



2011 Annual Business Review

Report Included as Annex I in Development Effectiveness Overview 2011

Data updated at March 21st, 2012

Abbreviations

AFS	Audited Financial Statements
BDA	Budget and Administrative Services Department
C&D	Countries from Group C & Group D
CAN	Country Department Andean Group (Colombia, Peru, Venezuela, Bolivia and Ecuador)
CCB	Country Department Caribbean Group (Jamaica, Trinidad and Tobago, Suriname, Guyana, Barbados and Bahamas)
CCLIP	Conditional Credit Line for Investment Projects
CID	Country Department Central America (Guatemala, Belize, El Salvador, Honduras, Nicaragua, Costa Rica, Mexico, Panama and Dominican Republic)
COF	Country Office
CPD	Country Programming Document
CSC	Country Department Southern Cone (Argentina, Brazil, Chile, Uruguay and Paraguay)
DTF	Donor Trust Funds
DEM	Development Effectiveness Matrix
EDU	Education Division
EME	Emergency Operations
FSO	Fund for Special Operations
FTE	Full Time Equivalents
FMM	Fiscal and Municipal Management Division
GCM	Grants and Co-financing Management Unit
GEF	Global Environment Facility
HQ	Headquarters
HRD	Human Resources Department
HRG	Haiti Response Group
ICF	Institutional Capacity and Finance Sector
IDB-8	Eighth General Capital Increase in the Resources of the Inter-American Development Bank
IDB-9	Ninth General Capital Increase in the Resources of the Inter-American Development Bank
INE	Infrastructure and Environment Sector
INT	Integration and Trade Sector
INV	Investment Operations

KCP	Knowledge and Capacity Building Products
NFP	Non Financial Products
LPGS	Liquidity Program for Growth Sustainability
NPC	Non-personnel Costs
NSG	Non-sovereign Guaranteed
OC	Ordinary Capital
OMJ	Opportunities for the Majority Sector
OPUS	Operations Update System
PBL	Policy-based Lending
PC	Personnel Cost
PCR	Project Completion Report
PDP	Operations Procurement Office
PFM	Portfolio Monitoring Unit
PMR	Progress Monitoring Report
PRG	Programming Product
REG	Regional
RES	Department of Research and Chief Economist
RND	Environment, Rural Development, Disaster Risk Management Division
SCF	Structured and Corporate Financing Department
SCL	Social Sector
SECCI	Sustainable Energy and Climate Change Initiative
SG	Sovereign Guaranteed
SMO	Strategic Monitoring Division
SPD	Office of Strategic Planning and Development Effectiveness
SPH	Social Protection and Health Division
T&L	Time and Labor System
TC	Technical Cooperation
TFFP	Regional Trade Finance Facilitation Program
VPC	Vice President for Countries
VPF	Vice President for Finance and Administration
VPP	Vice President for Private Sector and Non-sovereign Guaranteed Operations
VPS	Vice President for Sectors and Knowledge
WSA	Water and Sanitation Division

111	Operational Program Highlights
113	I. Program Strategic Alignment
117	II. Business Development
124	III. Program Delivery
133	IV. Operational Efficiency
136	V. Staffing and Culture

This document provides an analysis of the 2011 operational results for discussion and decision making purposes. This data was collected from a number of sources and is subject to adjustments and analysis as deemed appropriate by the corresponding business units sponsoring the information.

Special acknowledgement to VPC, VPS, VPF, and VPP for their support in the preparation of this report.

Project Approvals

- Lending approvals reached \$10.9b, a 14% decrease from \$12.7b in 2010. Number of operations reached 167, a 2% decrease from 170 approved in 2010.

- * SG approvals with Ordinary Capital (OC) reached \$8.9b a 21% decrease from \$11.3b in 2010.

- * NSG approvals reached \$1.5b, a 68% increase from \$0.9b in 2010.

- * Investment approvals reached \$9.2b in 2011, a 2% decrease from \$9b in 2010.

- * Policy-based lending approvals reached \$1.7b, a 54% decrease from \$3.7b in 2010.

- * Fund for Special Operations (FSO) approvals reached \$181m, a 39% decrease from the \$297m approved in 2010.

- * Grant Facility approvals reached \$241m, a 4% decrease from \$251m in 2010.

- The share of operations that scored “evaluable” or above in the Development Effectiveness Matrix (DEM) evaluability dimensions reached 98%, a 26 percentage points increase from 72% projects in 2010.

- Operations for Small and Vulnerable countries reached \$3.9b, a 7% decrease from \$4.2b in 2010. Number of operations reached 97, a 4% increase from 93 in 2010.

Project Disbursements

- Total disbursements reached \$8.4b, a 23% decrease from \$10.9b in 2010.

- Investment loan disbursements reached \$6.1b, a 17% decrease from \$7.4b in 2010.

- Loan disbursements from FSO and Grants amounted to \$543m, a 2% increase from \$532m in 2010.

- Disbursements for Small and Vulnerable countries reached \$3.4b, a decrease of 1% from \$3.4b in 2010.

Portfolio Management

- There are 591 Sovereign Guaranteed operations in the Bank’s portfolio, an increase of 2% from 580 in 2010 and there are 78 Non-sovereign Guaranteed operations, an increase of 18% from 66 in 2010.

- The time elapsed from legal effectiveness to first disbursement for projects is 7.1 months, a 4% increase from 6.8 months in 2010. The time elapsed from legal effectiveness to last disbursement for a project is 6.8 years, a 7% decrease from 7.4 years in 2010.

VPS Economic Sector Work (ESW)

- VPS worked on 86 ESW products, an 11% decrease from 97 ESW products in 2010.

- VPS completed 469 deliverables (81% of the 580 planned), a 13% decrease from 537 deliverables (86% of the 622 planned) in 2010.

- Non personnel expenditures for Economic and Sector Work reached \$14.9m, a 2% increase from \$14.6m spent in 2010.

- Staff time reported to Economic and Sector Work in 2011 reached 74.4 FTEs, less than 1% increase from 74.2 reported in 2010.

Country Strategies

- Nine country strategies (CS) were approved by the Board during 2011: Bolivia, Chile, Costa Rica, Haiti, Honduras, Suriname, Trinidad and Tobago, Uruguay and Venezuela.

Technical Cooperation

- TC approvals reached \$164m, a 17% decrease from the \$198m approved in 2010. Number of operations reached 355, a 14% decrease from 411 in 2010.
- TC Disbursements reached \$162m, an increase of 22% from \$133m in 2010.

Operational Efficiency

- Staff time reported per approved project reached 0.86 FTEs, a 3% decrease from 0.88 in 2010.
- Time elapsed to prepare an SG project (from Profile to Approval) reached 5.1 months, a 5% increase from 4.9 months in 2010.
- Staff time reported to project execution per \$million disbursed reached 5.8 days, a 50% increase from 3.8 days in 2010.

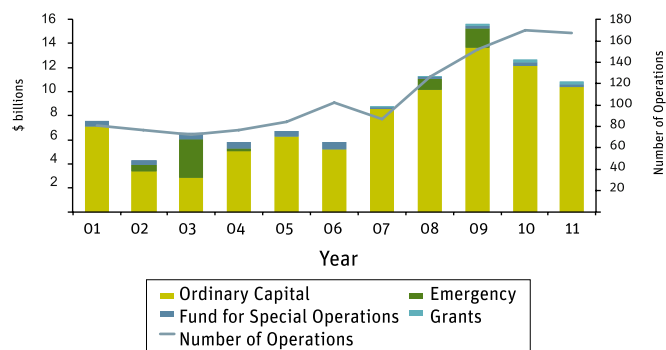
Operational Staffing and Culture

- There were 246 positions filled in 2011 out of which 184 (75%) were operational. In 2010, of 180 positions filled 125 (69%) were operational.
- In 2011, women accounted for 25 (34%) of the 74 hires in Country Offices (COFs), and they provided 57 (54%) of the 105 hires at headquarters. In 2010, women represented 26 (43%) of the 60 hires in COFs, and 41 (46%) of 90 positions filled in Headquarters.
- Number of SG operations prepared by Team Leaders in COFs as a percent of total number of SG approvals reached 67%, a 23 percentage points increase from 44% in 2010.
- The percentage of projects in execution with Team Leaders in COFs increased from 84% in 2010 to 87% in 2010.

I. Program Strategic Alignment

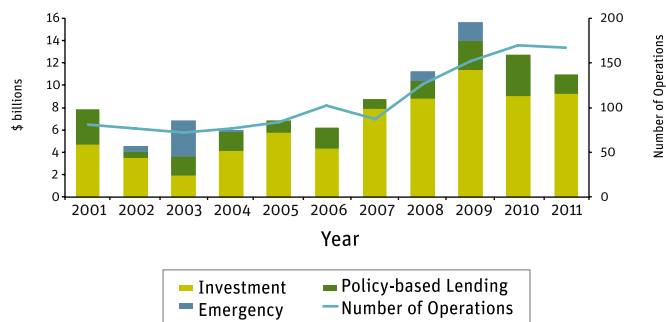
This section presents indicators for the utilization of Bank's financial resources through different instruments as well as their allocation to country groups and priority sectors. Also presents information regarding the completion of Departmental Business Plans.

1.1 LENDING BY FUND



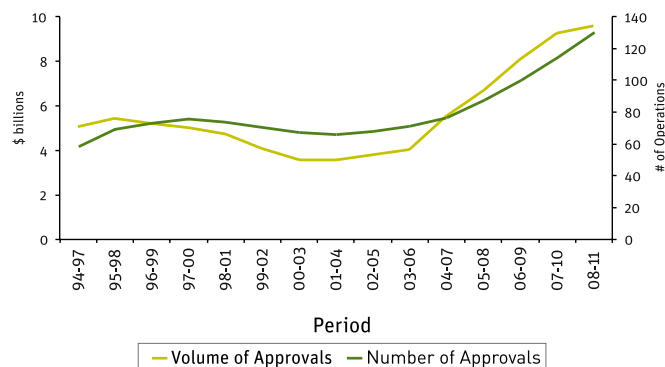
- Lending approvals reached \$10.9b, a 14% decrease from \$12.7b in 2010. The number of operations reached 167, a 2% decrease from 170 approved in 2010.
- Fund for Special Operations (FSO) approvals reached \$181m, a 39% decrease from the \$297m approved in 2010. Grant approvals reached \$241m, a 4% decrease from the \$251m approved in 2010.

1.2 LENDING BY INSTRUMENT



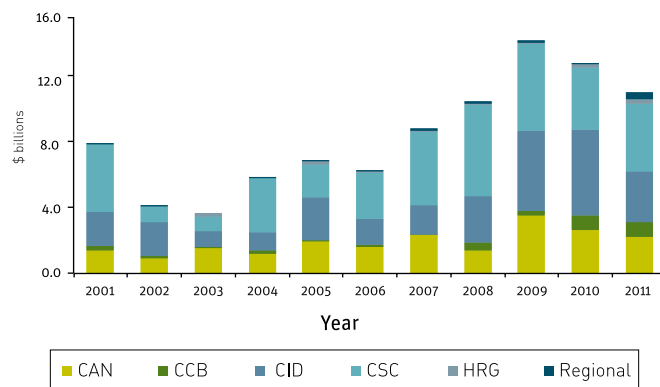
- Investment approvals reached \$9.2b in 2011, a 2% increase from \$9.0b in 2010. Policy-based lending approvals reached \$1.7b, a 54% decrease from \$3.7b in 2010. There were no Emergency loan approvals.
- Sovereign Guaranteed investment operations account for \$7.8b of investment approvals, a 5% decrease from \$8.2b in 2010.

1.3 INVESTMENT LENDING GROWTH – 4 YR MOVING AVERAGE



- The 4 year Average Investment Lending approvals reached \$9.6b in the 2008-11 periods, a 4% increase from \$9.2b in 2007-10.
- The 4 year Average Investment Lending approvals reached 131 operations in the 2008-11 periods, a 14% increase from 115 in 2007-10.

1.4 LENDING BY COUNTRY DEPARTMENT (EXCLUDES EMERGENCY LENDING)



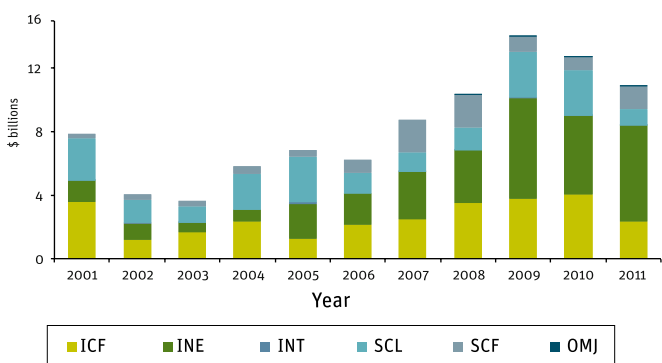
- Approvals for CAN countries reached \$2.2b, a 17% decrease from \$2.6b in 2010. The number of operations reached 37, a 3% decrease from 38 in 2010.
- Approvals for CCB countries reached \$0.9b, a 1% increase from \$0.9b in 2010. Number of operations reached 19, a 12% increase from 17 in 2010.

- Approvals for CID countries reached \$3.0b, a 40% decrease from \$5.1b in 2010. Number of operations reached 50, a 7% decrease from 54 in 2010.

- Approvals for CSC countries reached \$4.0b, a 9% increase from \$3.7b in 2010. Number of operations reached 47, a 6% decrease from 50 in 2010.

- Approvals for HRG reached \$0.2b, a 4% decrease from \$0.3b in 2010. Number of operations reached 7, a 30% decrease from 10 in 2010.

1.5 LENDING BY SECTOR (EXCLUDES EMERGENCY LENDING)



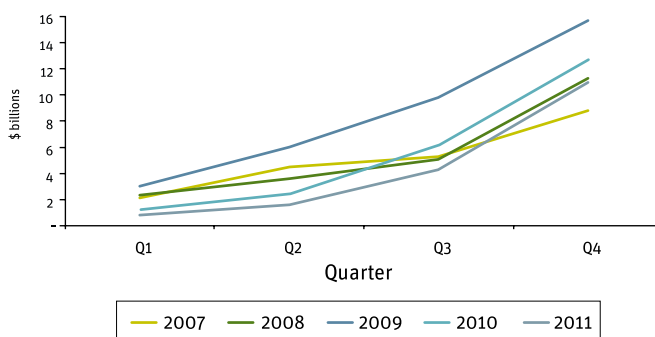
- ICF approvals reached \$2.4b, a 42% decrease from \$4.0b approved in 2010. The number of operations reached 39, a 13% decrease from 45 in 2010.

- INE approvals reached \$6.0b, a 21% increase from the \$5.0b approved in 2010. The number of operations reached 58, an 11% decrease from 65 operations in 2010.

- SCF approvals reached \$1.4b, a 71% increase from the \$0.8b in 2010. Number of operations reached 35, a 67% increase from 21 in 2010.

- SCL approvals reached \$1.0b, a 63% decrease from \$2.8b in 2010. Number of operations reached 21, a 25% increase from 28 in 2010.

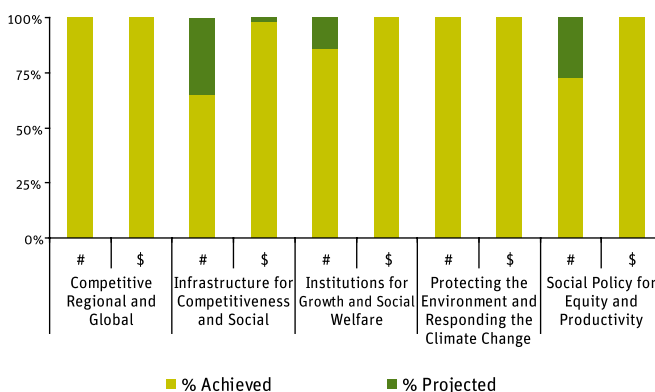
1.6 CUMULATIVE LENDING APPROVALS BY QUARTER



- Volume of lending approved in the last quarter of 2011 reached \$6.6b, a 3% increase from \$6.4b in 2010. As a percentage of total lending, approvals in the last quarter reached 61%, a 10 percentage points increase from 51% in 2010.

- The number of loan approvals in the last quarter of 2011 reached 92, a 14% increase from 81 in 2010. As a percentage of total number of operations, approvals in the last quarter reached 55%, a 7 percentage point increase from 48% in 2010.

1.7 APPROVALS IN SECTOR PRIORITY AREAS



- Approvals for Competitive Regional and Global International Integration reached \$94.5m in 13 operations, almost double the volume (\$52m) projected for 2011.

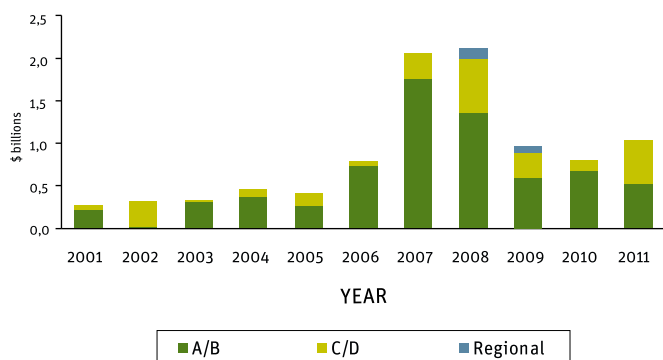
- Approvals for Infrastructure for Competitiveness and Social Welfare reached \$4.5b in 47 operations, 2% under the volume (\$4.6b) projected for 2011.

- Approvals for Institutions for Growth and Social Welfare reached \$2.3b in 54 operations, 2% above the volume (\$2.2b) projected for 2011.

- Approvals for Protecting the Environment and Responding the Climate Change priority reached \$410m in eight operations, 15% above the volume (\$355m) projected for 2011.

- Approvals for Social Policy for Equity and Productivity reached \$3.6b in 46 operations, in line with the volume (\$3.6b) projected for 2011.

1.8 NSG LENDING TO GROUPS C&D



- In 2011, NSG approvals for C&D countries represented 36% of total NSG volume (\$1.4b) and 43% of number of operations (46). In 2010, 16% of total NSG volume (\$0.8b) and 32% of the number of operations (31) were for C&D countries.

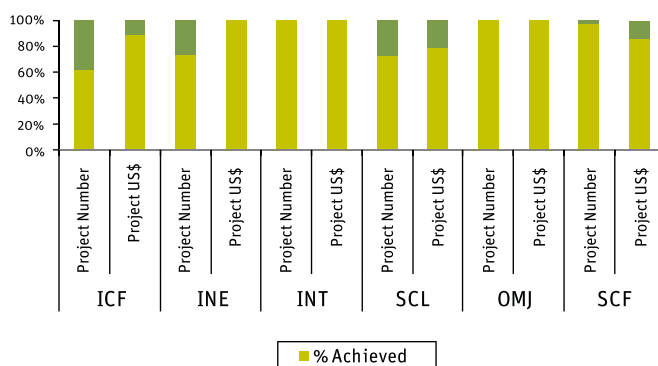
1.9 LENDING TARGETS OF IDB-9

	BASELINE 2006-09	PROGRESS 2011	TARGET 2015
Lending for:			
- Small and Vulnerable Countries	27%	36%	35%
- Poverty Reduction and Equity Enhancement:	40%	49%	50%
- Climate change initiatives, sustainable energy (including renewable) and environmental sustainability	5%	33%	25%
- Regional Cooperation and Integration	10%	12%	15%

- The lending targets in IDB-9 are set forth to be achieved in 2015. The results from the 2011 approvals reveal significant progress with respect to the baselines and towards the targets.¹

BUSINESS PLANS EXECUTION

1.10 BUSINESS PLANS FROM COUNTRY DEPARTMENTS



- Based on estimates prepared for the Business Plans² for 2011, CAN reached 93% of estimated disbursements, 89% of approvals volume, and 79% in number of projects

¹ Lending can account for more than one of the indicators.

² Business Plans are the original estimates of outputs proposed by Bank's Units in the Program and budget document (GA-245-19) for the year. Country Departments and Sectors prepared estimates for disbursements and approvals (number and volume) among other indicators.

- CCB reached 92% in disbursements, 71%, in approvals volume, and 68% in number of approvals;
- CID reached 98% in disbursements, 95% in approvals volume, and 100% in number of approvals;
- CSC reached 65% of disbursements, 100% of approvals volume, and 65% in number of approvals;
- HRG reached 78% in disbursements, 70% of approvals volume, and 47% in number of approvals.

- Based on estimates prepared for the Business Plans³ for 2011, ICF reached 89% of approvals estimated volume and 62% in number of approvals.

- INE reached 100% in approvals volume, and 73% in number of approvals;

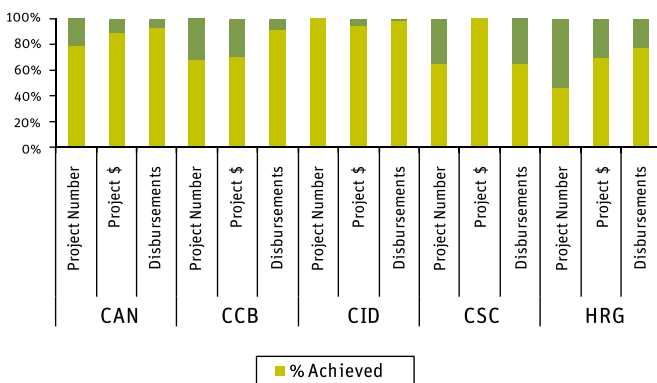
- INT reached 100% in approvals volume, and 100% in number of approvals;

- SCL reached 78% of approvals volume, and 72% in number of approvals;

- OMJ reached 100% of approvals volume, and 100% in number of approvals;

- SCF reached 86% of approvals volume and 97% in number of approvals.

1.11 BUSINESS PLANS FROM SECTOR DEPARTMENTS



³ Business Plans are the original estimates of outputs proposed by Bank's Units in the Program and budget document (GA-245-19) for the year. Sectors prepared estimates for approvals (number and volume) among other indicators.

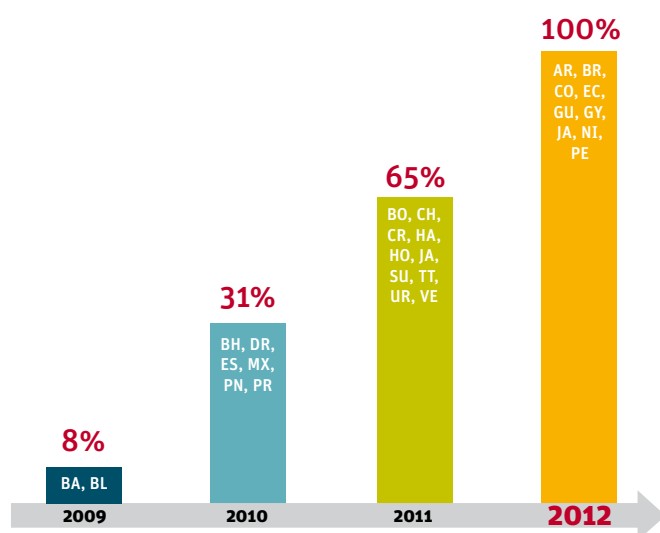
II. Business Development

The following section presents indicators that assess Country Strategies and programming as well as Knowledge and Capacity Building Products. There are indicators about financial and human resources devoted in these activities. This section also includes Technical Cooperation program and execution indicators.

COUNTRY STRATEGIES AND DIALOGUE EFFECTIVENESS

- Nine country strategies (CS) were approved by the Board during 2011: Bolivia, Chile, Costa Rica, Haiti, Honduras, Suriname, Trinidad and Tobago, Uruguay and Venezuela.
- For relevance, the link between diagnostics and strategic objectives was clearly expressed in all country strategies and consistent with each country's development challenges and priorities (ownership and alignment).
- All country strategies were selective and focused and provided a suitable mix of Bank instruments to achieve strategic priorities (coherence).

2.1 RESULTS-BASED COUNTRY STRATEGIES

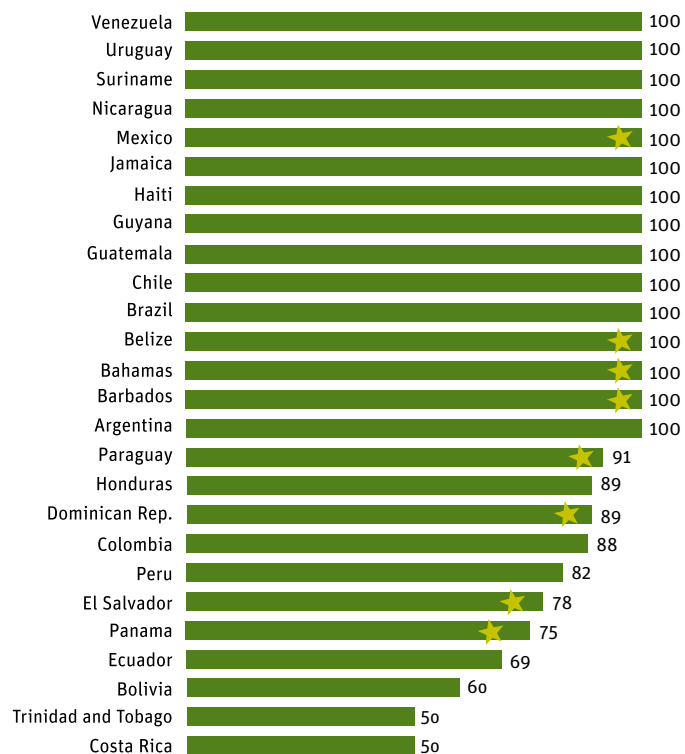


AR Argentina · BA Barbados · BH Bahamas · BL Belize · BO Bolivia · BR Brazil · CH Chile · CO Colombia · CR Costa Rica · DR Dominican Republic · EC Ecuador · ES El Salvador · GU Guatemala · GY Guyana · HA Haiti · HO Honduras · JA Jamaica · MX Mexico · NI Nicaragua · PE Peru · PN Panama · PR Paraguay · SU Suriname · TT Trinidad and Tobago · UR Uruguay · VE Venezuela

- For effectiveness, all nine country strategies were based on high quality country diagnostics. Almost all of the sector diagnostics could identify problems and their determinants based on empirical evidence. The sector diagnostics could also characterize the population affected by such problems, as well as define the possible types of interventions. The objectives defined in the country strategies have a direct correspondence with the sector diagnostic.

- The quality of the country strategies results frameworks was also high, including a clear and specific identification of objectives, and expected results and indicators.

2.2 COUNTRY PROGRAM DOCUMENTS. COUNTRY STRATEGY ALIGNMENT⁴

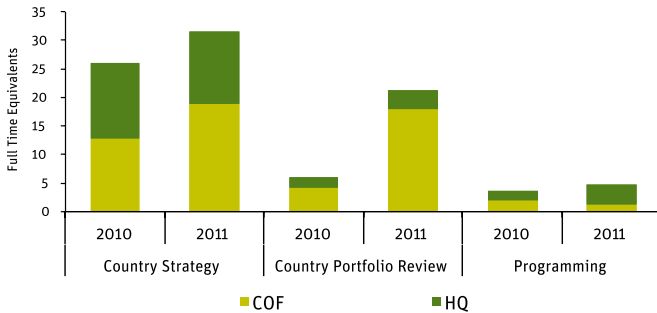


- Country Program Documents (CPDs) were prepared for all 26 countries of which 22 were highly aligned with Country Strategy objectives. In the cases where there was partial alignment, a sound justification was provided in order to support the relevance of the operations included in the work plan.

- The majority of interventions included in previous CPDs were approved as expected. Particularly, 23 percent of CPDs reported full approval of loans planned, while 55% of CPDs reported that over 70% of operations programmed were approved.

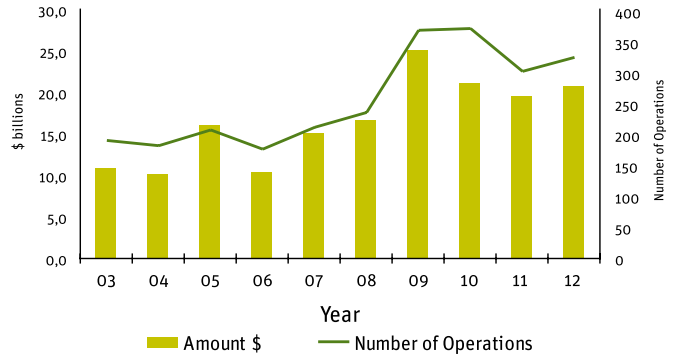
⁴ A star in the graph denotes that a Result-based Country Strategy has been approved for that country prior to the programming exercise.

2.3 FTEs REPORTED TO PROGRAMMING PRODUCTS



- Staff time reported to strategy, programming and portfolio management activities reached 57.5 FTEs,⁵ a 61% increase from 35.8 FTEs reported in 2010. Country Strategies accounted for 55% (31.5 FTEs) of the total reported to these activities.
- The 26 FTEs reported to programming and portfolio management activities are distributed as: CAN 18%, CCB 23%, CID 34%, CSC 16%, HRG 5% and Regional 1%.
- Staff time reported to strategy, programming and portfolio management activities by COF reached 66% of FTEs reported to these activities, a 13 percentage point increase from 53% in 2010.
- Staff time reported to Customer Relationship Management⁶ activities reached 9.4 FTEs, more than double relative to 4 FTEs in 2010.

2.4 PROJECT PIPELINE DEVELOPMENT



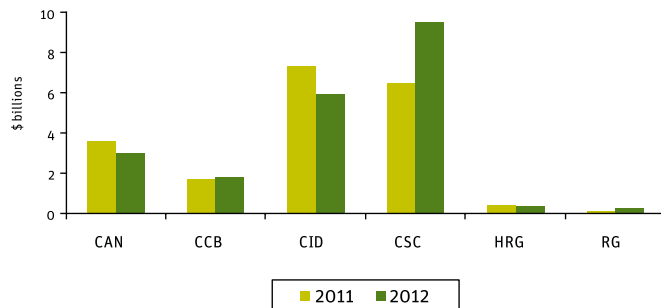
- As of January 1st 2012, the pipeline⁷ had 323 loan operations for \$20.8b, a 7% increase from 301 operations and a 6% increase from \$19.6b in 2011.
- The pipeline at the beginning of 2012 included \$2.5b in Policy-based Lending (PBL), a 22% decrease from \$3.2b in 2011; and \$18.2b in SG and NSG investment, an 11% increase from \$16.4b at the beginning of 2011.
- The 2012 category “A” pipeline has 209 operations for \$12.1, a 19% decrease from 257 operations and a 19% decrease from \$15b in 2011.
- The 2012 A pipeline includes \$1.1b in Policy-based Lending (PBL), and \$11b in SG and NSG investment, which represents almost twice the level of 2010 for PBL and a 15% decrease from \$12.9b for SG and NSG investment in 2011.

⁵ FTE – Full Time Equivalent Staff Years

⁶ Customer Relationship Management refers to the provision of timely, high quality services to borrowing countries, donors and other key constituencies. Manage clients’ expectations under a scenario of scarcity of resources.

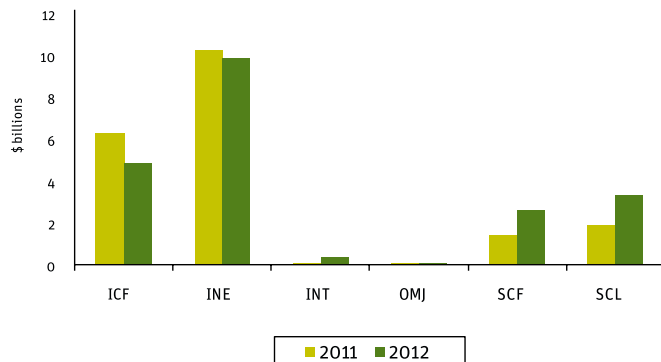
⁷ Project pipeline includes projects for 2012 and 2013 categorized as A and B unless specifically noted.

2.5 PROJECT PIPELINE BY COUNTRY DEPARTMENT



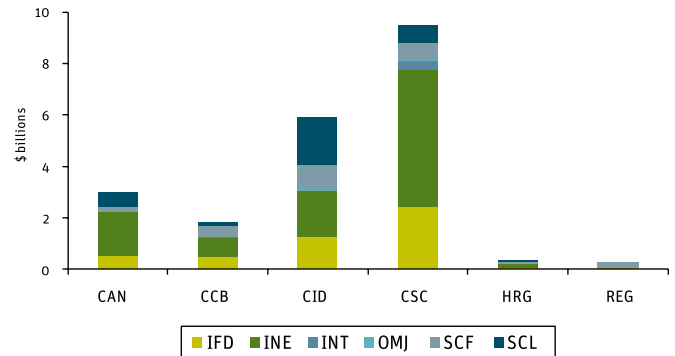
- Project pipeline as of January 1st 2012 for CAN amounts to \$3.0b, a 17% decrease from \$3.6b in 2011; for CCB amounts to \$1.8b, a 7% increase from \$1.7b in 2011; for CID amounts to \$6.0b, a 19% decrease from \$7.3b in 2011; for CSC amounts to \$9.5b, a 47% increase from \$6.5 in 2011, and for HRG amounts to \$0.34b, a 12% decrease from \$0.39b in 2011.

2.6 PROJECT PIPELINE BY SECTOR



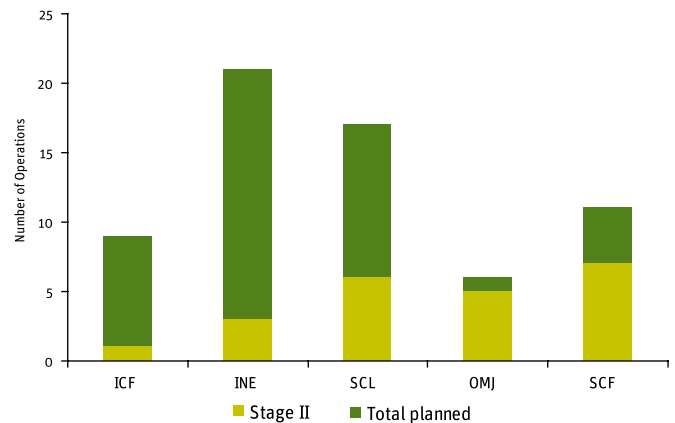
- Project pipeline as of January 1st 2012 for ICF amounts to \$4.8b, a 23% decrease from \$6.2b in 2011; for INE amounts to \$9.7b, a 3% decrease from \$10.1b in 2011; for INT amounts to \$366m, a six fold increase from \$50m in 2011, for OMJ amounts to \$52m, a twofold increase from \$17m, for SCF amounts to \$2.6b, an 86% increase from \$1.4b in 2011; for SCL amounts to \$3.3b, a 77% increase from \$1.8b in 2011.

2.7 PROJECT PIPELINE BY COUNTRY DEPARTMENT AND SECTOR



- Project pipeline based on volume, is distributed in CSC and CID (79%), 9% for CCB, 15% for CAN, 2% for HRG and 1% Regional. For Sectors, ICF and INE account for 74% of pipeline while SCL accounts for 17% and SCF for 13%.

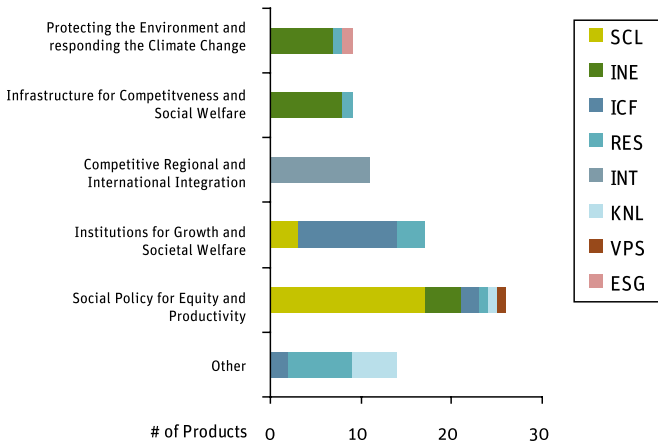
2.8 PIPELINE READINESS



- By the end of 2011 a set of 64 operations was planned for approval during the first semester of 2012. Out of the 64 operations, 22 have already executed stage II.⁸

⁸ Stage II executed means that the operations have a Proposal for Operation Development (POD) approved or a Mandate Letter for NSG operations.

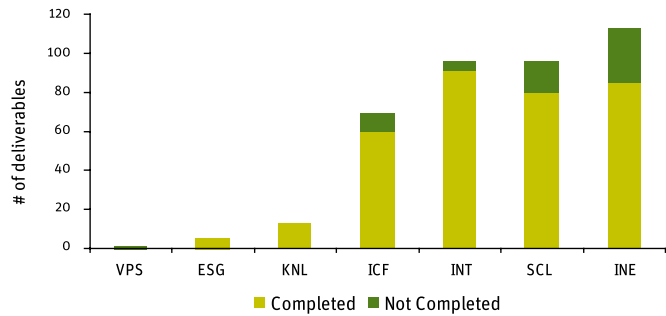
2.9 ECONOMIC AND SECTOR WORK (ESW) PRODUCTS BY SECTOR AND PRIORITY AREAS⁹



• The ESW Plan¹⁰ at the end of 2011 contained 86 products with 580 deliverables projected for the year of which 469 (81%) were completed. In 2010 the ESW Plan contained 97 products with 622 deliverables of which 537 (86%) were completed.

• The Corporate Input Products (CIP) program for VPS at the end of 2011 contained 42 products concentrated mainly in KNL (17), six in ICF, nine in INE, seven in SCL and three in the VPS office (which includes ESG products). In the same period in 2010, the CIP program contained 24 products.

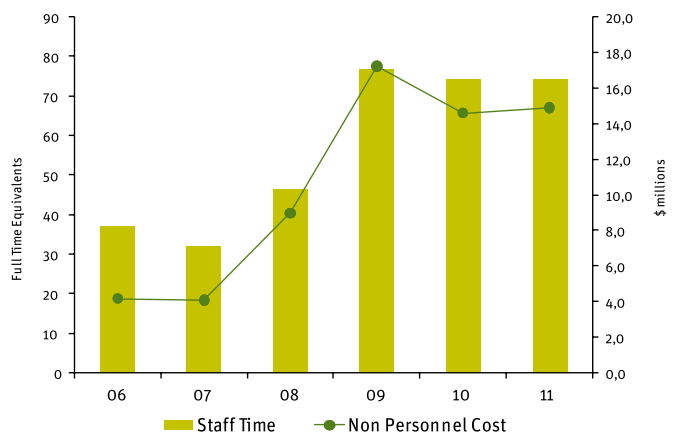
2.10 ESW DELIVERABLES¹¹ BY SECTOR



• Sectors worked on 82 ESW products as of December 2011. ICF was responsible for 15 (17%), INE for 19 (22%), SCL for 20 (23%), RES for 13 (15%), INT for 11 (13%), and ESG and VPS for 2 (2%).

• RES and INT completed 227 (80%) deliverables of 284 planned, ICF, INE and SCL completed 225 (81%) of 278 deliverables estimated.

2.11 RESOURCES TO ECONOMIC AND SECTOR WORK PRODUCTS



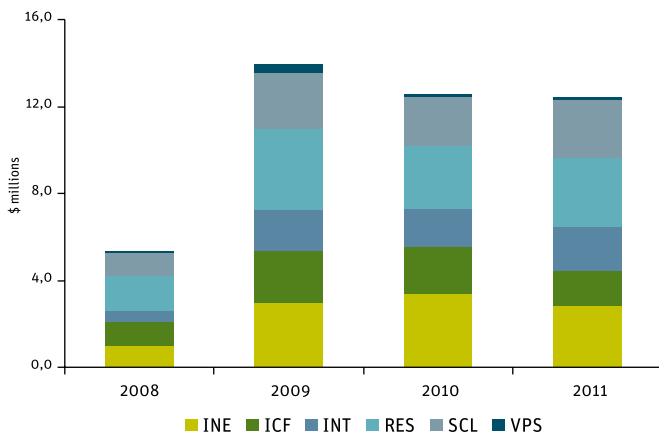
⁹ In previous years, Economic and Sector Work was generated mainly through independent research papers, studies, notes and seminars. 2009 was the first year of implementation of Knowledge and Capacity Building Products through a programmatic approach.

¹⁰ The ESW Plan refers only to products financed by the administrative budget.

¹¹ Economic and Sector Work deliverables are intermediate outputs such as sector studies and notes, seminars, technical networks, and databases, among others.

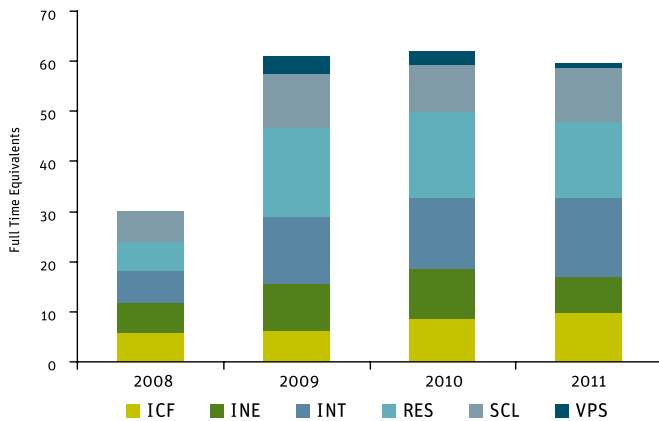
- Non personnel expenditures for ESW products reached \$14.9m, a 2% increase from \$14.6m spent in 2010.
- Staff time reported to ESW products in 2011 reached 74.4 FTEs, a less than 1% increase from 74.2 reported in 2010.

2.12 NON PERSONNEL COSTS TO ECONOMIC AND SECTOR WORK PRODUCTS FROM SECTORS



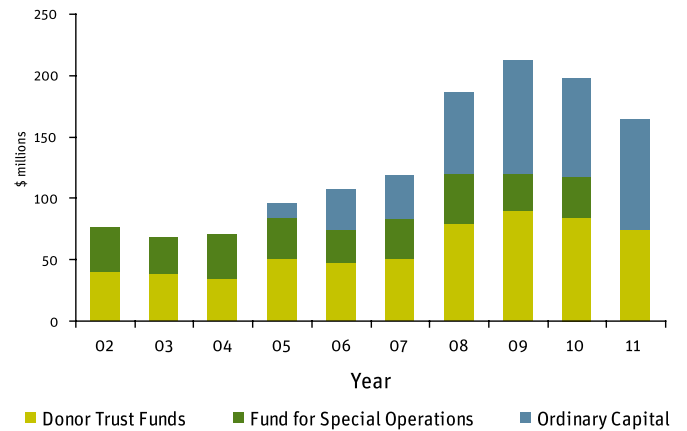
- Execution of Non personnel resources (consultants and travel) by VPS to the ESW program in 2011 reached \$12.4m, a 1% decrease from \$12.6m in 2010. By sector, RES reached \$3.2m, INE \$2.8m, SCL \$2.7m, INT \$2.0m and ICF \$1.7m.

2.13 STAFF TIME REPORTS TO ECONOMIC AND SECTOR WORK PRODUCTS FROM SECTORS



- Staff time reported by VPS to the KCP program in 2011 reached 59.6 FTEs, a 4% decrease from 61.8 FTEs in 2010. By sector, INT reached 15.5 FTEs, RES 15.2 FTEs, SCL 10.6 FTEs, ICF 9.7 FTEs and INE 7.5 FTEs.

2.14 TECHNICAL COOPERATION PROGRAM BY FUND

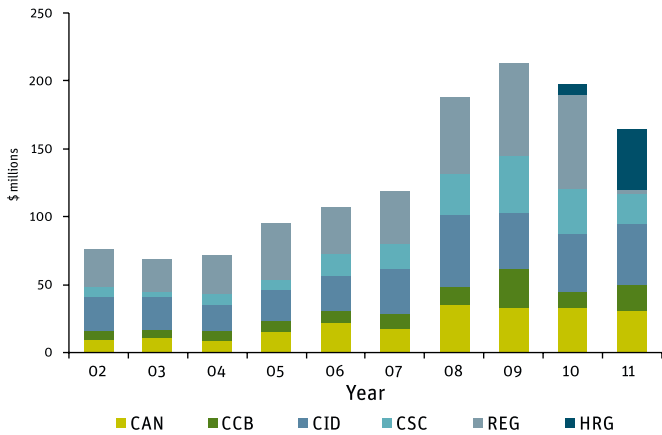


- TC approvals reached \$164m, a 17% decrease from the \$198m approved in 2010. Number of operations reached 355, a 14% decrease from 411 in 2010. Average size of TCs approved reached \$462K, a 3% decrease from \$482K in 2010.

- TC financed Donor Trust Funds (DTF) approvals reached \$74.7m, a 7% decrease from \$83.9m in 2010. Number of operations reached 171, a 6% decrease from 181 in 2010. Average size of DTF TCs was \$437K, a 1% decrease from \$443K in 2010.

- Special programs financed with Ordinary Capital (OC) approvals reached \$89.4m, a 7% increase from \$83.9m in 2010. Number of operations reached 184, a 29% increase from 143 in 2010. Average size of OC TCs was \$486k, a 17% decrease from \$587k in 2010.

2.15 TECHNICAL COOPERATION PROGRAM BY COUNTRY DEPARTMENT

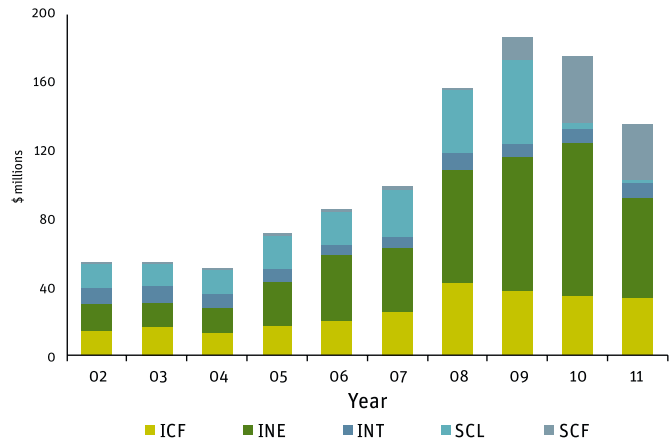


- TC approvals for CAN countries reached \$31.8 m, a 0.3% decrease from \$32.9m in 2010; for CCB countries, approvals reached \$18.1m, a 47% increase from \$12.3m in 2010; for CID countries, approvals reached \$44.7m, a 6% increase from \$42m in 2010; for CSC countries, approvals reached \$22.2m, a 34% decrease from \$33.5m in 2010, and HRG approvals reached \$44.6m, a fourfold increase from \$8.4m in 2010.

- TC Regional approvals reached \$2.7m, a 96% decrease from \$69m in 2010.

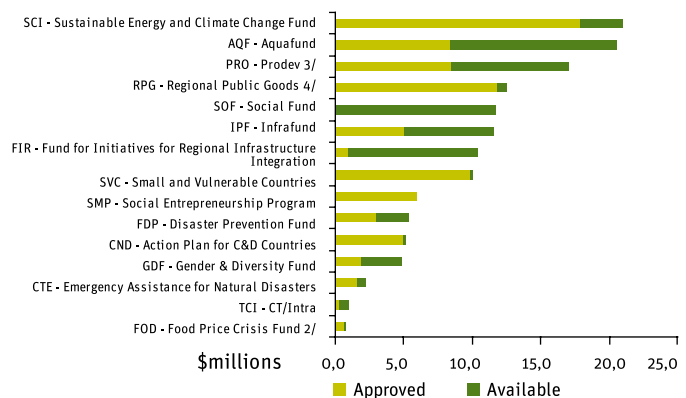
- CAN countries account for 19% of approvals in 2011; CCB countries for 11%; CID countries for 27%; CSC countries for 14%, HRG for 27%, and Regional for 2%.

2.16 TECHNICAL COOPERATION PROGRAM BY SECTOR DEPARTMENT



- Approvals in 2011 for ICF reached \$33.6m, a 3% decrease from \$34.6m in 2010; for INE, approvals reached \$58.7m, a 35% decrease from \$90.1m in 2010; for INT, approvals reached \$8.4m, a 3% increase from \$8.2m in 2010; for SCL approvals reached \$2.1m, a 42% decrease from \$3.5m in 2010; and for SCF, approvals reached \$32.6m, a 16% decrease from \$38.9m in 2010.

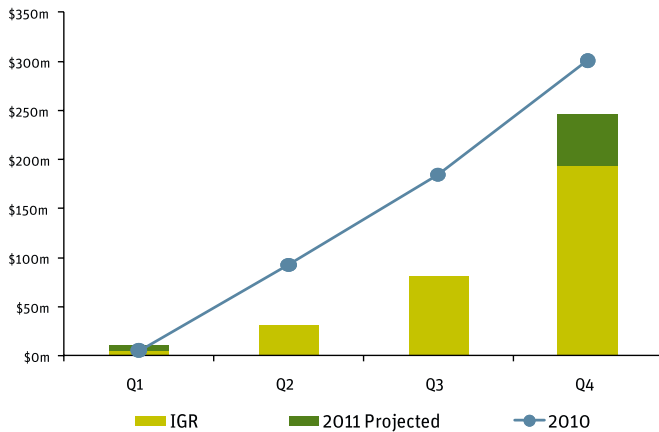
2.17 OC SPECIAL PROGRAMS UTILIZATION



- Approvals under special programs¹² financed with Ordinary Capital (OC) reached \$92.5m, 66% of the \$140m available in 2011.

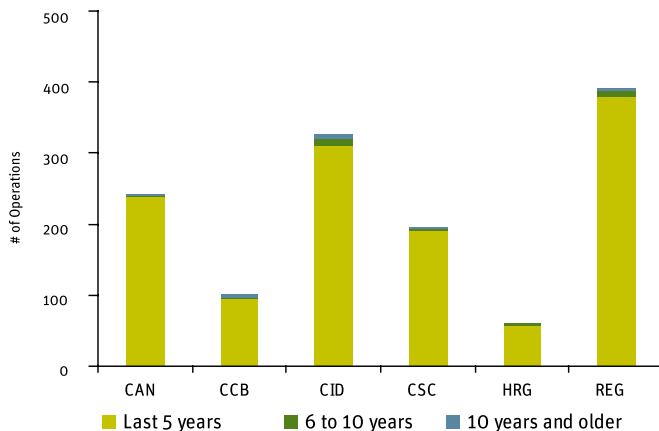
¹² Includes approvals and increases for Account C ADM/OC-9177-RS. As of Jan 1st, 2012, Account C had \$1,350,000 in uncommitted resources

2.18 INVESTMENT GRANTS¹³ (IGR)



- Investment grants approvals reached \$194m in 15 operations, 78% of the volume (\$246.8m) and 75% of the 20 operations projected for 2012. Approvals in the same period in 2010 were for \$300.1m in 20 operations.

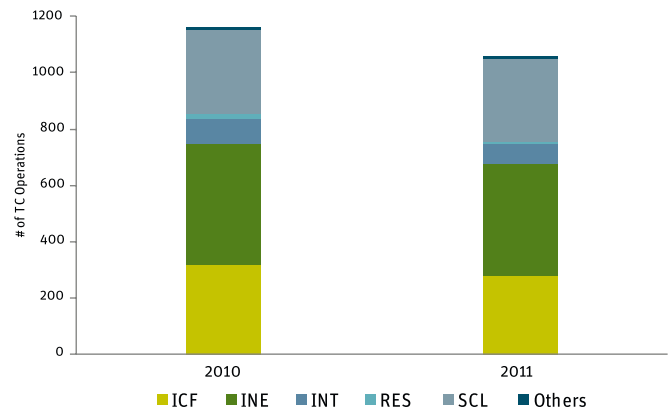
2.19 TECHNICAL COOPERATION PORTFOLIO BY COUNTRY DEPARTMENT AND APPROVAL YEAR



- There are 1,319 TC operations in portfolio (\$743m in volume) of which 28 operations were approved between 2001 and 2005 representing \$27m, and 1,271 operations between 2006 and 2012 representing \$687m. Of these 1,319 TC operations, REG and CID countries account for 718 (54%).

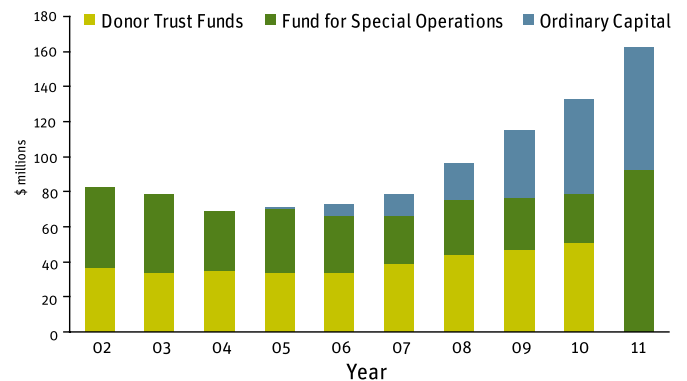
¹³ Investment Grant Operations are those that finance investments on a non-reimbursable basis, either complementary to technical cooperation or as stand-alone contributions, consistent with the objective of the DTF. The eligible investment activities may include works, goods, equipment, and related services (transportation, insurance, etc.) and pilot projects in areas contemplated by the DTF instrument, as well as consulting services required for such investments.

2.20 TECHNICAL COOPERATION IN EXECUTION UNDER VPS BY SECTOR



- TC portfolio under responsibility of VPS reached 1,060 operations, a 9% decrease from 1,161 in 2010.
- The ICF TC portfolio reached 279 operations, a 13% decrease from 319 in 2010; INE reached 399 operations, a 7% decrease from 427 in 2010; and SCL reached 294 operations, a 2% decrease from 300 in 2010.

2.21 TECHNICAL COOPERATION DISBURSEMENTS

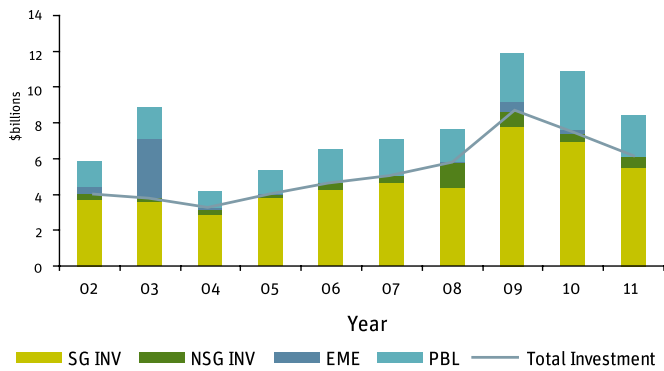


- Disbursements of TCs financed with Fund for Special Operations (FSO) reached \$32.1m, a 16% increase from \$27.8m in 2010.
- Disbursements of TCs financed with Donor Trust Funds (DTF) reached \$60.5m, a 19% increase from \$51.0m in 2010.
- Disbursements of TCs financed through Special Programs of Ordinary Capital (OC) reached \$69.7m, a 29% increase from \$54.1m in 2010.

III. Program Delivery

The following set of indicators measure portfolio distribution among the different units as well as the overall status of the operations. There are indicators for Portfolio management and Disbursements.

3.1 DISBURSEMENTS



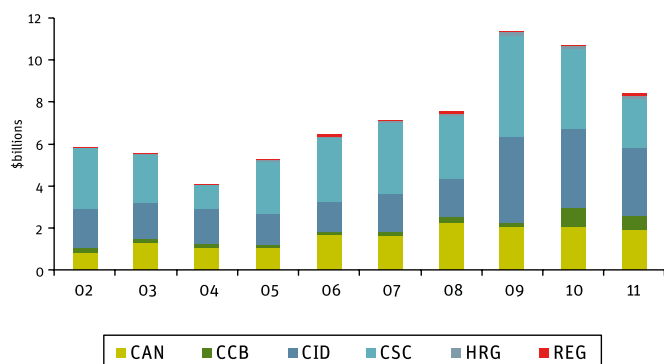
- Total disbursements¹⁴ reached \$8.4b, a 23% decrease from \$10.9b in 2010.

- Investment loan disbursements reached \$6.1b, a 17% decrease from \$7.4b in 2010.

- Policy-based loans disbursements reached \$2.3b, a 29% decrease from \$3.3b in 2010.

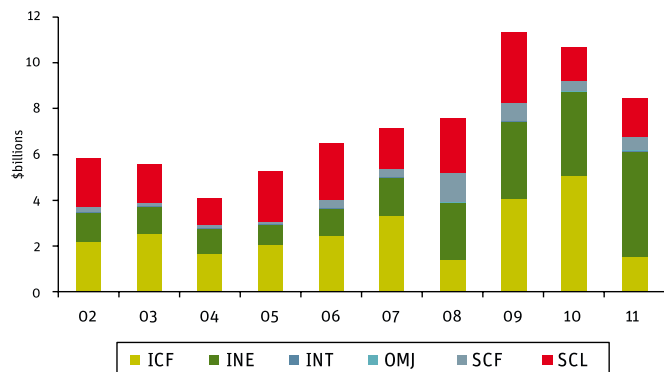
- There were no Emergency Loan disbursements compared to \$0.2b in 2010.

3.2 DISBURSEMENTS BY COUNTRY DEPARTMENT



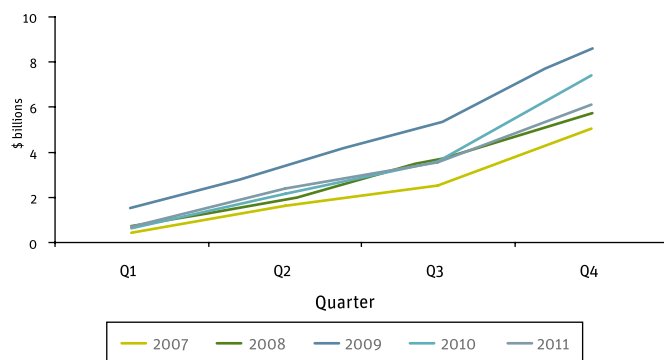
- Disbursements to CAN countries reached \$1.9b, a 4% decrease from \$2.0b in 2010; to CCB countries reached \$0.6b, a 32% decrease from \$0.9b in 2010; to CID countries reached \$3.2b, a 14% decrease from \$3.8b in 2010; and to CSC countries reached \$2.3b, a 38% decrease from \$3.8b in 2010.

3.3 DISBURSEMENTS BY SECTOR



- ICF disbursements reached \$1.5b, a 70% decrease from \$5.1b in 2010; INE disbursements reached \$4.6b, a 26% increase from \$3.7b in 2010; INT disbursements reached \$10.3m, a 2% increase from \$10.0m in 2010, OMJ disbursements reached \$21.0m, a 22% increase from \$17.3m in 2010; SCF disbursements reached \$0.6b, a 23% increase from \$0.5b in 2010; and SCL disbursements reached \$1.7b, a 14% increase from \$1.5b in 2010.

3.4 CUMULATIVE INVESTMENT DISBURSEMENTS BY QUARTER

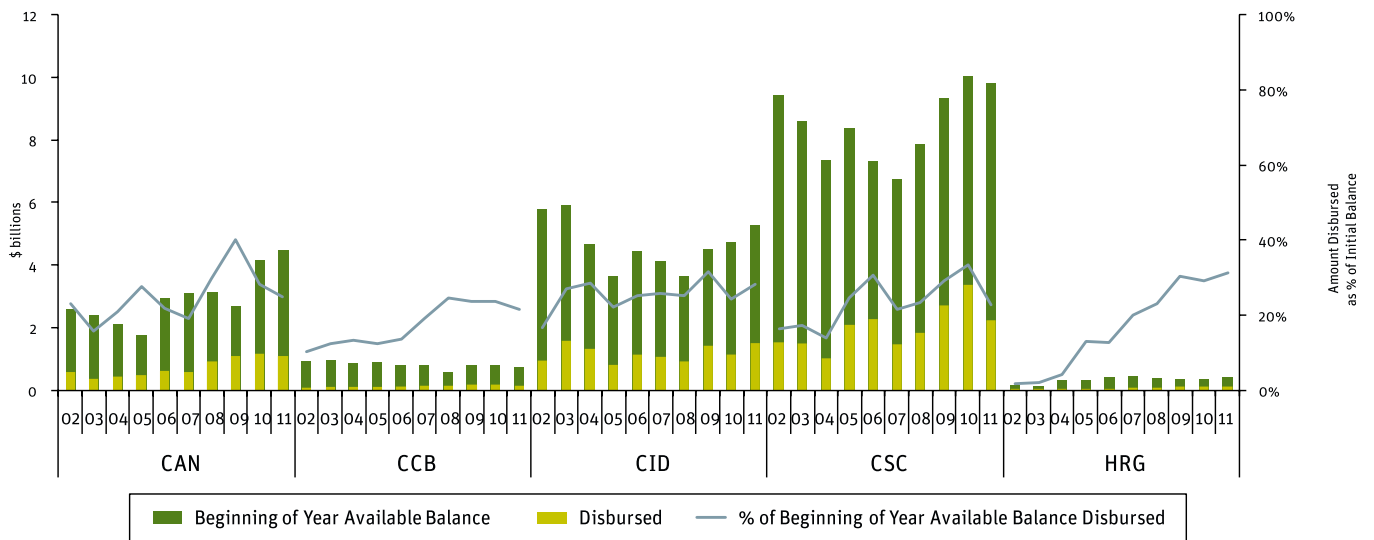


¹⁴ Included Emergency loans disbursements (LPGS and Fiscal) for \$37m in 2008 and \$548m in 2009.

- Investment loan disbursements in the last quarter reached \$2.6b, a 33% decrease from \$3.8 in 2010.
- Investment loan disbursements in the last quarter represented 42% of total investment disbursements. In 2010,

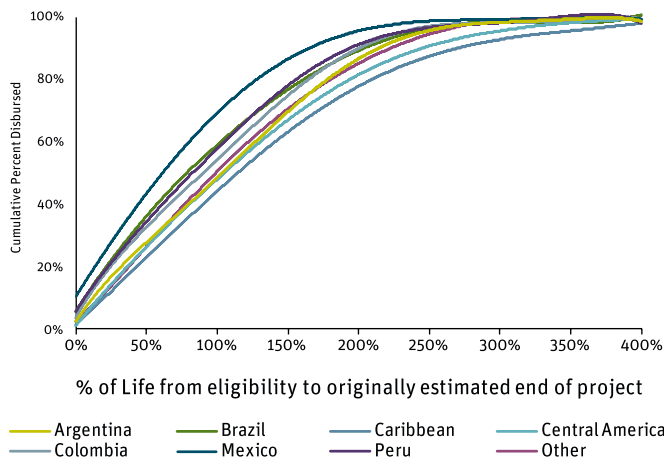
disbursement concentration for this type of loans in the last quarter was 52%.

3.5 SG DISBURSEMENTS VERSUS BEGINNING OF YEAR AVAILABLE BALANCE



- Disbursements trends, as a percentage of beginning of year balance for eligible investment projects, are similar among country departments in the last 5 years, with CSC reaching a 6% year-on-year average increase, CID 9%, CAN 14%, CCB 10% and Haiti 21%

3.6 CUMULATIVE SG INVESTMENT DISBURSEMENTS BY COUNTRY



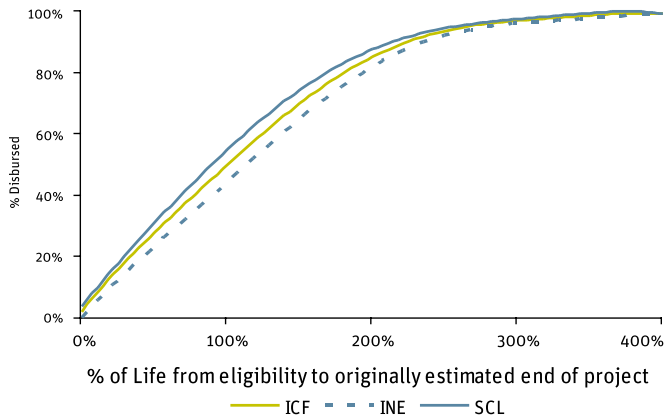
- Country disbursement profiles¹⁵ show that it took more than double the original estimated disbursement period to disburse an operation.

- For the operations in Mexico that completed disbursements in recent years, the trend reveals that it took twice the estimated original time to disburse 98% of the SG investment operations volume, Colombia reached 93%, Peru and Brazil reached 90%.

- As for the rest of the countries, it took twice the estimated original disbursement period to disburse an average of 83% of the SG investment operations volume.

¹⁵ 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 approval. The universe of projects for the profile shown, are the investment operations with Sovereign Guarantee that have closed between 1996 and 2011.

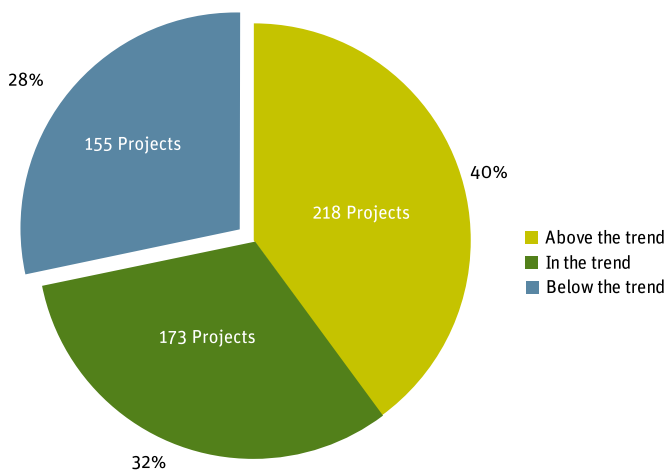
3.7 CUMULATIVE SG INVESTMENT DISBURSEMENTS BY SECTOR



• Sector disbursement profiles¹⁶ also show that it took more than double the original estimated disbursement period to disburse an operation.

• For the operations in SCL that completed disbursements in recent years, the trend reveals that it took twice the estimated original time to disburse 88% of its operations volume, ICF disbursed 85% and INE disbursed 81% of its operations volume.

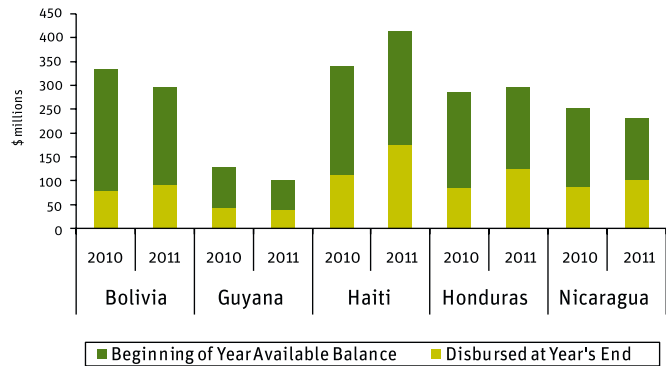
3.8 COMPARISON OF DISBURSEMENTS VS. COUNTRY AND SECTOR TRENDS



¹⁶ 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 approval. The universe of projects for the profile shown, are the investment operations with Sovereign Guarantee that have closed between 1996 and 2011.

• In 2011, 391 operations currently disbursing are above or within historical trends.¹⁷

3.9 FSO AND GRANTS DISBURSEMENTS COMPARED TO BEGINNING OF YEAR AVAILABLE BALANCE



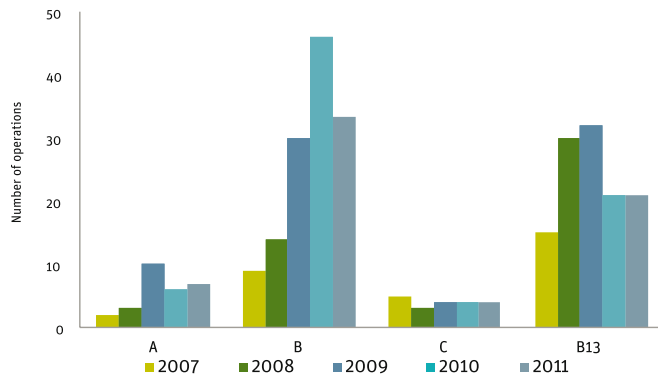
• The 2011 beginning of year available balance for investment operations financed by FSO and the Grant Facility (Haiti) for eligible countries amounted to \$1.3b, the same as the \$1.3b at the beginning of 2010.

• FSO and Grants investment disbursements reached \$528m representing 39% of initial balance, compared to \$403m in 2011 which represented 30% of the initial 2010 balance.

• The projected FSO and Grants disbursements for investment operations for 2011 represent 74% of the initial balance compared to 60% in 2010.

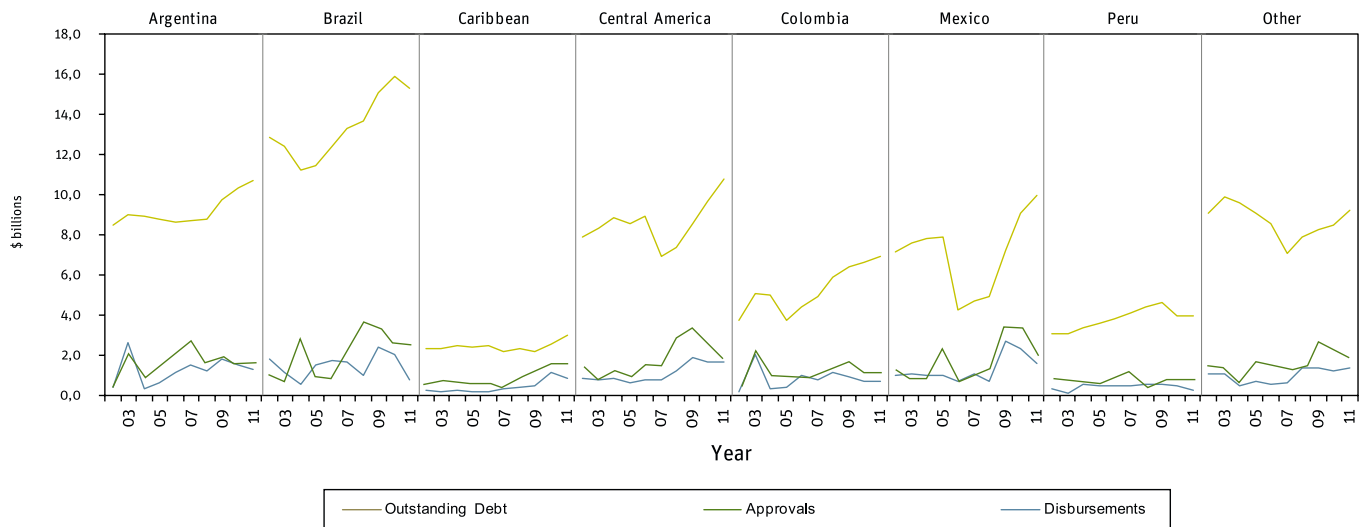
¹⁷ The disbursements rate of operations included in this group falls above or within the expected rate of disbursement based on half-a-standard deviation of its corresponding country and sector.

3.10 ENVIRONMENTAL AND SOCIAL SAFEGUARDS' PARTICIPATION IN APPROVED OPERATIONS PER CATEGORY



- The number of loan operations that had assistance from an Environmental and Social Safeguards specialist from ESG reached 68 in 2011, a 12% decrease from 77 in 2010. Category A operations reached 7, an increase of 17% from 6 in 2010; B operations reached 33, a decrease of 28% from 46 in 2010; C operations reached 4, the same level, and B 13 operations reached 24, an increase of 14% from 21 in 2010.

3.11 IDB'S OUTSTANDING DEBT, APPROVALS AND DISBURSEMENTS BY COUNTRY

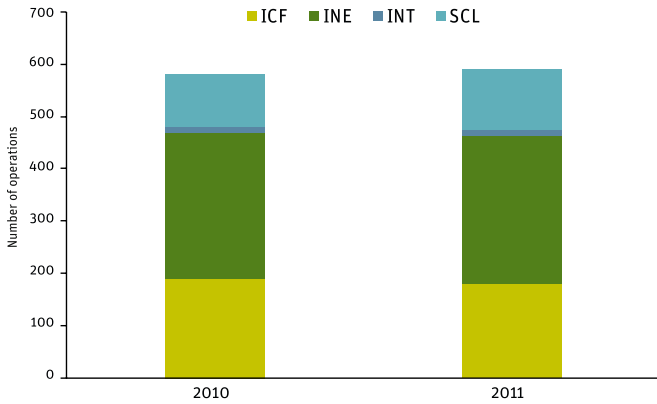


- Outstanding balances in Bank's borrowing countries show an increasing trend, particularly since 2006, with the exception of the Caribbean that remains steady.
- Mexico has recovered its outstanding portfolio and approvals after repayments made in 2006. In 2011, Argentina, Brazil, Colombia and Central America reached their highest levels of outstanding balances in recent years.

PORTFOLIO MANAGEMENT

The following paragraphs assess the distribution of the portfolio among the different Sector Departments and selected measures so assess the time elapsed from approval to First and last Disbursements. Indicators below also address portfolio management instruments such as the Audited Financial Statements (AFS) and the Project Completion Reports (PCR).

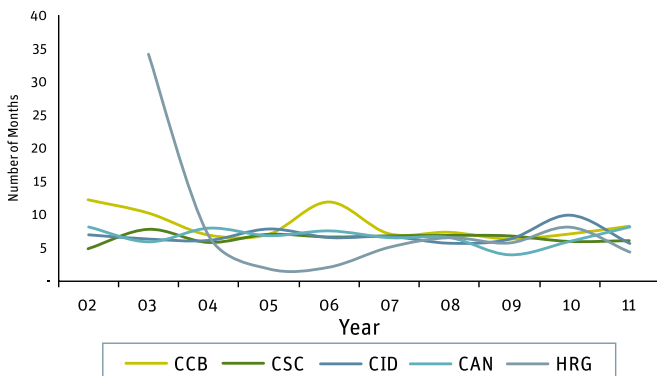
3.12 PORTFOLIO DISTRIBUTION BY SECTOR



- The number of operations in the SG portfolio under responsibility of VPS reached 591 projects, a 2% increase from 580 in 2010.

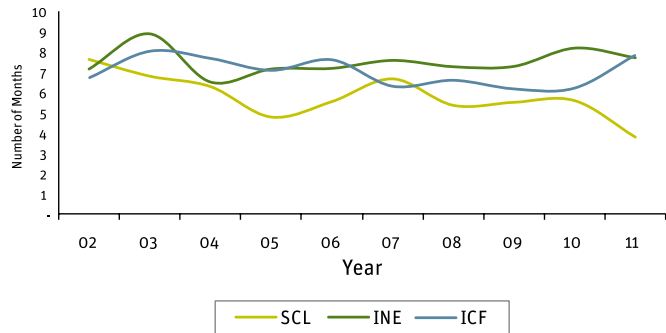
- The ICF portfolio reached 181 operations, a 5% decrease from 190 in 2010; INE reached 281 operations, a 1% increase from 278 in 2010; and SCL reached 116 operations, a 16% increase from 100 in 2010.

3.13 TIME ELAPSED FROM LEGAL EFFECTIVENESS TO FIRST DISBURSEMENT BY COUNTRY DEPARTMENT



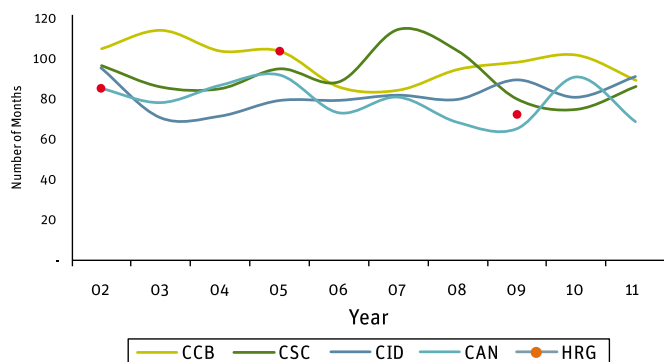
- Time elapsed from legal effectiveness to first disbursement for investment operations with sovereign guarantee which performed a first disbursement in 2011 for CAN countries reached 8.2 months, a 36% increase from 6.0 months in 2010; for CCB countries, time elapsed reached 8.4 months, a 16% increase from 7.2 months in 2010; for CID countries, time elapsed reached 5.8 months, a 42% decrease from 10.0 months in 2010; for CSC countries, time elapsed reached 6.1 months, a 2% increase from 6.0 months in 2010; in Haiti, time elapsed reached 4.4 months, a 46% decrease from 8.2 months in 2010.

3.14 TIME ELAPSED FROM LEGAL EFFECTIVENESS TO FIRST DISBURSEMENT BY SECTOR DEPARTMENT



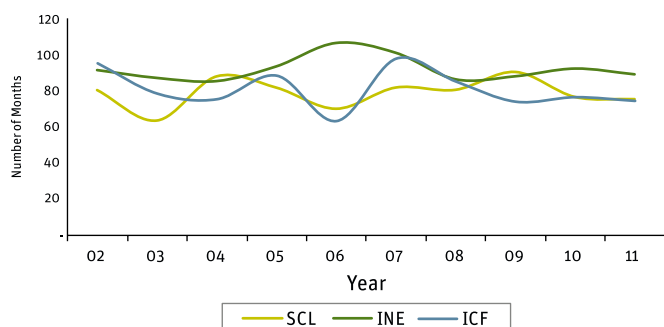
- Time elapsed from legal effectiveness to first disbursement for operations which performed a first disbursement in 2011 for ICF operations reached 7.8 months, a 26% increase from 6.2 months in 2010; for INE operations, time elapsed reached 7.7 months, a 6% decrease from 8.2 months in 2010; for SCL operations, time elapsed reached 3.8 months, a 32% decrease from 5.6 months in 2010; for INT operations, time elapsed reached 3.8 months a 49% decrease from 7.3 months in 2010.

3.15 TIME ELAPSED FROM LEGAL EFFECTIVENESS TO LAST DISBURSEMENT BY COUNTRY DEPARTMENT



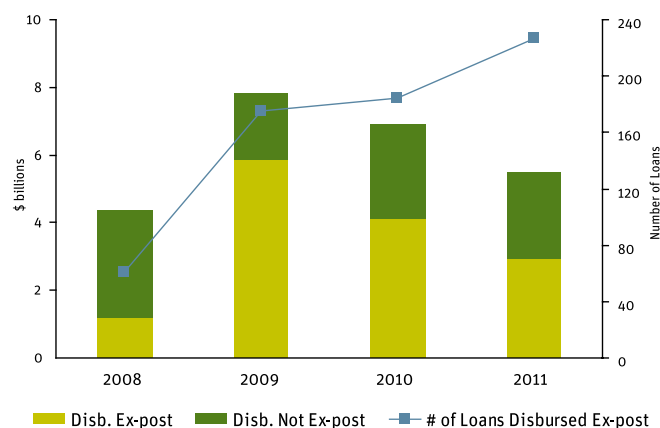
- Time elapsed from legal effectiveness to last disbursement for operations which completed disbursements in 2011 for CAN countries reached 5.7 years, a 24% decrease from 7.5 years in 2010; for CCB countries, time elapsed reached 7.3 years, a 12% decrease from 8.4 years in 2010; for CID countries, time elapsed reached 7.5 years, a 13% increase from 6.6 years in 2010; for CSC countries, time elapsed reached 7.1 years, a 15% increase from 6.2 years in 2010; in Haiti, there were no operations closing in 2011.

3.16 TIME ELAPSED FROM LEGAL EFFECTIVENESS TO LAST DISBURSEMENT BY SECTOR DEPARTMENT



- Time elapsed from legal effectiveness to last disbursement for operations which completed disbursements in 2011 for ICF operations reached 6.2 years, a 3% decrease from 6.4 years in 2010; for INE operations, time elapsed reached 7.4 years, a 3% decrease from 7.7 years in 2010; for SCL operations, time elapsed reached 6.3 years, an 2% decrease from 6.4 years in 2010; for INT, time elapsed reached 5.9 years and there were no operations closing in 2010.

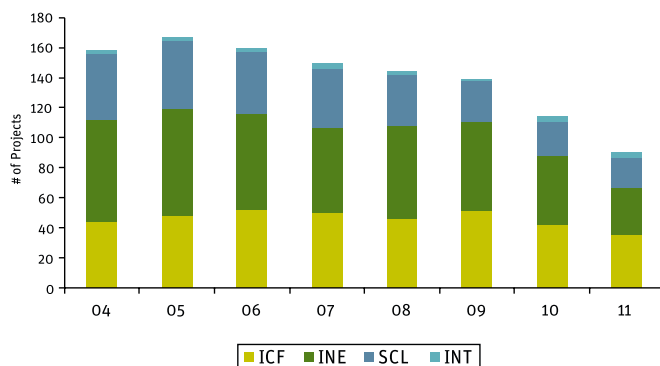
3.17 EX-POST REVIEW OF DISBURSEMENTS



- The amount of disbursements reviewed ex-post from investment SG operations reached \$2.9b, a 29% decrease from \$4.1b in 2010.

- The number of loans disbursed with ex-post review reached 227 in 2011, a 23% increase from 184 in 2010.

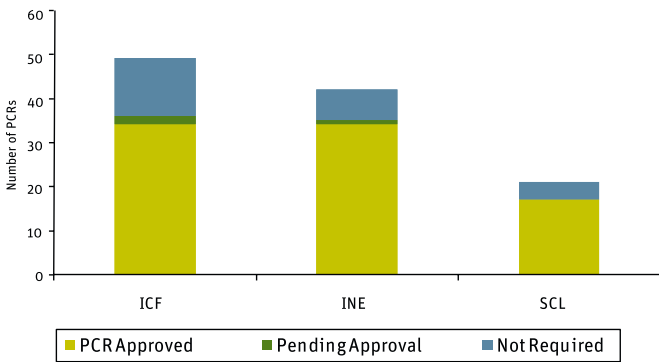
3.18 LAST DISBURSEMENTS EXTENSIONS – SG INVESTMENT PROJECTS EXTENDED 24+ MONTHS



- The number of SG investment projects with extensions of 24 months or more from its original last disbursement date reached 90, a 21% decrease from 114 in 2010.

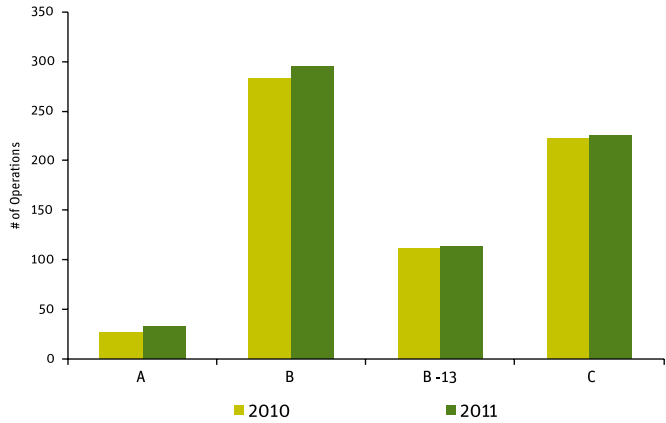
- The \$0.6b available balance of these 90 operations represents 2% of the portfolio’s total available balance. In 2010 the reported available balance was \$1.1b representing 4% of the portfolio’s total available balance.

3.19 PROJECT COMPLETION REPORT (PCR) STATUS



- There are 88 projects that required the preparation and approval of a PCR before June 30th 2011;⁽¹⁾ of these 81 were approved achieving a 92% completion rate. In addition, 4 additional PCRs were prepared and approved during the second semester of 2011 increasing the completion rate to 97%.

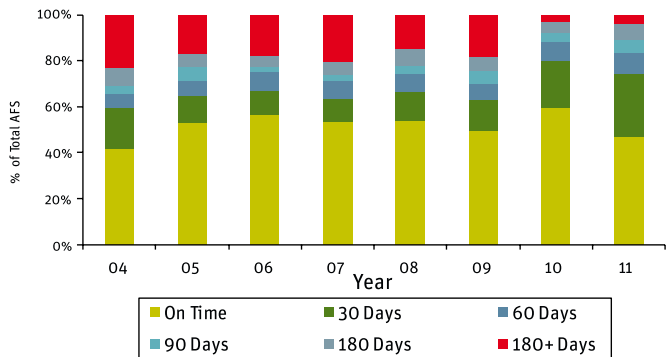
3.20 PORTFOLIO BY RISK CLASSIFICATION



- 32 operations in execution for \$6.6b have been assigned the “A” Environmental and Social Impact risk classification. 27 operations in execution for \$4.7b in 2010 were assigned the same rating.

- 295 operations in execution for \$22.5b have been assigned the “B” Environmental and Social Impact risk classification. 283 operations in execution for \$20.4b in 2010 were assigned the same rating.

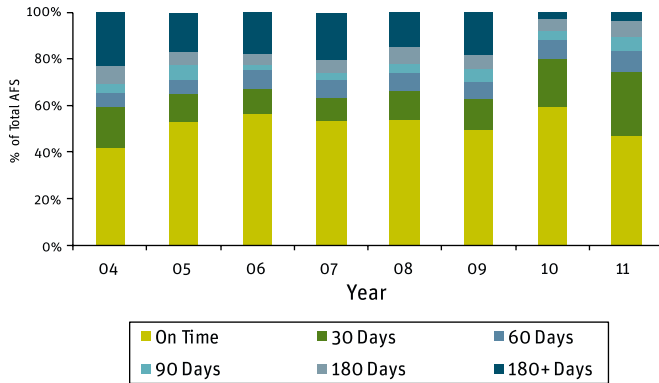
3.21 AUDITED FINANCIAL STATEMENTS COMPLIANCE



- AFS delivered on time as a percentage of AFS required reached 47%, a decrease from 60% in 2010.

⁽¹⁾ The PCR completion cycle reports at the end of year’s first half, on operations completed the year before.

3.22 ANALYSIS STATUS OF AUDITED FINANCIAL STATEMENTS

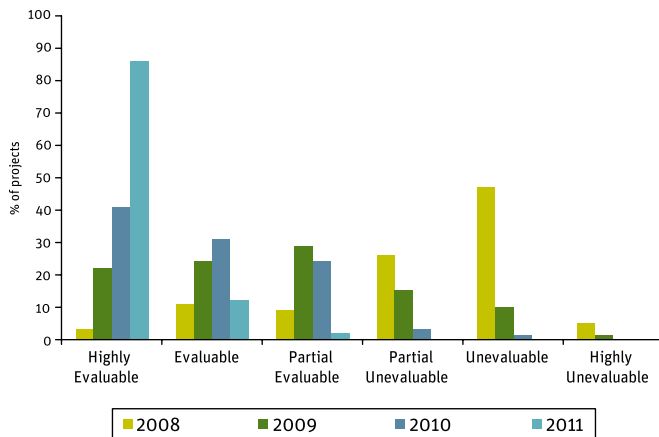


• In 2011, 748 (83%) of the 903 AFS expected were analyzed by auditors. This analysis resulted in 600 (80%) AFS with no issues, a decrease from 84% in 2010.

DEVELOPMENT EFFECTIVENESS - DEM

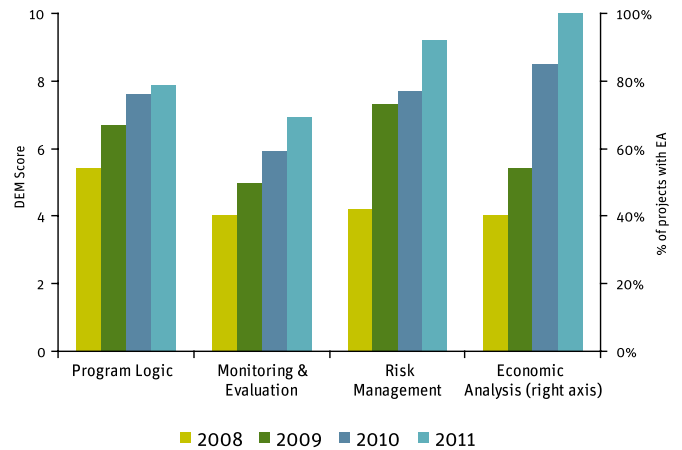
This section presents indicators from Development Effectiveness Matrix (DEM) and the implementation of the Progress Monitoring Report (PMR).

3.23 DEVELOPMENT EFFECTIVENESS MATRIX EVALUABILITY LEVELS



• The share of operations that scored “evaluative” or above in the evaluability dimensions reached 98%, a 26 percentage points increase from 72% projects in 2010.

3.24 DEVELOPMENT EFFECTIVENESS MATRIX RATINGS



• Average DEM ratings at entry improved in all dimensions from 2010 to 2011. Program Logic scored 7.9, a 4% improvement from 7.6 in 2010; Evaluation and Monitoring scored 6.9, a 17% improvement from 5.9 in 2010; Risk Management scored 9.2, a 19% improvement from 7.7 and operations with Economic Analysis reached 100%, a 15 percentage point from 85% in 2010.

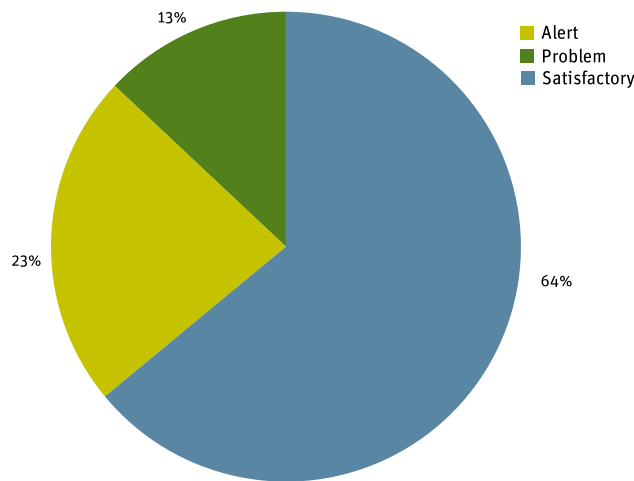
3.25 EX-ANTE IMPACT EVALUATION



• The operations with an assessment of Impact Evaluation in 2011 reached 31%, a 4 pps increase from 27% in 2010.

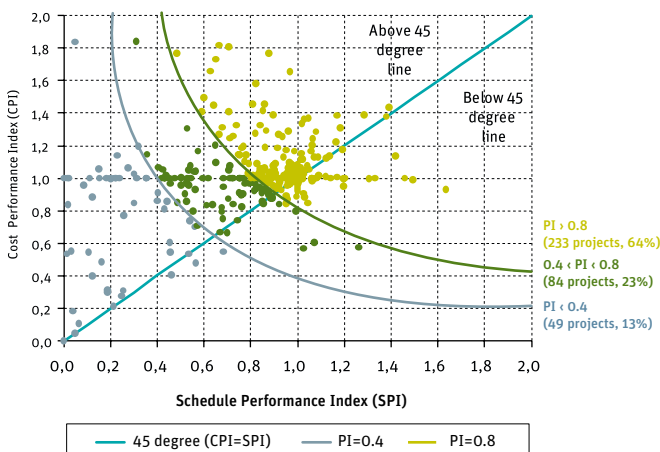
DEVELOPMENT EFFECTIVENESS – PROGRESS MONITORING REPORT (PMR)

3.26 STATUS OF PORTFOLIO¹⁸



• In 2011, the Performance Index classified 64% of the SG portfolio operations as “Satisfactory”, 23% as “Alert”, and 13% as “Problem”.

3.27 COST PERFORMANCE INDEX (CPI) VS. SCHEDULE PERFORMANCE INDEX (SPI)

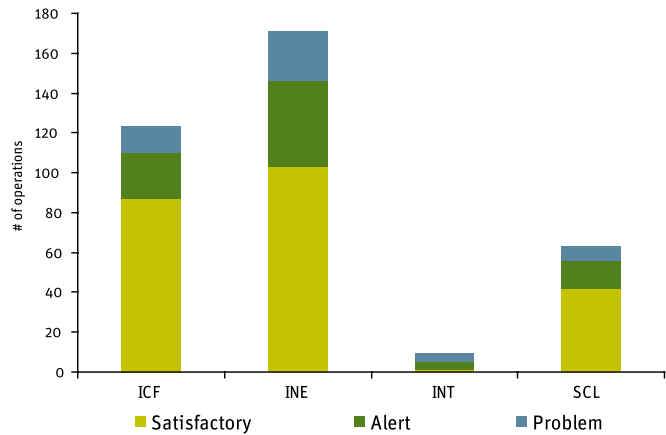


• For SG projects that were part of the PMR eligible portfolio review,¹⁹ 233 projects were classified as “Satisfactory” (with a Performance Index above 0.8); 84 projects were classified as “Alert” (with Performance Index between 0.4

¹⁸ The analysis was based on the Performance Index (PI) calculated in March 2011 for 366 operations, representing the eligible portfolio. Policy-based programs, closed operations and outliers (those with a PI greater than 2) were excluded.

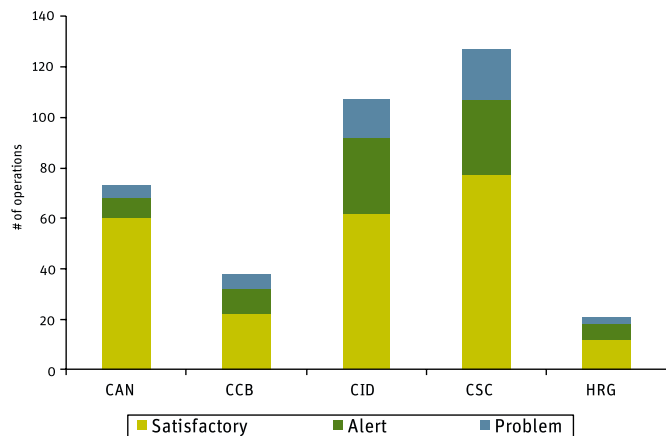
and 0.8), and 49 were classified as “Problem” (under the blue line with a Performance Index below 0.4).

3.28 PERFORMANCE INDEX CLASSIFICATION BY SECTOR DEPARTMENT



• In 2011, the PMR identified as Satisfactory: 71% (87 of 123) of ICF projects; 67% (42 of 63) of SCL projects; 60% (103 of 171) of INE, and 11% (1 of 9) of INT.

3.29 PERFORMANCE INDEX CLASSIFICATION BY COUNTRY DEPARTMENT



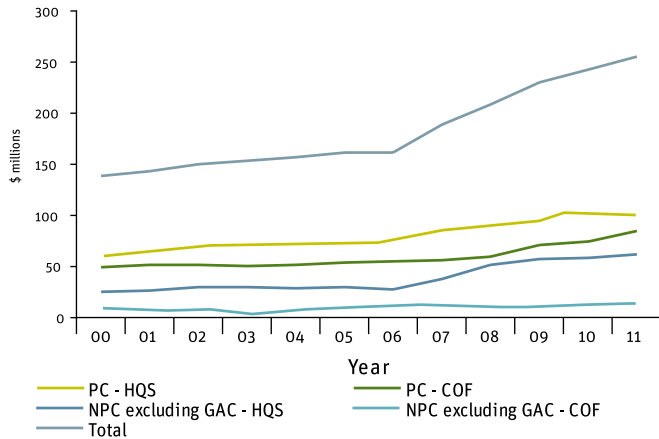
• In 2011, the PMR identified as Satisfactory: 82% (60 of 73) of CAN projects; 61% (77 of 127) of CSC projects; 58% (62 of 107) of CID; 58% (22 of 38) of CCB, and 57% (12 of 21) of HRG.

¹⁹ Independently of their global performance, most projects tend to have a higher Cost Performance Index (CPI) than Schedule Performance Index (SPI), therefore in order to improve performance; projects need to increase on time achievement of targets, which requires both more accurate planning and better implementation capacity.

IV. Operational Efficiency

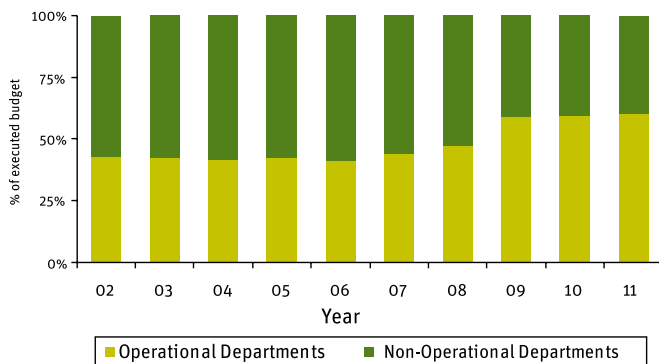
The following indicators measure operational budget execution as well as how resources are allocated and used in operational activities, in particular loan project preparation and execution.

4.1 OPERATIONAL DEPARTMENTS BUDGET EXECUTION PC & NPC 2002-11



- Personnel Costs expenses for operational departments reached \$181.8m, a 4% increase from \$174.5m in 2010.
- Non Personnel Cost²⁰ (NPC) expenses for operational departments reached \$73.1m, a 6% increase from \$68.8m in 2010.

4.2 OPERATIONAL VS. NON-OPERATIONAL DEPARTMENTS BUDGET EXECUTION 2002-11

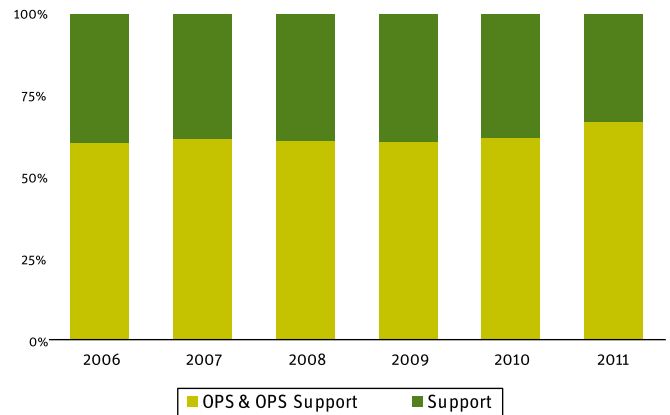


- Operational department's executed budget reached \$275.0m, a 6% increase from \$258.7m in 2010.

²⁰ Excludes general administrative costs.

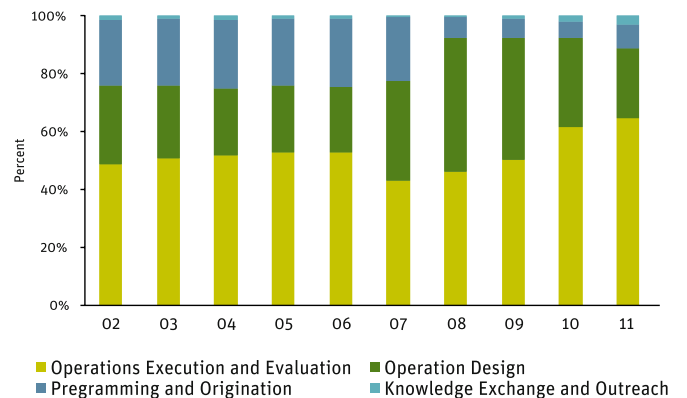
- Operational department's executed budget as a percentage of total administrative budget was 60%, one percentage point above the levels of 2009 and 2010.

4.3 BUDGET EXECUTION BY PROGRAM



- The operations and operational support program reached 67% of budget execution, a 5 percentage point increase from 62% in 2010.

4.4 DISTRIBUTION OF STAFF TIME REPORTED TO OPERATIONAL PROGRAMS



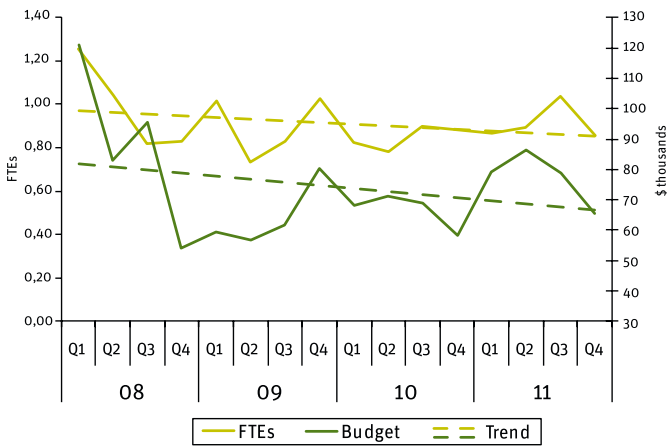
- Staff time reported²¹ to operational programs²² reached 1,108 FTEs, a 24% increase from 894 in 2010.

²¹ Staff time reported excludes leave, bank closures, holidays, compensatory time and training.

²² Programming and Origination, Operations Design, Execution and Evaluation and Operational Knowledge Exchange and Outreach.

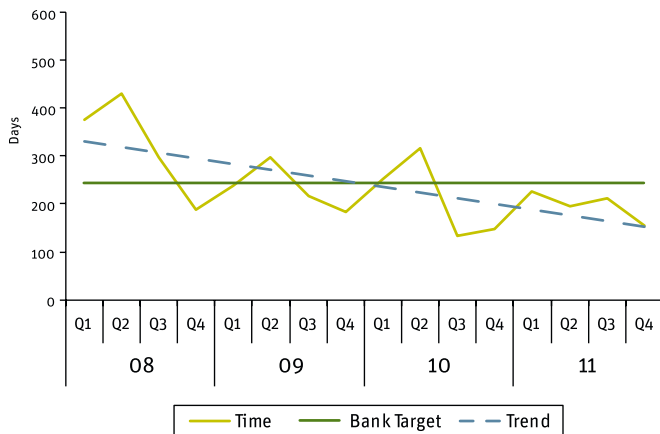
- Staff time reported to execution and evaluation²³ of operations reached 566 FTEs, a 32% increase from 428 in 2010.
- Staff time reported to operation's design and Programming and Origination reached 369 FTEs, an 11% increase from 333 in 2010.

4.5 PROJECT EFFICIENCY



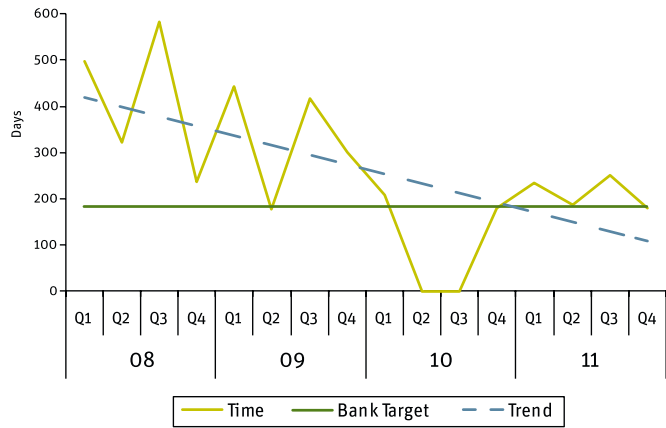
- Staff time reported to project preparation reached 0.86, a 3% decrease from 0.88 in 2010. NPC reached an average of \$65K, a 12% increase from \$58K in 2010.

4.6 TIME ELAPSED FROM PROJECT PROFILE TO APPROVAL FOR SG OPERATIONS



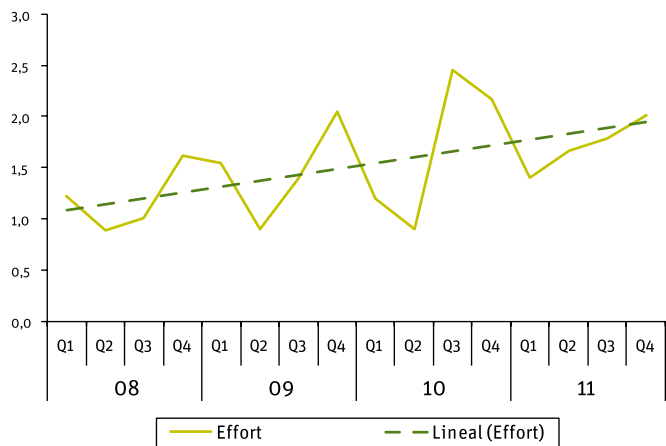
- Time elapsed to prepare a project (from Profile to Approval) reached 5.1 months, a 5% increase from 4.9 months in 2010.

4.7 TIME ELAPSED FROM PROJECT PROFILE TO APPROVAL FOR NSG OPERATIONS



- Time elapsed to prepare a project (from Profile to Approval) for NSG operations reached 5.9 months, a 1% decrease from 6 months in 2010.

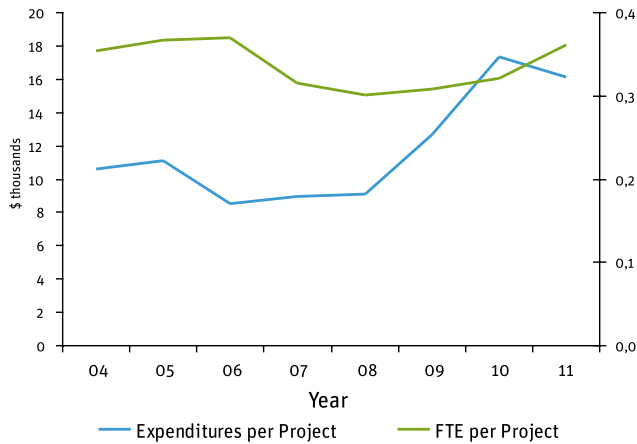
4.8 EFFORT (FTES / ELAPSED TIME)



- The ratio between staff time reported and preparation elapsed time (effort), reached 2.0 in 2011, a 7% decrease from 2.2 in 2010.

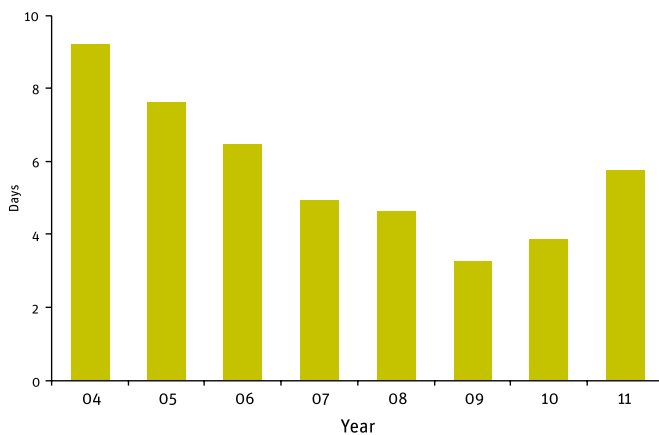
²³ Excludes time reported by the Office of Evaluation and Oversight (OVE).

4.9 RESOURCES (EXPENDITURES AND STAFF TIME) PER PROJECT AND PORTFOLIO



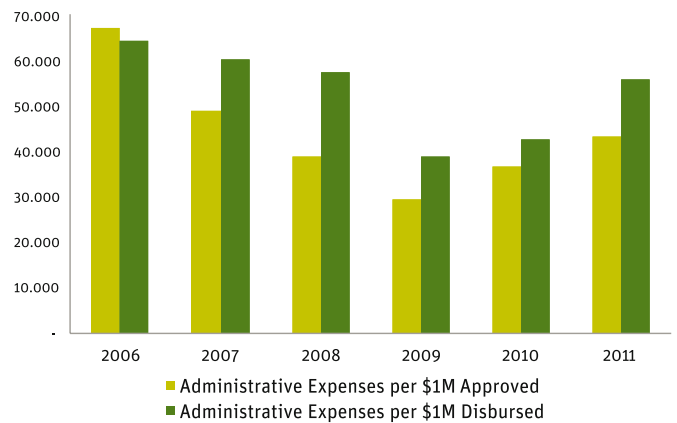
- Staff time reported per project in the portfolio in execution reached 0.36 FTEs, a 12% increase from 0.32 in 2010.
- Expenditures per project in the portfolio in execution reached \$16.1k, a 7% decrease from \$17.3k in 2010.

4.10 STAFF TIME REPORTED TO PROJECT EXECUTION PER US\$ MILLION DISBURSED



- Staff time reported to project execution per \$ million disbursed reached 5.8 days, a 50% increase from 3.8 days in 2010.

4.11 ADMINISTRATIVE EXPENSES PER \$1M APPROVED & DISBURSED

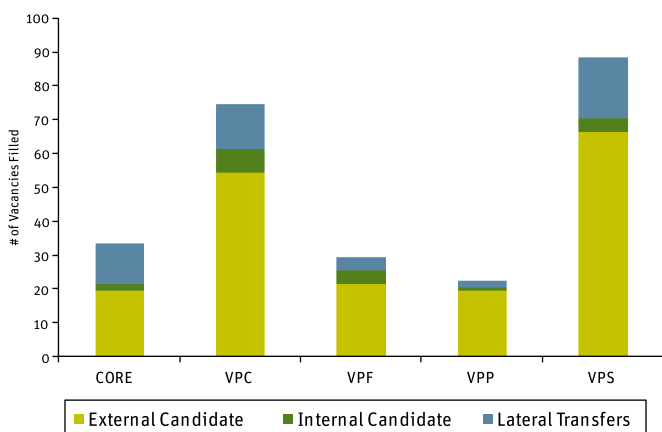


- Administrative expenses per \$1m approved reached \$39k, an 18% increase from \$33k in 2010.
- Administrative expenses per \$1m disbursed reached \$51k, a 31% increase from \$39k in 2010.

V. Staffing and Culture

Indicators in the following section assess the staff hiring process, Country Offices strengthening, cross sector collaboration within VPS and learning activities.

5.1 VACANCIES AND NEW HIRES



- Operational Positions (VPS, VPC, and VPP) filled reached 184 out of 246 (75%). In 2010, 180 positions were filled out of which 125 (69%) were operational.
- Positions filled with external candidates reached 179 (73%) out of which 82 (46%) were female. In 2010, 150 (76%) positions were filled with external candidates of which 67 (45%) were female.
- The remaining 67 positions (27%) were filled internally, 49 of them through lateral transfer. In 2010, 48 positions (24%) were internally provided, out of which 24 through lateral transfer.
- In 2011, women accounted for 25 (34%) of the 74 hires in Country Offices, and they provided 57 (54%) of the 105 hires at headquarters. In 2010, women represented 26 (43%) of the 60 hires in Country Offices, and 41 (46%) of 90 positions filled in Headquarters.

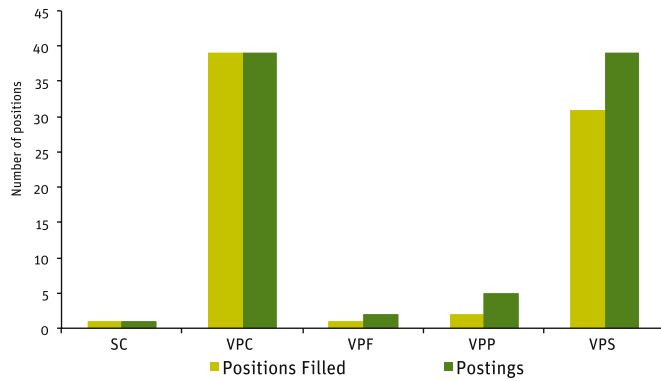
5.2 COF STRENGTHENING

Flow of COF Professional Staff

On Board 9/30/11	479
Terminations	-11
Net Transfers	1
External Hires	19
Promotions from Adm to Pro	1
On Board 12/21/11	489
Net Change	10
Vacancies	44

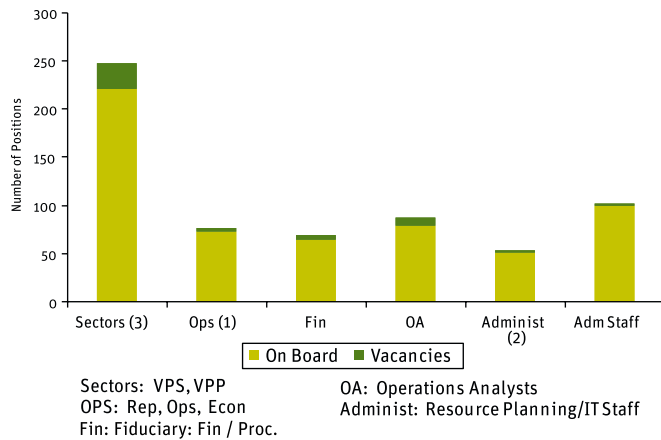
- Net change of professional staff in COFs by December 31st, 2011 was an increase of 10 (2% from the beginning of the year). In 2010, net change was an increase of 31 (8% from beginning of year).
- Of the 179 external professional staff hires, 70 (44%) were for COFs of which 45 (64%) were national professionals and 25 (36%) internationals. In 2010, of the 150 external professional staff hires, 60 (40%) were for COFs of which 40 (67%) were national professionals and 20 (33%) internationals.
- By year's end 2011, VPC professional staff on board in COF with respect to 2010 increased by 9, VPS increased by 2, VPF decreased by one and VPP maintained the same. By year's end 2010, VPC professional staff on board in COF increased with respect to 2009 by 5, VPS by 7.

5.3 STATUS POSITIONS AND FILLED COF



- 74 (41%) of the vacancies filled were in COFs.

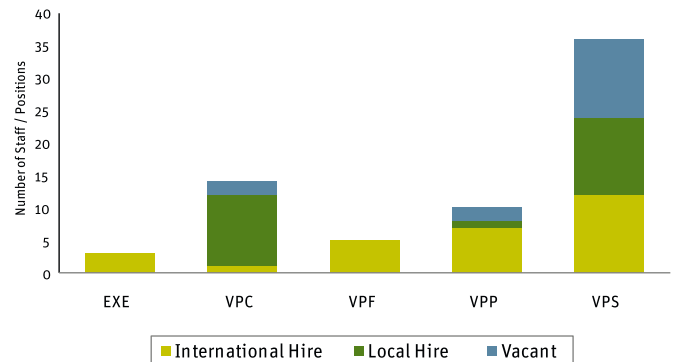
5.4 COUNTRY OFFICE STAFF COMPOSITION



- 23 (35.38%) VPS professional vacancies as of December 31st, are assigned to COFs.
- 39.03% of professional staff on-board in VPS is in COFs. 33.5% of VPS professional staff on-board in COFs is local.

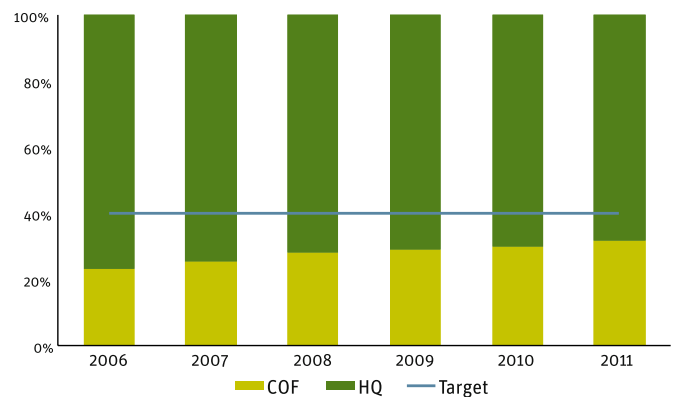
- 8 of 17, representing 47.1% of vacant positions in VPC/COF are for Operations Analysts (local professionals), while 9 vacancies are for professional staff.

5.5 IDB-9 POSITIONS VS. PLANNED



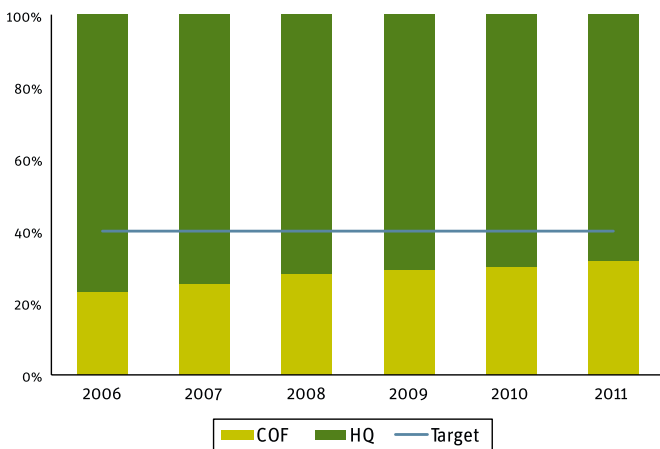
- 52 of the 68 (76%) GCI positions have been filled. Of the 52 staff hired, 24 are local staff in COF and 28 are international staff (21 in HQ and 7 in COF).

5.6 STAFFING - PROFESSIONAL AND EXECUTIVE STAFF WHO ARE WOMEN, GRADE FOUR AND ABOVE



- Women in grades four and above reached 33%, one percentage point increase from 2010.
- Women in executive and representative positions reached 28%, six percentage points increase from 2010.

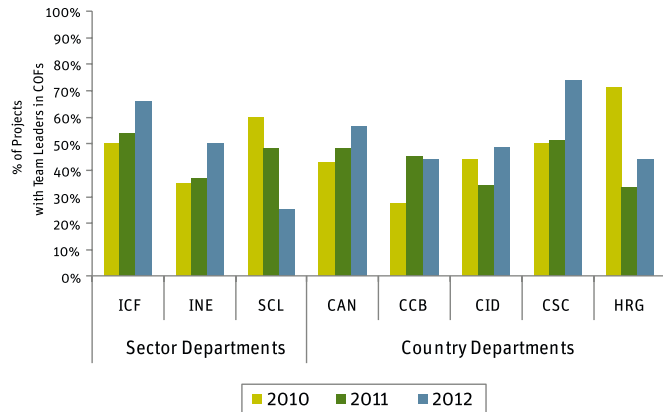
5.7 PROFESSIONAL STAFF BASED IN COF



- Professional staff in COF reached 32%, two percentage points increase from 30% in 2010.
- Female professional staff in COF reached 38%, six percentage points increase since 2006 and remains the same since 2010.
- Staff from borrowing countries account for 68% of total staff, stable since 2009.
- Staff from C&D countries account for 41% of staff from all borrowing countries, stable since Q4 2008.
- Staff²⁴ with a Doctorate degree accounted for 21% of the Executive level, 19.2% of the Management level and 14% of the Technical level. Of these staff holding a PhD, 65.6% have an academic background from the US and Canada, 33.5% from borrowing countries and 1% from Non regional countries.

- The average years of service at the Bank for staff reached 9.7 years. Staff with 0 to ≤ 3 years accounted for 25% of all staff; 3 to ≤ 10 years 36%; 10 to ≤ 20 years 26%; and 20 years or more 14%.

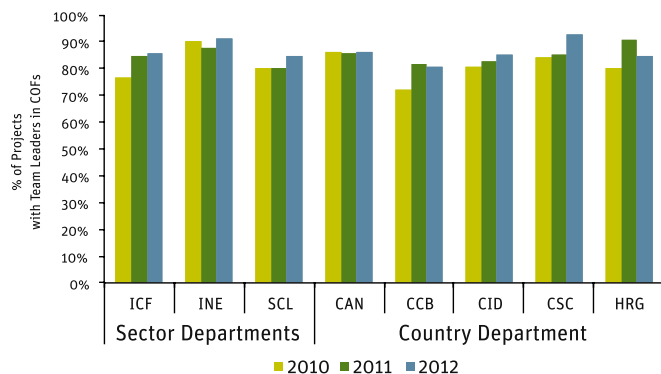
5.8 PROJECTS IN PREPARATION WITH TEAM LEADERS IN COFS



- Number of SG operations lead by Team Leaders in COF reached 96 at the beginning of 2012, a 19% increase from 81 at the beginning of 2011.
- Number of SG operations prepared by Team Leaders in COF as a percent of total number or SG approvals reached 67% at the beginning of 2012, a 23 percentage points increase from 44% at the beginning of 2011.

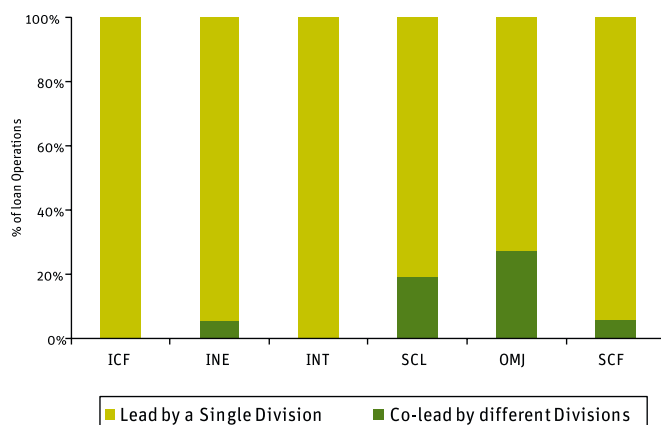
²⁴ These represent current budgeted positions.

5.9 PROJECTS IN PORTFOLIO WITH TEAM LEADERS IN COFS



- The percentage of projects in execution with Team Leaders in COFs increased from 84% at the beginning of 2011 to 87% at the beginning of 2012.
- The percentage of total staff time reported by COFs in operation's execution related activities reached 72% in 2011, a 4 percentage point increase from 68% in 2010.

5.10 PROJECTS APPROVED WITH CO LEADERSHIP FROM DIFFERENT DIVISIONS



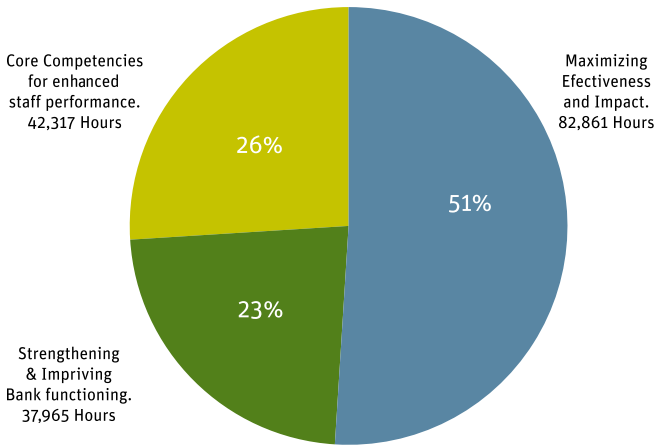
- The percentage of operations with Team Leaders that belong to different divisions reached 7.2%, a decrease from 8% in 2010.

KNOWLEDGE AND LEARNING

- Staff received an average of 8.8 days of K&L activities per FTE reported in 2011, a 7% increase from 8.2 days in 2010. Time to these activities represented 4.1% of Bank's total reported time.
- Learning activities were offered to 15,885 participants, a 36% increase from the 11,683 registered in 2010. Time reported to these activities reach 94.6 FTEs, a 26% increase from 74.6 FTEs in 2010.
- In 2011, 69% of the participants were professionals, the same level as in 2010. 36% of the participants were from Country Offices, an increase of 10 percentage points from 26% in 2010.
- In 2011, 1,646 professional staff, 242 administrative staff and 1,084 consultants or research assistants participated in at least one K&L activity.²⁵
- On average, a professional staff member participated in 6.3 K&L activities, administrative staff in 4.8 and consultants or research assistants in 3.5.

²⁵ For these activities, 86% of internal participants who responded to KNL surveys indicated that the knowledge and skills attained would enhance their performance and productivity. Participants rated quality of learning activities with an average of 4.3 on a five-point scale.

5.11 STAFF K & L HOURS DELIVERED



- In 2011, 3,327 external participants from the region participated in learning activities for a total of 132,265 hours.²⁶ 57% in face-to-face and 43% in e-learning activities.

- By year end 2011, there were 48 active communities of practice, facilitating knowledge sharing among 3,166 persons. Eight knowledge portals (excluding visits to intranet site <http://knl> and <http://lib>) were visited by 14,093 persons, who made a total of 68,985 visits.

- Technical services delivered by the Felipe Herrera Library amounted to: 766 personalized subject alerts and 23 specialized information portals (InfoGuides). 1,702 Selective Dissemination Information Alerts; and the Felipe Herrera Library website accounted for 888,970 visits, with 16,390 searches applied to the Library's physical and electronic collections, generating a total of 46,491 full texts downloads from the electronic subscriptions and 8,360 physical collection's transactions.

²⁶ For these activities, 97% of participants who responded to the evaluation survey indicated that the knowledge and skills attained would enhance their productivity and rated the quality of the course with an average 4.3 on a five-point scale.