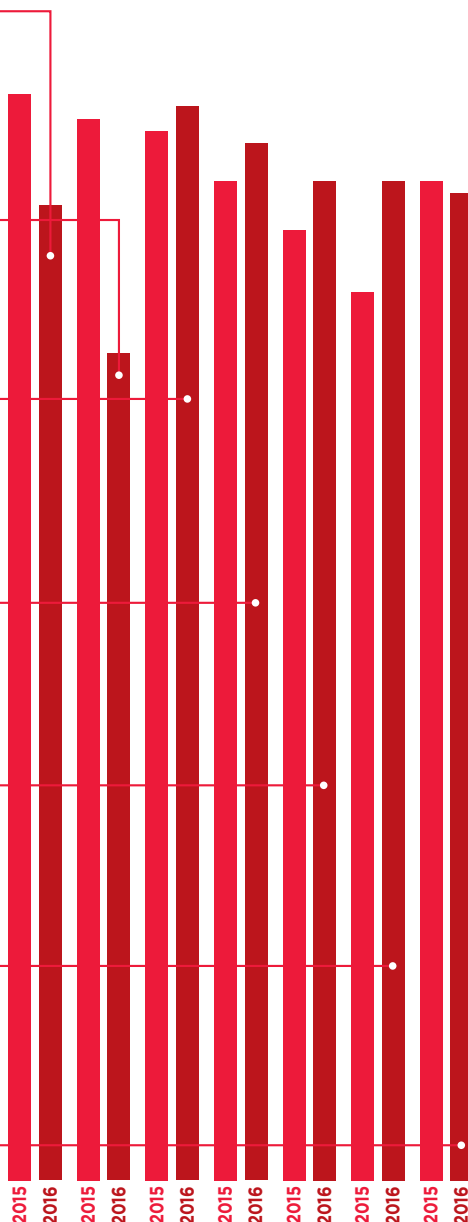
81% were satisfied or very satisfied,
a 4 percentage-points increase from 2015

Knowledge products (studies/analyses)

81% were satisfied or very satisfied,
a 9 percentage-points increase from 2015

Overall IDBG nonfinancial support

80% were satisfied or very satisfied,
a 1 percentage-points decrease from 2015



FINANCIAL PRODUCTS SURVEY

The IDB provides financial products and services to counterparts working in public debt management offices within ministries of finance and other sovereign-guarantee borrowers. These products and services include loan financial terms and conditions and options to manage debt with the IDB. A total of 61 responses from 24 countries were received representing high-level officials from finance ministries and other sovereign-guarantee borrowers.

CLIENT SATISFACTION

Question: Based on your experience, how satisfied are you with the delivery of services related to the IDB's financial and debt management options?¹⁷

92%

Were satisfied or very satisfied



That is a
5 percentage-points
Increase from 2013

CLIENT EXPECTATIONS

Question: What are the MOST important attributes for you when selecting a development institution to work with?

70%

Appropriate financial terms and conditions



That is a
24 percentage-points
Increase from 2013

80% Competitive interest rates



That is a
17 percentage-points
Increase from 2013

43%

Flexible amortization schedules



That is a
19 percentage-points
Increase from 2013

¹⁷ These options are offered under the Flexible Financing Facility and other financial products, such as the Single Current Facility - LIBOR.

TOP THREE RATED AREAS

Question: Based on your experience while using the IDB's financial products and risk management options, how satisfied are you with the IDB pertaining to each of the following areas?

Accessibility of staff to respond to your inquiries

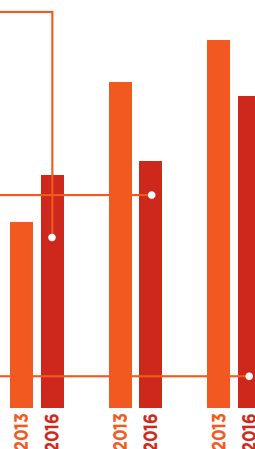
98% were satisfied or very satisfied, a 15 percentage-points increase from 2013

Professionalism of staff with regard to your financial and debt management needs

93% were satisfied or very satisfied, a 5 percentage-points decrease from 2013

IDB timeliness in responding to your inquiries on debt management options in the IDB loan portfolio

92% were satisfied or very satisfied, a 10 percentage points increase from 2013



BOTTOM THREE RATED AREAS

Transactions fee applicable to interest rate and currency conversions

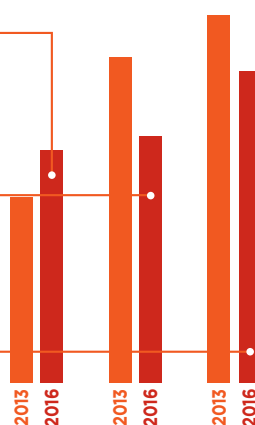
50% were satisfied or very satisfied¹⁸

Lending charges

53% were satisfied or very satisfied, a 17 percentage-points decrease from 2013

Interest rate applicable to loans

67% were satisfied or very satisfied, a 12 percentage-points decrease from 2013



Note: Calculations exclude “not applicable” and “do not know” responses.

¹⁸ Comparisons are not available since this is a new question.

CIVIL SOCIETY ORGANIZATION SURVEY

The IDB implemented the Civil Society Organization Survey to better incorporate the views of civil society organizations and strengthen their participation in Bank activities in the different borrowing member countries.

The sample included civil society organizations that participate in the formal Consultative Group (known as “ConSoc”) working with each Country Office, as well as other civil society organizations working in key areas in each borrowing member country. The 2016 survey had a total of 484 participants from 26 countries.

PARTNER SATISFACTION

Question: How satisfied are you with the actions implemented by the IDBG to incorporate the views of civil society in your country?

67%

Were satisfied or very satisfied



That is a

5 percentage-points
Increase from 2015

PARTNER EXPECTATIONS

Question: Which of the following activities are more important to strengthen the engagement of the civil society in your country?
(Please select up to three options)

44%

Participation in public consultation of the Bank's strategy with your country (Country Strategy preparation)



That is a

6 percentage-points
decrease from 2015

74%

Strengthen the institutional capacity of civil society organizations (i.e., training, conferences, etc.)



That is a

5 percentage-points
increase from 2015

44%

Receiving an IDB Group grant



That is a

1 percentage-point
decrease from 2015

TOP THREE RATED AREAS

Question: Based on your most recent experiences, how satisfied are you with the IDBG in the following activities?

IDB-Civil Society Regional Annual Meeting

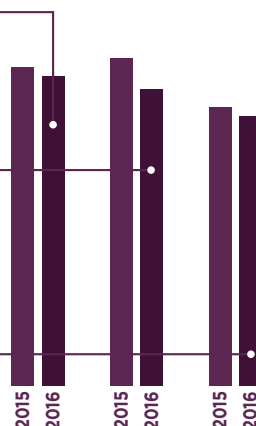
70% were satisfied or very satisfied, a 2 percentage-points decrease from 2015

ConSOC activities

67% were satisfied or very satisfied, a 7 percentage-points decrease from 2015

Actions to strengthen the institutional capacity of civil society organizations (i.e., training, conferences, etc.)

61% were satisfied or very satisfied, a 2 percentage-points decrease from 2015



BOTTOM THREE RATED AREAS

Question: Based on your most recent experiences, how satisfied are you with the IDBG in the following activities?

Public consultations for the discussion of specific projects

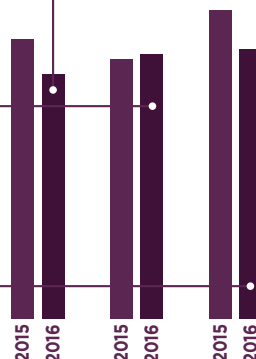
50% were satisfied or very satisfied, a 7 percentage-points decrease from 2015

Public consultations for the discussion of IDB strategies/policies

54% were satisfied or very satisfied, a 1 percentage-points increase from 2015

IDB-Civil Society Annual Meeting as part of the Board of Governor's Annual Meeting

55% were satisfied or very satisfied, a 8 percentage-points decrease from 2015



Note: Calculations exclude “not applicable” and “do not know” responses.

HISTORICAL DATA FOR SPECIFIC SURVEYS

(Partner Satisfaction and Top Three and Lowest Three Rated Areas)

Sovereign-Guaranteed Loan Operations Survey

Client Satisfaction	2012	2013	2014	2015	2016
Question: Based on your most recent experience with project [number and name], how satisfied are you with the IDB's delivery of services related to loan operations?	87%	87%	90%	93%	91%

	Factors	Satisfaction				
		2012	2013	2014	2015	2016
Top three rated areas	Sector knowledge of the IDB relevant to the project	83%	91%	93%	89%	89%
	Overall quality of the IDB's response to your inquiries*				96%	89%
	Financial requirements in your loan agreement	82%	81%	87%	89%	88%
Bottom three rated areas	Experiences from other countries that the IDB shares with clients	62%	62%	58%	63%	58%
	The IDB's ability to convene other clients - Knowledge-producing groups*				67%	60%
	The IDB's ability to convene other clients - Civil society organizations*				66%	62%

* Question introduced in 2015.

Technical Cooperation Operations Survey (Public Sector Beneficiaries)

Client Satisfaction	2012	2013	2014	2015	2016
Question: Based on your most recent experience with project [number and name], how satisfied are you with the IDB's delivery of services related to technical cooperation operations?	80%	87%	88%	90%	89%

	Factors	Satisfaction				
		2012	2013	2014	2015	2016
Top three rated areas	Understanding the country's priorities	86%	88%	89%	88%	93%
	Relevance of the outputs delivered	81%	90%	86%	91%	92%
	Deliverables resulting from the technical cooperation	85%	88%	87%	89%	91%
Bottom three rated areas	Experiences from other countries that the IDB shares with partners	60%	65%	66%	63%	64%
	The IDB's ability to convene other clients - Private sector organizations*				65%	64%
	The IDB's ability to convene other clients - Knowledge-producing groups				67%	67%

* Question introduced in 2015.

Country Strategy Survey¹⁹

Client Satisfaction	2012-2015	2012-2016
Question: Based on your experience, how satisfied are you with the Country Strategy preparation process? Note: Every year a Country Strategy Survey is launched, it includes the latest results from the previous survey.	73%	69%

	Factors	Satisfaction	
		2012-2015	2012-2016
Rated areas	Understanding your country's context	88%	86%
	Understanding your country's priorities and development challenges	82%	78%
	Quality of the technical inputs related to each priority area	82%	78%
	Quality of the dialogue with country authorities to define priority areas	78%	71%

¹⁹ Partner feedback for Country Strategies is reported on a rolling basis (see page 28).

Programming Process Survey

Client Satisfaction	2014	2015	2016
Question: Based on your experience, how satisfied are you with the programming process conducted by the IDB?	76%	83%	83%

	Factors	Satisfaction		
		2014	2015	2016
Rated areas	IDB nonfinancial products (i.e., technical assistance, fees for services, knowledge products)	88%	84%	90%
	IDB responsiveness in managing country needs during the programming process	88%	81%	90%
	Understanding your country's priorities	85%	78%	100%
	The IDB's flexibility in addressing changing priorities during the programming process	90%	73%	85%
	Approval amount allocated every year	69%	73%	77%
Questions introduced in 2015	Responsiveness: Clients satisfied with IDBG development solutions		74%	79%
	Multisectorality: Clients satisfied with IDBG use of a multisector approach		88%	90%
	Public-private partnerships: Clients satisfied with the IDBG's ability to facilitate public-private partnerships		41%	57%
	IDBG lending instruments			
	Investment loans		86%	95%
	Nonreimbursable technical cooperation operations		81%	95%
	Policy-based loans		75%	95%
	Lending instruments for operations with the private sector without a sovereign guarantee		67%	78%
	Guarantees		58%	73%
	Overall IDBG lending instruments		75%	89%
	Nonfinancial support			
	Training (capacity-building)		88%	79%
	Mobilizing third-party financial resources		86%	67%
	Technical support		85%	87%
	Facilitating non-IDB expertise (e.g., best practices/knowledge-sharing)		81%	84%
	Policy advice		77%	81%
	Knowledge products (studies/analyses)		72%	81%
	Overall IDBG nonfinancial support		81%	80%

Financial Products Survey

Client Satisfaction	2013	2016
Question: Based on your experience, how satisfied are you with the delivery of services related to the IDB's financial and debt management options? (These options are offered under the Flexible Financing Facility and other financial products, such as the Single Current Facility-LIBOR)	87%	92%

	Factors	Satisfaction	
		2013	2016
Top three rated areas	Accessibility of staff to respond to your inquiries	83%	98%
	Professionalism of staff with regard to your financial and debt management needs	88%	93%
	The IDB's timeliness in responding to your inquiries on debt management options in the Bank's loan portfolio	82%	92%
Bottom three rated areas	Transaction fees applicable to interest rate and currency conversions	n.a.*	50%
	Lending charges	70%	53%
	Interest rate applicable to loans	79%	67%

* Question introduced in 2016.

Civil Society Organizations Survey

Client Satisfaction	2014	2015	2016
Question: How satisfied are you with the actions implemented by the IDB to incorporate the views of the civil society in your country?	60%	62%	67%

	Factors	Satisfaction		
		2014	2015	2016
Top three rated Areas	IDB-Civil Society Regional Annual Meeting	63%	72%	70%
	ConSOC activities	65%	74%	67%
	Actions to strengthen the institutional capacity of civil society organizations (i.e., training, conferences, etc.)	55%	63%	61%
Bottom three rated areas	Public consultations for the discussion of specific projects	45%	57%	50%
	Public consultations for the discussion of IDB strategies/policies	52%	53%	54%
	IDB-Civil Society Annual Meeting as part of the Board of Governor's Annual Meeting	51%	63%	55%

ABOUT THE IDB

The Inter-American Development Bank (IDB) is the leading source of development financing for Latin America and the Caribbean, with a strong commitment to achieve measurable results, increased integrity, transparency and accountability. The Bank has an evolving reform agenda that seeks to increase its development impact in the region in a sustainable, climate-friendly way.

ABOUT THE EFS

The External Feedback System (EFS) is coordinated by the Office of Strategic Planning and Development Effectiveness with the support of an Interdepartmental Committee of client-interfacing departments to foster continuous improvement of IDB Group processes, products and services. For more information about the EFS visit: www.iadb.org/EFS.

ABOUT THE OFFICE OF STRATEGIC PLANNING AND DEVELOPMENT EFFECTIVENESS

The Office of Strategic Planning and Development Effectiveness (SPD) is responsible for ensuring that the corporate strategy is reflected in a corporate plan and in departmental planning, which guide resource allocation and key decisions aimed at the achievement of development results.

SPD monitors the quality control of the Bank's lending program by setting quality standards and safeguards for both the design and the implementation of the Bank's products in consultation with relevant departments; monitoring and ensuring compliance with standards and safeguards; leading the development of operational instruments and policies; producing progress reports on development effectiveness and portfolio performance; and assessing the quality of the Bank's corporate information systems. SPD is made up of the Strategic Planning and Monitoring Division and the Strategic Development Effectiveness Division.



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