IDB
Development Effectiveness

Office of Strategic Planning
and Development Effectiveness
Inter-American Development Bank

BUSINESS REVIEW 2013 ANNUAL

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CONTENTS

OPERATIONAL PROGRAM HIGHLIGHTS	3
I. PROGRAM EXECUTION	7
II. PROGRAM STRATEGIC ALIGNMENT	21
III. BUSINESS DEVELOPMENT	28
IV. BUDGET AND EFFICIENCY	38
V. HUMAN RESOURCES	44
ABBREVIATIONS & FOOTNOTES	50

This document provides an analysis of the 2013 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, VPF, VPS, VPP, ORP and RMG for their contributions in the preparation of this report.

BUSINESS REVIEW 2013 ANNUAL

GO TO CONTENTS

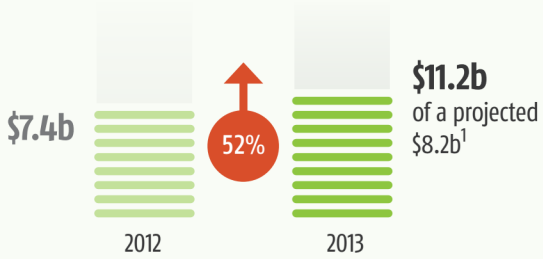
OPERATIONAL PROGRAM HIGHLIGHTS



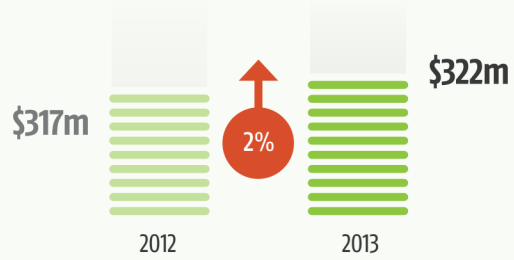
PROGRAM EXECUTION

Loan Disbursements

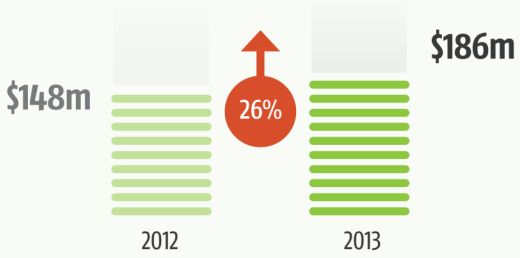
TOTAL CUMULATIVE DISBURSEMENTS



FSO FOR ELIGIBLE COUNTRIES

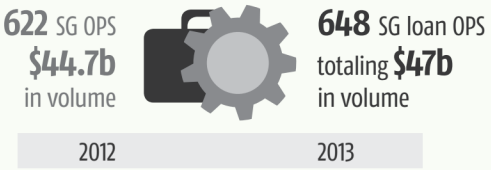


IDB GRANT FACILITY

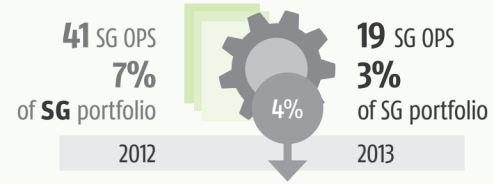


Loan Portfolio

SG OPERATIONS IN PORTFOLIO



SG OPERATIONS W/LEGAL EFFECTIVENESS PENDING ELIGIBILITY

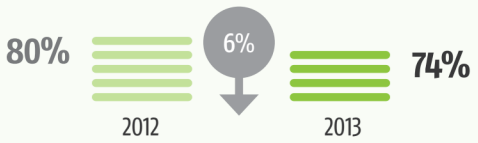


NSG OPERATIONS CURRENTLY DISBURSING



Risk

BORROWING LIMIT

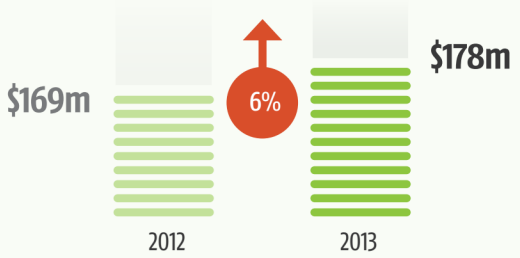


UNUSED BORROWING CAPACITY

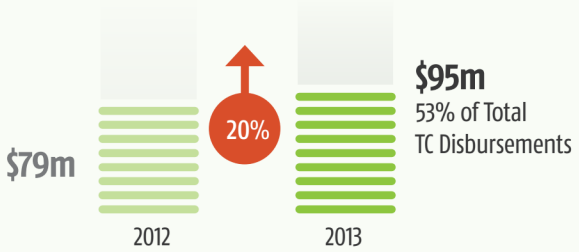


Technical Cooperation Disbursements

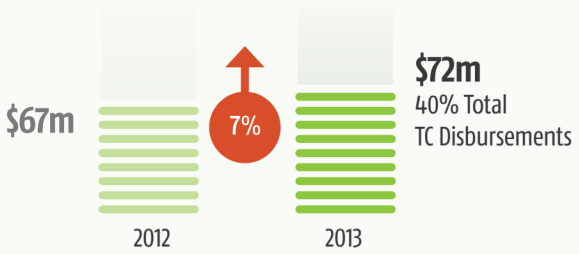
TC DISBURSEMENTS



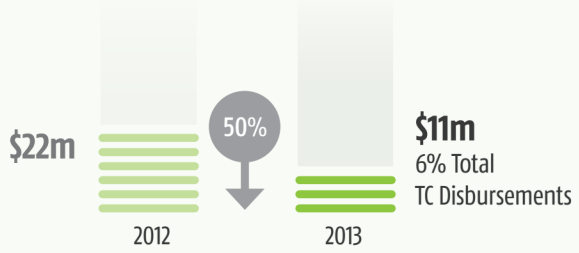
TC OR SPECIAL PROGRAMS



TC DONOR TRUST FUNDS



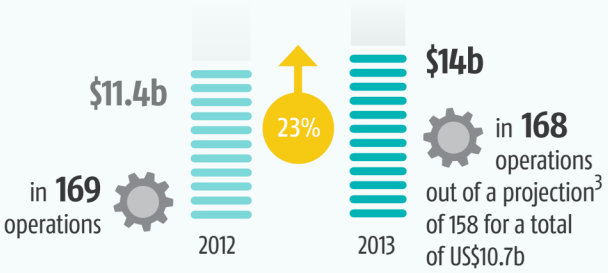
TC FUND FOR SPECIAL OPERATIONS



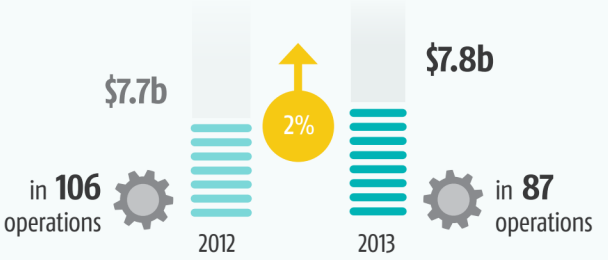
PROGRAM STRATEGIC ALIGNMENT

Loan Approvals[2]

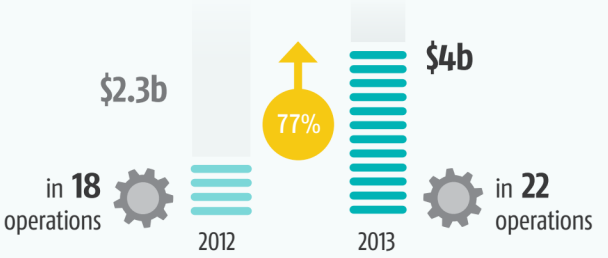
LENDING APPROVALS



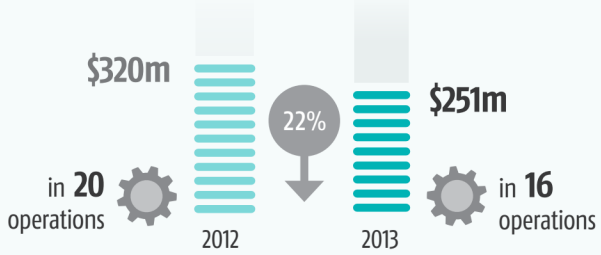
SG INVESTMENTS LENDING APPROVALS



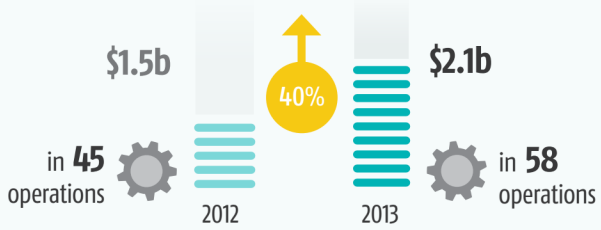
POLICY BASED LENDING APPROVALS



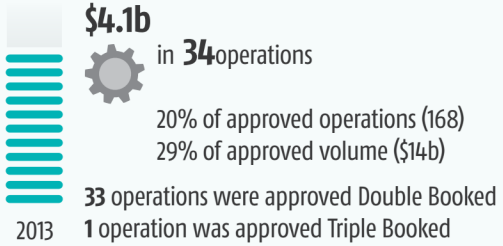
FSO OPERATIONS APPROVALS



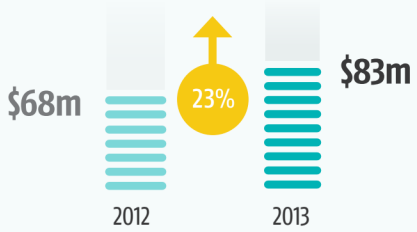
NSG ORDINARY CAPITAL APPROVALS



MULTIPLE BOOKED OPERATIONS APPROVED



AVERAGE OPERATION SIZE



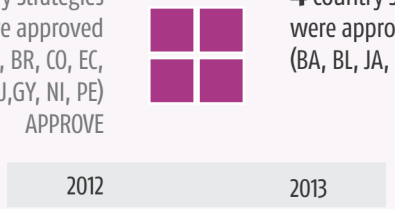
BUSINESS DEVELOPMENT

Country Strategies & Programming

COUNTRY STRATEGIES

8 Country Strategies were approved (AR, BR, CO, EC, GU,GY, NI, PE) APPROVE

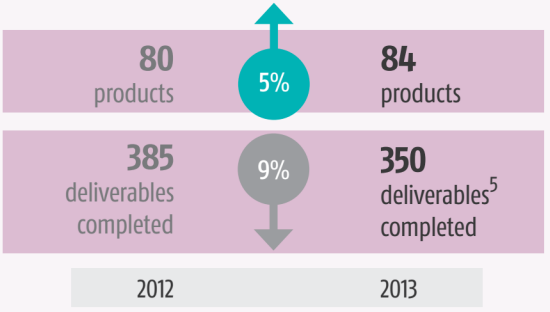
4 Country Strategies were approved (BA, BL, JA, ME)



26 Country Program Documents prepared in 2013 Q4 will be presented to the Board in 2014

VPS Economic & Sector Work (ESW) Products

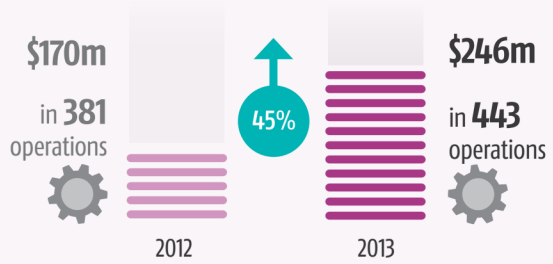
ESW PROGRAM[4]



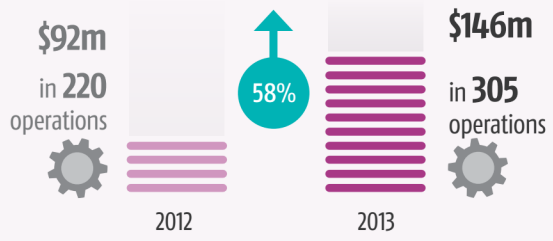
BUSINESS DEVELOPMENT

Technical Cooperations Program

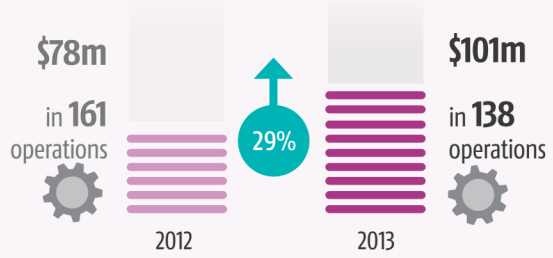
TECHNICAL COOPERATION APPROVALS



FINANCED WITH ORDINARY CAPITAL APPROVALS



FINANCED WITH DONOR TRUST FUND APPROVALS



BUSINESS DEVELOPMENT

External Feedback

With an overall response rate of 60%, the External Feedback System in 2013 reported **slightly higher partner**. Satisfaction by product was **75%** for Country Strategies, **89%** for loan operations and **87%** for TC operations Technical Cooperation Approvals.

Operational Efficiency

STAFF TIME REPORTED TO PROJECT PREPARATION



TIME ELAPSED TO PREPARE A PROJECT (FROM PROFILE TO APPROVAL) - SG OPS

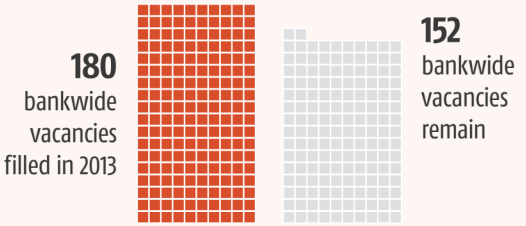


STAFF TIME REPORTED TO PROJECT EXECUTION PER US$ MILLION

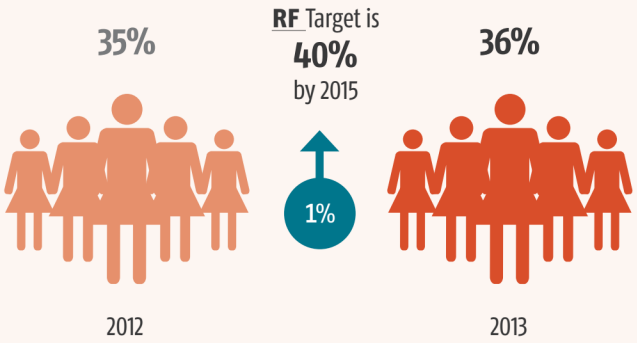


HUMAN RESOURCES

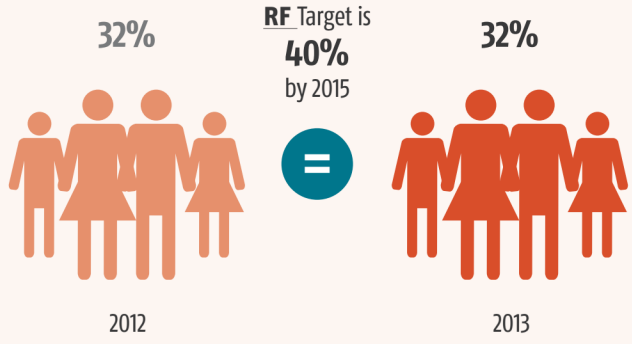
VACANCIES FILLED



WOMEN IN GRADES FOUR AND ABOVE



PROFESSIONAL STAFF IN COF

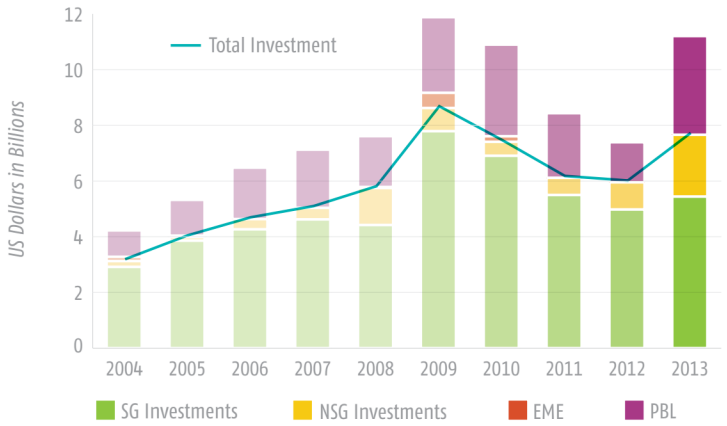


BUSINESS REVIEW 2013 ANNUAL

GO TO CONTENTS

I. PROGRAM EXECUTION

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DISBURSEMENTS

1.1 Total Disbursements

Bank's disbursements[7] reached **$11.2b** out of a projected **$8.2b**[8]

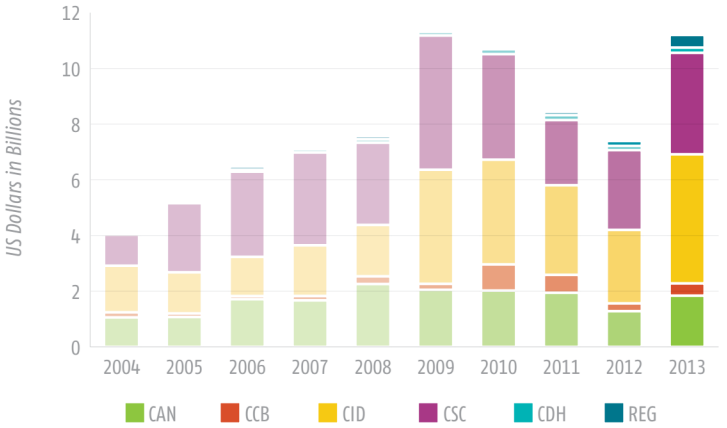
- 52% increase from $7.4b in 2012

Investment loans disbursements reached **$7.7b**

- 29% increase from $6.0b during in 2012

Policy Based loans disbursements reached **$3.6b**

- 146% increase from $1.4b in 2012



BY COUNTRY GROUP

1.2 Loan Disbursements by Country Group

CAN countries disbursements reached **$1.8b**

- 43% increase from $1.3b in 2012

CCB countries disbursements reached **$441m**

- 57% increase from $280m in 2012

CID countries disbursements reached **$4.6b**

- 76% increase from $2.6b in 2012

CSC countries disbursements reached **$3.6b**

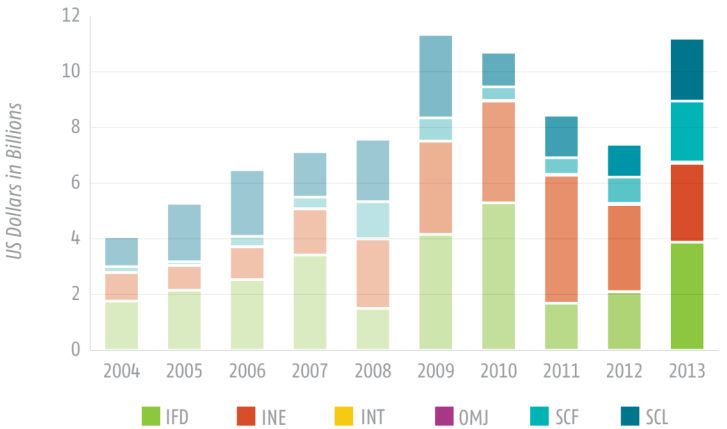
- 27% increase from $2.9b in 2012

CDH countries disbursements reached **$187m**

- 25% increase from $150m in 2012

Regional disbursements reached **$456m**

- 155% increase from $179m in 2012



BY SECTOR (SG & NSG)

1.3 Loan Disbursements by Sectors

IFD disbursements reached **$3.9b**

- 84% increase from $2.1b in 2012

INE disbursements reached **$2.8b**

- 9% decrease from $3.1b in 2012

SCL disbursements reached **$2.3b**

- 92% increase from $1.2b in 2012

INT disbursements reached **$23m**

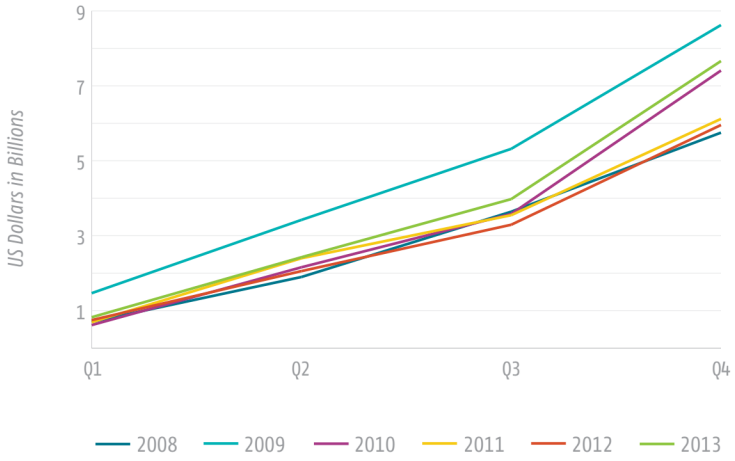
- 86% increase from $13m in 2012

SCF disbursements reached **$2.2b**

- 132% increase from $942m in 2012

OMJ disbursements reached **$33m**

- No change from $33m in 2012



1.4 Cumulative Disbursements by Quarter

Investment loan **disbursements in the last quarter** reached **$3.7b**

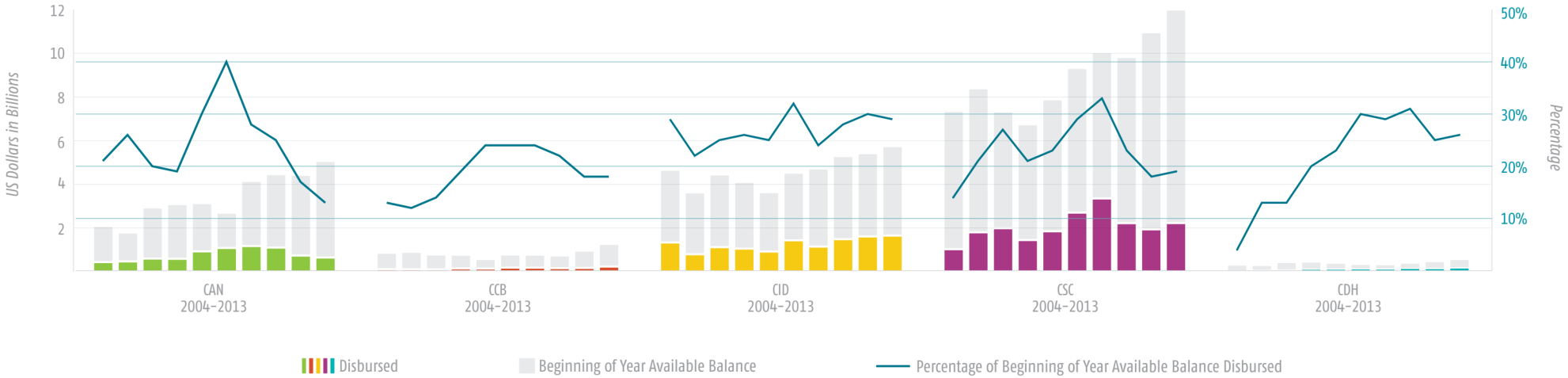
- 38% increase from $2.7b in 2012
- Represented 48% of total investment disbursements, a 3 percentage points increase from 45% in the last quarter of 2012

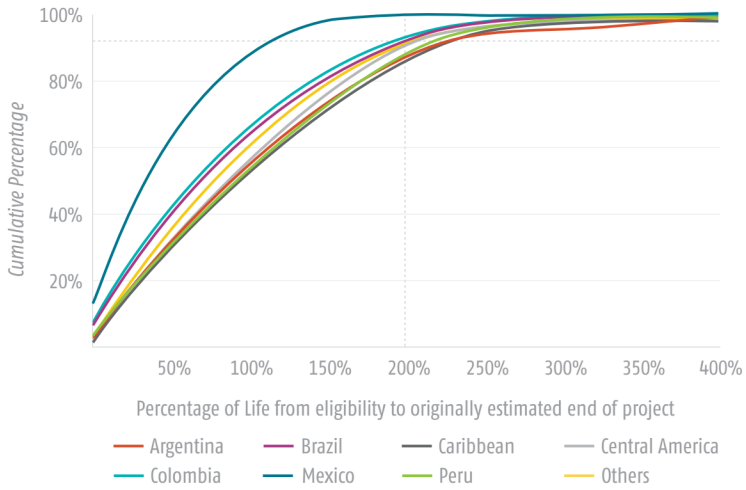
BEGINNING OF YEAR UNDISBURSED BALANCE

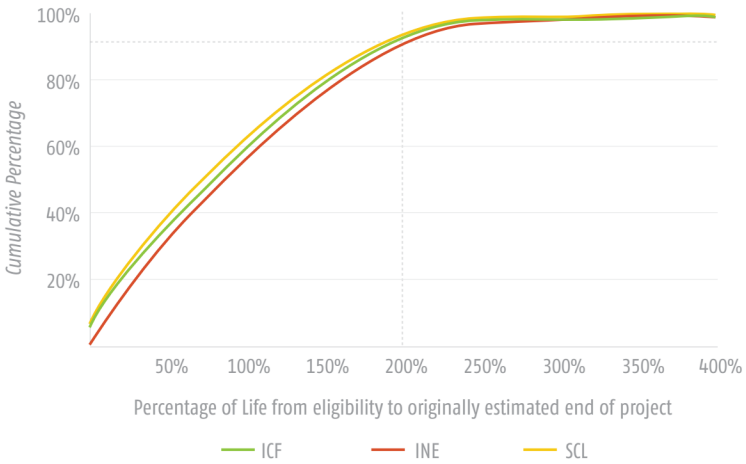
1.5 SG Investment Disbursements vs Beginning of Year Undisbursed Balance

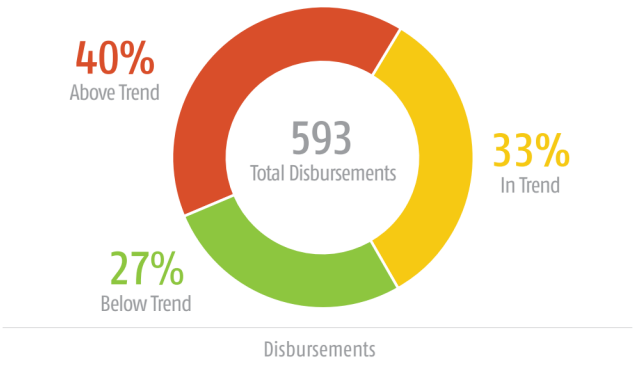
Disbursement trends as a percentage of beginning of year balance for eligible SG investment projects averaged **25%** during the last 5 years across the Bank

- 29% average for CID countries, 28% for CDH, 25% for CAN, 24% for CSC and 21% average for CCB countries









CUMULATIVE DISBURSEMENTS

1.6 SG Investment Loans by Country

Country disbursement profiles[9] show that it took on average **more than double** the original estimated disbursement period to disburse projects

- For projects in Mexico that completed disbursements in recent years, the trend reveals that it took twice the estimated original time to disburse 100% of its SG investment portfolio volume
- In the same timeframe Colombia disbursed 93%, Brazil 93% and Peru 89% of its portfolio volume
- The rest of countries took twice the estimated original disbursement period to disburse an average of 90% of the SG investment operations volume

1.7 SG Investment Loans by Sector

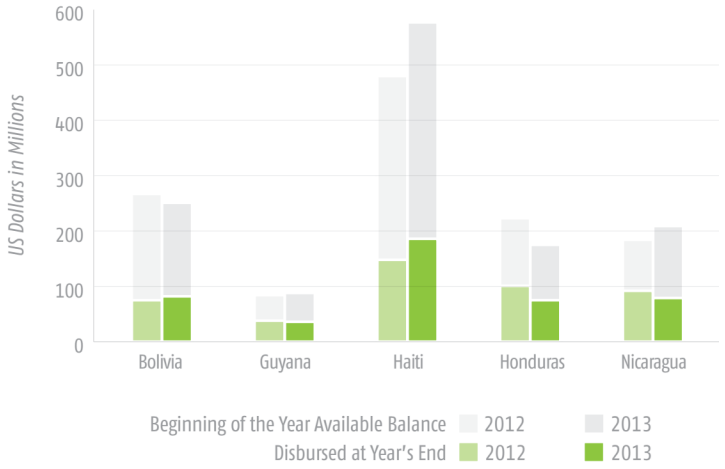
Sector disbursement profiles[10] also show that it took in average **more than double** the original estimated disbursement period to disburse an operation

- For the operations in SCL the trend reveals that it took twice the estimated original time to disburse 94% of its portfolio volume
- In the same timeframe IFD disbursed 92% and INE disbursed 90% of its portfolio volume

1.8 Comparison of Disbursements vs Country and Sector Trends

In 2013, **40%** of the number of SG and NSG operations currently **disbursing** were **above historical trends**

- 33% were disbursing within historical trends[11]
- 27% were disbursing below historical trends



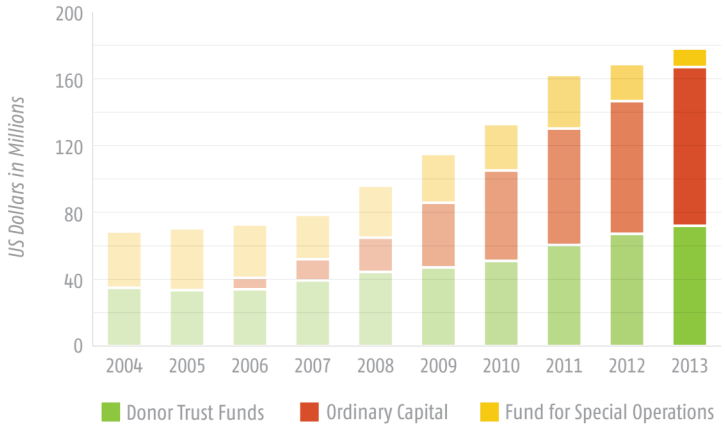
1.9 FSO and IDB Grant Facility Disbursements Compared To Beginning Of Year Balance

In 2013, **beginning of year undisbursed balance** for investment operations financed by **FSO** for eligible countries and the **IDB Grant Facility** amounted to **$1.3b**

- 5% increase from $1.2b at the beginning of 2012

In 2013, **FSO** and **IDB Grant Facility** disbursements reached **$458m**

- 35% of initial balance compared to 37% in 2012



TECHNICAL COOPERATION DISBURSEMENTS

1.10 Technical Cooperation Disbursements

Disbursements of TCs financed through Special Programs of Ordinary Capital (**OC**) Special Programs reached **$95m**

- 20% increase from $79m in 2012

Disbursements of TCs financed through the Fund for Special Operations (**FSO**) reached **$11m**

- 50% decrease from $22m in 2012

Disbursements of TCs financed with Donor Trust Funds (**DTF**) reached **$72m**

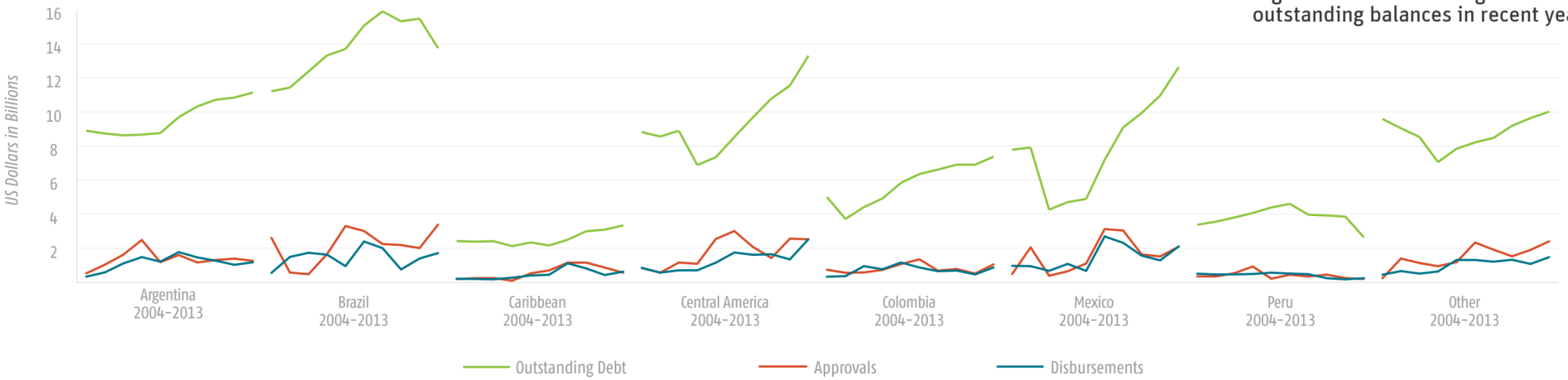
- 7% increase from $67m in 2012

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

Outstanding balances in Bank's borrowing countries **show an increasing trend**, particularly since 2006

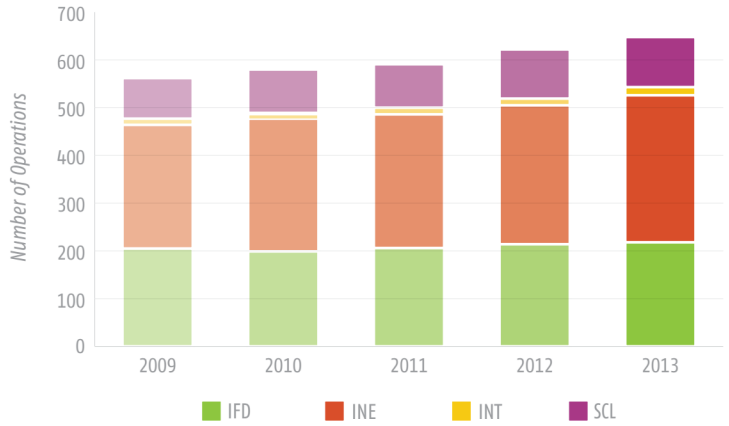
- With the exception of Peru decreasing since 2009

- Mexico has recovered its outstanding portfolio and approvals after repayments made in 2006
- In 2013, Argentina, Colombia, Mexico and Caribbean and Central America regions reached their highest levels of outstanding balances in recent years



LOAN PORTFOLIO[12]

1.12 Distribution by Sector



As of December 31, 2013 there were **648** SG projects in the active portfolio under responsibility of VPS

- 4% increase from 622 in 2012

IFD portfolio reached **218 operations**

- 2% increase from 214 in 2012

INE portfolio reached **308 operations**

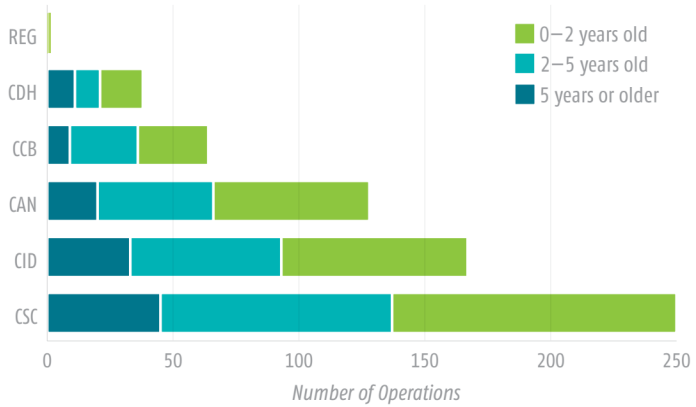
- 6% increase from 291 in 2012

SCL portfolio reached **105 operations**

- 2% increase from 103 in 2012

INT portfolio reached **17 operations**

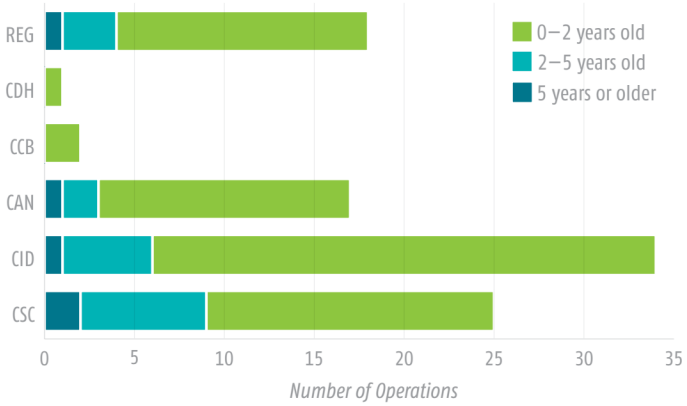
- 21% increase from 14 in 2012



1.13 SG Operations by Country Region and Approval Year

Of the **648** **SG** operations in portfolio representing **$47.0b** in volume, of which:

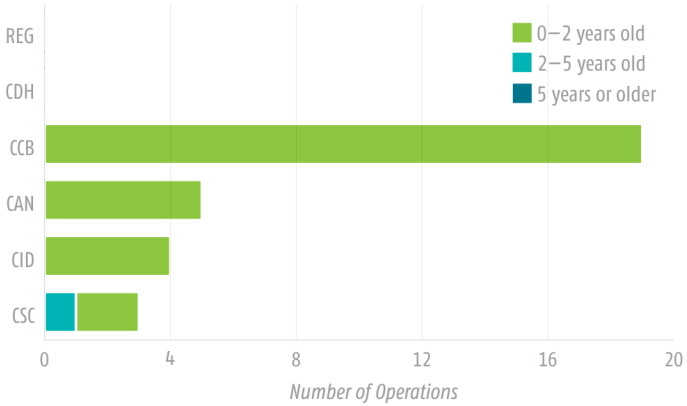
- 118 (18%) were approved on or before the year 2007 (5 years or older)
- 235 (36%) operations were approved between 2008 and 2010 (2 to 5 years old)
- 295 46%) were approved between 2011 and 2013 (0 to 2 years old)
- CID and CSC countries account for a total of 417 operations (64%)



1.14 NSG Operations by Country Region and Approval Year

There are **97** **NSG** operations currently disbursing totaling **$4.2b** in volume

- 5 (5%) were approved on or before the year 2007 (5 years or older)
- 17 (18%) operations were approved between 2008 and 2010 (2 to 5 years old)
- 75 (77%) operations were approved between 2011 and 2013 (0 to 2 years old)
- CID and CSC countries account for 59 (61%)

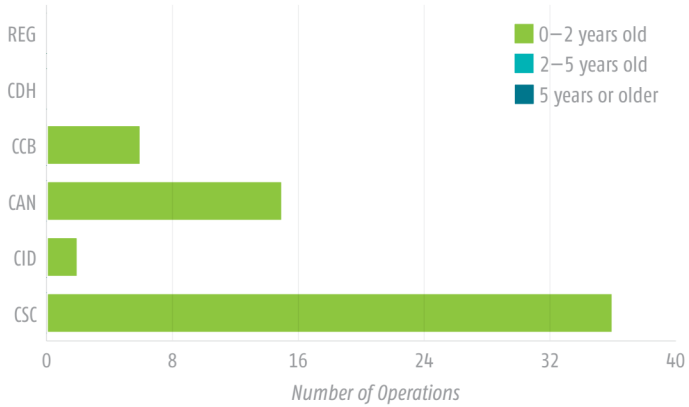


LOAN PORTFOLIO PENDING RATIFICATION

1.15 SG Operations Pending Ratification by Country Group and Approval Year

31 **SG** operations are pending ratification representing **$2.0b** in volume

- 30 were approved between 2011 and 2013 (0 to 2 years old)
- 1 was approved in 2010 (2 to 5 years old)
- CID countries account for 61% of the total number of SG loan operations pending ratification (19)

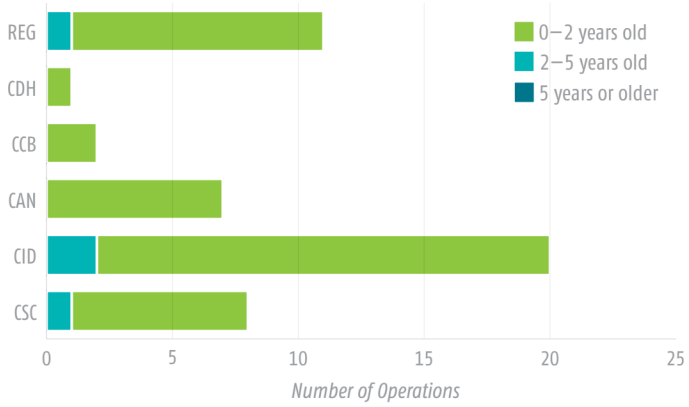


1.16 *LOAN PORTFOLIO PENDING SIGNATURE*

SG Portfolio Pending Signature by Country Group and Approval Year

59 SG operations are pending signature[13] representing **$4.6b** in volume, of which:

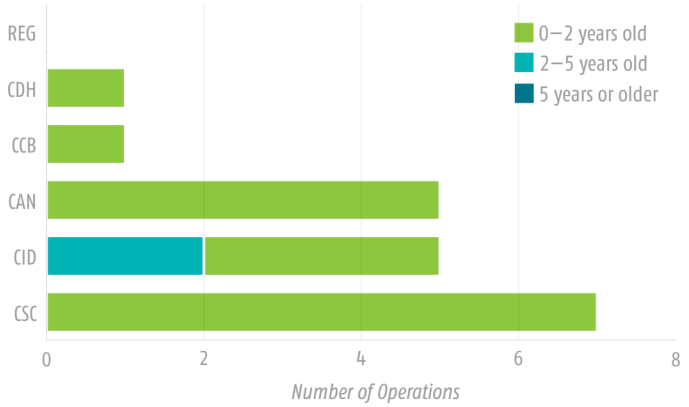
- All were approved between 2011 and 2013 (0 to 2 years old)
- CAN & CSC countries account 86% of the total number of SG loan operations pending signature (51)



1.17 NSG Operations Pending Signature by Country Group and Approval Year

49 NSG operations are pending signature representing **$1.7b**

- 4 (8%) were approved between 2008 and 2010 (2 to 5 years old)
- 45 (92%) were approved between 2011 and 2013 (0 to 2 years old)
- CID and Regional operations account for 63% of the total number of NSG operations pending signature (31)

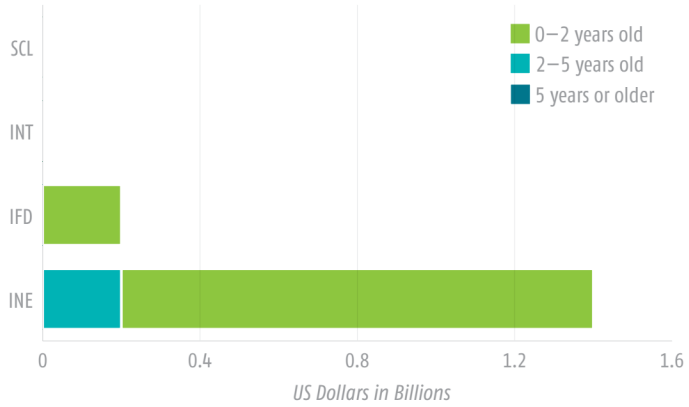


LOAN PORTFOLIO PENDING ELIGIBILITY

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

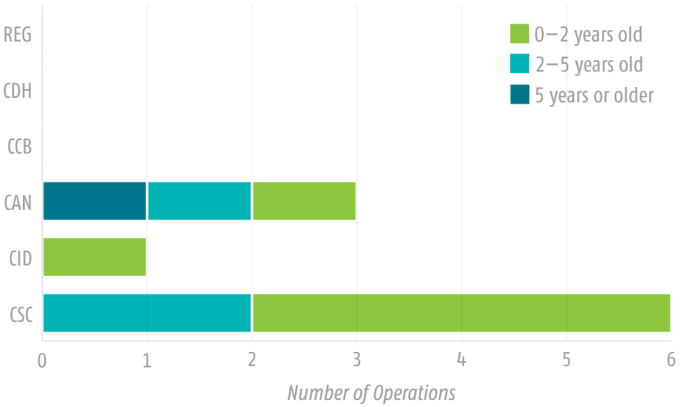
19 SG operations with legal effectiveness are **pending eligibility** representing 3% of total SG portfolio (648 operations), of which:

- 2 were approved in 2010 (3 years old)
- 17 were approved between 2011 and 2013 (0 to 2 years old)
- CSC countries account for 7 (37%) and CAN countries for 5 (26%)



1.19 SG Operations Not Yet Eligible (Volume of Operations)

- INE account for $1.4b, 88% of the volume ($1.6b)
- IFD account for $200m, 12% of the volume ($1.6b)

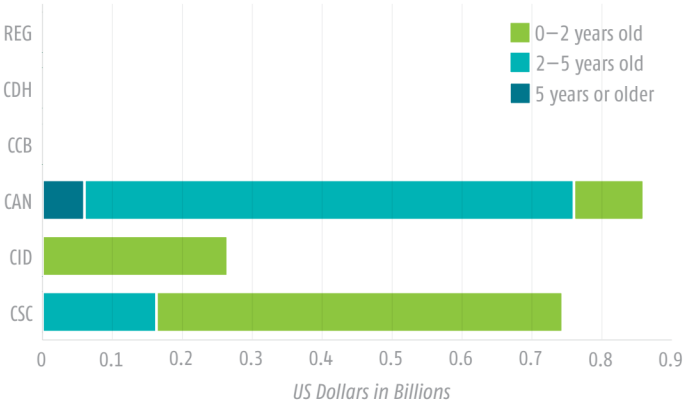


LOAN PORTFOLIO PENDING FIRST DISBURSEMENT

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

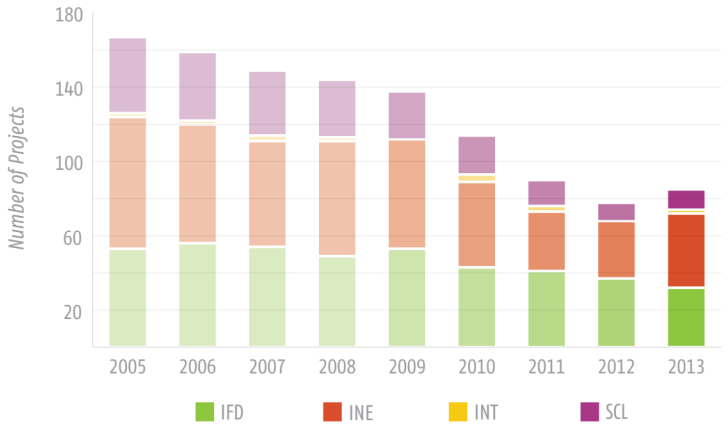
10 SG eligible operations are **pending first disbursement** representing 2% of total SG portfolio (648 operations), of which:

- 1 was approved in 2006 (5 years and older)
- 3 were approved between 2009 and 2010 (2 to 5 years old)
- 6 were approved between 2011 and 2013 (0 to 2 years old)
- CSC countries account for 6 (60%)



1.21 SG Operations pending First Disbursement (Volume of Operations)

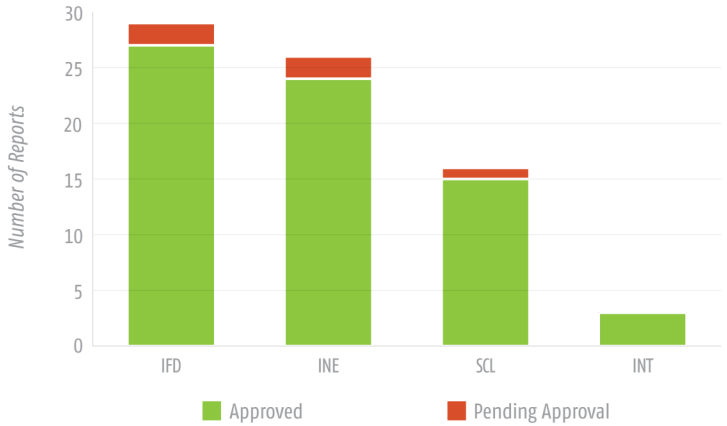
- CAN and CSC account for $1.6b, 86% of the volume ($1.9b)



1.22 Last Disbursement Extensions – SG Investment Projects Extended 24+ Months

85 SG investment projects have **extensions of 24 months or more** from its original last disbursement date, representing $1.0b of undisbursed balance

- 8% increase from 79 in 2012
- Undisbursed balance of these operations represents 3% of the portfolio's total undisbursed balance
- In 2012 the reported undisbursed balance was $1.1b representing 4% of the portfolio's total available balance

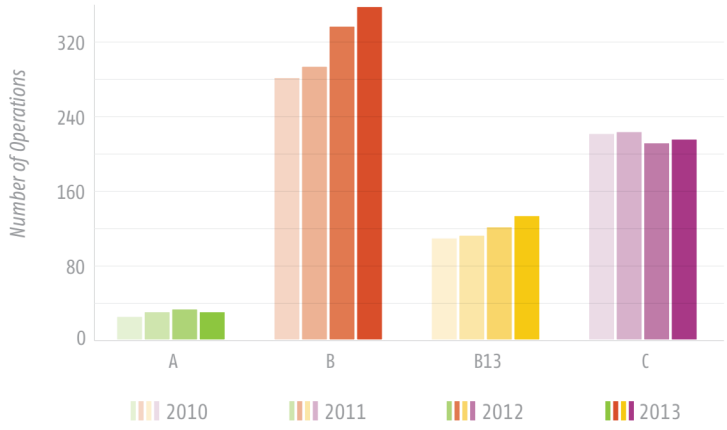


PROJECT COMPLETION REPORTS

1.23 PCR Status for Projects Fully Disbursed in 2012

74[14] operations **required a Project Completion Report**[15] [16] of 90 projects that completed disbursements during 2012

- **As of December 31**, **93%** (69) were processed and approved by VPS: IFD (27), INE (24), SCL (15) and INT (3)
- **As of June 30**, **81%** (60) were processed and approved by VPS: IFD (24), INE (23), SCL (12) and INT (1)



Portfolio by Environmental and Social Impact

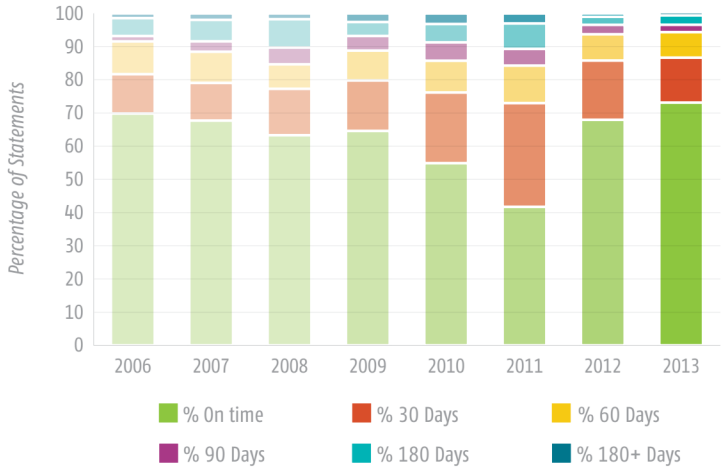
1.24

32 operations in execution for $6.1b have been assigned an "A" Environmental and Social Impact risk classification

- 35 operations in execution for $6.7b in 2012 were assigned the same rating

359 operations in execution for $29.3b have been assigned a "B" Environmental and Social Impact risk classification

- 338 operations in execution for $25.9b in 2012 were assigned the same rating

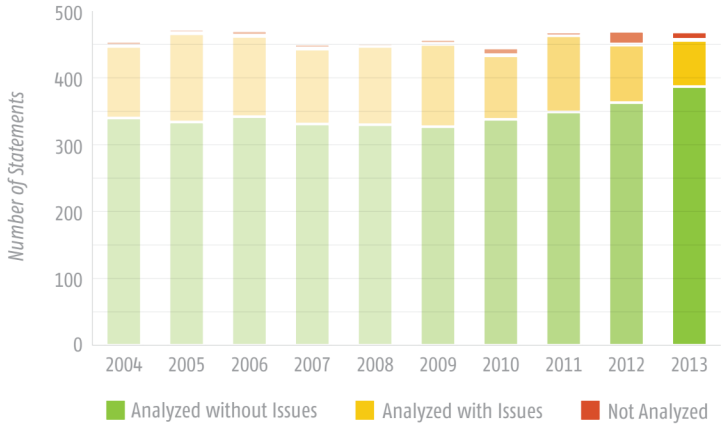


AUDITED FINANCIAL STATEMENTS[17]

1.25 Audited Financial Statements Compliance

73% of Audited Financial Statements (**AFS**) were **delivered on time (by April 30 deadline)**

- 5 percentage points increase from 68% in 2012



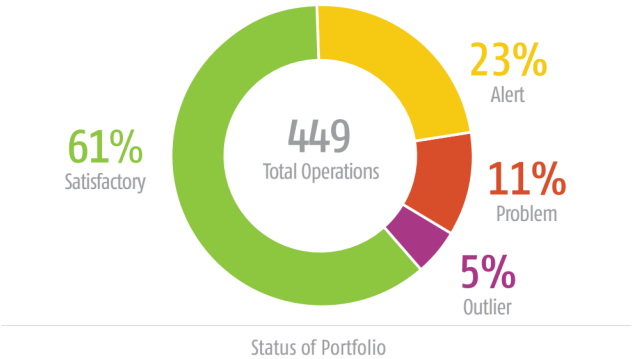
1.26 Analysis Status of Audited Financial Statements

456 (98%) of the 467 expected **AFS were analyzed** by auditors. Of the 456 AFS analyzed, **85%** (387) were **without issues**

- 4 percentage points increase from 81% in 2012

PROGRESS MONITORING REPORT (PMR)[18]

1.27 Status of Portfolio



61% (272) of the SG portfolio operations were classified as "**Satisfactory**"

1 percentage point increase from 60% in 2012

23% (105) were classified as "**Alert**"

1 percentage point decrease from 24% in 2012

11% (50) were classified as "**Problem**"

1 percentage point decrease from 12% in 2012

5% (22) were classified as "**Outlier**"[19]

1 percentage point increase from 4% in 2012



1.28 Performance Index classification by Sector Department

In 2013, the **PMR** system identified as **Satisfactory**:

67% (102 of 153) of **IFD** projects

- 8 percentage points increase from 59% in 2012

72% (52 of 72) of **SCL** projects

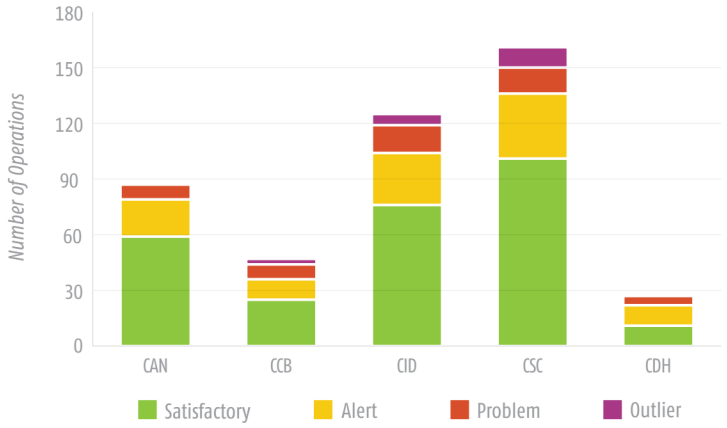
- 5 percentage points increase from 67% in 2012

53% (114 of 215) of **INE** projects

- 4 percentage points decrease from 57% in 2012

44% (4 of 9) of **INT** projects

- 12 percentage points decrease from 56% in 2012



1.29 Performance Index classification by Country Department

In 2013, the **PMR** system identified as **Satisfactory**:

67% (59 of 88) **CAN** projects

- 2 percentage points decrease from 69% in 2012

61% (76 of 125) of **CID** projects

- 8 percentage points decrease from 69% in 2012

63% (101 of 161) of **CSC** projects

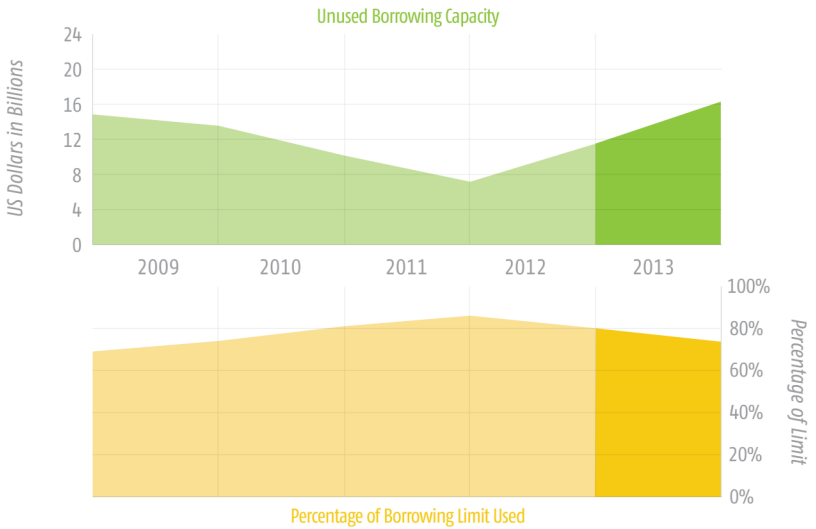
- 7 percentage points increase from 56% in 2012

53% (25 of 47) of **CCB** projects

- 13 percentage points increase from 40% in 2012

39% (4 of 9) of **CDH** projects

- 6 percentage points decrease from 45% in 2012



LENDING CREDIT RISK

The Bank manages loan credit risk by maintaining limits on lending capacity, allocating adequate capital to cover unexpected scenarios in the loan portfolio, and by maintaining policies for managing non-performing loans. In addition, the Bank has established sector concentration limits in the NSG portfolio to facilitate diversification.

Overall lending operations are constrained by the Bank's Borrowing Policy, which limits Net Borrowings to the callable capital of non-borrowing countries.

1.30 Unused Borrowing Capacity

Net Borrowings reached **$47.2b**

- 2% increase from $46.3b in 2012

The **callable capital** of non-borrowing countries reached **$63.4b**

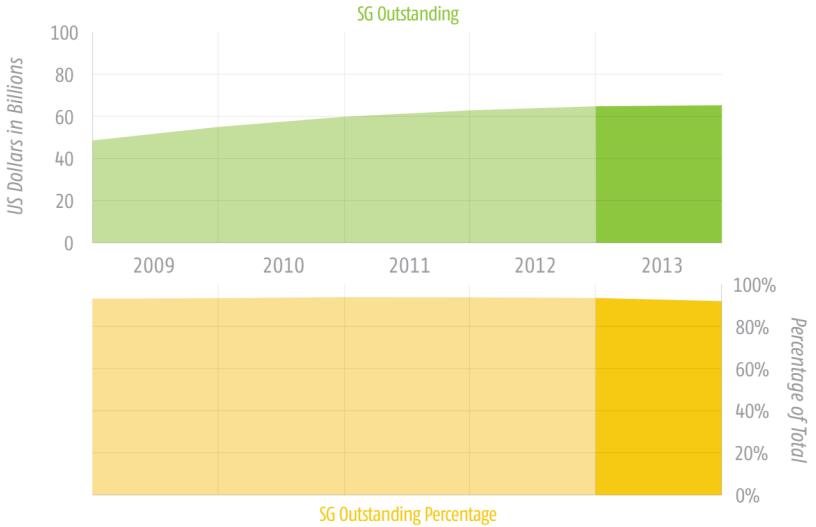
- 10% increase from $57.9b in 2012

Percentage of the **borrowing limit** used reached **74%**

- 6 percentage points decrease from 80% in 2012

Unused borrowing capacity reached **$16.2b**

- 40% increase from $11.6b in 2012



CONCENTRATION RISK

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

By the end of 2013, the five largest borrowing countries – Brazil, Mexico, Argentina, Colombia and Ecuador – accounted for 69.4% of the Bank's loan and guarantee exposures.

1.31 Concentration Risk (SG)

Size of the outstanding SG portfolio reached **$65.4b**

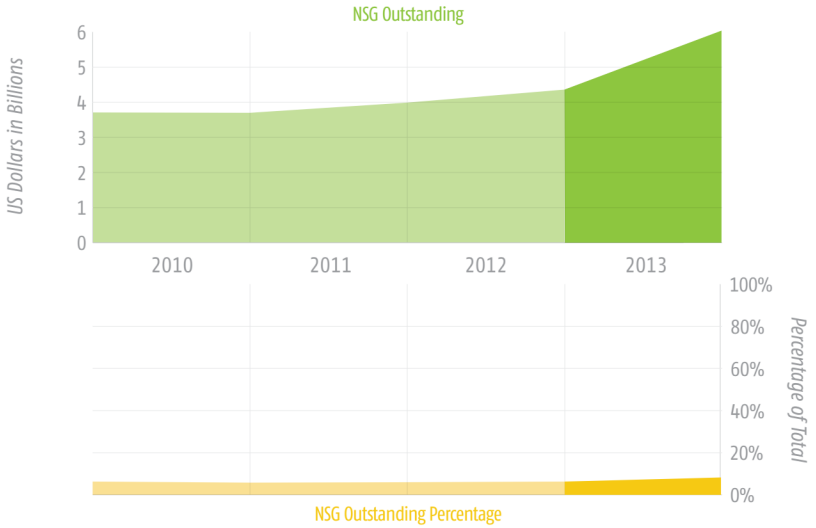
- 1% increase from $64.8b in 2012

Undisbursed portion of approved SG loans reached **$26.6b**

- 11% increase from $23.9b in 2012

SG loans **undisbursed as a percentage of outstanding** SG loans and guarantees reached **29%**

- 2 percentage points increase from 27% in 2012



1.32 Concentration Risk (NSG)

Size of the outstanding NSG portfolio reached **$6.0b**

- 38% increase from $4.4b in 2011

NSG exposure of the five largest NSG borrowing countries reached **56.7%**

- 1.7 percentage points decrease from 58.4% in 2012

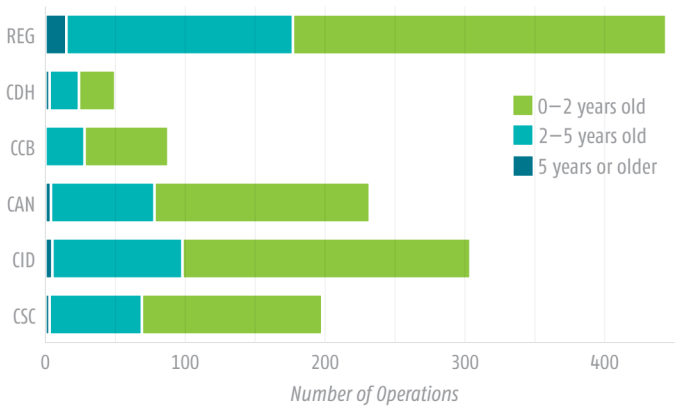
Undisbursed portion of NSG loans reached **$2.4b**

- 16% decrease from $2.9 billion in 2012

NSG loans and guarantees **undisbursed as a percentage of outstanding** reached **29%**

- 11 percentage points decrease from 40% in 2012

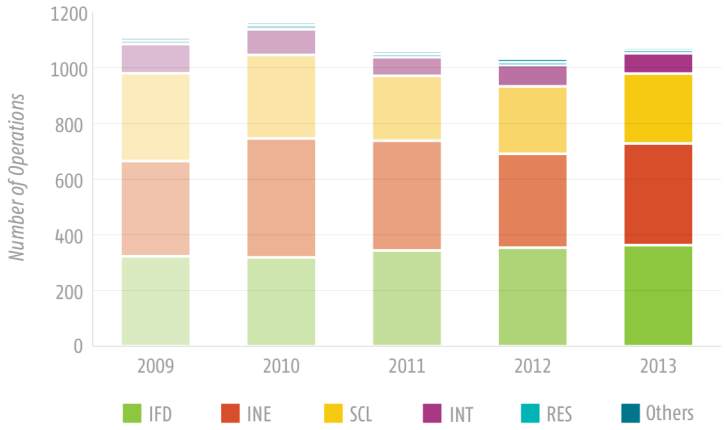
TECHNICAL COOPERATION'S PORTFOLIO



1.33 TC Operations by Country Group and Approval Year

TC operations in portfolio reached **1,316**, with **$797m** in volume

- 30 ($37m) operations or 2% were approved on or before December 2008 (5 years or older)
- 444 ($288m) operations or 34% were approved between January 2009 and December 2011 (2 to 5 years old)
- 842 ($471m) operations or 64% were approved on or after January 2011 (0 to 2 years old)
- 57% (748) under CID countries and Regional operations



1.34 Technical Cooperation in Execution under VPS by Sector

Technical Cooperation in portfolio under VPS reached **1,062** operations with **$680m** in volume

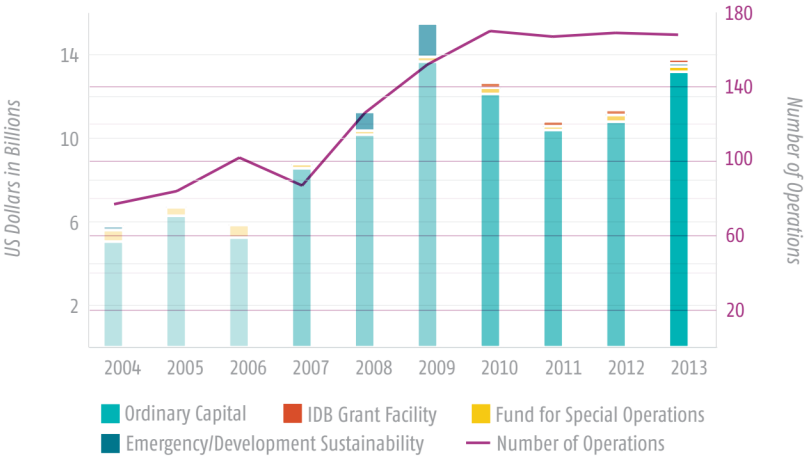
- 3% increase from 1028 ($617m) in 2012
- 363 ($202m) form part of IFD's work program, a 3% increase from 354 in 2012
- 365 ($275m) form part of INE's work program, a 8% increase from 337 in 2012
- 251 ($150m) form part of SCL's work program, a 4% increase from 242 in 2012

BUSINESS REVIEW 2013 ANNUAL

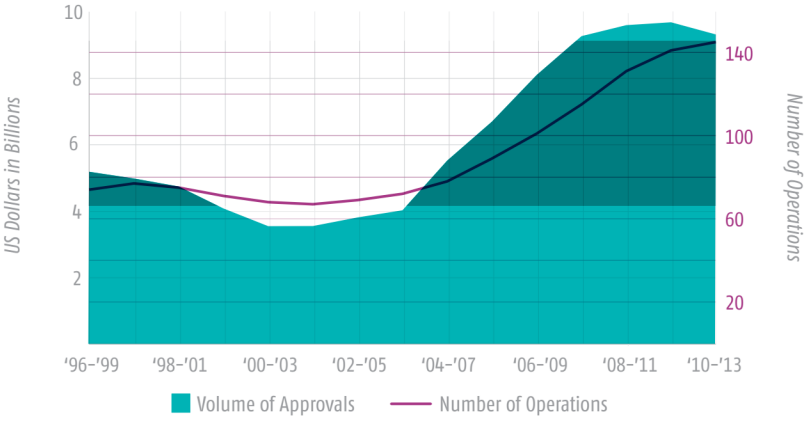
GO TO CONTENTS

II. PROGRAM STRATEGIC ALIGNMENT









LOAN APPROVALS

2.1 Approvals by Fund

Bank's approvals[20] reached **$14.0b** in **168** operations

- 23% increase from $11.4b in 2012
- 1% decrease from 169 projects in 2012
- $83m was the average operations size for the year, a 23% increase from $68m in 2012
- Ordinary Capital (OC) approvals reached $13.2b, a 22% increase from $10.8b in 2012
- Fund for Special Operations (FSO) approvals reached $251m, a 22% decrease from $320m in 2012
- IDB Grant Facility (GRF) approvals reached $188m, a 23% decrease from $246m in 2012

LOAN APPROVALS BY INSTRUMENT

2.2 Approvals by Instrument

SG Investment loan approvals reached **$7.8b** in **87** operations

- 2% increase from $7.7b in 2012
- 18% decrease from 106 operations in 2012

Policy Based Lending approvals reached **$4.0b** in **22** operations

- 77% increase from $2.3b in 2012
- 22% increase from 18 operations in 2012

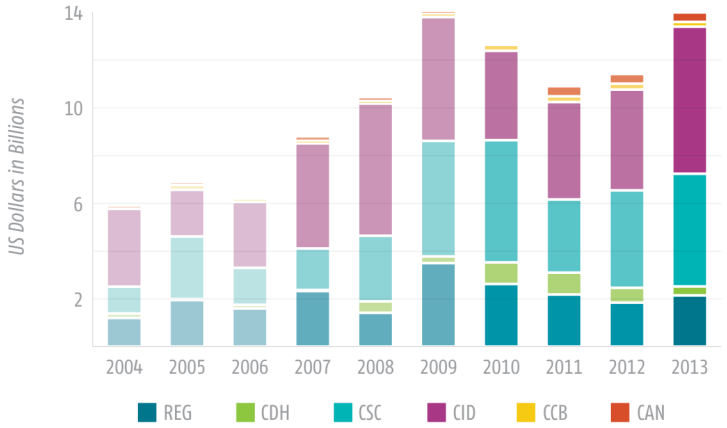
NSG Investment loan approvals reached **$2.1b** in **58** operations

- 40% increase from $1.5b in 2012
- 29% increase from 45 operations in 2012

2.3 Investment Lending Growth (4 Year Moving Average)

4 year average Investment Lending approvals reached **145 operations** and **$9.3b** during 2010–2013

- 4% decrease from $9.7b during 2009–2012
- 3% increase from 141 operations during 2009–2012



LOAN APPROVALS BY COUNTRY GROUP

2.4 Country Group Approvals

CAN countries reached **$2.1b** in **34** operations

- 16% increase from $1.8b in 2012
- 3% increase from 33 operations in 2012

CCB countries reached **$375m** in **10** operations

- 39% decrease from $619m in 2012
- 29% decrease from 14 operations in 2012

CID countries reached **$4.7b** in **51** operations

- 16% increase from $4.1b in 2012
- 6% increase from 48 operations in 2012

CSC countries reached **$6.2b** in **63** operations

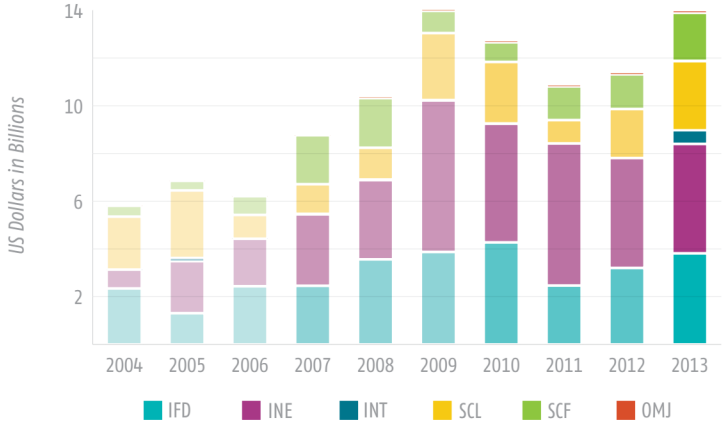
- 46% increase from $4.2b in 2012
- 21% increase from 52 operations in 2012

CDH countries reached **$192m** in **7** operations

- 23% decrease from $249m in 2012
- 36% decrease from 11 operations in 2012

Regional loans reached **$400m** in **3** operations

- 1% decrease from $406m in 2012
- 73% decrease from 11 operations in 2012



BY SECTOR (SG & NSG)

2.5 Approvals by Sector

IFD approvals reached **$3.8b** in **42** operations

- 19% increase from $3.2b in 2012
- 2% decrease from 43 operations in 2012

INE approvals reached **$4.6b** in **49** operations

- No change from $4.6b in 2012
- No change from 49 operations in 2012

SCL approvals reached **$2.9b** in **16** operations

- 41% increase from $2.1b in 2012
- 45% decrease from 29 operations in 2012

INT approvals reached **$578m** in **3** operations

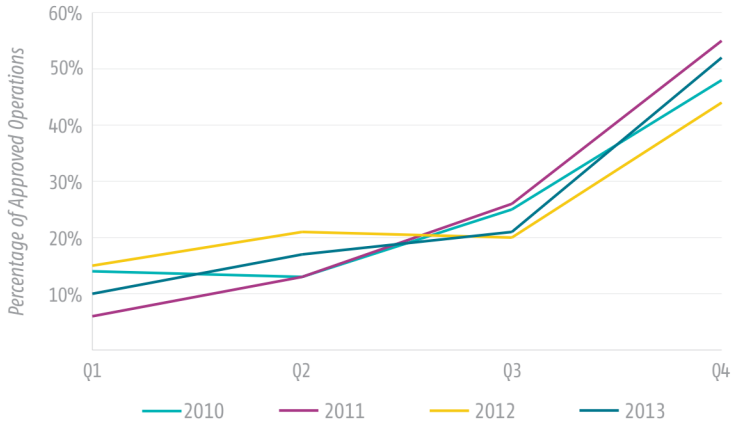
- More than ten times the $46m approved in 2012
- No change from 3 operations in 2012

SCF approvals reached **$2.0b** in **47** operations

- 39% increase from $1.5b in 2012
- 34% increase from 35 operations in 2012

OMJ approvals reached **$100m** in **10** operations

- 75% increase from $57m in 2012
- No change from 10 operations in 2012



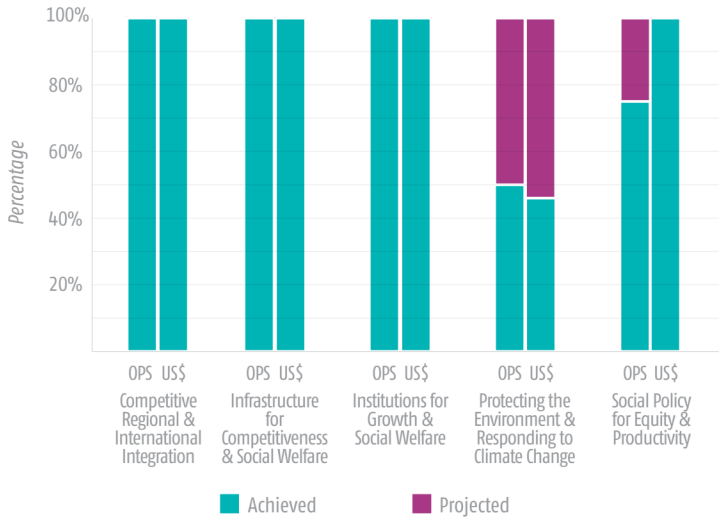
2.6 Cumulative Lending Approvals by Quarter

87 operations for **$7.0b** were **approved during the last quarter** of 2013

- 16% increase from 75 in 2012
- 37% increase from $5.2b in 2012

As a percentage of total number of operations in the last quarter:

- Number of approvals reached 52%, 8 percentage points increase from 44% in 2012
- Amount approved reached 50%, a 5 percentage points increase from 45% in 2012



2.7 Operations in Sector Priority areas Approved vs. Estimated

Competitive Regional and International Integration approvals reached **$1.6b** in **25** operations

- 25% above the volume ($1.2b) projected for 2013

Infrastructure for Competitiveness and Social Welfare approvals reached **$4.0b** in **41** operations

- 41% above the volume ($2.8b) projected for 2013

Institutions for Growth and Social Welfare approvals reached **$5.2b** in **78** operations

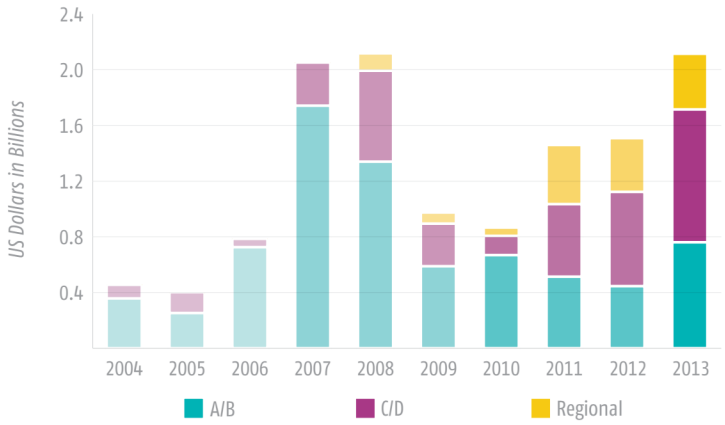
- 48% above the volume ($3.5b) projected for 2013

Protecting the Environment and Responding the Climate Change approvals reached **$278m** in **6** operations

- 54% of the volume ($599m) projected for 2013

Social Policy for Equity and Productivity approvals reached **$2.9b** in **18** operations

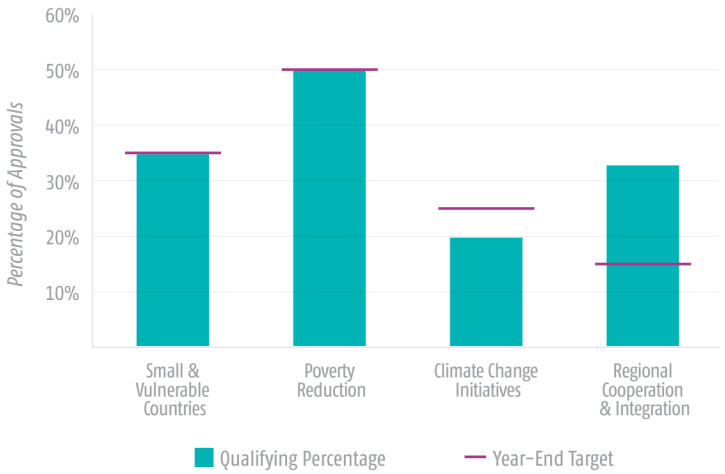
- 19% above the volume ($2.5b) projected for 2013



2.8 NSG Lending to Small & Vulnerable Countries

NSG approvals for Small and Vulnerable countries represented:

- **45%** of total NSG volume ($2.1b), no percentage change from 45% in 2012 ($1.5b)
- **55%** of NSG operations (58), 6 percentage points increase from 49% (45) in 2012



LENDING TARGETS OF IDB-9

The following are the results of the approvals in Q4 2013 compared to the annual targets established for the IDB-9.

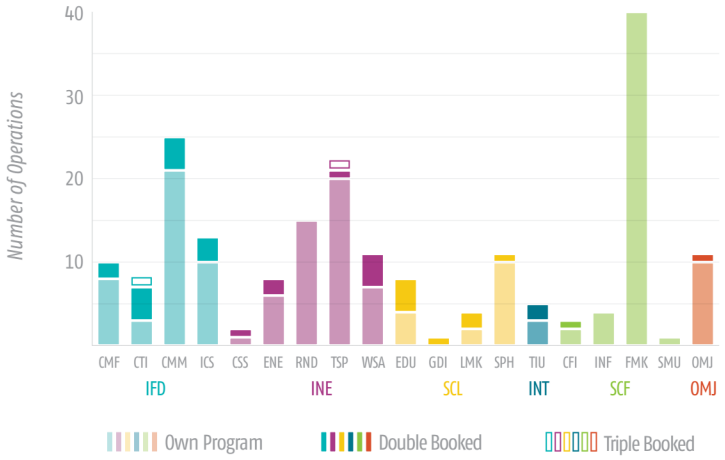
2.9 Lending Targets of IDB-9

Small and vulnerable countries reached **35%** ($4.9b) in 85 operations

Poverty reduction and equity enhancement reached **50%** ($6.9b) in 78 operations

Climate change, sustainable (including renewable) energy and environmental sustainability initiatives reached **20%** ($2.8b) in 40 operations

Regional cooperation and integration reached **33%** ($4.6b) in 50 operations

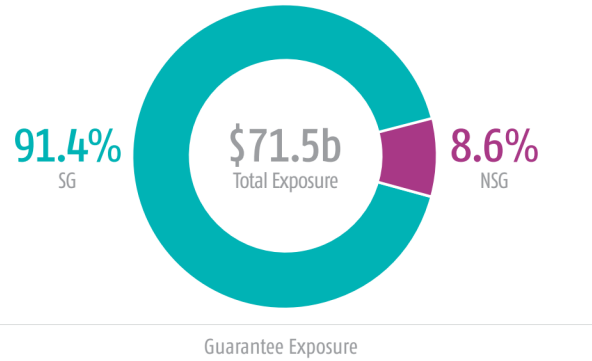


MULTIPLE BOOKING

2.10 Approvals including multiple bookings

Multiple Booked operations[21] approved reached **34** operations for **$4.1b**

- 20% of approved operations in 2013
- 29% of approved volume in 2013
- 33 operations were approved Double Booked and one operation was approved Triple Booked

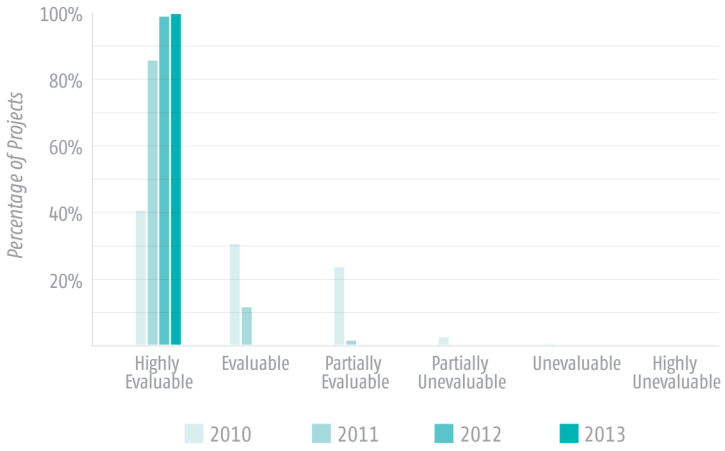


NSG EXPOSURE

2.11 NSG Exposure

Ordinary Capital loans outstanding and guarantee exposure reached **$71.5b**[22]

- Includes $6.2b of NSG operations representing 8.6% of total outstanding

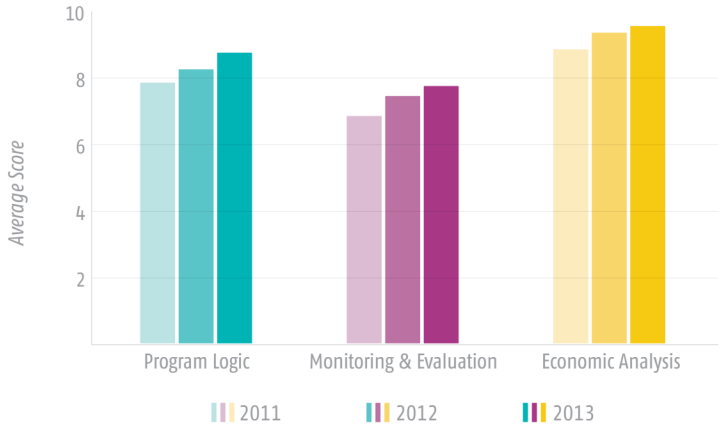


DEVELOPMENT EFFECTIVENESS - DEM

This section presents indicators from Development Effectiveness Matrix (DEM).

2.12 Development Effectiveness Matrix Evaluability Levels

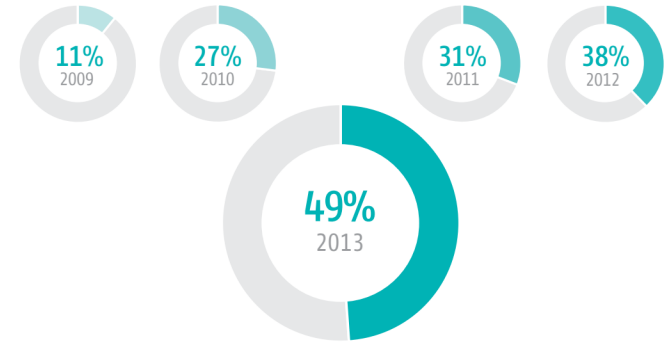
According to the the DEM[23], **100%** of 108 SG operations were approved with "**Highly Evaluable**" scores



2.13 Development Effectiveness Matrix Evaluability Levels

Average DEM ratings at entry improved in all dimensions from 2011 to 2013.

- Program Logic scored 8.8, points, a 6% increase from 8.3 in 2012.
- Evaluation and monitoring scored 7.8 points, a 4% increase from 7.5 in 2012.
- Operations with Economic analysis reached 9.6 points, a 2% increase from 9.4 in 2012.

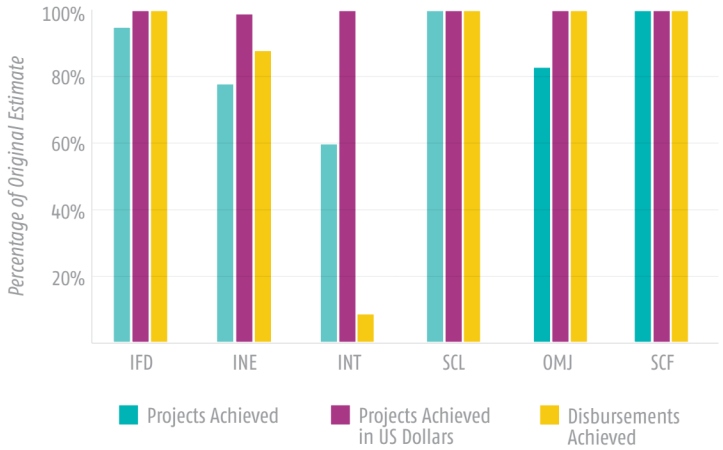


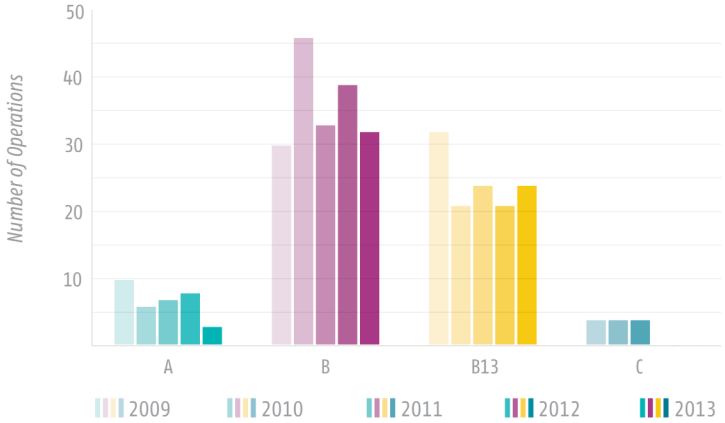
2.14 Ex-Ante Impact Evaluation

Operations with an assessment of **Impact Evaluation** reached **49%**

- 11 percentage point increase from 38% in 2012.







BUSINESS PLAN EXECUTION

2.15 Business Plans (Country Departments)

Based on estimates prepared for the Business Plans[24] for 2013:

- **CAN** reached **84%** of estimated **disbursements**, **100%** of **approvals** volume and **78%** of number of **operations**
- **CCB** reached **90%** of estimated **disbursements**, **88%** of **approvals** volume and **50%** of number of **operations**
- **CID** reached **100%** of estimated **disbursements**, **100%** of **approvals** volume and **74%** of number of **operations**
- **CSC** reached **50%** of estimated **disbursements**, **100%** of **approvals** volume and **100%** of number of **operations**
- **CDH** reached **93%** of estimated **disbursements**, **86%** of **approvals** volume and **75%** of number of **operations**

2.16 Business Plans (Sector Departments)

Based on estimates prepared for the Business Plans for 2013

- **IFD** reached **100%** of estimated **disbursements**, **100%** of estimated **approval** volume and **95%** of number of **operations**
- **INE** reached **88%** of estimated **disbursements**, **99%** of estimated **approval** volume and **78%** of number of **operations**
- **INT** reached **9%** of estimated **disbursements**, **100%** of estimated **approval** volume and **60%** of number of **operations**
- **SCL** reached **100%** of estimated **disbursements**, **100%** of estimated **approval** volume and **100%** of number of **operations**
- **OMJ** reached **100%** of estimated **disbursements**, **100%** of estimated **approval** volume and **83%** of number of **operations**
- **SCF** reached **100%** of estimated **disbursements**, **100%** of estimated **approval** volume and **100%** of the number of **operations**

ENVIRONMENTAL AND SOCIAL SAFEGUARD

2.17 Environmental and Social Safeguards in Appoved Operations Per Category

Loan operations that had assistance from an Environmental and Social Safeguards specialist from ESG reached 59

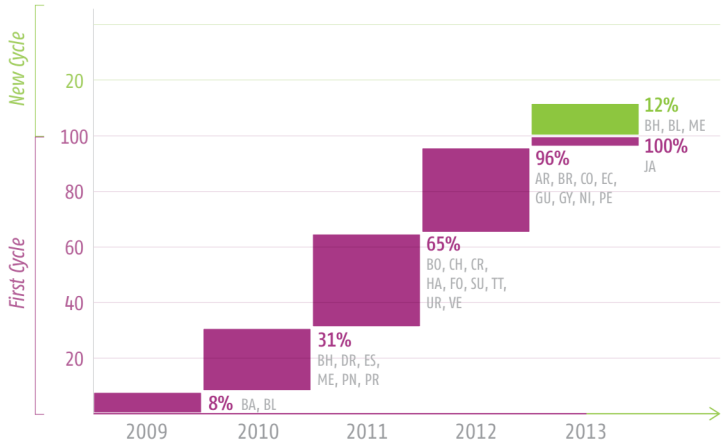
- 13% decrease from 68 in 2012
- Category A operations reached 3, a 63% decrease from 8 in 2012
- Category B operations reached 32, an 18% decrease from 39 in 2012
- There were no C operations in 2012 and 2013
- Category B13 operations reached 24, a 14% increase from 21 in 2012

BUSINESS REVIEW 2013 ANNUAL

GO TO CONTENTS

III. BUSINESS DEVELOPMENT





COUNTRY POLICY DIALOGUE

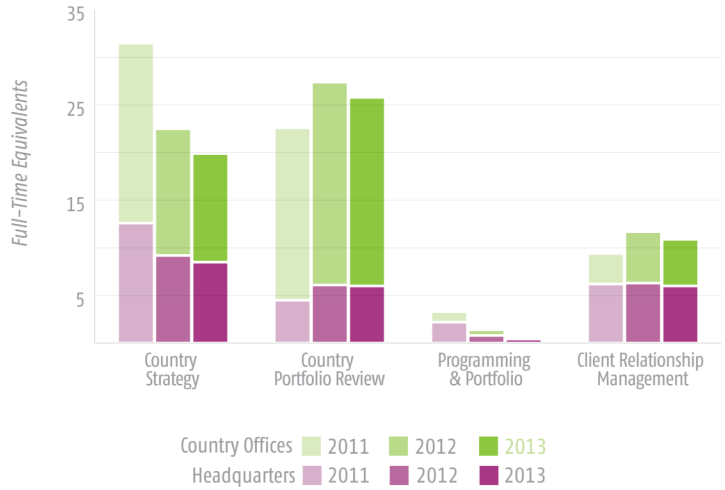
3.1 Results-based Country Strategies

Four country strategies were approved by the Board during 2013: Bahamas, Belize, Jamaica and Mexico

Dominican Republic was originally planned for approval in 2013 and will be approved in 2014

- In terms of **strategic alignment**, the objectives of the approved country strategies are consistent with the countries' development challenges and priorities. A suitable mix of Bank instruments to achieve strategic priorities was presented to achieve such objectives
- In terms of **effectiveness**, all four country strategies were based on high quality country diagnostics. Almost all of the sector diagnostics could identify the main problems and their determinants based on empirical evidence. The majority of sector diagnostics could also identify the main beneficiaries. Finally, the country strategies identify strategic objectives that have a direct correspondence with the sector diagnostic

26 Country Program Documents were prepared in Q4 of 2013 and are expected to be approved by the Board in Q1 of 2014



3.2 Staff Time Reported to Programming Products

Staff Time reported to strategy, programming and portfolio management activities reached **57.3 FTEs**[25]

- 9% decrease from 62.9 FTEs reported in 2012
- Country Strategies accounted for 35% (20 FTEs) of the total reported to these activities
- CID accounted for 39% of reported FTEs, CCB for 15%, CSC 10%, CAN 9%, CDH 7% and Regional 19%

63% of time reported to these activities originated from COF

- 1 percentage point decrease from 64% in 2012

Staff time reported to **Client Relationship Management**[26] activities reached **11.0 FTEs**

- 6% decrease from 11.7 FTEs in 2012



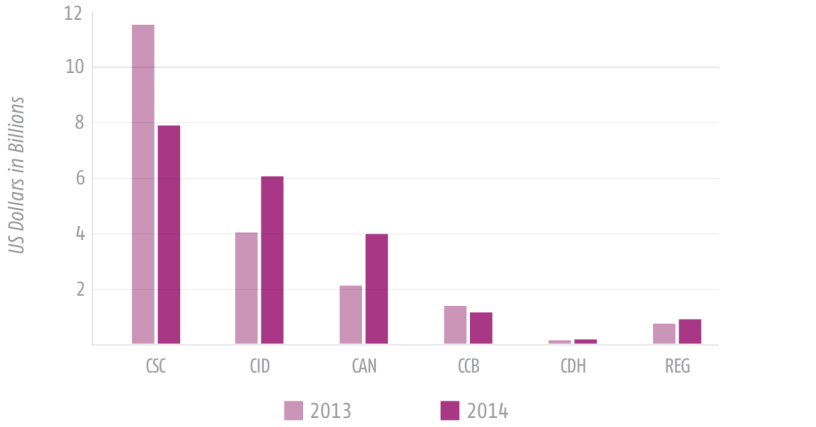
3.3 Operations Pipeline Development

As of January 1st 2014, the **pipeline**[27] contained **252** operations for **$20.6b**

- 3% decrease from 259 operations as of January 1st 2013
- 1% increase from $20.3b as of January 1st, 2013
- 39 operations for $3.7b were Policy-based Lending (PBL), a 6% increase from 3.4$b at the beginning of 2013
- 213 operations for $16.9b were SG and NSG investment, no change from $16.9b at the beginning of 2013

The 2014 category "**A**" **pipeline** contains **175** operations for **$14.9b**

- 9% increase from 160 operations at the beginning of 2013
- 36% increase from $10.9b at the beginning of 2013
- 25 operations for $2.3b were Policy-based Lending (PBL), a 54% increase from 1.5$b at the beginning of 2013
- 213 operations for $16.9b were SG and NSG investment, a 36% increase from $9.4b for SG and NSG investment in 2013.



3.4 Project Pipeline by Country Department

Project pipeline as of January 1st 2014 was distributed by country departments as follows:

CAN amounted to **$4.0b**

- 85% increase from $2.2b beginning 2013

CCB amounted to **$1.2b**

- 16% decrease from $1.5b in 2013

CDH amounted to **$248m**

- 14% increase from $217m in 2013

CID amounted to **$6.1b**

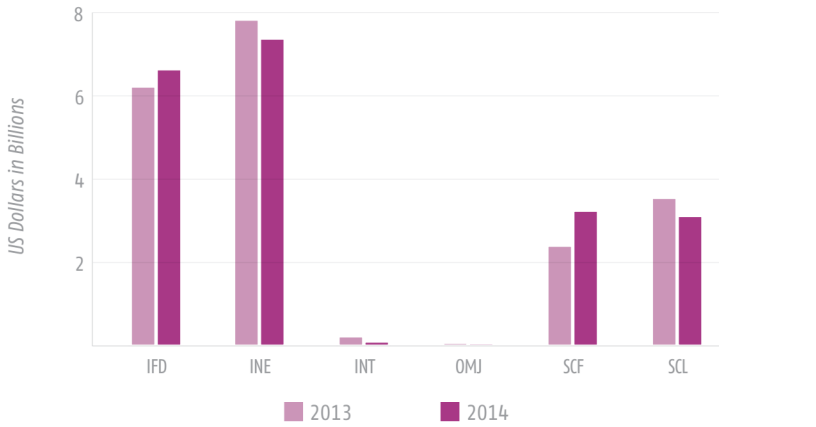
- 49% increase from $4.1b in 2013

CSC amounted to **$8.0b**

- 31% decrease from $11.6 in 2013.

Regional amounted to **$973m**

- 19% increase from $815m at the beginning of 2013



3.5 Project Pipeline by Sector

Project pipeline as of January 1st 2014, including A and B categories, was distributed by sectors as follows:

IFD amounted to **$6.6b**

- 7% increase from $6.2b beginning 2013

INE amounted to **$7.4b**

- 6% decrease from $7.8b in 2013

INT amounted to **$110m**

- 53% decrease from $235m in 2013

OMJ amounted to **$40m**

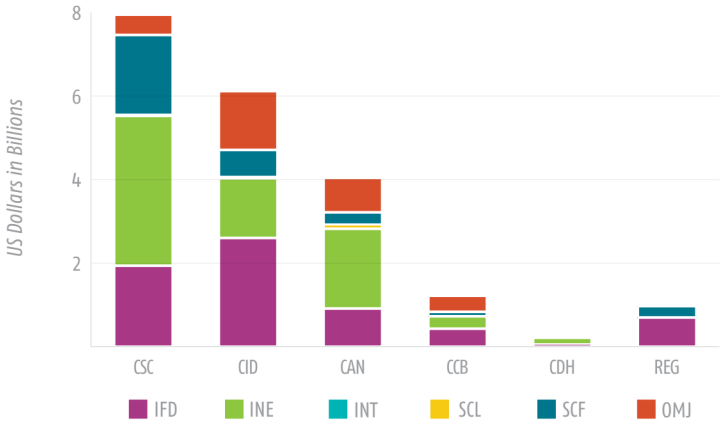
- 48% decrease from $77m in 2013

SCF amounted to **$3.3b**

- 35% increase from $2.4b in 2013

SCL amounted to **$3.1b**

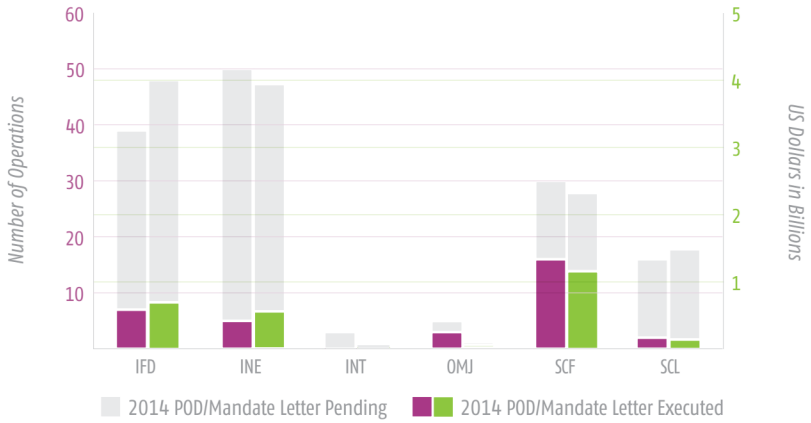
- 12% decrease from $3.6b in 2013



3.6 Project Pipeline by Country Department and Sector

Project pipeline percentage distribution, based on volume:

- For Regions: **CSC** 39%, **CID** accounted for 30%, **CAN** 20%, **CCB** 6%, **CDH** 1% and **Regional** 5%
- For Sectors: **INE** 36%, **IFD** 32%, **SCF** 16%, **SCL** 15% and **INT** 1%

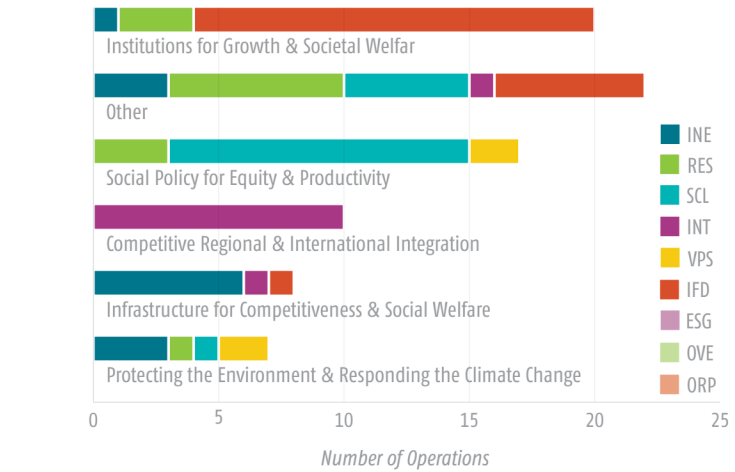


PIPELINE READINESS

3.7 Pipeline Readiness by Sector

2014A pipeline contained **143** operations totaling **$11.8b**, compared with 160 operations totaling $10.9b in 2012

- 50% (72) for $5.7b were in Identification stage, 16 percentage points decrease from 66% (105) in 2012
- 27% (38) for $3.6b were in Project Profile stage, 14 percentage points increase from 13% (21) in 2012
- 16% (23) for $1.7b were in POD or Mandate Letter stage, 3 percentage points increase from 13% (21) in 2012
- 7% (10) for $841m were in OPC stage, 1 percentage point decrease from 8% (13) in 2012

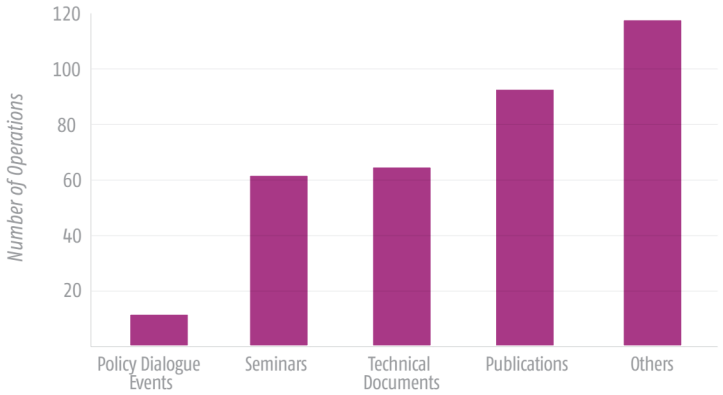


ECONOMIC AND SECTOR WORK (ESW)

3.8 ESW products by Department Distribution by Priority Areas

The **ESW program**[28] for 2013 contained **84 products** aimed to promote the knowledge generation, application and dissemination pertinent for policy formulation, improve the quality of operations, strengthen Bank's relevance in the region and support country dialogue

- 5% increase from 80 products in 2012



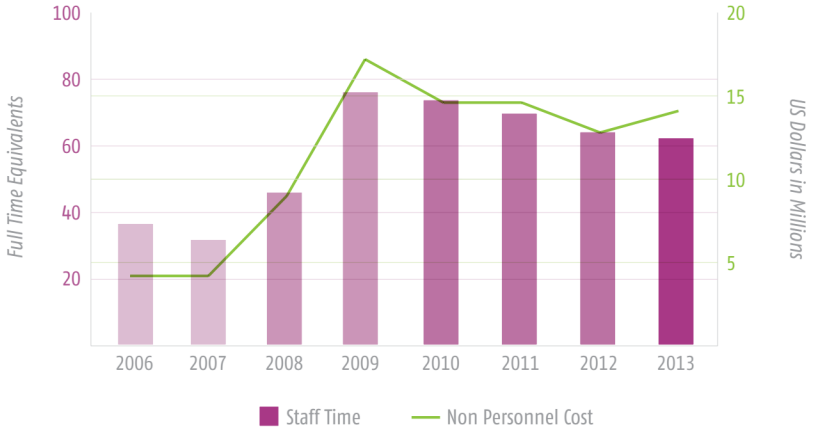
3.9 ESW Deliverables Completed

The ESW program[29] for 2013 produced **350 deliverables**

- 9% decrease from 350 deliverables completed in 2012

The **Corporate Input Products** (CIP[30]) program for VPS contained **48** products

- Concentrated mainly in INE (19), KNL (12) and SCL (7)
- 23% increase from 39 CIP products in 2012



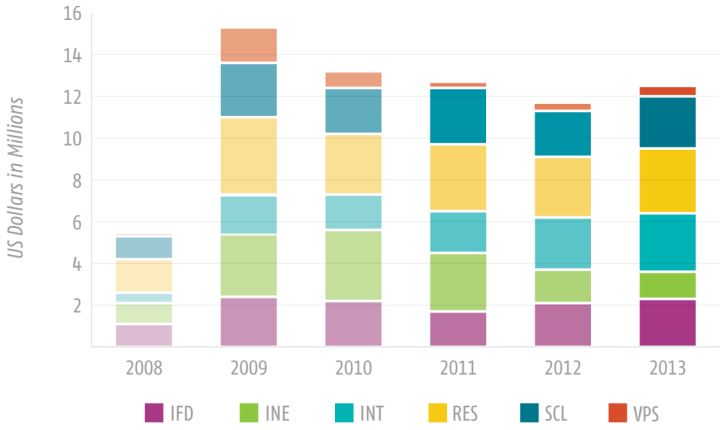
3.10 Resources to Economic and Sector Work Products

Non-Personnel resources committed for **ESW** products reached **$14.1m**

- 10% increase from $12.8m spent in 2012

Staff time reported to **ESW** products reached **62.7 FTEs**

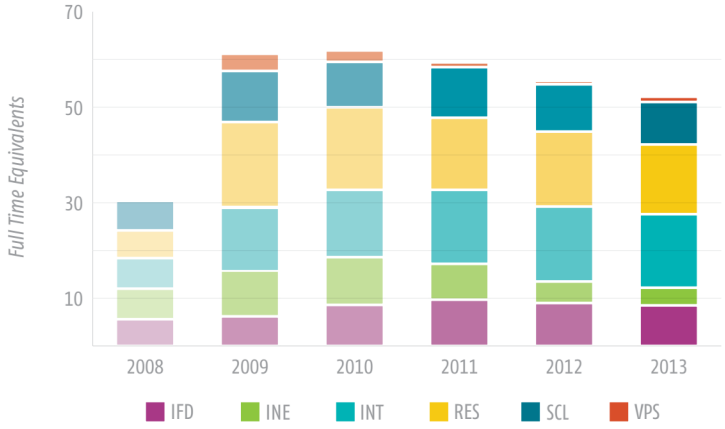
- 3% decrease from 64.5 reported in 2012



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

Non-Personnel resources (consultants and travel) dedicated by VPS to the ESW program in 2013 reached **$12.5m**

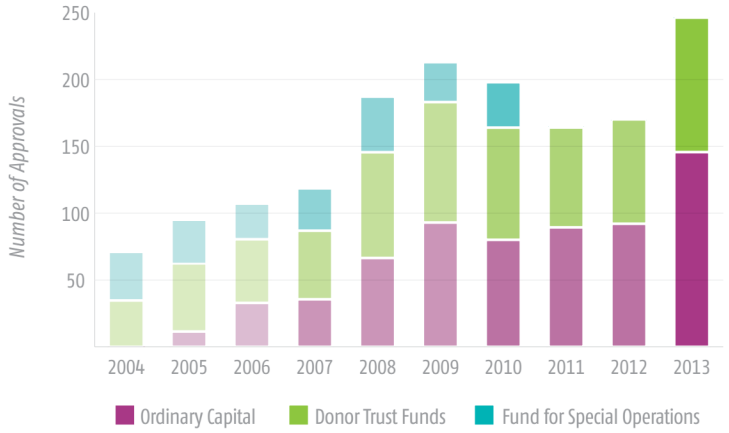
- 7% increase from $11.7m in 2012
- By sector: **RES** reached $3.1m, **INT** $2.8m, **SCL** $2.5m, **IFD** $2.3m and **INE** $1.3m



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

Staff time reported by **VPS** to the ESW program in 2013 reached **52.2 FTEs**

- 6% decrease from 55.5 FTEs in 2012
- By sector: **INT** reached 15.4 FTEs, **RES** 14.6 FTEs, **SCL** 8.9 FTEs, **IFD** 8.5 FTEs and **INE** 3.7 FTEs



TECHNICAL COOPERATION PROGRAM BY FUND

3.13 TC Program by Fund

Technical Cooperation approvals reached **443** operations for **$246m**

- 45% increase from the $170m approved in 2012
- 16% increase from 381 in 2012

Average size of TCs approved reached **$556K**

- 24% increase from $447K in 2012

Donor Trust Funds (DTF) financed TC approvals reached **$100.6m**

- 29% increase from $78.1m in 2012

Number of operations reached **138**

- 14% decrease from 161 in 2012

Average size of DTF TCs was **$729K**

- 50% increase from $485K in 2012

Ordinary Capital (OC) SPecial programs-financed with approvals reached **305** operations for **$145.7m**

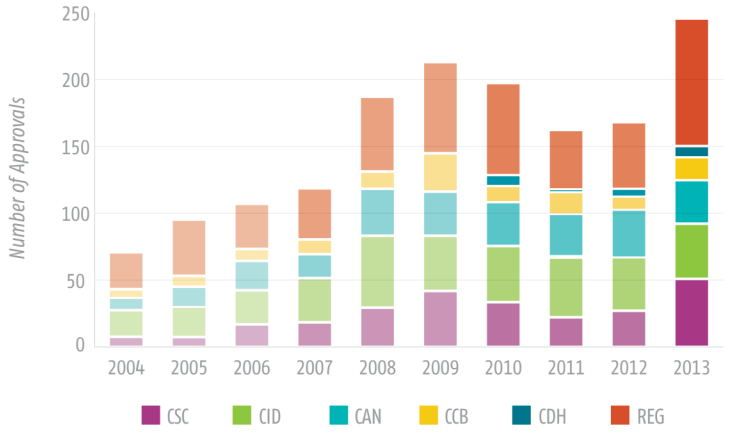
- 58% increase from $92.1m in 2012

Number of operations reached **305**

- 39% increase from 202 in 2012

Average size of OC TCs was **$478k**

- 14% increase from $419k in 2012



TECHNICAL COOPERATION PROGRAM BY COUNTRY GROUP

3.14 TC Program by Country Group

CAN TC approvals[31] reached **$32.6m** in **70** operations

- 11% decrease from $36.5m in 82 operations in the same period in 2012.

CCB TC approvals reached **$17.4m** in **33** operations

- 69% increase from $10.3m in 23 operations in the same period in 2012.

CID TC approvals reached **$41.3m** in **108** operations

- 3% increase from $40.1m in 110 operations in the same period in 2012.

CSC TC approvals reached **$50.9m** in **68** operations

- 88% increase from $27.1m in 53 operations in the same period in 2012.

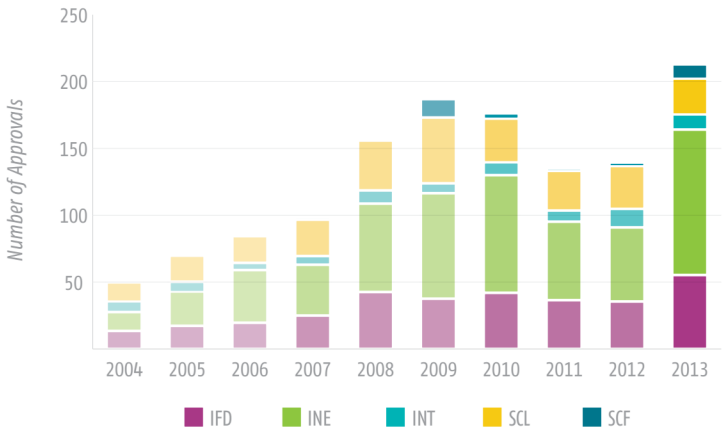
CDH TC approvals reached **$8.6m** in **15** operations.

- 37% increase from $6.2m in 10 operations in the same period in 2012.

Regional TC approvals reached **$96m** in **149** operations.

- 91% increase from $50.0m in 103 operations in the same period in 2012.

CSC countries accounted for 21% of TC approvals in 2013; **CID** countries for 17%, **CAN** countries for 13%, **CCB** countries for 7%, **CDH** for 3% and **Regional** for 39%



TECHNICAL COOPERATION PROGRAM BY SECTOR

3.15 TC Program by Sector Department

IFD TC approvals reached **$55.2m** in **121** operations.

- 56% increase from $35.5m in 88 operations in 2012.

INE TC approvals reached **$108.8m** in **146** operations.

- 97% increase from $55.4m in 96 operations in the same period in 2012.

INT TC approvals reached **$11.4m** in **17** operations.

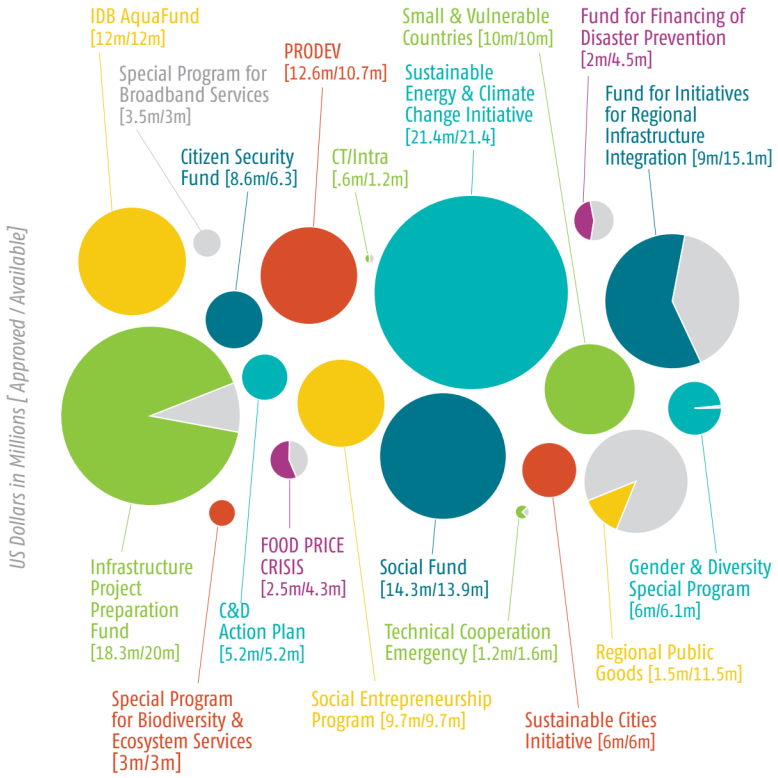
- 18% decrease from $13.9m in 26 operations in the same period in 2012.

SCL TC approvals reached **$27.0m** in **62** operations.

- 16% decrease from $32.1m in 74 operations in the same period in 2012.

SCF TC approvals reached **$10.9m** in **4** operations.

- More than double the $3.0m in 5 operations in 2012.

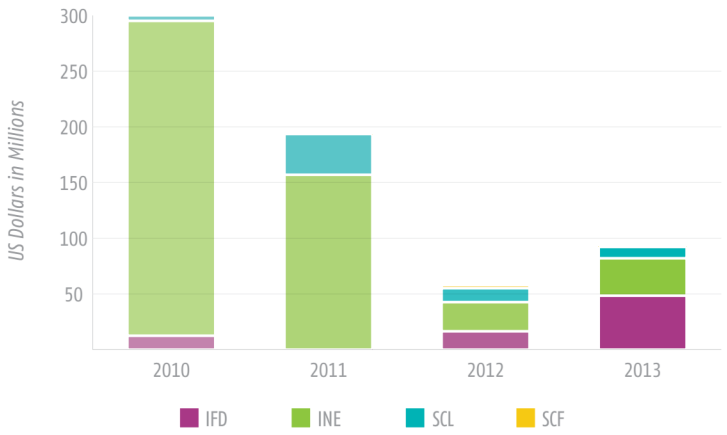


OC SPECIAL PROGRAMS

3.16 OC Special Programs Utilization

Approvals under special programs financed with Ordinary Capital (OC) reached **$147.4m**

- 89% of $165.6m available for 2013



INVESTMENT GRANTS

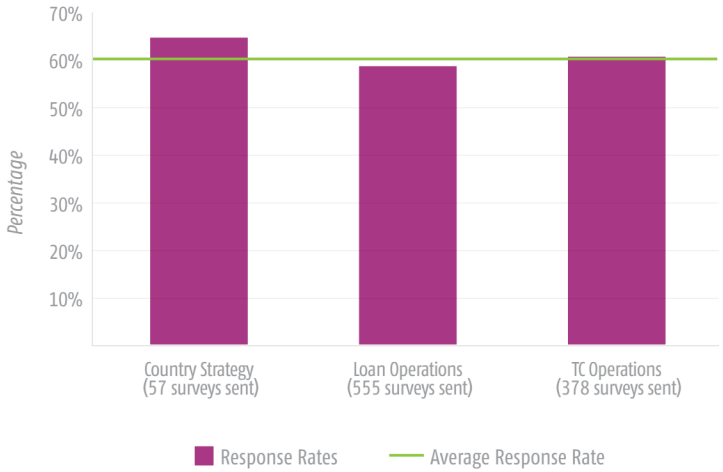
3.17 Investment Grants (IGR)

Investment Grants approvals reached **$92m** in **17** operations

- 66% increase from $56m in 2012
- 55% increase from 11 operations approved in 2012

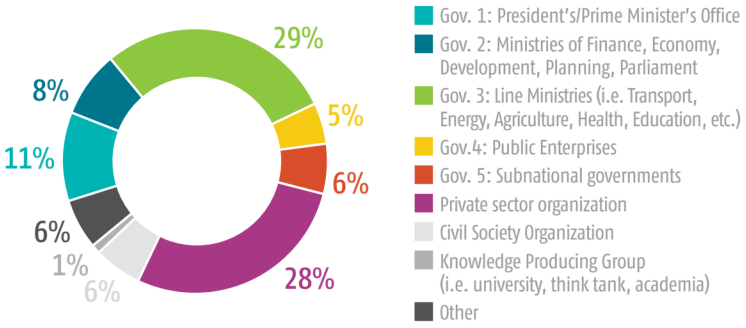
EXTERNAL FEEDBACK SYSTEM

Using online surveys, the EFS captures external partners' perceptions of the Bank's products and how these products are delivered. The EFS is based on the customer experience management concept that proposes a continuous measurement of external partners' perceptions across the project cycle. The EFS mainstreams all external survey efforts and presents an integrated approach to systematically capture feedback from external partners. The information will not only help the IDB comply with institutional reporting mandates in the Corporate Results Framework, but will also support the continuous improvement of IDB processes, products and services.



3.18 Response Rate

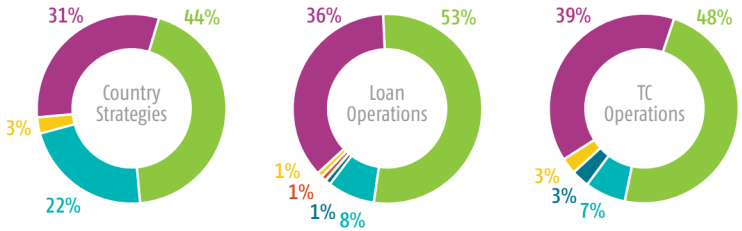
With an overall response rate of 60%, the EFS processes responses from 596 completed online surveys about Bank-financed products that reached the milestones of approval, disbursement or completion during 2013



Respondents Profile

3.19 Respondents Profile

59% of survey respondents were affiliated with **government** and **28%** from the **private sector**. Knowledge producing groups and civil society organizations in borrowing member countries made up the remainder of the respondents

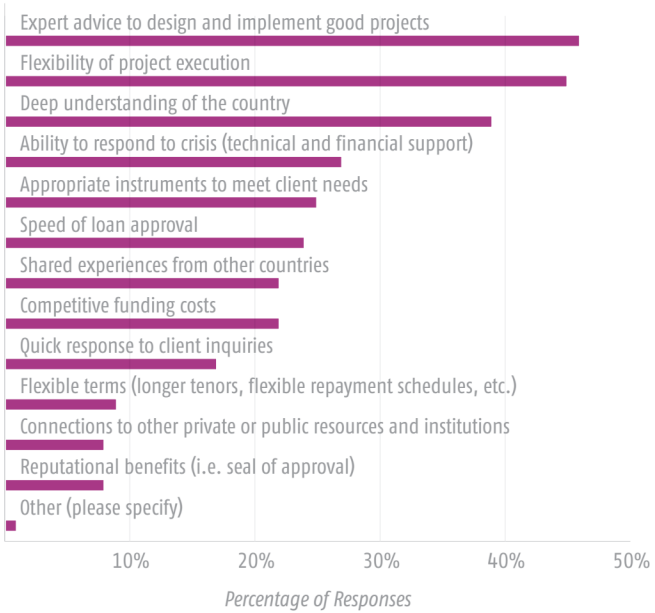


Level of Satisfaction

3.20 Level of Satisfaction

The **majority of surveyed partners** reported that they were **satisfied or very satisfied** with the Bank's delivery of services for IDB-financed operations. Satisfaction by product was reported as follows:

- 75% for Country Strategies
- 89% for SG NSG loan operations
- 87% for TC operations



Percentage of Responses

3.21 Most Important Attributes for External Partners

Surveyed partners reported that the **three most important attributes for the selection of a development institution** are:

- Expert advice to design and implement good projects (46%)
- Flexibility on project execution (45%)
- Deep understanding of the country (39%)

Similar to survey responses in 2012, the **IDB received the highest levels of satisfaction in the following areas:**

- The Bank's deep understanding of the country's priorities (89%)
- Technical expertise provided by the IDB to design and implement good projects (83%)

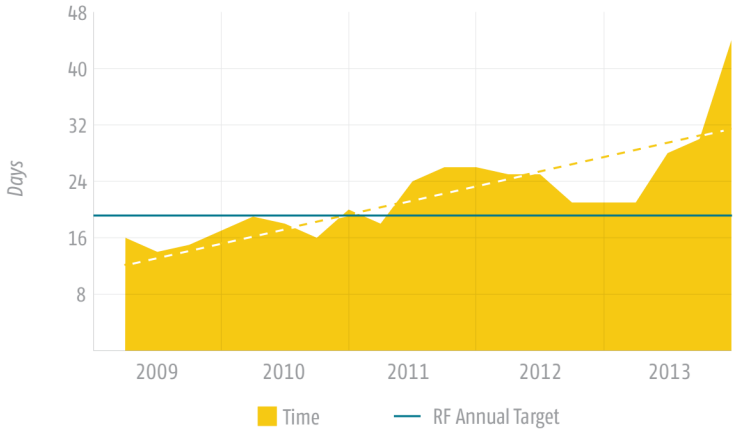
The **area receiving the lowest level of satisfaction** was sharing experience from other countries (64%)

BUSINESS REVIEW 2013 ANNUAL

GO TO CONTENTS

IV. BUDGET AND EFFICIENCY





RESOURCES (PC, NPC AND FTES)

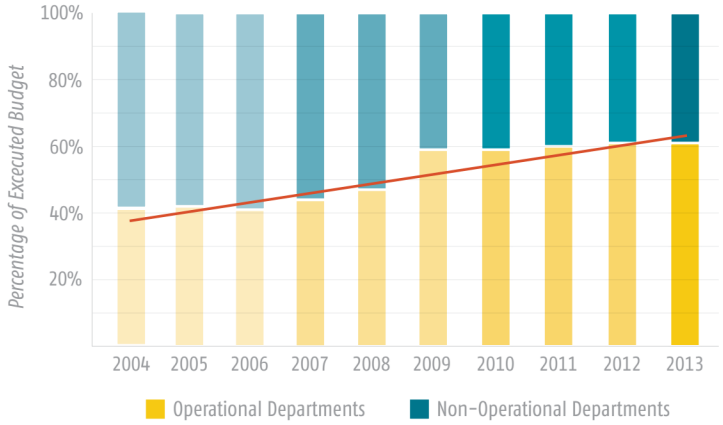
4.1 Operational Departments Budget Execution PC and NPC

Personnel Costs expenses for operational departments reached **$198m**

- 3% increase from $192.8m in 2012

Non-Personnel Cost[32] (**NPC**) expenses for operational Departments reached **$95.4m**

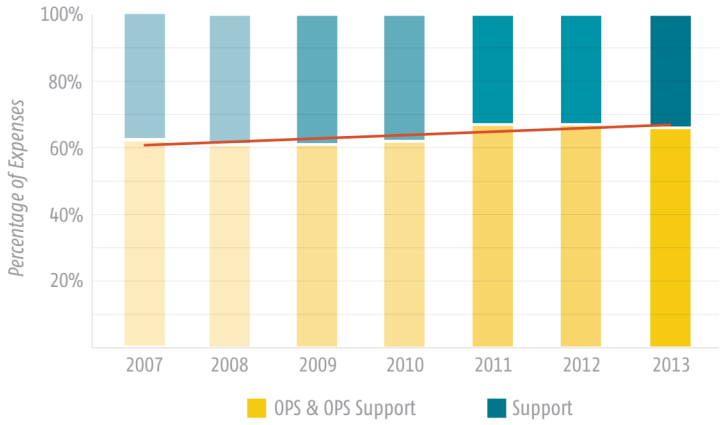
- 17% increase from $81.7m in 2012



4.2 Operational vs Non-Operational Department Budget Execution

Operational department's executed budget as a percentage of total administrative budget was **61%**, two percentage points above the levels of 2009 and 2010, and stable since 2012

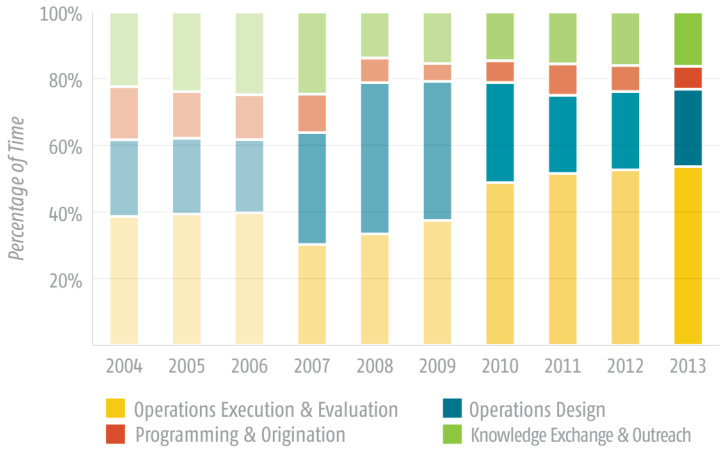
Operational department's executed budget reached **$315.1m**, a 7% increase from $294.2m in 2012



4.3 Administrative expenses in operational programs

Operational and operational support programs reached **66%** ($340.7m)

- 1 percentage point decrease from 67% in 2012
- Resource allocation shows a positive trend towards operations and operations support.
- The **RF** target is 68% by 2015



PROJECT EFFICIENCY

4.4 Distribution of Staff Time reported to Operational programs

Staff time reported[33] to operational programs[34] reached **1,106 FTEs**

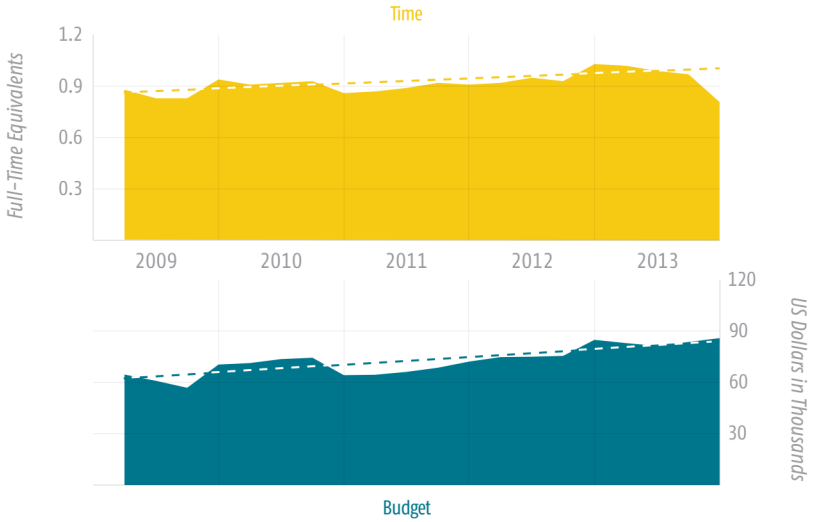
- 6% decrease from 1,178 in 2012

Staff time reported to execution and evaluation[35] of operations reached **593 FTEs**

- 4% decrease from 620 in 2012

Staff time reported to operation's design and Programming and Origination reached **333 FTES**

- 10% decrease from 369 in 2012



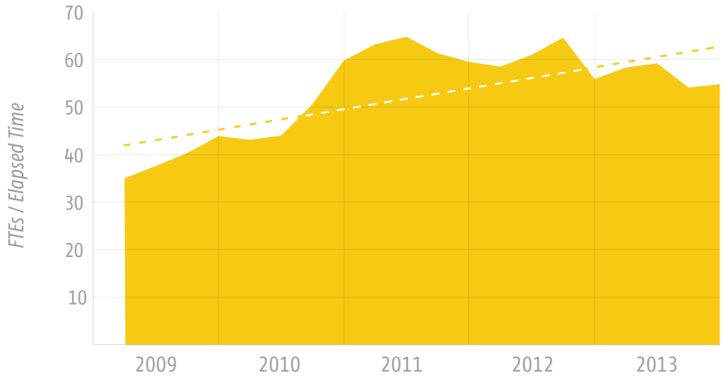
4.5 Resources for Project Approval

Staff time reported to **project preparation** reached **0.87 FTEs**

- 15% decrease from 1.03 FTEs per project approved in 2012

NPC reached an average of **$84K per project approved**

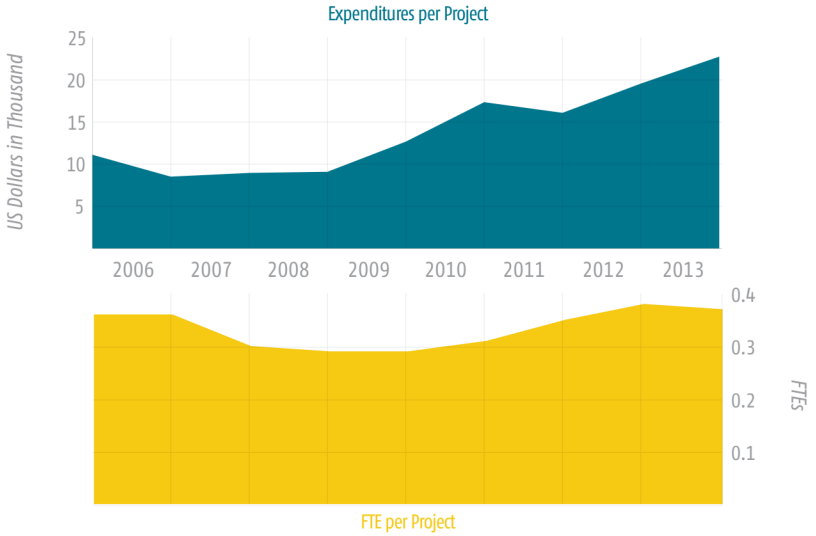
- 1% decrease from $85K in 2012



4.6 Effort (FTEs/Elapsed Time)

The ratio between staff time reported and preparation elapsed time (**Effort**), reached **54.8** in 2013

- 2% decrease from 55.9 in 2012



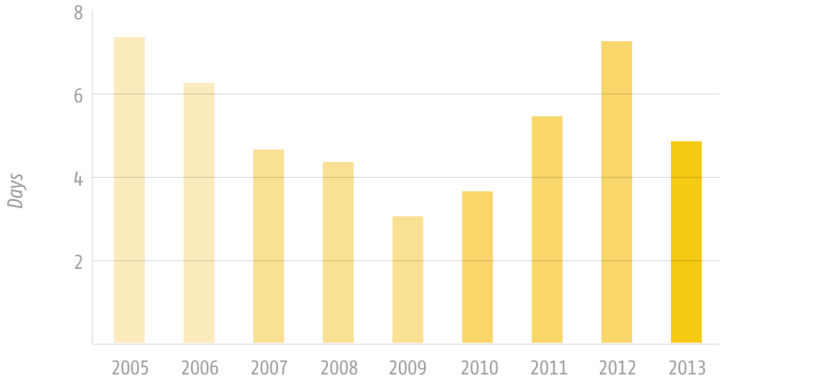
4.7 Resources (Expenditures and Staff Time) per Project in Portfolio

Staff time reported per **project in the portfolio** in execution reached **0.36 FTEs**

- 2% decrease from 0.38 in 2012

NPC expenditures per **project in the portfolio** in execution reached **$22.2k**

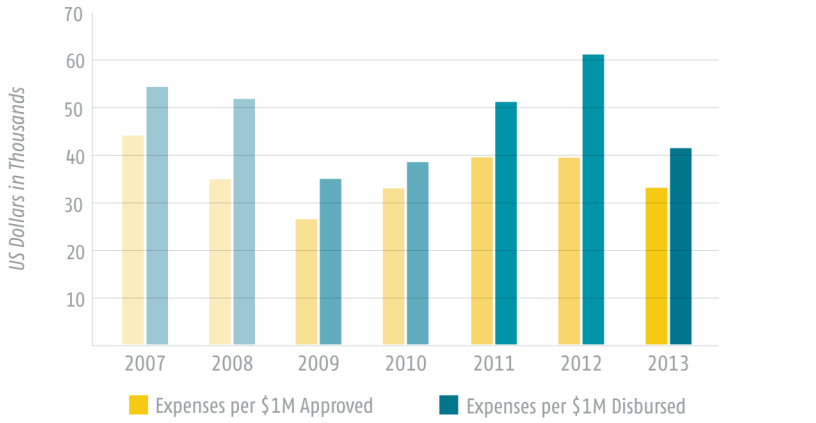
- 16% increase from $19.6k in 2012



4.8 Staff Time Reported to Project Execution per US$ Million Disbursed

Staff time reported to **project execution** per US$ million disbursed reached **4.9** days

- 32% decrease from 7.3 days in 2012.



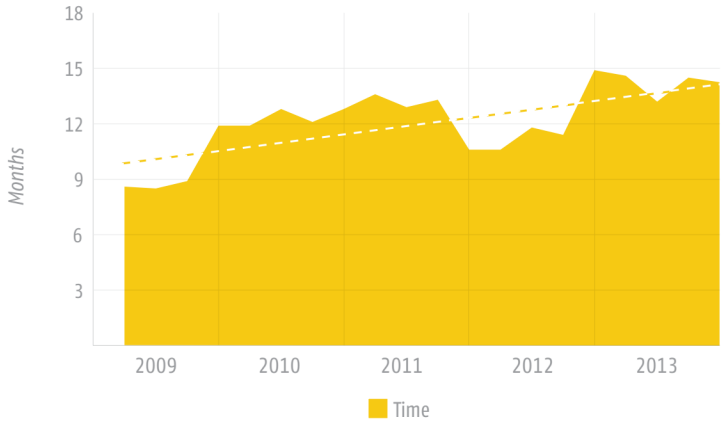
4.9 Staff Time Reported to Project Execution per US$ Million Disbursed

Administrative expenses per $1m approved reached **$33k**

- 16% decrease from 40k in 2012

Administrative expenses per $1m disbursed reached **$42k**

- 32% decrease from $61k in 2012

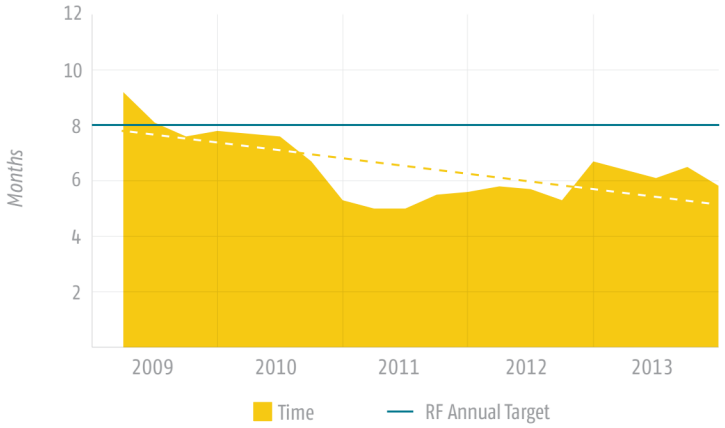


CYCLE TIMES (EFFICIENCY)[36]

4.10 Time Elapsed from Start to Approval

Time elapsed from **Start to Approval**[37] for SG investment operations reached **14.3 months**

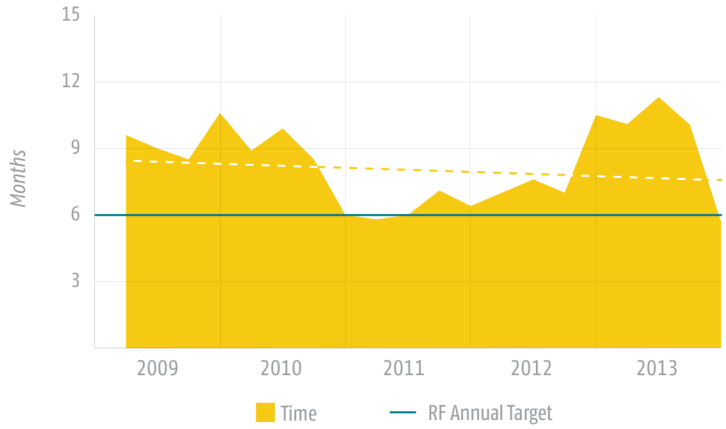
- 4% decrease from 14.9 months in same period in 2012



4.11 Time Elapsed from Projects Profile to Approval for SG Operations

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

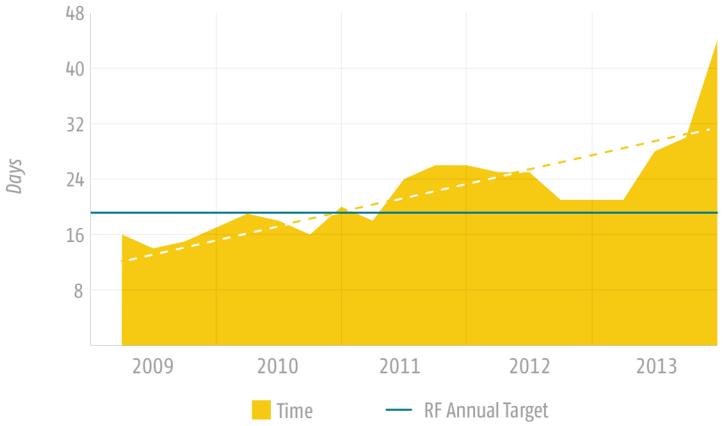
- 14% decrease from 6.7 months in the same period in 2012
- The **RF** annual target is 8 months



4.12 Time Elapsed from Projects Profile to Approval for NSG Operations

Time elapsed to prepare a project (from Profile to approval) for **NSG** operations reached **5.6 months**

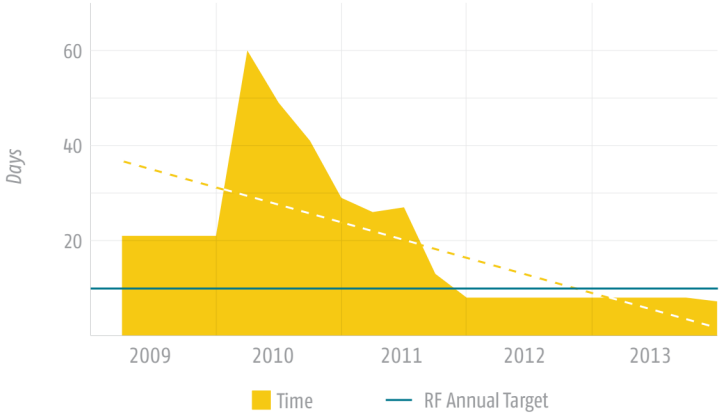
- 47% decrease from 10.5 months in the same period in 2012
- The **RF** annual target is 6 months



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

Time elapsed from **eligibility to first disbursement**[38] for **SG** investment operations reached **44 days**

- 110% increase from 21 days in the same period in 2012
- The **RF** target is 19 days



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

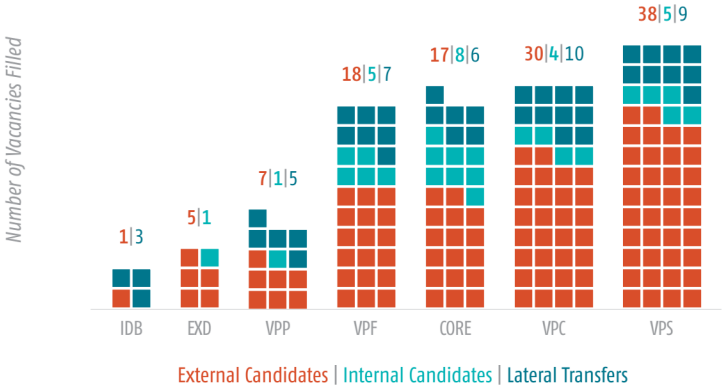
Time elapsed from **eligibility to first disbursement** for **NSG** investment operations which performed a first disbursement reached **7 days**

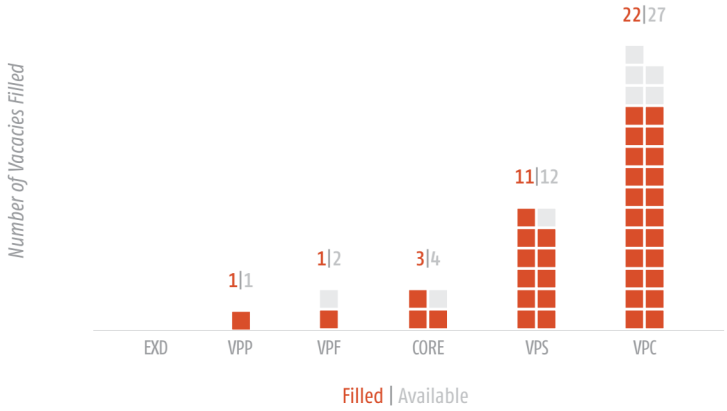
- 13% decrease from 8 days in the same period in 2012
- The **RF** target is 10 days

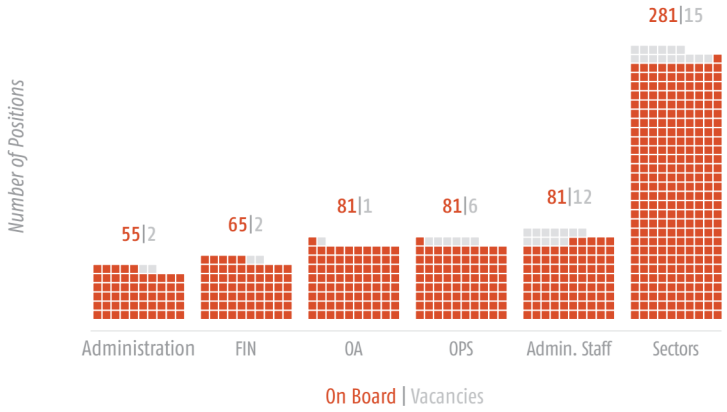
GO TO CONTENTS

V. HUMAN RESOURCES









VACANCIES AND NEW HIRES

5.1 Vacancies and New Hires

109 out of 180 (61%) positions filled were for **Operational Vice-Presidencies** (VPS, VPC and VPP)

- In 2012, 206 positions were filled out of which 129 (63%) were operational Vice-Presidencies

Positions filled with external candidates reached **116** (64%) out of which 55 (47%) were female

- In 2012, 146 (71%) positions were filled with external candidates of which 77 (53%) were female
- The remaining 64 (36%) were filled internally of which 40 were through lateral transfer
- In 2012, 60 positions (29%) were filled internally, out of which 39 were through lateral transfer

For **Country Offices**, **39%** of new hires (15 of 38) were **females**; for **Headquarters**, **51%** of new hires (40 of 78) were **females**

- In 2012, for Country Offices, 53% of new hires (29 of 55) were females; for Headquarters, 63% of new hires (57 of 91) were females

COF STRENGTHENING

5.2 Status Positions and Filled in COF

Net number of **professional**[39] **staff on-board in COFs** reached **570**, an increase of 53 positions from the beginning of the year

- In 2012, net number of professional staff in COFs reached 517, an increase of 28 (6% from the beginning of the year)
- VPC professional staff on board in COF increased by 14, VPS decreased by 1, VPP increased by 36, VPF increased by 2; and Strategic Core incorporated 2
- Local professional staff in COFs increased by 42

Of the **32** **external hires** of professionals in COF, 15 (47%) were national professionals and 17 (53%) were international

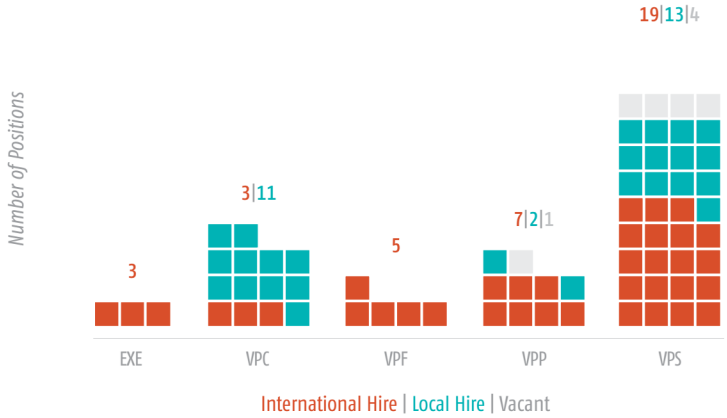
- In 2012, of the 55 external hires of professionals in COF, 37 (68%) were national

5.3 Country Office Staff Composition

24% (11) **VPS professional vacancies** are **assigned to COFs**

39% of professional **staff on-board** in **VPS** is in **COFs**, and **34%** of VPS professional staff on-board in COFs is **local**

8% (1 of 26 vacant positions in VPC/COF) are for **Operations Analysts** (local professionals), while **12** vacancies are for **professional staff**

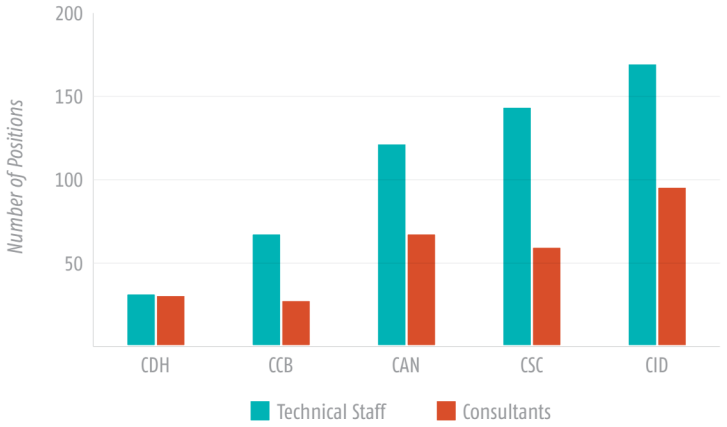


IDB-9 POSITIONS VS. PLANNED

5.4 IDB-9 Status

93% (63 of 68) of **GCI Positions** assigned to VPs and Strategic Core have been **hired**

- Of the 63 staff hired, 26 are local staff in COF and 37 are International staff (25 in HQ and 12 in COF)



COMPLEMENTARY WORKFORCE

5.5 Number of Professional Staff and Consultants (Excluding Firms)

As of December 31, 2013 there were **283** active **consultants** in **COF** with contracts over 150 days

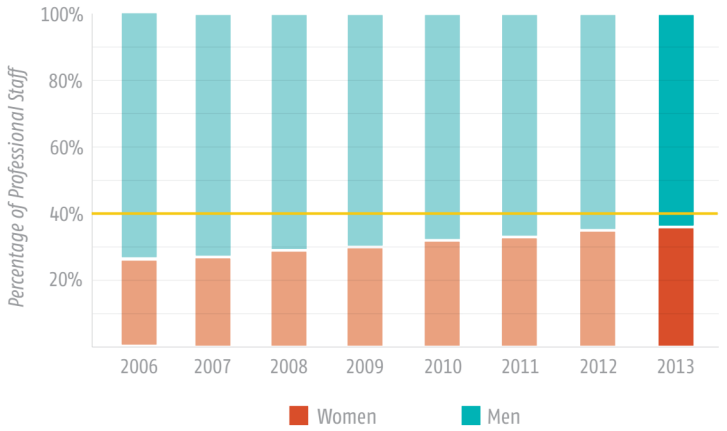
- Equivalent to 232 FTEs
- 49% increase from 190 (equivalent to 148.7 FTEs) by the end of 2012

There are **43** active professional **contractors** (working from firms) in **COF**

- 23% decrease from 56 by the end of 2012
- Additionally there are 119 Tata contractors

There are **423** active **DTCs** on board across the **Bank**

- 66% increase from 255 DTCs as of Q1 2013
- 406 are located in HQ and 17 in COFs



EXECUTIVE AND MANAGERIAL WOMEN

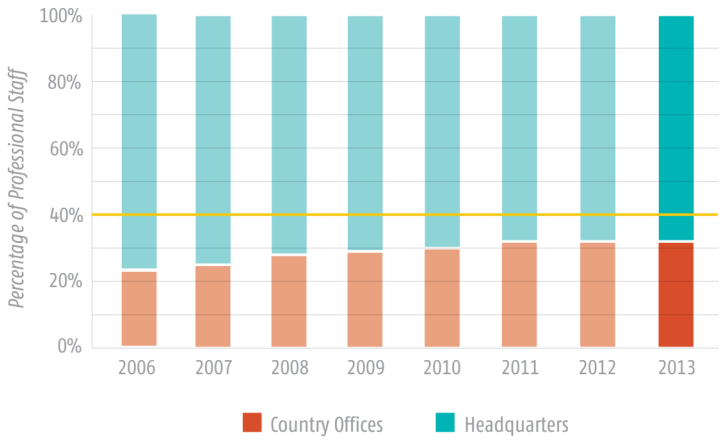
5.6 Percentage of Professional and Executive Staff Who are Women, Grade Four and Above

Women in **grades four and above** reached **36%**

- 1 percentage point increase from 35% in 2012
- 10 percentage points increase from 26% in 2006
- The RF target is 40% by 2015

Women in **executive** and representative positions reached **32%**

- 1 percentage point increase from 31% in 2012
- 17 percentage points increase from 15% in 2012
- The RF target is 38% by 2015



STAFF COMPOSITION

5.7 Percentage of Professional Staff Based in COF

Professional Staff in COF reached **32%**

- No change from 32% in 2012
- 9 percentage points increase from 23% in 2006
- The RF target is 40% by 2015.

Female professional staff in COF reached **40%**

- No change from 40% in 2012
- 8 percentage points increase from 32% in 2006

Staff from C&D countries account for **41%** of staff from all borrowing member countries

- No change from 41% in 2012

Staff from borrowing member countries account for **67%** of all staff

- 1 percentage point decrease from 68% in 2012

Staff with Doctorate degree accounted for:

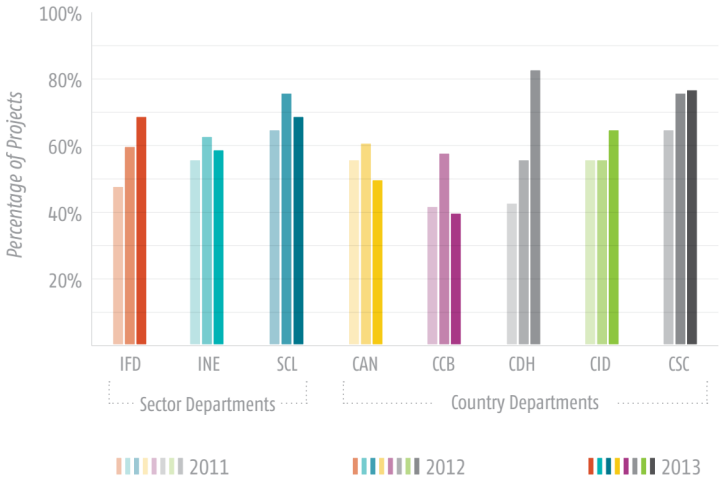
- 24% of the Executive level
- 29% of the Management level
- 17% of the Technical level

Of these **Staff holding a PhD**:

- 57% have an academic background from US & Canada
- 17% from borrowing countries
- 26% from Non regional countries

Average time of service at the Bank reached **9.8** years

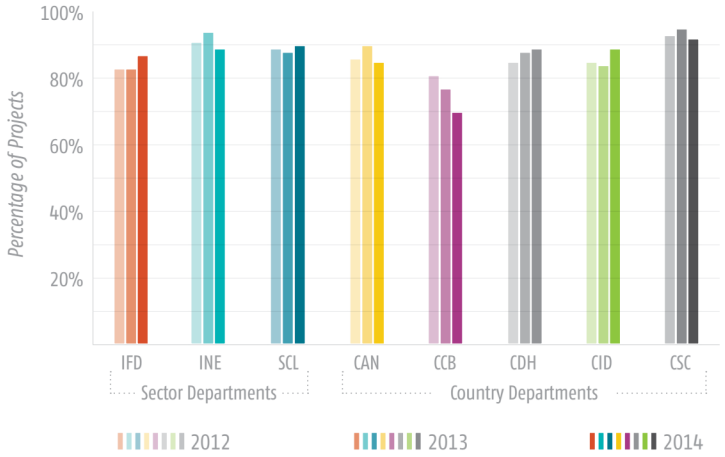
- Staff with less than 3 years accounted for 23%
- 33% have 3 to 10 years of service
- 30% have 10 to 20 years of service
- 14% have 20 years of service or more



5.8 Projects Approved with Team Leaders in COF

Number of **SG loan operations** prepared by **Team Leaders in COF** as a percentage of total number of SG approvals reached **65%** for 2013

- 1 percentage point increase from 64% in 2012



5.9 Projects in Portfolio with Team Leaders in COF

88% of **Team Leaders** for projects in portfolio are located in **COFs**

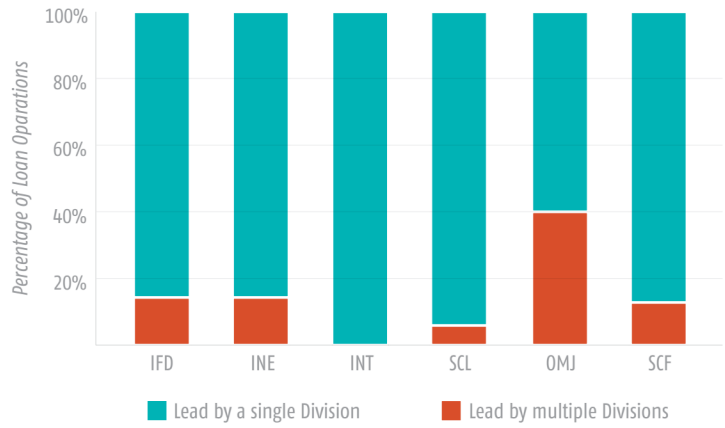
- Same level as the beginning of 2013

Percentage of staff time reported to operations **execution** related activities from **COF** reached **65%**

- No change from 65% in 2012

Total time reported in this category[40] reached **428 FTEs**

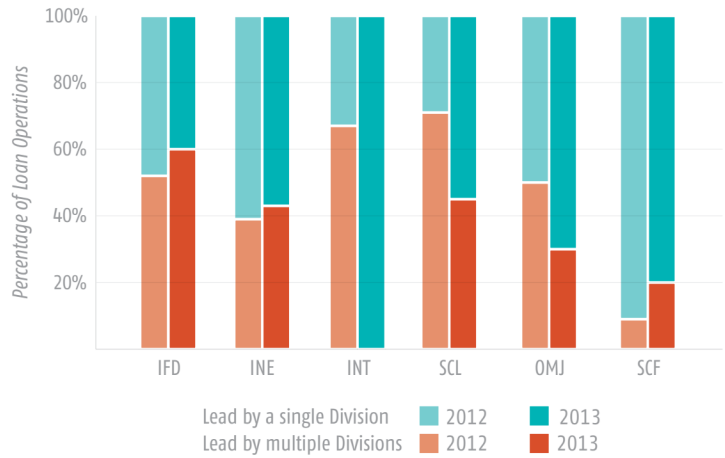
- No change from 428 FTEs in 2012



5.10 Projects Approved with Co-Leadership from Different Divisions

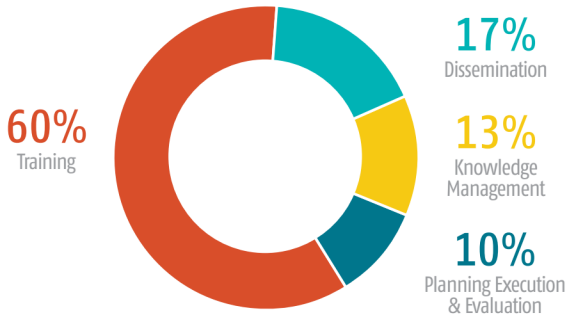
The percentage of operations with **Team Leaders** that belong to different divisions reached **14.3%**

- 9% increase from 5.3% in 2013



5.11 Multidisciplinary Team Compositions (Loan Operations in a Program)

Operations approved with registered specialists from different Divisions as team members reached **64**, 38% of the total operations approved. For **IFD**, **22** (52%) operations had members from different divisions; for **INE** **19** (39%), **SCL** **12** (71%), **SCF** **4** (9%) and **OMJ** **5** (50%)



Knowledge and Learning Execution 2013

KNOWLEDGE AND LEARNING

5.12 Staff Knowledge and Learning

Programmed **K&L staff activities** totaled **$7.9 million**, representing 100% of the approved K&L resources for the year

- **20,717** Bank participants (14,646 in 2012) have **registered** for a total of 203,098 participant-hours (160,523 hours in 2012). 64% of registered hours were from Staff, of which 29% was Staff in COFs (28% in 2012).
- **Total time reported to K&L activity codes** in the T&L system accounted for **4.6%** of Bank-wide reported labor hours, yielding an average of 9.8 days per FTE invested in learning activities
- **3,795 unique participants enrolled in at least one learning program** with a substantial participation by Staff (57%) encompassing all Staff cohorts[41] and Complementary Workforce employees: 67 Executives (257 Registrations and 2,437 Hours), 89 Managerial (613 Reg. and 5,866 Hrs.), 1,692 Technical (10,873 Reg. and 125,056 Hrs.), 262 Support (1,479 Reg. and 13,110 Hrs.); and 1,685 CWF (7,495 Reg. and 56,628 Hrs.)
- **Events evaluation.** For the period January to November 2013, KNL performed Level 1[42] evaluations for 425 internal and 575 external events, 58 internal events were evaluated for Level 2 evaluations and 13 were evaluated for Level 3 evaluations. 29% of the events evaluated correspond to Corporate Management activities, 25% to Core Competencies and 22% to Sector & Economic Analysis. The compliance rate[43] for internal events was 99.64% and for external events the rate was 100%. Participants who responded to the surveys expressed a high level of satisfaction, in general, with K&L events, reflected in the Utility rating and the composite Quality Index[44]. The score for Utility was 4.08 (4.17 in 2012) for internal and 4.35 for external events, based on a five point scale. The Quality Index was 4.23 (4.30 in 2012) for internal; and 4.25 (4.39 In 2012) for external events. Response rates ranged between 78.2% (65% in 2012) for internal and 78.8% (76% in 2012) for external events
- **Knowledge Products, Technical services and Dissemination.** 80 Communities of Practice where created and launched by the end of the year (active in BIDComunidades and Sharepoint) of which 32 are contributing to Development Effectiveness (16 with employees and counterparts and 16 with only employees), and 48 to Organizational Effectiveness & Efficiency (44 with employees in HQ and 4 with employees in COFS and HQ). Six specialized knowledge portals[45] managed by KNL were visited by 3,468 users and a total of 9,327 visits. At the end of the year 7,781 IDB Knowledge products were visible and accessible through the Bank Repository of Institutional Knowledge (BRIK). KNL/FHL created 2,719 personalized subject alerts and 51 new InfoGuides. FHL library website visits accounted for 25,198 visits and 62,184 full texts were downloaded from the electronic subscriptions
- At the end of the year there were 3,440 registered participants from the region that delivered 170,271 participant hours, of which, 13% corresponds to face-to-face training and 87% to e-learning activities (70% Public Management, 20% Project Management, 10% others)

AFS	Audited Financial Statements
BDA	Budget and Administrative Services Department
C&D	Countries from Group C & Group D
CAN	Country Department Andean Group
CCB	Country Department Caribbean Group
CCLIP	Conditional Credit Line for Investment Projects
CID	Country Department Central America, Mexico, Panama and Dominican Republic
COF	Country Office
COFAB	Grant Co-financing contribution administered by the Bank
CPD	Country Programming Document
CSC	Country Department Southern Cone
DTF	Donor Trust Funds
DEM	Development Effectiveness Matrix
EDU	Education Division
EME	Emergency Operations
ESW	Economic and Sector Work
FSO	Fund for Special Operations
FTEs	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	8th Replenishment
IDB-9	9th General Capital Increase
INE	Infrastructure and Environment Sector
INT	Integration and Trade Sector
INV	Investment Operations
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
ORC	Ordinary Capital
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
RBB	Results Based Budget
REG	Regional
RES	Department of Research and Chief Economist
RF	Results Framework
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
TTFFP	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

GO TO CONTENTS

1. Disbursement projections are as of February 28th, 2013

2. Program figures include Ordinary Capital (OC), Fund for Special Operations (FSO), IDB Grant Facility (GRF), Clean Technology Fund (CTF), China Co-Financing Fund for Latin America and the Caribbean (CHC), Canadian Climate Fund for the Private Sector in the Americas (CPS) and Strategic Climate Fund (SCX).

3. Lending approvals projections are as of February 28th, 2013

4. The ESW Plan refers only to products financed by the administrative budget from VPS5 ESW are stand-alone products whose primary objective is to enhance the relevance of the Bank to the Region by generating, applying and disseminating knowledge that can be applied in Bank operations. ESWs include activities (deliverables) such as policy dialogue, impact evaluations, pilot programs, analysis of social, economic and macroeconomic developments in the region, databases, and knowledge dissemination in the five CGI-9 sector priorities, and in new areas of work like citizen security, innovation, food security or sustainable cities.

5. 5ESW are stand-alone products whose primary objective is to enhance the relevance of the Bank to the Region by generating, applying and disseminating knowledge that can be applied in Bank operations. ESWs include activities (deliverables) such as policy dialogue, impact evaluations, pilot programs, analysis of social, economic and macroeconomic developments in the region, databases, and knowledge dissemination in the five CGI-9 sector priorities, and in new areas of work like citizen security, innovation, food security or sustainable cities.

6. FTE – Full Time Equivalent Staff per Year

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

8. Disbursement projections are as of February 28th, 2013.

9. Disbursement Profile of a Country is based on the average of the amount disbursed per project in the portfolio. The number of months is calculated from date of eligibility. The universe of projects for the profile shown, are the investment operations with Sovereign Guarantee that have closed between 2003 and 2013.

10. Disbursement Profile of a Sector is based on the average of the amount disbursed per project in the portfolio. The number of months is calculated from date of eligibility. The universe of projects for the profile shown, are the investment operations with Sovereign Guarantee that have closed between 2003 and 2013.

11. 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.

12. Includes operations financed by GRF.

13. Excludes operations pending ratification

14. Excludes the 5 operations originally requiring PCR that are part of the new PCR guidelines pilot.

15. All PCRs required to be approved by June 30, 2013

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

17. "Year" refers to AFS delivered during that year, corresponding to the previous fiscal year

18. The analysis was based on the Performance Index (PI) calculated in March 2013 for 449 operations, representing the eligible portfolio. Policy-based programs and closed operations were excluded.

19. "Outliers" are projects that have either a CPI or SPI of 2 or above, or that have missing data.

20. Includes a $100m approval under the Credit Line for Development Sustainability (ES-X1007)

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

22. Includes IIC exposure

23. Evaluability or the extent to which and activity or program can be evaluated in a reliable credible fashion, is the basis for assessing compliance with evaluation standards set out in the DEF.

24. 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.

25. FTE – Full Time Equivalent Staff Years.

26. 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.

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

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

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

GO TO CONTENTS

30. ESW are stand-alone products whose primary objective is to enhance the relevance of the Bank to the Region by generating, applying and disseminating knowledge that can be applied in Bank operations. ESWs include activities (deliverables) such as policy dialogue, impact evaluations, pilot programs, analysis of social, economic and macroeconomic developments in the region, databases, and knowledge dissemination in the five CGI-9 sector priorities, and in new areas of work like citizen security, innovation, food security or sustainable cities. 30 CIPs are products and services whose primary objective is to respond to the Bank's needs in terms of training and human capital development, knowledge management, new sector strategies, policies or action plans, instruments and tools to support the preparation and supervision of operations, mainstreaming of activities in Bank operations, and positioning the Bank in different international forums. CIPs include activities such as training for all Bank staff, library and knowledge management services, sector knowledge weeks, preparation of sector strategies, policies and guidelines, gender or climate change mainstreaming into IDB operations, operational tools to strengthen environmental and social risk management, or the implementation of specific action plans.

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

32. Excludes general administrative costs

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

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

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

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

37. Measurement based on registered Start date

38. Only operations that actually disbursed.

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

40. Time reported accounts for the hours from staff directly charged to operations (Loans and Technical Cooperation).

41. Includes: Executive Directors, Counselors, and IIC

42. The Kirkpatrick Model of Training Evaluation: Level 1 measures Reaction/Level 2 measures Learning/ Level 3 measures Behavior/Level 4 measures Results

43. The "compliance rate" refers to the percentage of events that should have been evaluated that was effectively evaluated.

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

45. Portals: http://knl/exd, http://knl/eval, http://knl/idb9, http://knl/wsa, http://knl/nep, http://knl/one