

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

BUSINESS REVIEW 2014 Q1Q2Q3

This document provides an analysis of the 2014 First Quarter operational and 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 providing the information.

Special thanks to VPC, VPF, VPS, VPP, ORP and RMG for their contributions in the preparation of this report.

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**BUSINESS
REVIEW
2014
Q1Q2Q3**

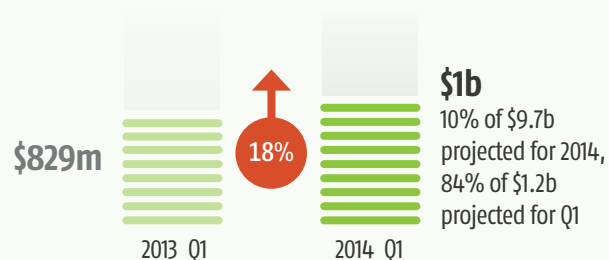
OPERATIONAL
& CORPORATE
HIGHLIGHTS

ALL CORPORATE
HIGHLIGHTS
SO OPERATIONAL

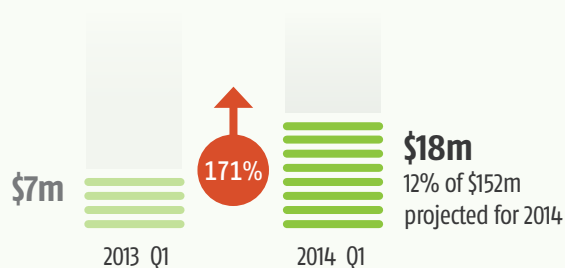
PROGRAM EXECUTION

Loan Disbursements¹

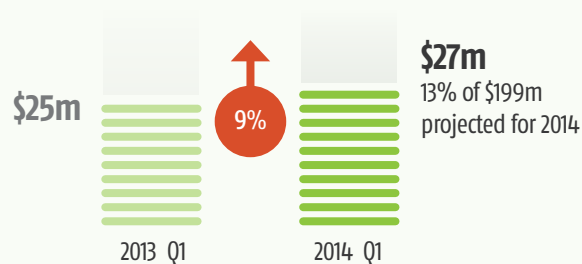
TOTAL CUMULATIVE DISBURSEMENTS



FSO FOR ELIGIBLE COUNTRIES

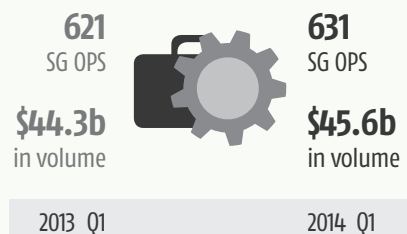


IDB GRANT FACILITY

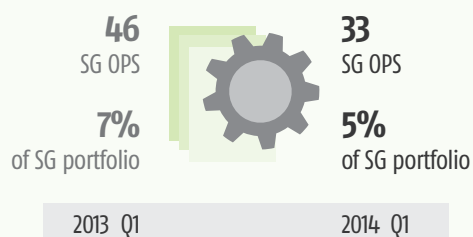


Loan Portfolio

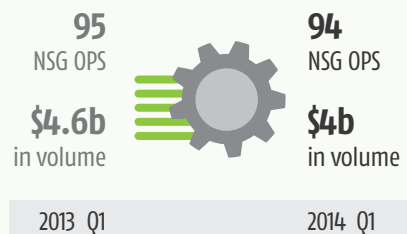
SG OPERATIONS IN PORTFOLIO



SG OPERATIONS W/LEGAL EFFECTIVENESS PENDING ELIGIBILITY

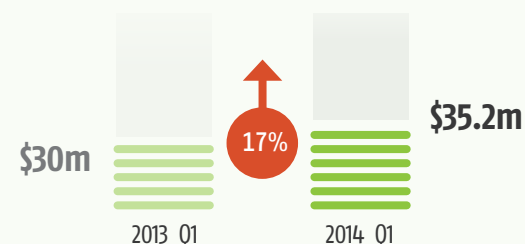


NSG OPERATIONS CURRENTLY DISBURSING

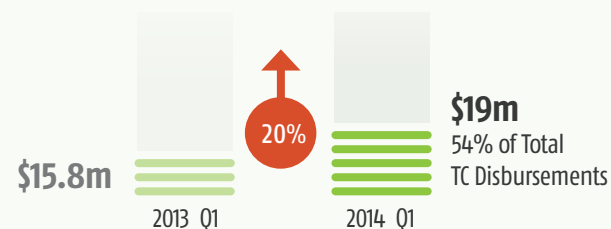


Technical Cooperation Disbursements

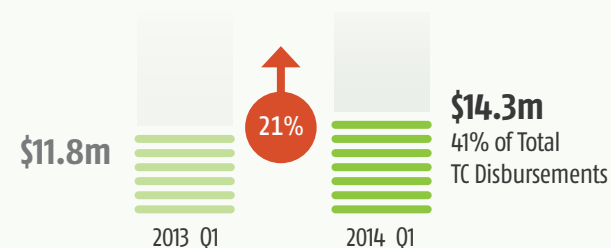
TC DISBURSEMENTS



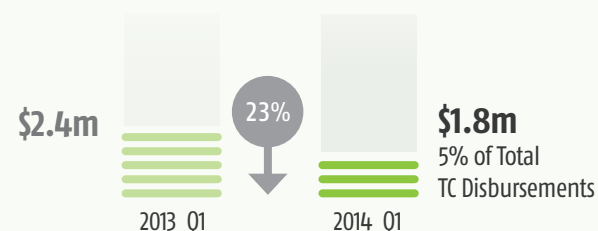
TC ORC SPECIAL PROGRAMS



TC DONOR TRUST FUNDS



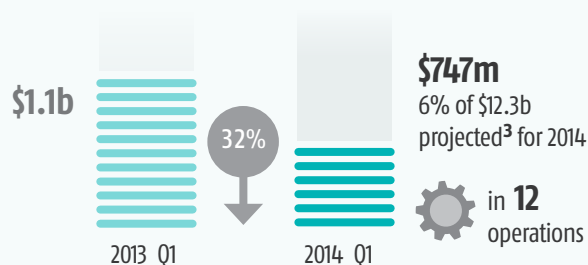
TC FSO DISBURSEMENTS



PROGRAM STRATEGIC ALIGNMENT

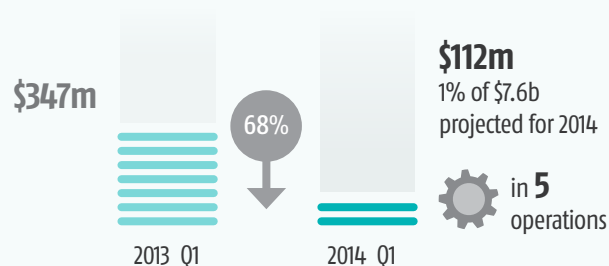
Loan Approvals²

LENDING APPROVALS

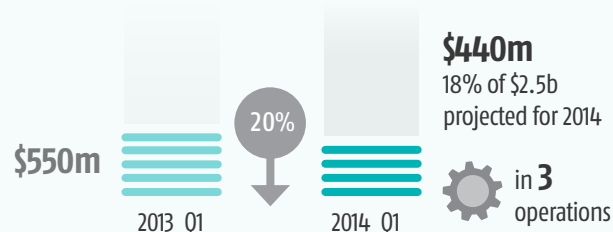


The previous version did not include ME-L1155, approved on March 20 but not recorded in the system until April 1.

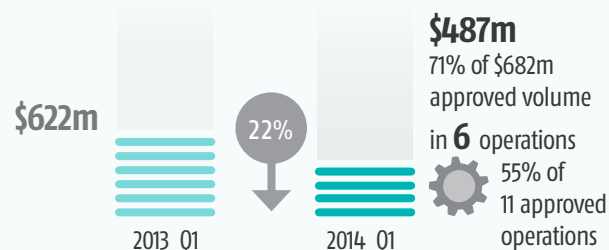
SG INVESTMENTS LENDING APPROVALS



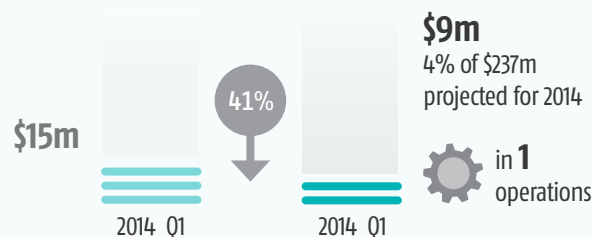
POLICY BASED LENDING APPROVALS



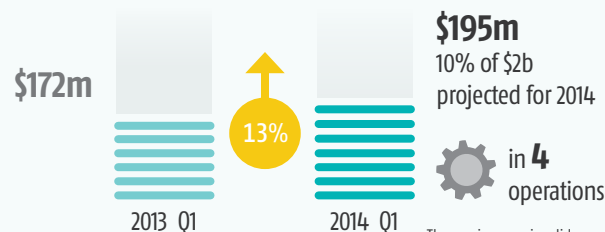
MULTIPLE BOOKED⁴ OPERATIONS APPROVED



FSO OPERATIONS APPROVALS

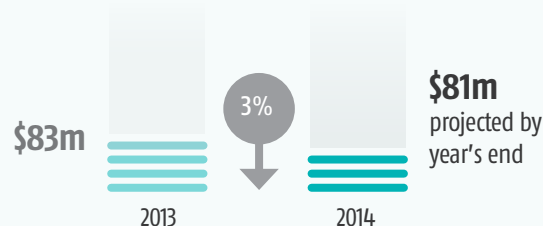


NSG ORDINARY CAPITAL APPROVALS



The previous version did not include ME-L1155, approved on March 20 but not recorded in the system until April 1.

AVERAGE OPERATION SIZE



BUSINESS DEVELOPMENT

Country Strategies & Programming

COUNTRY STRATEGIES

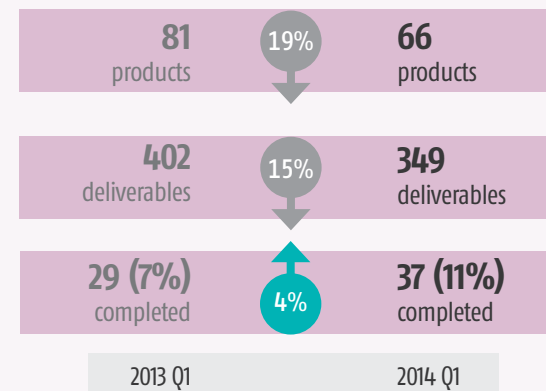


The previous version wrongly informed that 8 country strategies were projected for 2014 as the source of the information (POIS33) was not adequately updated.



VPS Economic & Sector Work (ESW) Products

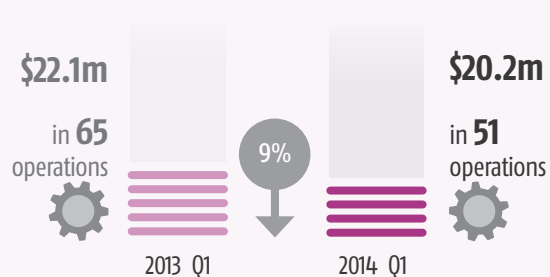
ESW PLAN⁵



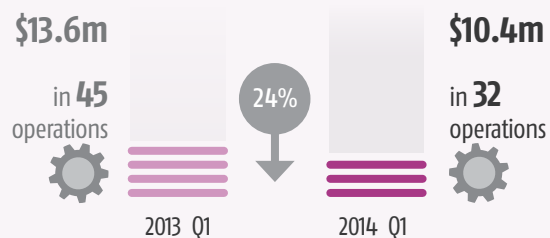
BUSINESS DEVELOPMENT

Technical Cooperations Program

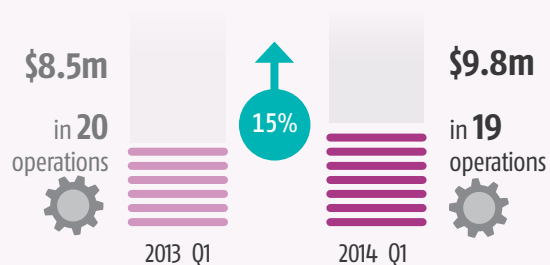
TECHNICAL COOPERATION APPROVALS



FINANCED WITH ORDINARY CAPITAL APPROVALS

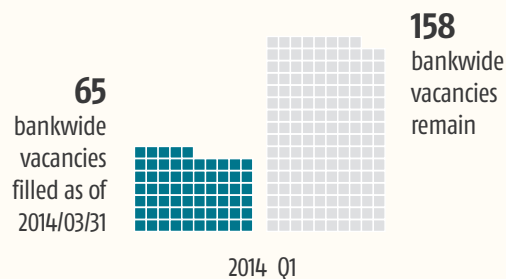


FINANCED WITH DONOR TRUST FUND APPROVALS

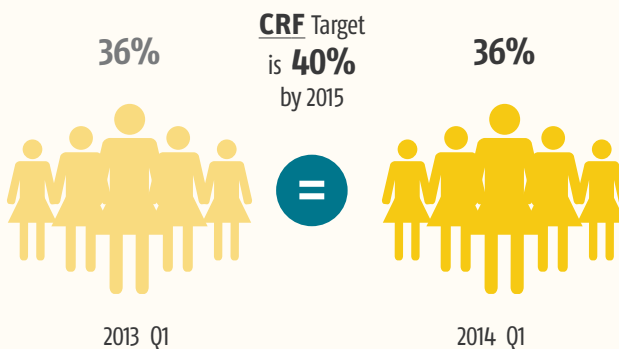


HUMAN RESOURCES

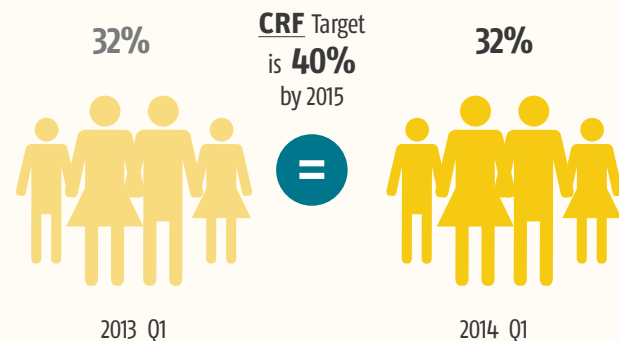
VACANCIES FILLED



WOMEN IN GRADES FOUR AND ABOVE



PROFESSIONAL STAFF IN COF



KNOWLEDGE & LEARNING

RESOURCES ASSIGNED FOR K&L STAFF ACTIVITIES

\$8.9m resources assigned for K&L staff activities for 2014



42% of the assigned resources were executed, 7% are programmed and 51% are pending programming as of 2014/03/31

PARTICIPANTS ENROLLED



2,204 people enrolled in at least one learning program



33% increase from 2013 Q1

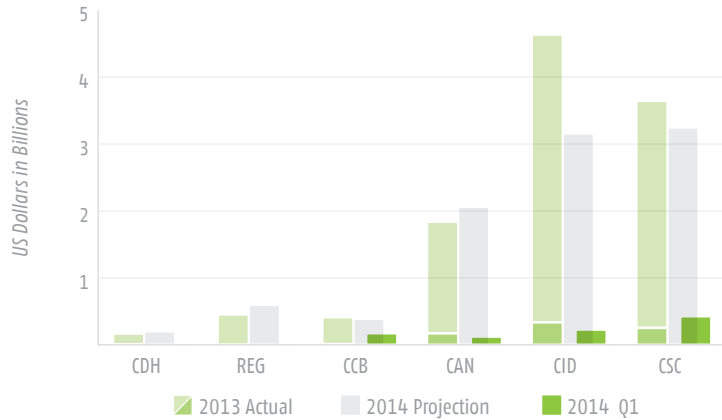
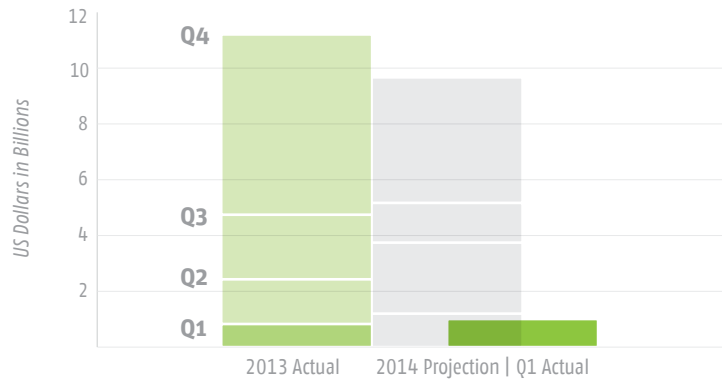
KNL BLOG



53,665 views representing 18% of the total blogs views of the Bank

I. EXECUTION





DISBURSEMENTS

1.1 Total Disbursements

Bank's disbursements: \$1.0b

- 10% of \$9.7b projected⁶ for 2014
- 18% increase from \$829m in 2013 Q1

SG disbursements: \$738m

- 9% of \$7.9b projected for 2014
- 20% increase from \$618m in 2013 Q1

NSG disbursements: \$270m

- 16% of \$1.7b projected for 2014
- 28% increase from \$211m in 2013 Q1

BY COUNTRY GROUP

1.2 Loan Disbursements by Country Group

CAN countries disbursements: \$125m

- 6% of \$2.1b projected for 2014
- 28% decrease from \$173m in 2013 Q1

CCB countries disbursements: \$175m

- 45% of \$392m projected for 2014
- 377% increase from \$37m in 2013 Q1

CID countries disbursements: \$230m

- 7% of \$3.2b projected for 2014
- 32% decrease from \$337b in 2013 Q1

CSC countries disbursements: \$429m

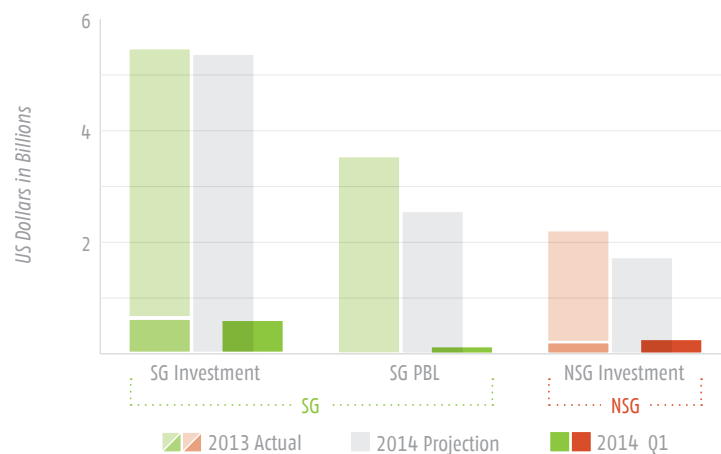
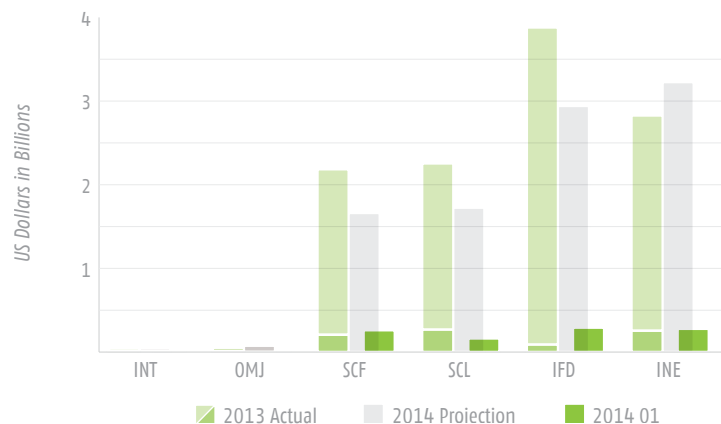
- 13% of \$3.3b projected for 2014
- 68% increase from \$255m in 2013 Q1

CDH countries disbursements: \$27m

- 13% of \$203m projected for 2014
- 9% increase from \$25m in 2013 Q1

Regional disbursements: \$22m

- 4% of \$601m projected for 2014
- 728% increase from \$3m in 2013 Q1



BY DEPARTMENT (SG & NSG)

1.3 Loan Disbursements by Department

IFD disbursements: \$293m

- 10% of \$2.9b projected for 2014
- 224% increase from \$90m in 2013 Q1

INE disbursements: \$279m

- 9% of \$3.2b projected for 2014
- 9% decrease from \$256m in 2013 Q1

INT disbursements: \$2.7m

- 8% of \$34m projected for 2014
- 4% decrease from \$2.8m in 2013 Q1

SCL disbursements: \$164m

- 9% of \$1.7b projected for 2014
- 39% decrease from \$269m in 2013 Q1

SCF disbursements: \$262m

- 16% of \$1.7b projected for 2014
- 26% increase from \$208m in 2013 Q1

OMJ disbursements: \$8m

- 11% of \$74m projected for 2014
- 178% increase from \$2.9m in 2013 Q1

BY INSTRUMENT

Loan Disbursements by Instrument

1.4 SG Investment disbursements: \$597m

- 11% of the \$5.4b projected for 2014
- 3% decrease from \$616m in 2013 Q1

NSG Investment disbursements: \$270m

- 16% of the \$1.7b projected for 2014
- 28% increase from \$211m in 2013 Q1

Policy Based Loan disbursements: \$141m

- 5% of the \$2.6b projected for 2014
- 6338% increase from \$2m in 2013 Q1⁷

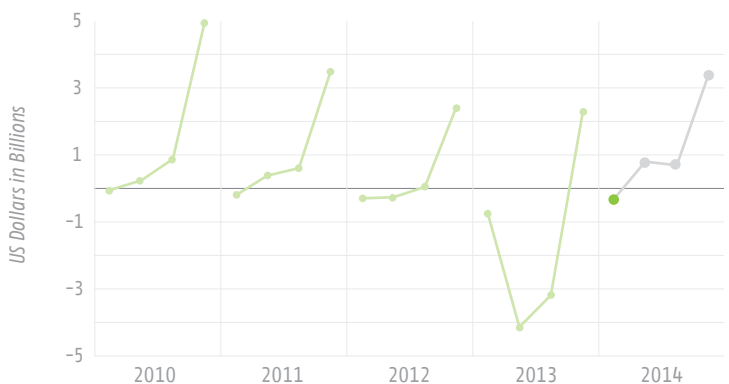
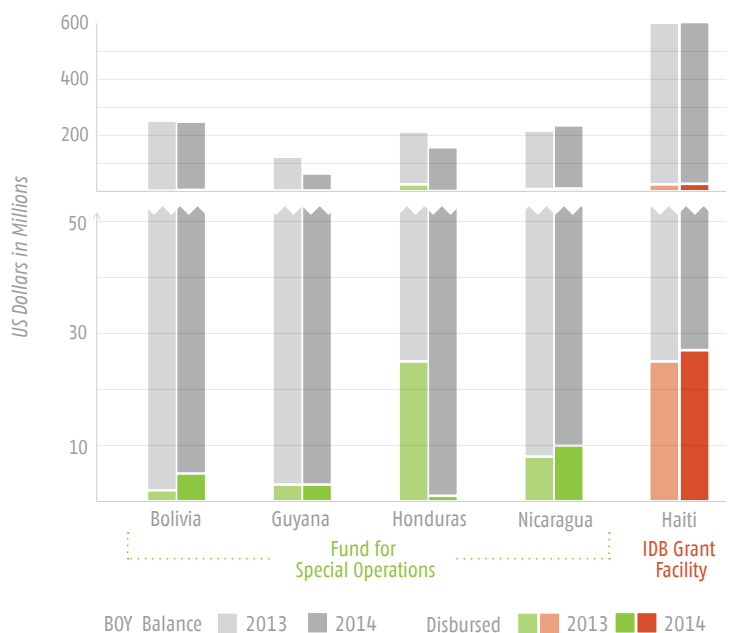
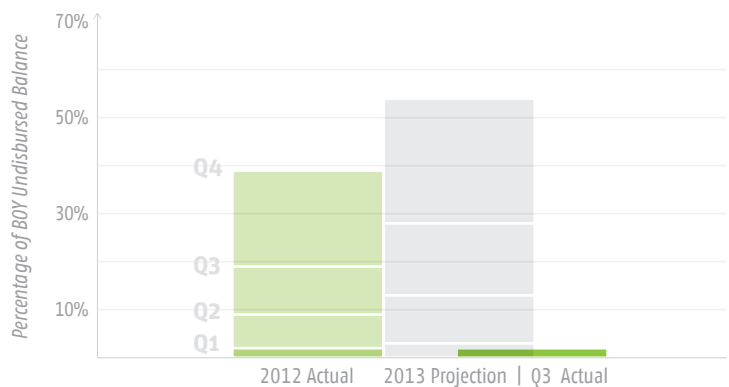
Disbursements of FSO and IDB Grant Facility

1.5 Fund for Special Operations disbursements for eligible countries: \$18m

- 12% of \$152m projected for 2014
- 51% decrease from \$37m in 2013 Q1

IDB Grant Facility disbursements: \$27m

- 13% of \$199m projected for 2014
- 9% increase from \$25m disbursed in 2013 Q1



BEGINNING OF YEAR UNDISBURSED BALANCE

1.6 Investment Disbursements as percentage of Beginning of Year Undisbursed Balance

Beginning of year balance for active investment operations amounted to **\$26.9b** in 2014

- 8% increase from \$24.9b at the beginning of 2013
- 2% (\$597m) of the initial undisbursed balance has been disbursed as of Q1⁸, compared with 2% (\$616m) during the same period in 2013 Q1
- 26% of initial balance is projected to be disbursed during 2014, compared to 20% disbursed in 2013

1.7 FSO and IDB Grant Facility Disbursements compared to Beginning of Year Undisbursed Balance

Beginning of year balance for investment operations financed by FSO and the IDB Grant Facility for eligible countries amounted to **\$1.26b**

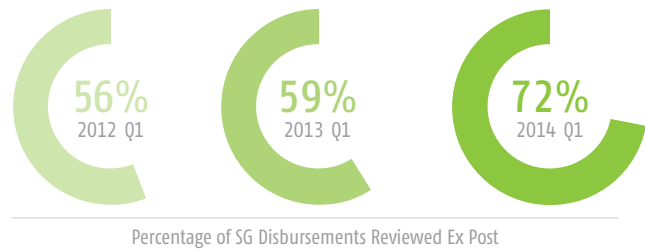
- 3% decrease from \$1.3b at the beginning of 2013
- 4% (\$45m) of the initial undisbursed balance has been disbursed as of Q1⁹, compared with 5% (\$62m) during the same period in 2013 Q1

NET LOAN FLOWS

1.8 Net Loan Flows of Convertible Currencies (YTD)

Net Loan Flow for Q1: **-\$322m** as the Bank disbursed below repayments level¹⁰

- Net Loan Flow for Q1 2013 was **-\$751m**
- \$3.4b is the estimated net loan flow level for EOY 2014, based on projections for the year for principal collections and disbursements



EX POST REVIEW OF DISBURSEMENTS

1.9 Disbursements Reviewed Ex Post

Disbursements reviewed ex post: 72% of total disbursements for SG investment operations

- 13 percentage points increase from 59% in 2013 Q1
- 56% of loans disbursed with ex post review the same as 2013

TECHNICAL COOPERATION DISBURSEMENTS

1.10 TC Disbursements

TC disbursements: \$35.2m

- 17% increase from \$30m in 2013 Q1

TC ORC Special Programs: \$19m

- 54% of total TC disbursements
- 20% increase from \$15.8m disbursed in 2013 Q1

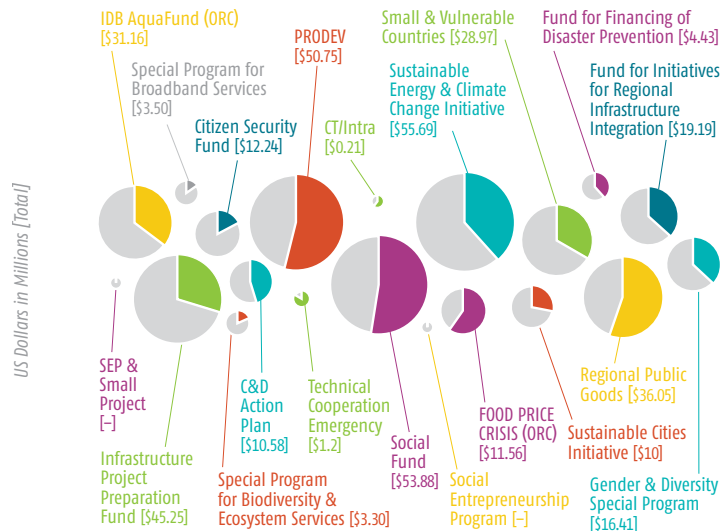
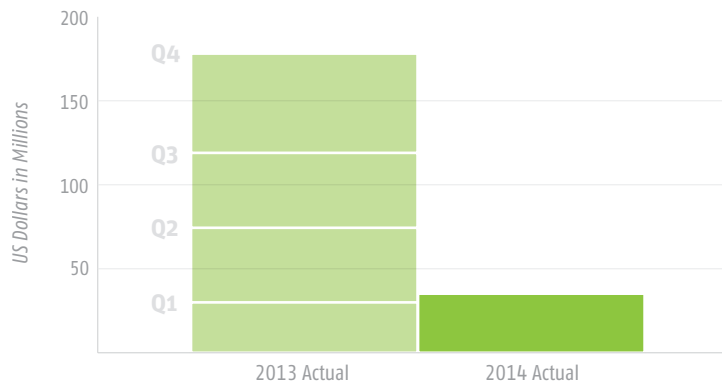
TC Donor Trust Funds: \$14.3m

- 41% of total TC disbursements

- 21% increase from \$11.8m disbursed in 2013 Q1

TC FSO disbursements: \$1.8m

- 5% of total TC disbursements
- 23% decrease from \$2.4m disbursed in 2013 Q1



1.11 TC Disbursements of Special Programs Financed with Ordinary Capital

Disbursements of Technical Cooperation's Portfolio under ORC **Special Programs:** 42% (\$165m) of \$394m in portfolio

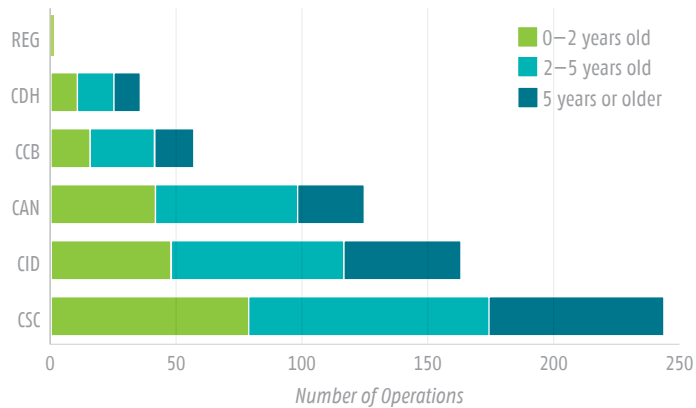
- 41% (\$145m) of \$353m in portfolio in 2013 Q1

LOAN PORTFOLIO¹¹

1.12 SG Operations by Country Region and Approval Year

631 SG operations in portfolio, \$45.6b in volume

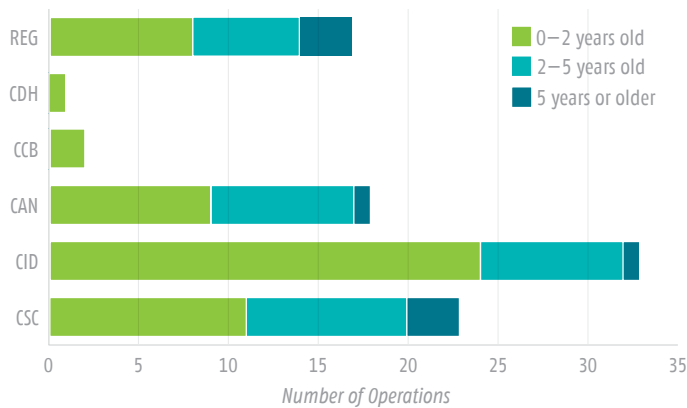
- 171 operations were approved on or before March 2009 (5 years or older)
- 263 operations were approved between April 2009 and March 2012 (2 to 5 years old)
- 197 operations were approved on or after April 2012 (0 to 2 years old)
- 65% (409) under CID and CSC countries



1.13 NSG Operations by Country Region and Approval Year

95 NSG operations are currently disbursing, \$4.1b in volume

- 8 operations were approved on or before March 2009 (5 years or older)
- 31 operations were approved between April 2009 and March 2012 (2 to 5 years old)
- 56 operations were approved on or after March 2012 (0 to 2 years old)
- 60% (57) under CID and CSC countries

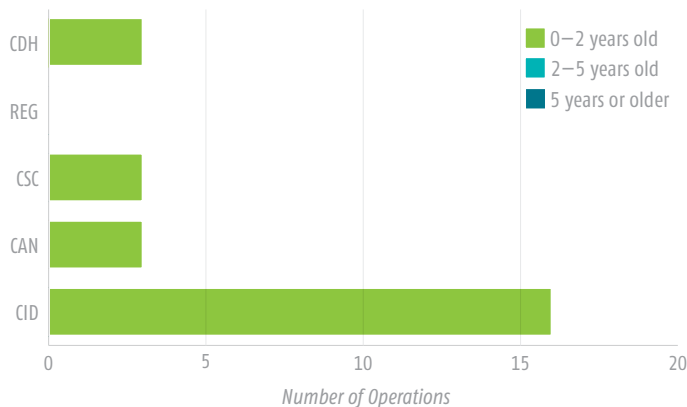


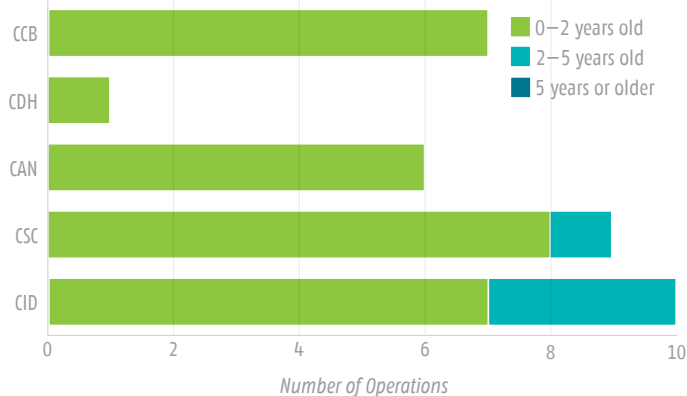
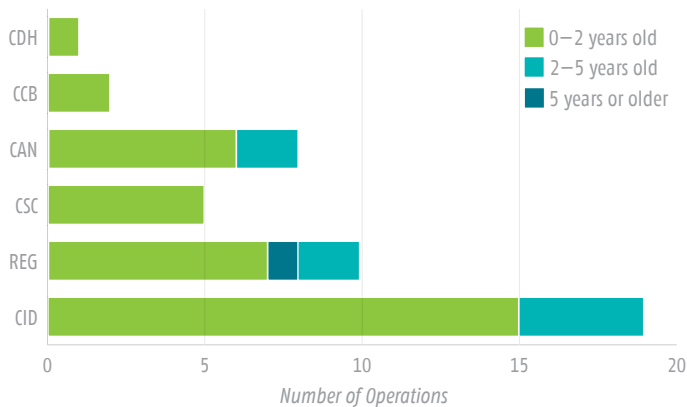
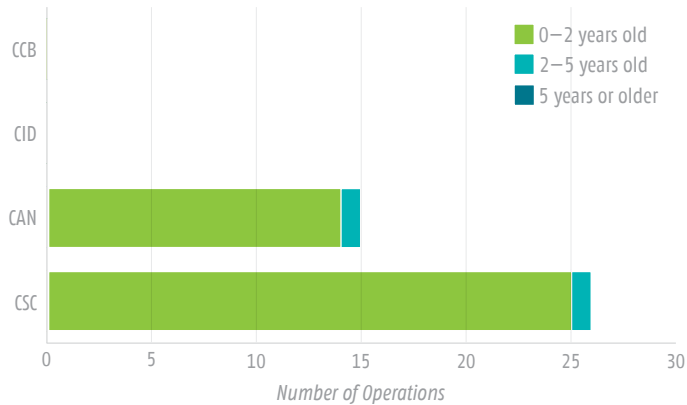
LOAN PORTFOLIO PENDING RATIFICATION

1.14 SG Operations Pending Ratification by Country Group and Approval Year

25 SG operations pending ratification, \$1.85b in volume

- 25 operations were approved on or after April 2012 (0 to 2 years old)
- 64% (16) under CID countries





LOAN PORTFOLIO PENDING SIGNATURE

1.15 SG Portfolio Pending Signature by Country Group and Approval Year

41 SG operations pending signature¹², \$3.1b in volume

- 2 operations were approved between April 2009 and March 2012 (2 to 5 years old)
- 39 operations were approved on or after April 2012 (0 to 2 years old)
- 71% (25) under CSC countries

LOAN PORTFOLIO PENDING SIGNATURE

1.16 NSG Operations Pending Signature by Country Group and Approval Year

46 NSG operations pending signature, \$1.5b in volume

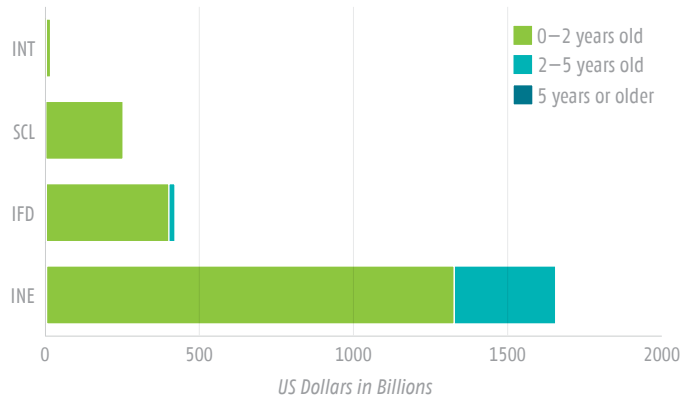
- 1 Operation was approved on or before March 2009 (5 years or older)
- 8 operations were approved between April 2009 and March 2012 (2 to 5 years old)
- 37 operations were approved on or after April 2012 (0 to 2 years old)
- 64% (29) under CID countries and Regional operations

LOAN PORTFOLIO PENDING ELIGIBILITY

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

33 SG operations with legal effectiveness pending eligibility¹³

- 5% of total SG portfolio (631 operations)
- 4 operations were approved between April 2009 and March 2012 (2 to 5 years old)
- 29 operations were approved on or after April 2012 (0 to 2 years old)
- 58% (10) under CID and CSC countries



1.18 SG Operations Not Yet Eligible (Volume of Operations)

SG operations with legal effectiveness pending eligibility amounted to **\$2.4b**

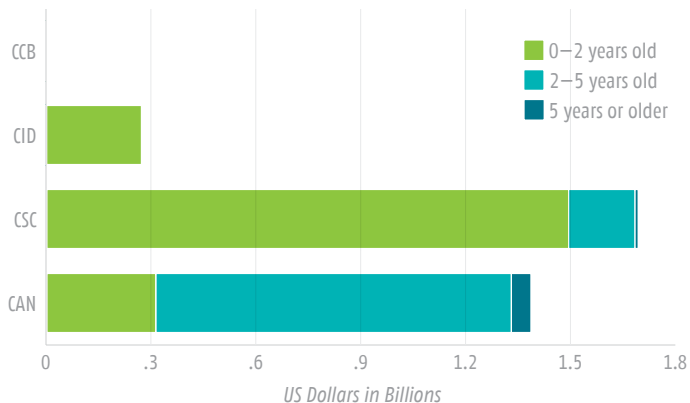
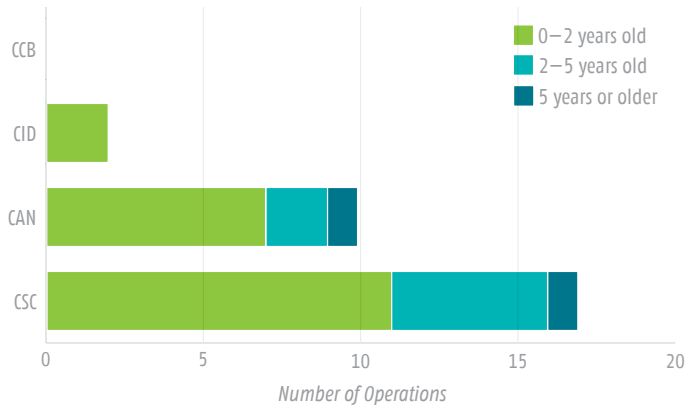
- 5% of total SG portfolio (45.6b)
- \$357m in operations that were approved between April 2009 and March 2012 (2 to 5 years old)
- \$2.0b in operations that were approved on or after April 2012 (0 to 2 years old)
- 70% (\$1.7b) under INE sector department

LOAN PORTFOLIO PENDING FIRST DISBURSEMENT

1.19 SG Operations pending First Disbursement

29 SG eligible operations are currently pending first disbursement

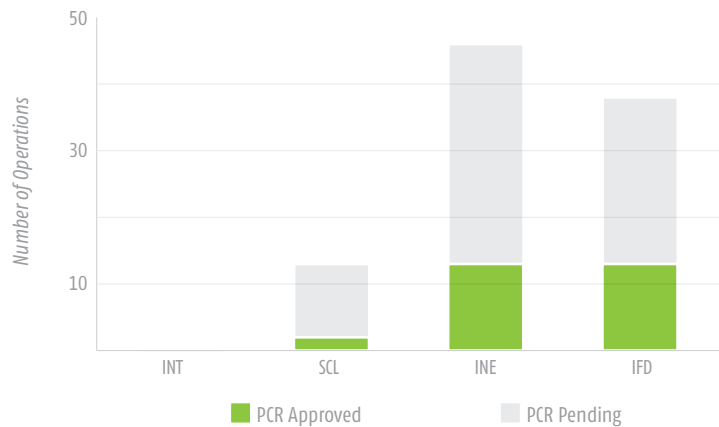
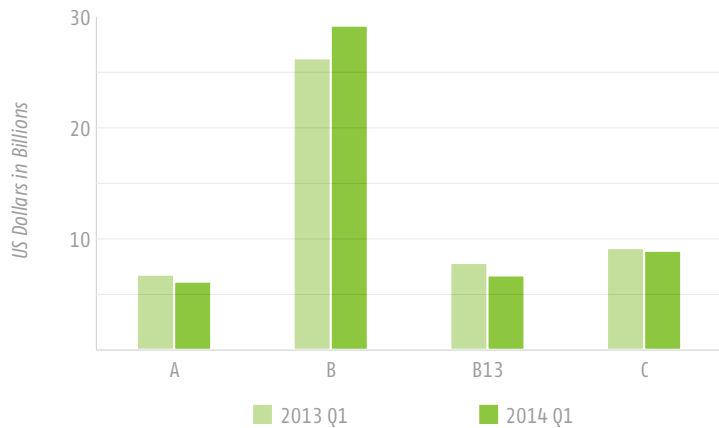
- 5% of total SG portfolio (631 operations)
- 2 operations were approved on or before March 2009 (5 years or older)
- 7 operations were approved between April 2009 and March 2012 (2 to 5 years old)
- 20 operations were approved on or after April 2012 (0 to 2 years old)
- 59% (17) of operations are under CSC countries
- 34% (10) of operations are under CAN countries
- 7% (2) of operations are under CID countries



1.20 SG Operations pending First Disbursement (Volume of Operations)

SG eligible operations pending first disbursement amounted to **\$3.4b**

- 7% of total SG portfolio volume (\$45.6b)
- 50% (\$1.7b) of volume is under CSC countries
- 41% (\$1.4b) of volume is under CAN countries
- 8% (\$0.3b) of volume is under CID countries



ENVIRONMENTAL AND SOCIAL IMPACT RISKS

1.21 Volume of portfolio in execution by Environmental and Social Impact

32 operations in execution for **\$6.2b** classified as **category "A"** in Environmental and Social Impact risk

- 9% decrease from 35 in 2013 Q1
- 9% decrease from \$6.8b in 2013 Q1

349 operations in execution for **\$29.2b** classified as **category "B"** in Environmental and Social Impact risk

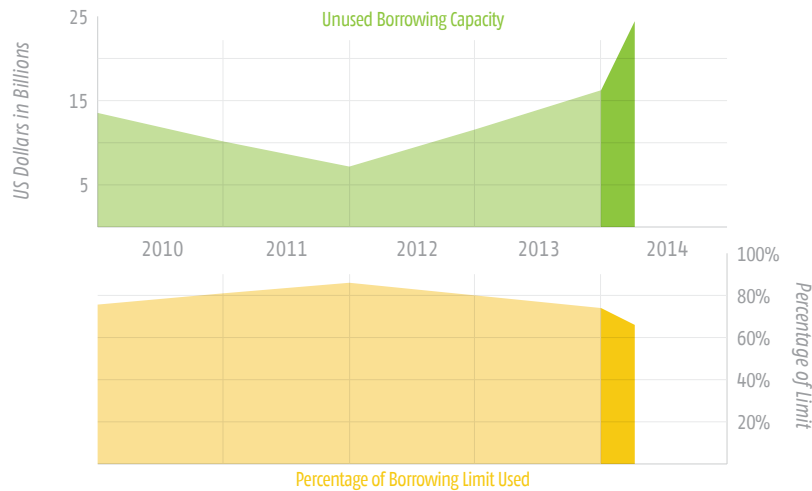
- 3% increase from 340 in 2013 Q1
- 11% increase from \$26.3b in 2013 Q1

PROJECT COMPLETION REPORTS

1.22 PCR Status for Projects Fully Disbursed in 2013

97 operations require a Project Completion Report¹⁴ of 110 projects that completed disbursements during 2013

- **As of March 31, 29% (28)** were processed and approved by VPS: IFD (13), INE (13), SCL (2)



1.23 Unused Borrowing Capacity

Net Borrowings: \$46.7b

- 1% decrease from \$47.2b in 2013

The **Callable Capital** of non-borrowing countries: **\$71.1b**

- 12% increase from \$63.4b at 2013 EOY

Percentage of the **borrowing limit** used: **66%**

- 8 percentage points decrease from 74% at 2013 EOY

Unused borrowing capacity: \$24.4b

- 50% increase from \$16.2b at 2013 EOY

CONCENTRATION RISK

The five largest borrowing countries – Brazil (20%), Mexico (18%), Argentina (15%), Colombia (10%) and Peru (4%) – accounted for 67% of the Bank's loan and guarantee exposures.

1.24 Concentration Risk (SG)

Size of the outstanding SG portfolio: \$65b

- 0.6% decrease from \$65.4b at 2013 EOY

The **five largest SG exposures**: 69.3%

- 0.1% percentage points decrease from 69.4% in 2013 EOY

Undisbursed portion of approved SG loans: **\$26.4b**

- 0.8% decrease from \$26.6b in 2013

SG loans **undisbursed as a percentage of outstanding** SG loans and guarantees: **28.9%**

- Same level as at 2013 EOY

1.25 Concentration Risk (NSG)

Size of the outstanding NSG portfolio: \$6.1b

- 1% increase from \$6b at 2013 EOY

The **five largest NSG exposures**: **55.8%**

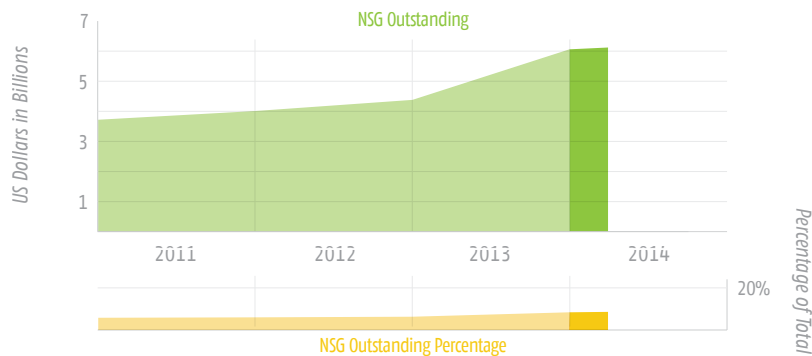
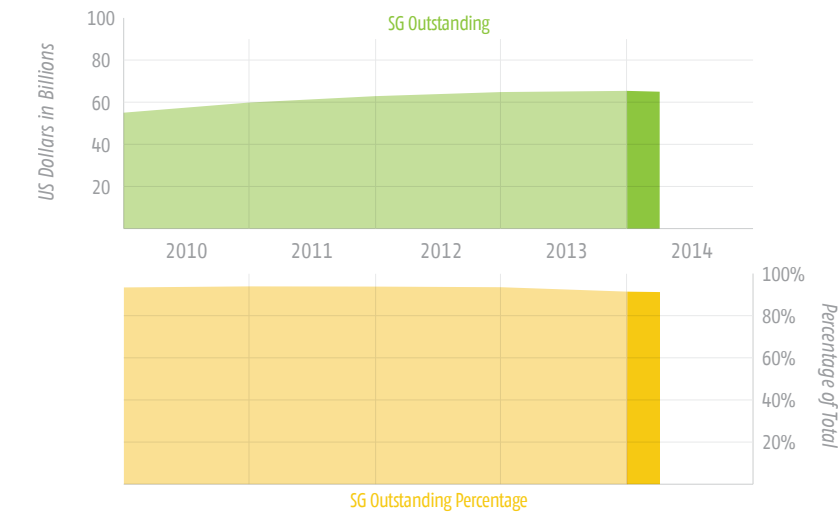
- 0.9 percentage points decrease from 56.7% at 2013 EOY

Undisbursed portion of NSG loans: **\$2.2 b**

- 8.7% decrease from \$2.4 billion at 2013 EOY

NSG loans and guarantees **undisbursed as a percentage of outstanding**: **26.7%**

- 2 percentage points decrease from 28.7% at 2013 EOY

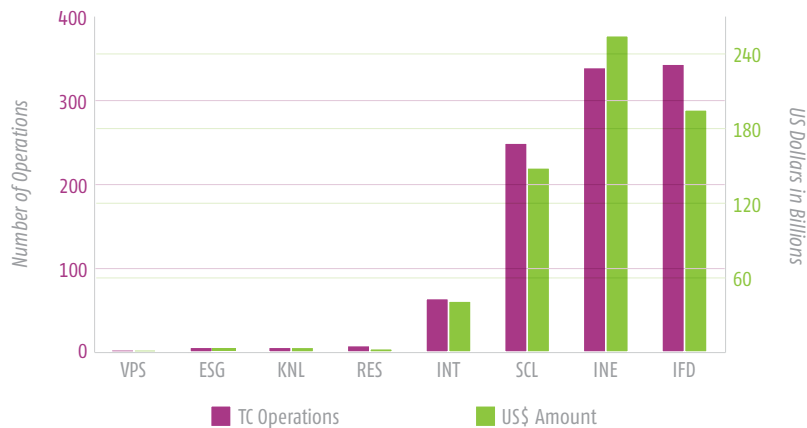
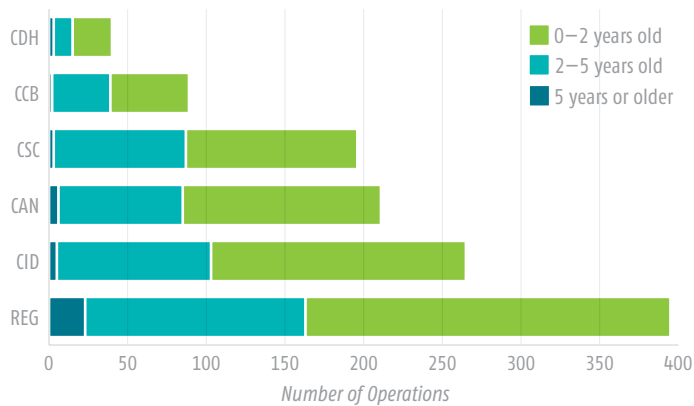


TECHNICAL COOPERATION'S PORTFOLIO

1.26 TC Operations by Country Group and Approval Year

TC operations in portfolio: **1,196**, with **\$720m** in volume

- 42 (\$48.7m) operations were approved on or before March 2009 (5 years or older)
- 450 (\$287.4m) operations were approved between April 2009 and March 2012 (2 to 5 years old)
- 704 (\$383.8m) operations were approved on or after April 2012 (0 to 2 years old)
- 55% (660) under CID countries and Regional operations



1.27 Technical Cooperation in Execution under VPS by Sector

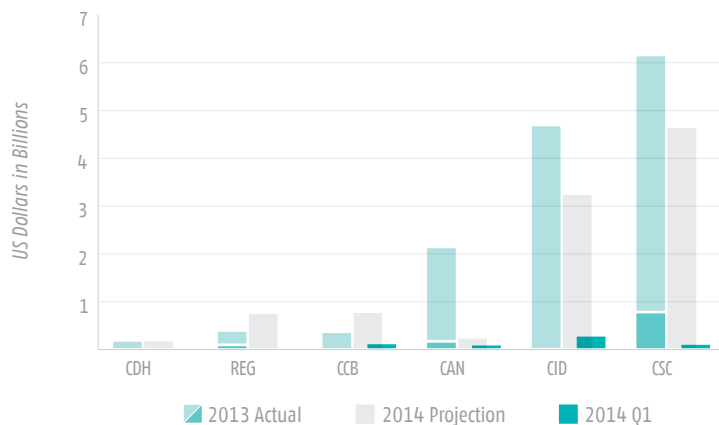
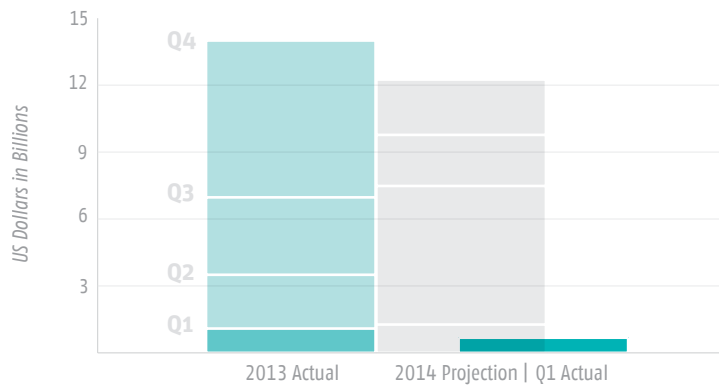
Technical Cooperation in portfolio under VPS supervision:

1,026 operations with **\$654.4m** in volume

- 344 (\$196m) under IFD department
- 340 (\$255m) under INE department
- 250 (\$149m) under SCL department
- 65 (\$42m) under INT department

II. STRATEGIC ALIGNMENT

STRATEGIC
ALIGNMENT
STRATEGIC



LOAN APPROVALS

2.1 Approvals by Quarter

Bank's approvals: \$747m in 12 operations

- 6% of the volume (\$12.3b) projected¹⁵ for 2014
- 29% decrease from 17 loans in 2013 Q1
- 32% decrease from \$1.1b in 2013 Q1
- \$80.6m is the projected average operations size for year's end, a 16% increase from \$68m in 2013

BY COUNTRY GROUP

2.2 Country Group Approvals

CAN countries: \$114m in 4 operations

- 4% of the volume (\$2.6b) projected for 2014
- 34% decrease from \$172m in 2013 Q1
- 33% increase from 3 loans in 2013 Q1

CCB countries: \$140m in 2 operation

- 18% of the volume (\$794m) projected for 2014
- There were no approvals in 2013 Q1

CID countries: \$365m in 2 operations

- 11% of the volume (\$3.3b) projected for 2014
- 1109% increase from \$30m in 2013 Q1
- 33% decrease from 3 loans in 2013 Q1

CSC countries: \$128m in 4 operations

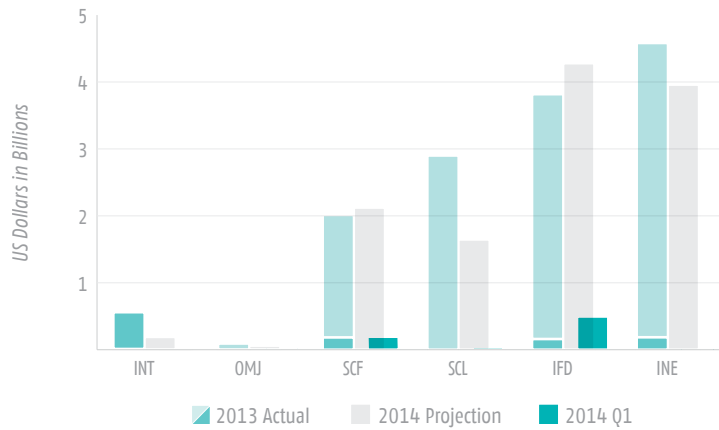
- 3% of the volume (\$4.7b) projected for 2014
- 84% decrease from \$785m in 2013 Q1
- 56% decrease from 9 loans in 2013 Q1

CDH: No approvals in 2014 Q1

- 0% of the volume (\$202m) projected for 2014
- There were \$4m from 1 loan approved in 2013 Q1

Regional: No approvals in 2014 Q1

- 0% of the volume (\$773m) projected for 2014
- There were \$100m from 1 loan in 2013 Q1



BY DEPARTMENT (SG & NSG)

2.3 Approvals by Department

IFD approvals: \$497m in 6 operations

- 12% of the volume (\$4.3b) projected for 2014
- 210% increase from \$160m in 2013 Q1
- 50% increase from 4 operations in same period in 2013

INE: No approvals in 2014 Q1

- 0% of the volume (\$4.0b) projected for 2014
- There were \$186m from 4 operations in 2013 Q1

INT approvals: \$12m in 1 operation

- 5% of the volume (\$224m) projected for 2014
- There were \$550m from 1 operation in 2013 Q1

SCL approvals: \$43m in 1 operation

- 3% of the volume (\$1.6b) projected for 2014
- There were no approvals in 2013 Q1

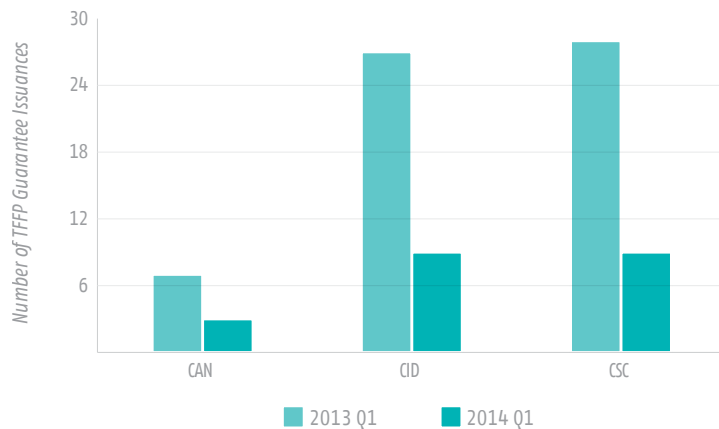
SCF approvals: \$195m in 4 operations

- 9% of the volume (\$2.1b) projected for 2014
- 5% increase from \$184m in 2013 Q1

43% decrease from 7 operations in 2013 Q1

OMJ: No approvals in 2014 Q1

- 0% of the volume (\$40m) projected for 2014
- There were \$10m from 1 operation in 2013 Q1



NSG CREDIT LINES AND GUARANTEES

No NSG Guarantees issuances in 2014 Q1

- There were no issuances in 2013 Q1

2.4 TFFP Guarantee Issuances

TFFP Line approvals: \$100m in 1 line

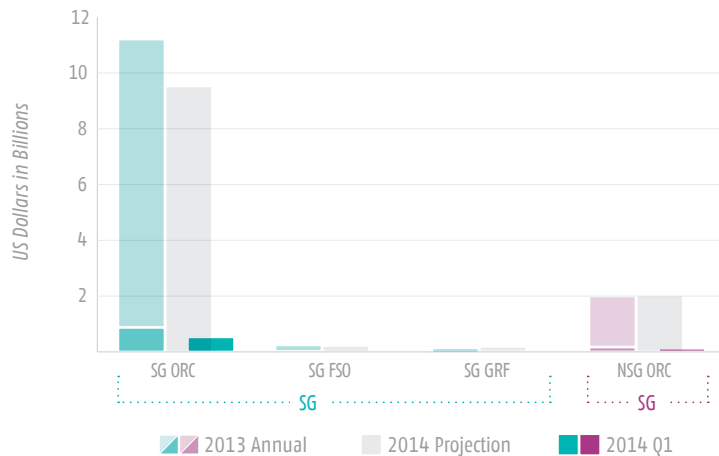
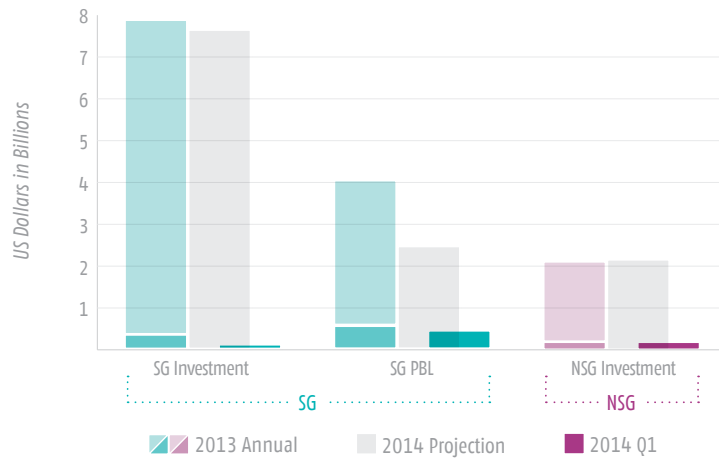
- No approvals in 2013 Q1

TFFP Line did not increase in 2014 Q1

- \$15m in increases in 2 transactions in 2013 Q1

TFFP Guarantees issued: \$87.8m in 21 issuances

- 20% decrease from \$109m issued in 2013 Q1
- 66% decrease from 62 issuances in 2013 Q1



BY INSTRUMENT

2.5 Approvals by Instrument

SG Investment lending approvals: \$112m in 5 operations

- 1% of the volume (\$7.6b) projected for 2014
- 68% decrease from \$347m in 2013 Q1
- 38% decrease from 8 operations in 2013 Q1

Policy Based Lending approvals: \$440m in 3 operations

- 18% of the volume (\$2.5b) projected for 2014
- 20% decrease from \$550m in 2013 Q1
- 200% increase from 1 operation in 2013 Q1

NSG Investment lending approvals: \$195m in 4 operations

- 9% of the volume (\$2.2b) projected for 2014
- 0.1% increase from \$194m in 2013 Q1
- 50% decrease from 8 operations in 2013 Q1

BY FUND

2.6 Approvals by Fund

SG Ordinary Capital approvals: \$543m in 8 operations

- 6% of the projected volume (\$9.1b) for 2014
- 41% decrease from \$882m in 2013 Q1
- 11% decrease from 9 operations 2013 Q1

SG Fund for Special Operations approvals: \$9m in 1 operation

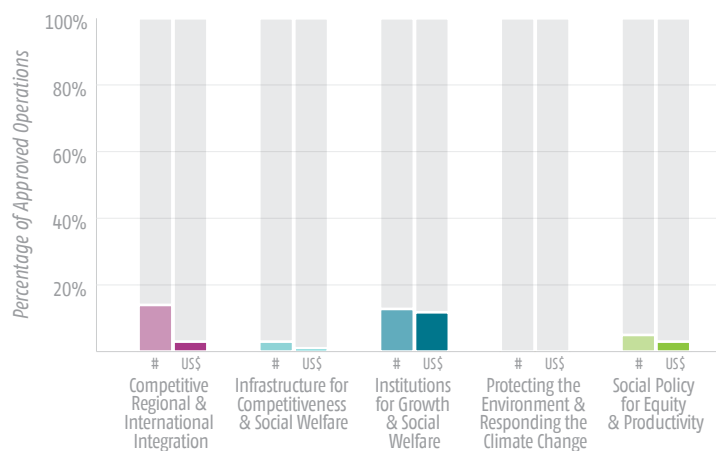
- 4% of projected volume (\$237m) for 2014
- 41% decrease from \$15m in 2013 Q1
- 50% decrease from 2 operations in 2013 Q1

SG IDB Grant Facility: No approvals in 2014 Q1

- 0% of projected volume (\$202m) for 2014
- No approvals in 2013 Q1

NSG Ordinary Capital approvals: \$195m in 4 operations

- 10% of the volume (\$2b) projected for 2014
- 13% increase from \$172m in 2013 Q1
- 50% decrease from 8 operations in 2013 Q1



APPROVALS IN SECTOR PRIORITY AREAS

2.7 Operations in Sector Priority Areas Approved vs Estimated

Competitive Regional and International Integration approvals: **\$28m** in **2** operations

- 3% of the volume (\$1.1b) projected for 2014

Infrastructure for Competitiveness and Social Welfare approvals: **\$38.5m** in **1** operation

- 1% of the volume (\$3.5b) projected for 2014

Institutions for Growth and Social Welfare approvals: **\$637m** in **8** operations

- 13% of the volume (\$5.0b) projected for 2014

No approvals for Protecting the Environment and Responding the Climate Change:

- 0% of the volume (\$846m) projected for 2014

Social Policy for Equity and Productivity approvals: **\$43.m** in **1** operation

- 3% of the volume (\$1.6b) projected for 2014

LENDING TARGETS OF IDB-9

The following are the results of the approvals in Q1 2014 compared to the annual targets established for the IDB-9.

2.8 Lending Targets of IDB-9

Small and Vulnerable countries approvals: **\$498m** in **5** operations

- 4% of the volume (\$12.6b) estimated¹⁶ for 2014

Poverty Reduction and equity enhancement approvals: **\$81.5m** in **2** operations

- 1% of the volume (\$12.6b) estimated for 2014

Climate Change, sustainable (including renewable) energy, and environmental sustainability approvals: **\$75m** in **1** operation

- 1% of the volume (\$12.6b) estimated for 2014

Regional Cooperation and Integration approvals: **\$408m** in **4** operations

- 3% of the volume (\$12.6b) estimated for 2014

As of March 31, **approvals in the first quarter and Pipeline A** planned for the remainder of 2014 include a total of 151 operations for US\$12.1b of which:

28% of the volume (\$3.6b) for Small and Vulnerable countries.

- The CRF annual target is 35%

39% of the volume (\$4.9b) for Poverty Reduction and Equity Enhancement.

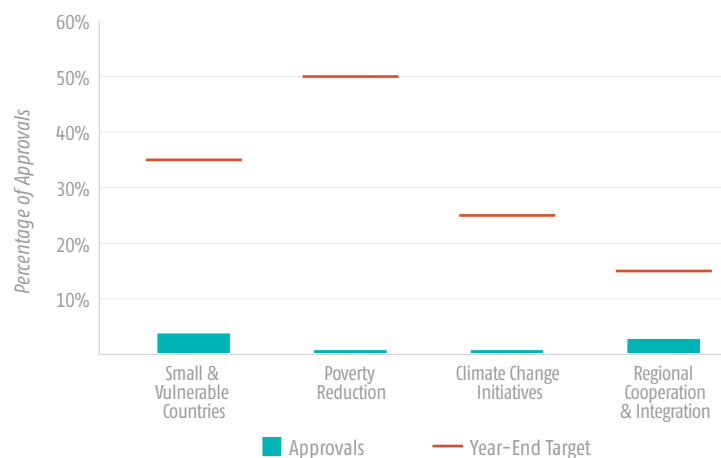
- The CRF annual target is 50%

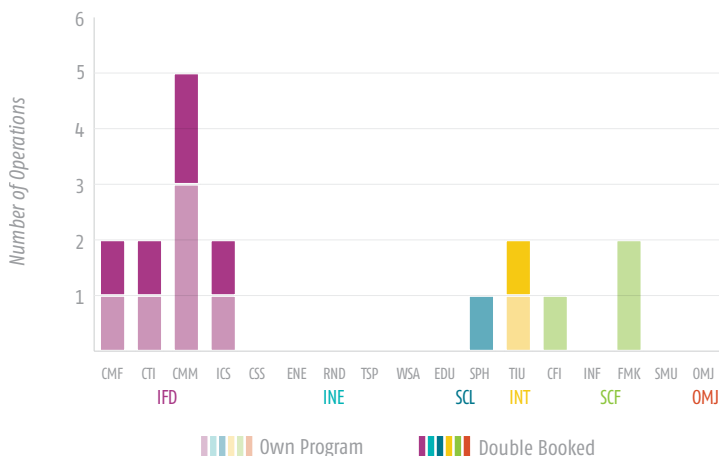
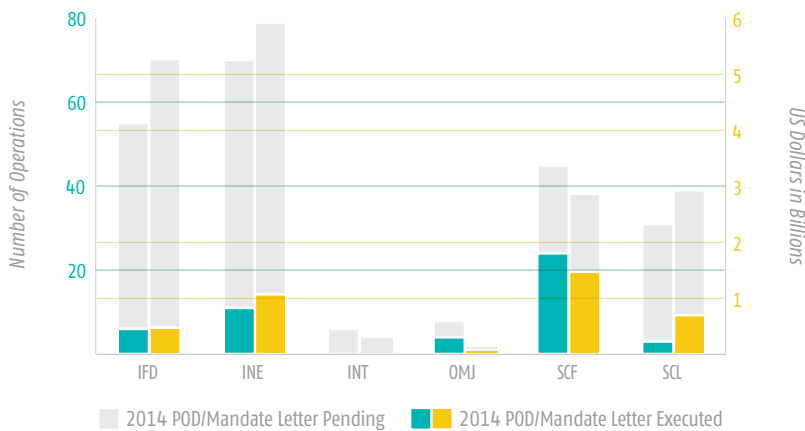
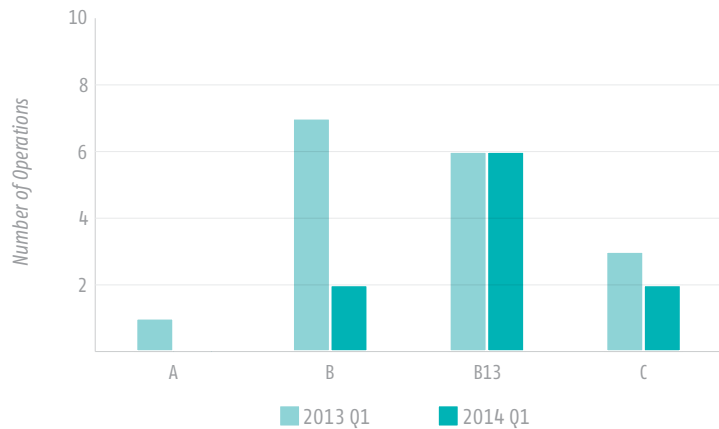
39% of the volume (\$4.9b) for Climate Change, Sustainable (including renewable) Energy, and Environmental Sustainability.

- The CRF annual target is 25%

33% of the volume (\$2.7b) for Regional Cooperation and Integration.

- The CRF annual target is 15%





ENVIRONMENTAL & SOCIAL IMPACT RISKS

2.9 Approvals Based on the Environmental and Social Risk Classification

There were **no** operation approved in category "A" in Environmental and Social Impact risk

- 1 operation for \$100m in 2013 Q1

2 operations approved for **\$81.5m** were classified as category "B" in Environmental and Social Impact risk

- 71% decrease from 7 in 2013 Q1
- 60% decrease from \$203.7m in 2013 Q1

PIPELINE READINESS

2.10 Pipeline Readiness by Sector

As of March 31, the A & B Pipelines for 2014 contained a total of **215** operations for **\$17.3b**

- 51% (110) for \$8.1b in Identification stage
- 27% (57) for \$5.5b in Project Profile stage
- 14% (30) for \$1.8b in POD or Mandate Letter stage
- 8% (18) for \$1.9b in OPC stage

MULTIPLE BOOKING

2.11 Multiple Booking by Division

Multiple Booked operations approved: **\$487m** in 6 operations

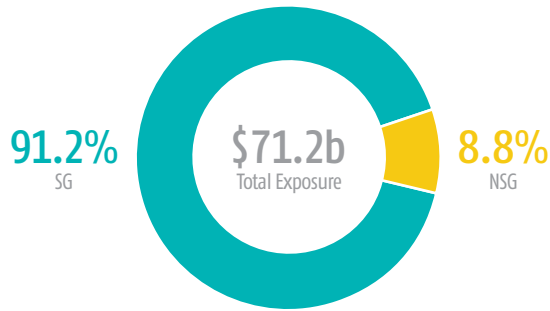
- 50% of approved operations (12) in 2014 Q1
- 65% of approved volume (\$747m) in 2014 Q1
- 22% decrease from \$622m (in 3 operations) in 2013 Q1

NSG EXPOSURE

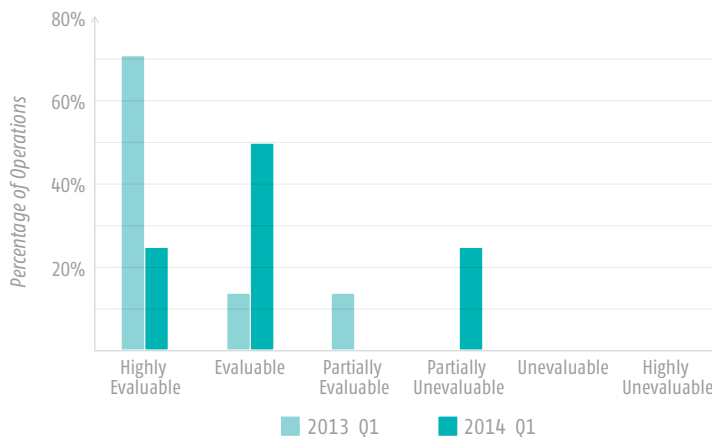
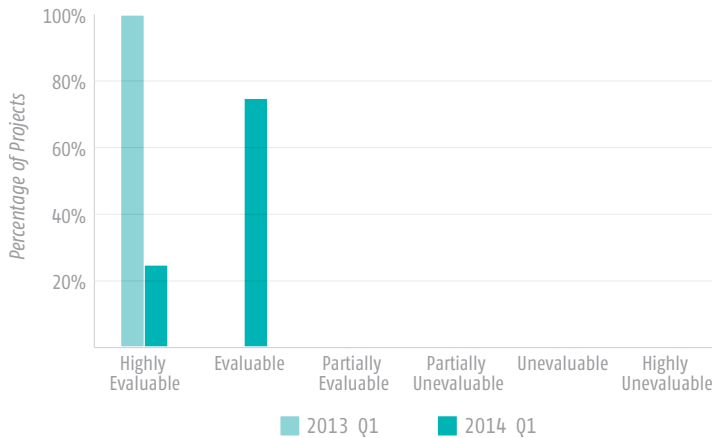
2.12 NSG Exposure

Ordinary Capital loans outstanding and guarantee exposure: **\$71.2b¹⁷**

- Includes \$6.2b of NSG operations representing 8.8% of total outstanding



Guarantee Exposure



DEVELOPMENT EFFECTIVENESS MATRIX (DEM) SCORES

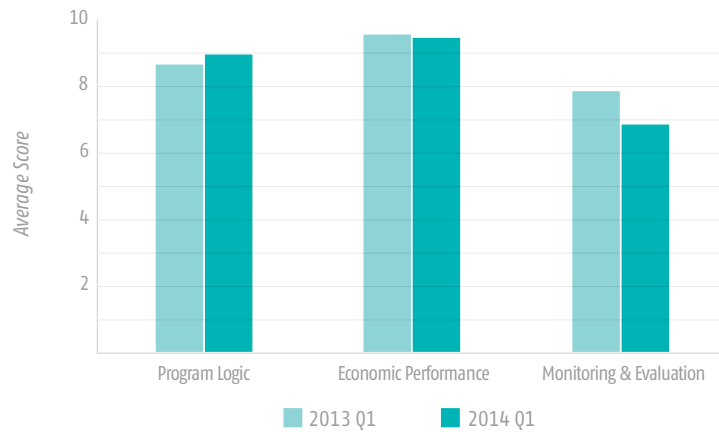
2.13 DEM Evaluability Levels for Approved SG Operations

Under the DEM evaluability¹⁸, “**Highly Evaluable**” approved operations: **25%** (2 SG operations) and “**Evaluable**” approved operations: **75%** (6 SG operations)

- 75% decrease of the percentage of “Highly Evaluable” projects from 100% (7) in the same period in 2013 Q1¹⁹
- The CRF target is 85%

2.14 DEM Evaluability Levels at the Quality and Risk Review (QRR) stage

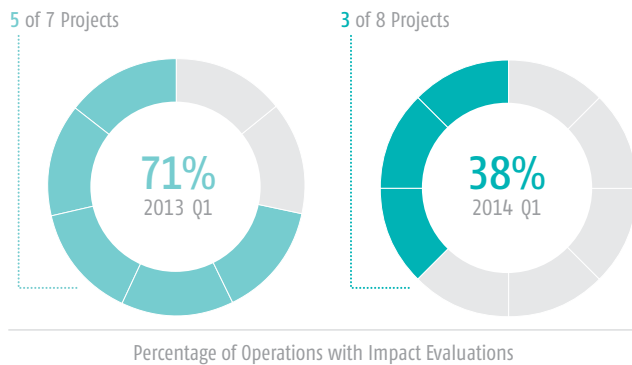
75% of 6 operations that completed the **QRR stage** were rated “**Partially Evaluable**” or higher



2.15 DEM Dimensions

On a 10 point scale, the **DEM Ratings** increased in Program Logic and decreased slightly in Economic Performance and Monitoring and Evaluation compared to 2013 Q1

- **Program Logic** increased from 8.7 to **9.0** points
- **Economic Performance** decreased from 9.6 to **9.5** points
- **Monitoring & Evaluation** decreased from 7.9 to **6.9** points



2.16 Ex Ante Impact Evaluations, Quarterly Comparison

38% 3 of 8 SG projects were **designed with an impact evaluation**.

- 33 percentage points decrease from 71% (5 out of 7) in 2013 Q1

III. BUSINESS DEVELOPMENT

DEVELOPMENT
BUSINESS
OPPORTUNITIES

COUNTRY POLICY DIALOGUE

3.1 Results-based Country Strategies

6 Country Strategies were projected for 2014²⁰ of which **1** (Dominican Republic) has been approved

- There was one approved during 2013 Q1 (Jamaica Country Strategy 2013-2014)
- In addition, 26 Country Program Documents prepared in Q4 of 2013 were approved by the Board in Q1 of this year

5 Country Strategies are pending approval

- The Country Strategy of Paraguay is planned for approval in the second quarter. The Country Strategies of Chile is planned for approval in the third quarter and the rest are planned for approval in the fourth quarter (Barbados, El Salvador and Honduras²¹).

None of the pending country strategies have cleared the Quality and Risk Review (QRR) as of March 31 2014.

3.2 Staff Time Reported to Programming Products

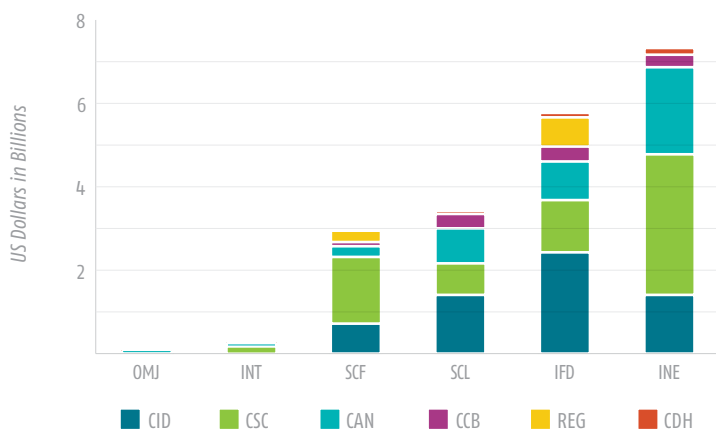
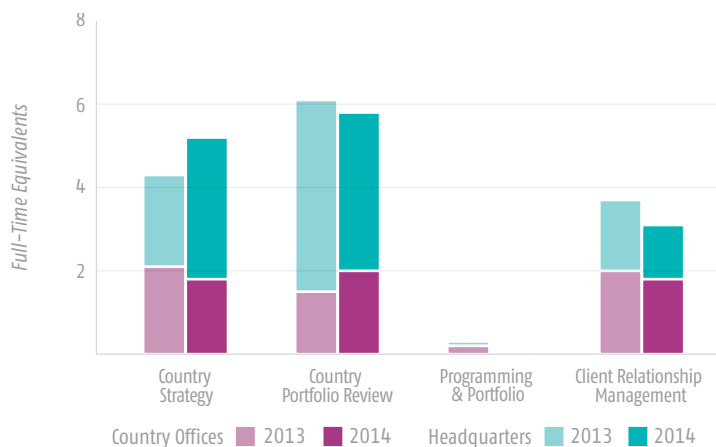
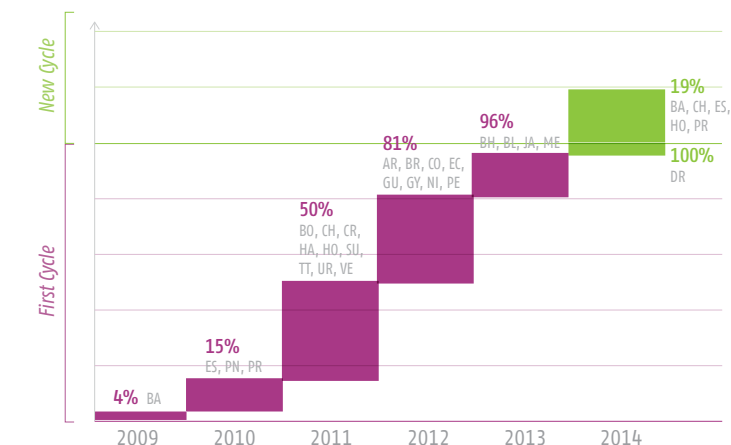
Staff Time reported to Country Strategy, Programming and Portfolio Management activities: **14.0 FTEs**²²

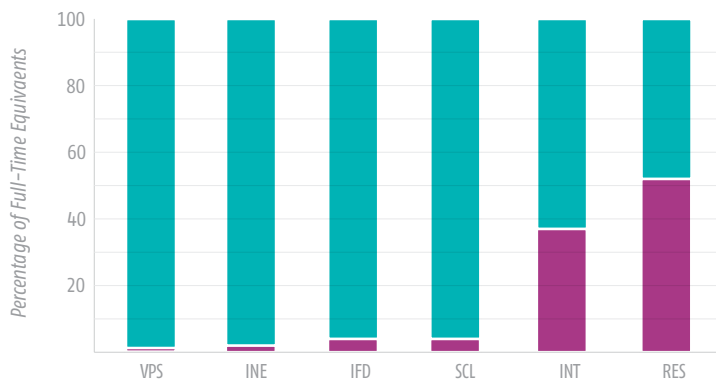
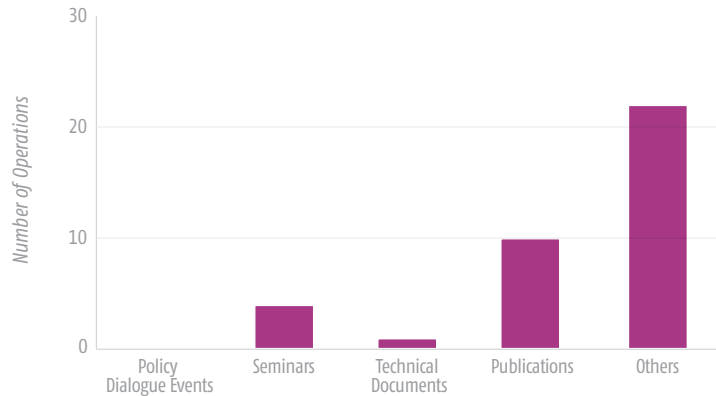
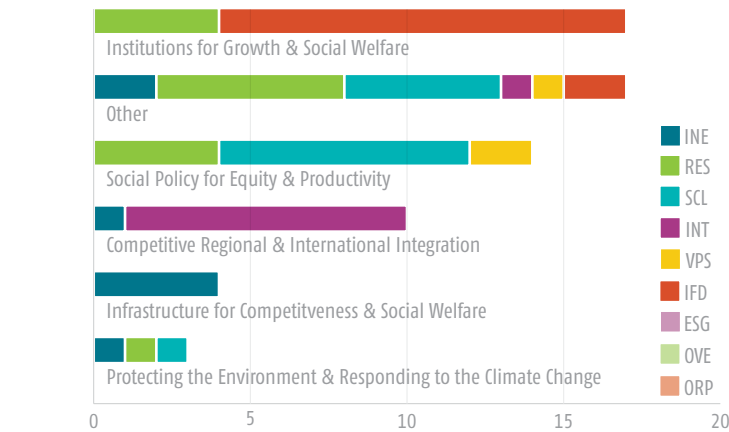
- 3% decrease from 14.4 FTEs reported in 2013 Q1
- Country Strategies accounted for 37% (5.2 FTEs)
- The 14.0 FTEs are distributed as follows: CID 30%, Regional 24%, CCB 13%, CSC 14%, CAN 10% and CDH 8%
- Time reported by COF: 60% of staff time reported to these activities, a 1 percentage point increase from 59% in 2013 Q1²³

3.3 Operations Pipeline Development

As of March 31, there were a total of 265 operations for \$19.7b in the A & B Pipelines for 2014, 2015 and 2016

- \$5.4b in Policy Based Lending
- \$16.3b in SG and NSG investment operations and guarantees
- There were 294 operations for \$22.5b in 2013 Q1





ECONOMIC AND SECTOR WORK (ESW) PLAN

3.4 ESW Products by Department and Priority Areas

The **ESW Plan²⁴** contains **66 products** with **349 deliverables** projected for the year

- 19% decrease from 81 products in 2013 Q1
- 15% decrease from 402 deliverables projected for the year 2013
- 11% (37) of deliverables **completed**, 4% percentage points increase from 7%(29) in 2013 Q1

The **Corporate Input Products (CIP)** program for VPS contains **39 products** concentrated mainly in INE (14), SCL (8) and KNL (6)

- 13% decrease from 45 CIP products in 2013 Q1

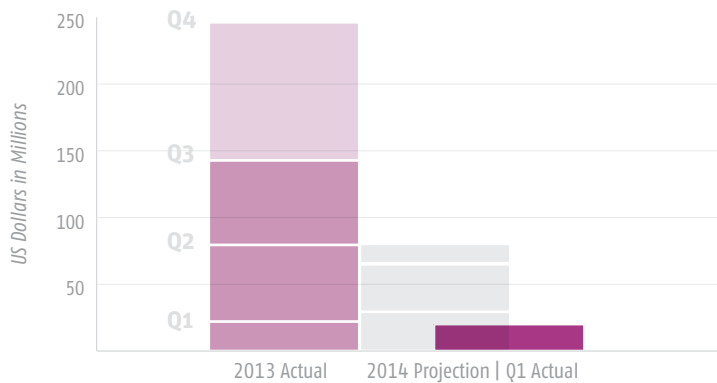
3.5 ESW Deliverables Completed

38% (14), of the 37 deliverables completed, consisted of Publications and Seminars

3.6 VPS FTEs Reported to ESW products

Percentage of total **time reported to ESW**: RES 52%, INT 37%, SCL 4%, IFD 4% and INE 2%

- VPS reported 12 FTEs to the ESW plan, a 7% decrease from 12.9 in 2013 Q1
- Of the 12 FTEs, INT reported 30%, RES 35%, SCL 11%, IFD 15% and INE 7%
- VPS Departments also reported 7.3 FTEs to CIPs of which INE reported 31%, RES 13%, SCL 14%, IFD 22%, INT 10%, and VPS 10%



3.7 VPS NPC Budget Execution to ESW

Non-Personnel Costs committed for **ESW** products: **\$4.2m**

- 38% of the allocation of \$11.6m for 2014
- 20% increase from \$3.5m (35% of the allocation) in 2013 Q1

Non-Personnel Costs committed for **Corporate Input Products**: **\$1.8m** (excluding KNL)

- 43% of the allocation of \$4.2m for 2014
- 25% decrease from \$2.4m (80% of allocation) in 2013 Q1

TECHNICAL COOPERATION PROGRAM

3.8 TC Program

TC approvals: **\$20.2m** in **51** operations

- 25% of the volume currently projected for 2014 (\$80.2m)
- 9% decrease from \$22.1m in 65 operations in 2013 Q1
- Average size of TCs approved: \$395k, a 16% increase from \$339k in 2013 Q1

Project Specific Grants approvals: **\$0.5m** in **3** operations

- 83% decrease from \$3m in 4 operations in 2013 Q1

BY FUND

TCs financed with **Ordinary Capital (ORC)**: **\$10.4m** in **32** operations

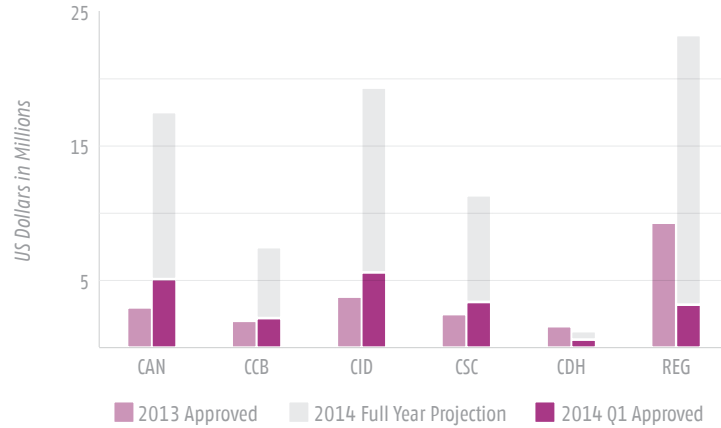
- 19% of the volume currently projected for 2014 (\$54m)
- 24% decrease from \$13.6m in 45 operations in 2013 Q1

Donor Trust Fund TC approvals: **\$9.8m** in **19** operations

- 37% of the volume currently projected for 2014 (\$26.3m)
- 15% increase from \$8.5m in 20 operations in 2013 Q1

BY COUNTRY GROUP

3.9 TC Approvals by Country Group



CAN TC approvals: **\$5.1m** in **12** operations

- 29% of the volume currently projected for 2014 (\$17.6 m)
- 71% increase from \$3.0m in 10 operations in 2013 Q1

CID TC approvals: **\$5.6m** in **15** operations

- 29% of the volume currently projected for 2014 (\$19.4m)
- 47% increase from \$3.8m in 18 operations in 2013 Q1

CDH TC approvals: **\$0.6m** in 1 operation

- 47% of the volume currently projected for 2014 (\$1.2m)
- 64% decrease from \$1.6m in 2 operations in 2013 Q1

CCB TC approvals: **\$2.2m** in 8 operations

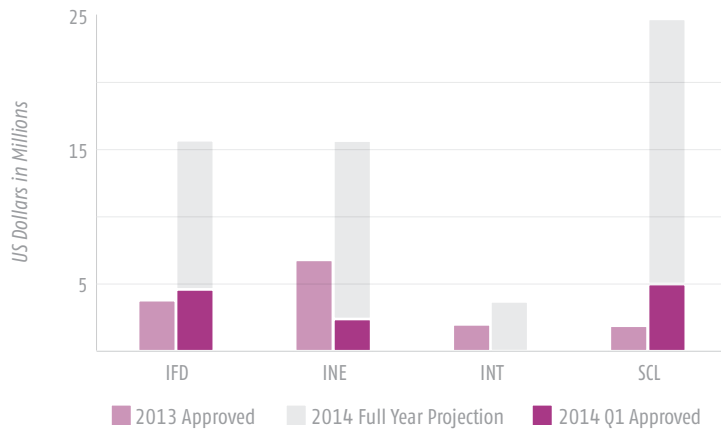
- 30% of the volume currently projected for 2014 (\$7.5m)
- 12% increase from \$2.0m in 11 operations in 2013 Q1

CSC TC approvals: **\$3.4m** in 7 operations

- 30% of the volume currently projected for 2014 (\$11.3m)
- 37% increase from \$2.5m in 8 operations in 2013 Q1

Regional TC approvals: **\$3.2m** in 8 operations

- 14% of the volume currently projected for 2014 (\$23.3m)
- 65% decrease from \$9.3m in 16 operations in 2013 Q1



BY DEPARTMENT

3.10 TC Approvals by Department

IFD TC approvals: **\$4.6m** in **10** operations

- 29% of the volume currently projected for 2014 (\$15.7m)
- 22% increase from \$3.8m in 13 operations in 2013 Q1

INE TC approvals: **\$2.4m** in 5 operations

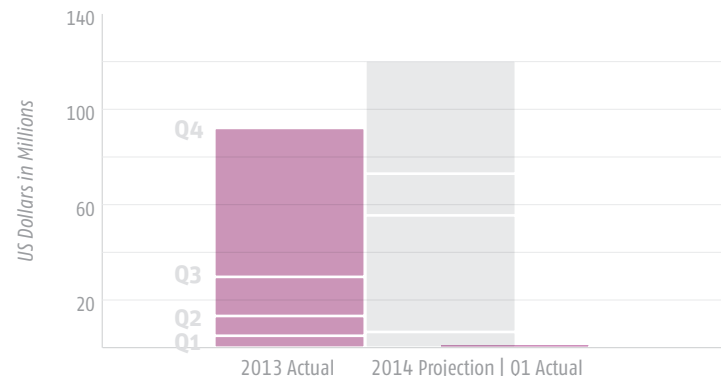
- 15% of the volume currently projected for 2014 (\$15.7m)
- 65% decrease from \$6.8m in 14 operations in 2013 Q1

INT TC: there were no approvals for this period

- 0% of the volume currently projected for 2014 (\$3.7m)
- There were \$2.0m in 3 operation in 2013 Q1

SCL TC approvals: **\$5.0m** in **10** operations

- 20% of the volume currently projected for 2014 (\$24.7m)
- 163% increase from \$1.9m in 5 operations in 2013 Q1



INVESTMENT GRANTS

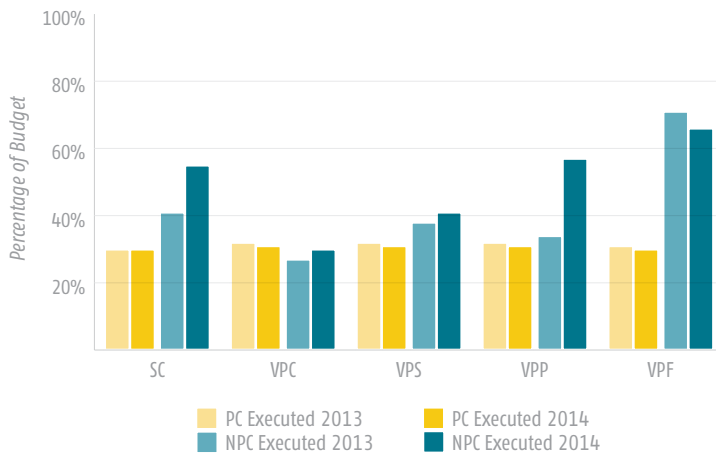
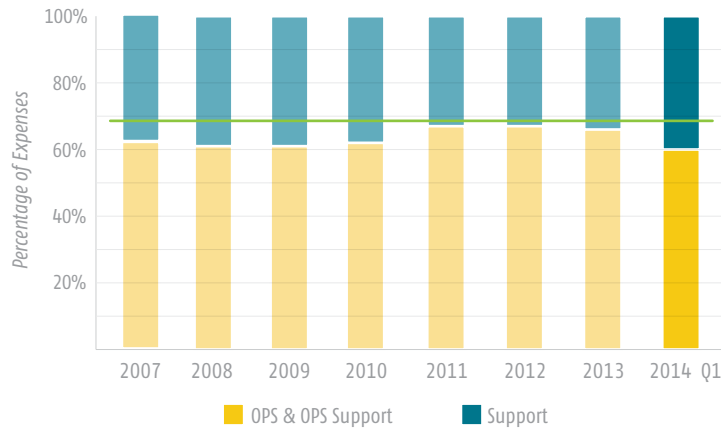
3.11 Investment Grants (IGR)

Investment Grants approvals: **\$1.5m** in 1 operation

- 1% of the volume currently projected for 2014 (\$157m)
- 70% decrease from \$5.0m in 1 operation in 2013 Q1

IV. RESOURCE MANAGEMENT





A. BUDGET AND EFFICIENCY

RESOURCES (PC, NPC AND FTES)

4.1 Percentage of Administrative Expenses in Operational Programs **CRF**

Budget Execution (actual plus commitments) for **Operational and Operational Support** Programs: **60%** (\$104m)

- No change from 60% (\$94m) in 2013 Q1
- The **CRF** target is 68% by 2015

4.2 Budget Execution for PC and NPC (Includes Initiatives)

38% of the Bank's revised²⁵ budget for departments and initiatives was executed or committed

- 1 percentage point increase from 37% in 2013 Q1

Bank's **NPC** for Departments and Initiatives executed **48%** of the revised budget

- 4 percentage points increase from 44% in 2013 Q1

VPC executed **30%** of its revised **NPC** budget

- 3 percentage points increase from 27% in 2013 Q1

VPS executed **41%** of its revised **NPC** budget

- 3 percentage points increase from 38% in 2013 Q1

VPP executed **57%** of its revised **NPC** budget

- 23 percentage points increase from 34% in 2013 Q1

VPF executed **66%** of its revised **NPC** budget

- 5 percentage points decrease from 71% in 2013 Q1

4.3 Transactional Budget Executed as a Percent of Budget Allocated

Of the **operational transactional budget**:

72% (\$24.2m) was **transferred** from VPC to VPS

- 74% (\$23.7m) had been transferred in 2013 Q1

3% (\$1,004K) was **transferred** from VPC to SPD

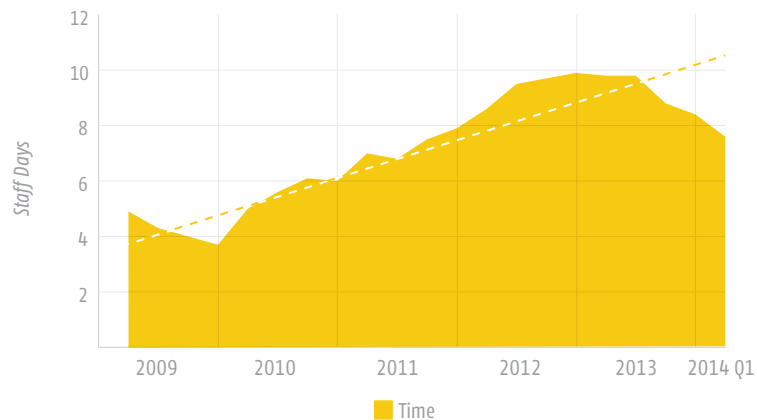
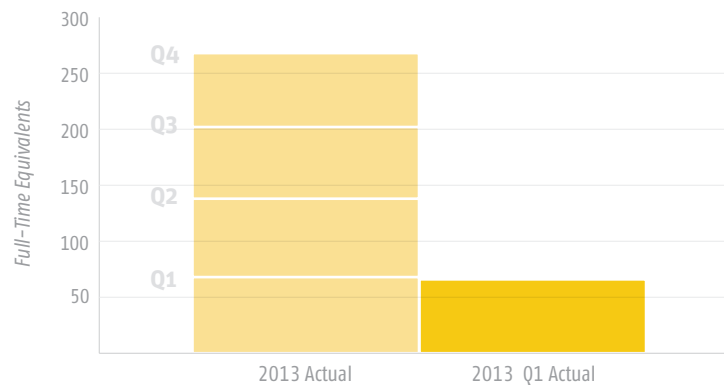
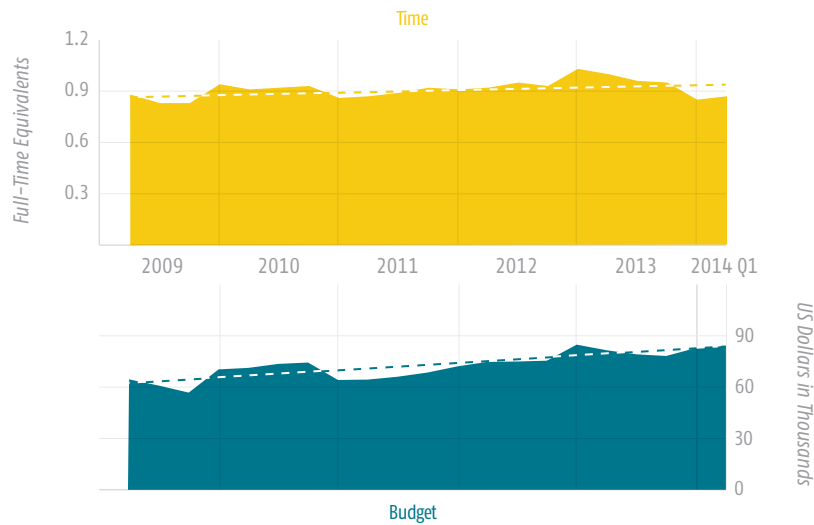
- 3% (\$949K) had been transferred in 2013 Q1

40% (\$10m) of the transferred budget was executed

- 39% (\$9.5m) had been executed in 2013 Q1

VPP has a self-contained transactional budget. Its revised budget: **\$6.7m**

- 79% (\$5.3m) has been executed
- 37% (\$2.4m) had been executed in 2013 Q1²⁶



PROJECT EFFICIENCY

4.4 Resources for Project Approval

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

- 13% decrease from 1.03 FTEs in 2013 Q1

NPC reached an average of **\$80.4K**

- 3% decrease from \$81.5K in 2013 Q1

4.5 Staff Time Reported to Project Execution

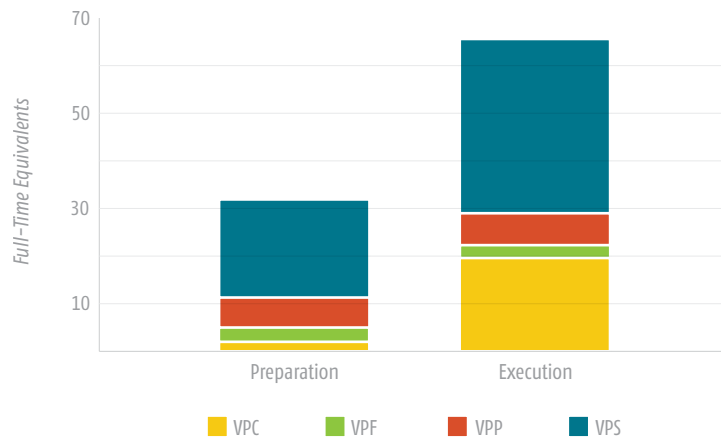
Staff time reported to projects in **execution**: **66 FTEs**

- 3% decrease from 68 FTEs reported in 2013 Q1

4.6 Staff Time Reported to Project Execution per Million Disbursed

Staff time reported to projects in **execution per US\$ million disbursed**: **7.6 days**

- 23% decrease from 9.8 days in 2013 Q1



4.7 Staff Time Reported to Project Preparation and Execution

Staff time reported to loan operations: 96.4 FTEs

- 2% increase from 94.9 FTEs in 2013 Q1

Staff time reported to project preparation: 30.8 FTEs

- 11% increase from 27.7 FTEs in 2013 Q1

VPS staff time reported to projects in execution: 65.5 FTEs

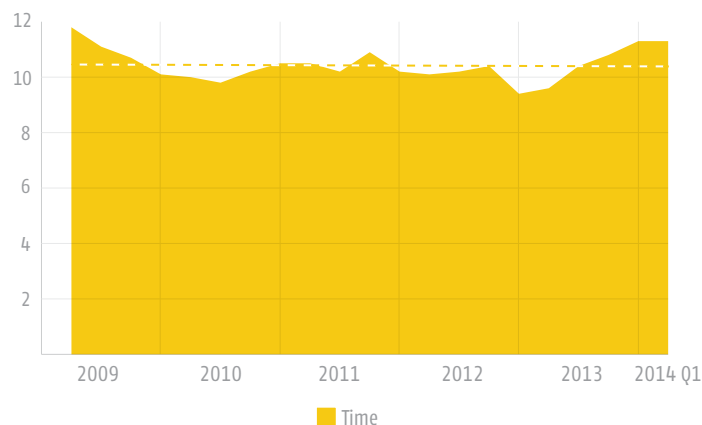
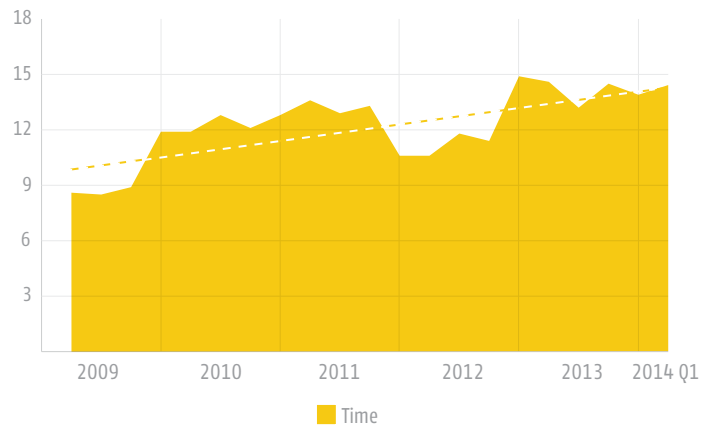
- 3% decrease from the 67.2 FTEs in 2013 Q1

CYCLE TIMES (EFFICIENCY)

4.8 Time Elapsed from Start to Approval

Time elapsed from Start to Approval²⁷ for SG investment operations: 14.3 months

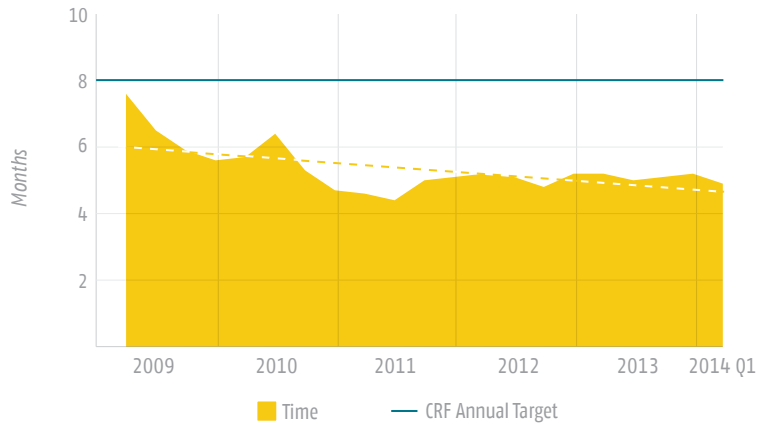
- 2% decrease from 14.6 months in 2013 Q1



4.9 Time Elapsed from Approval to Eligibility

Time elapsed from Approval to Eligibility for SG investment operations: 11.3 months

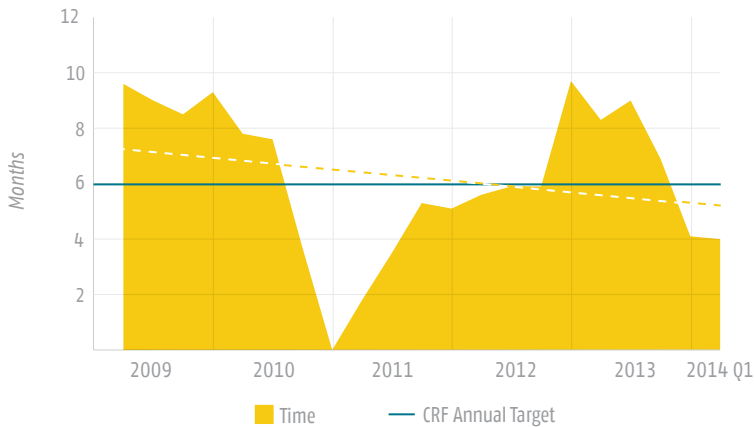
- 18% increase from 9.6 months in 2013 Q1



4.10 Time Elapsed from Projects Profile to Approval for SG Operations CRF

Time elapsed to prepare a project (from Profile to approval) for SG operations: **4.9 months**²⁸

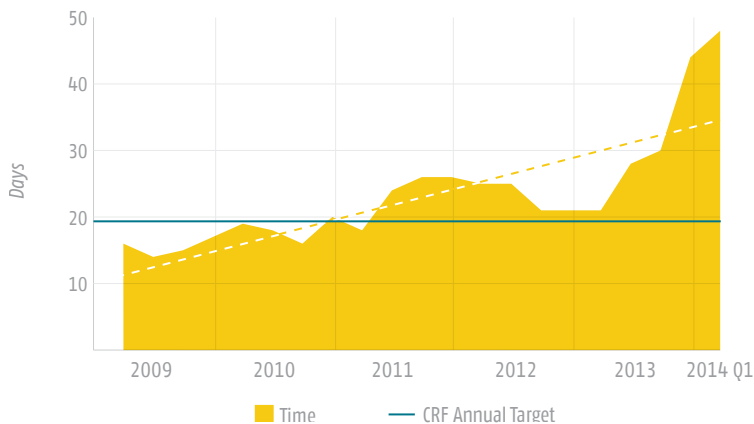
- 6% decrease from 5.2 months in 2013 Q1
- The CRF annual target is 8 months



4.11 Time Elapsed from Projects Profile to Approval for NSG Operations CRF

Time elapsed to prepare a project (from Profile to approval) for NSG operations: **4.0 months**

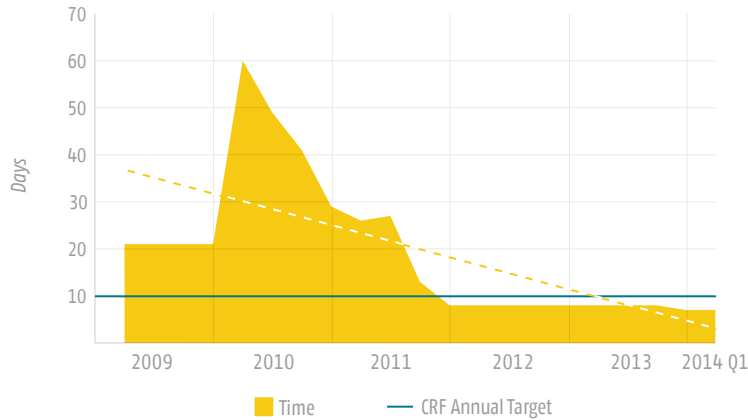
- 52% decrease from 8.3 months in 2013 Q1
- The CRF annual target is 6 months



4.12 Time Elapsed from Eligibility to First Disbursement for SG Investment Operations CRF

Time elapsed from eligibility to first disbursement²⁹ for SG investment operations: **48 days**

- 129% increase from 21 days in 2013 Q1
- The CRF target is 19 days



4.13 Time Elapsed from Eligibility to First Disbursement for NSG Investment Operations **CRF**

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

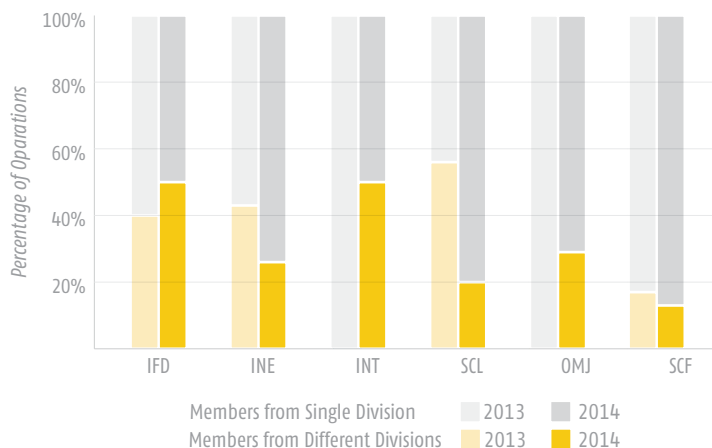
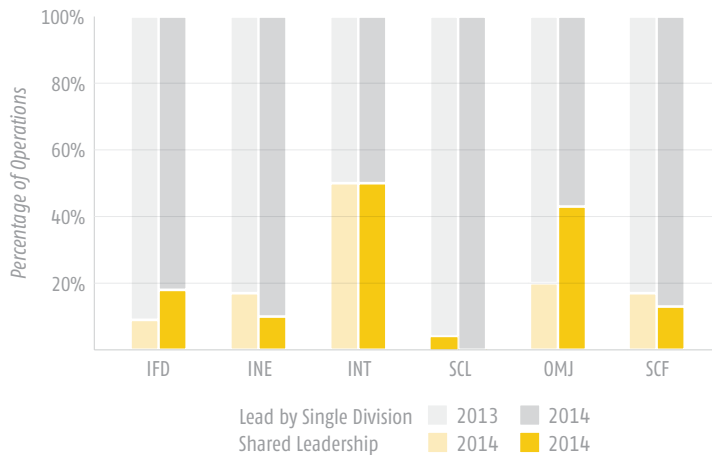
- 13% decrease from 8 days in 2013 Q1
- The **CRF** target is 10 days

COLLABORATION

4.14 VPS & VPP Shared Inter-Divisional Leadership

Shared preparation leadership: 15% across Bank's divisions

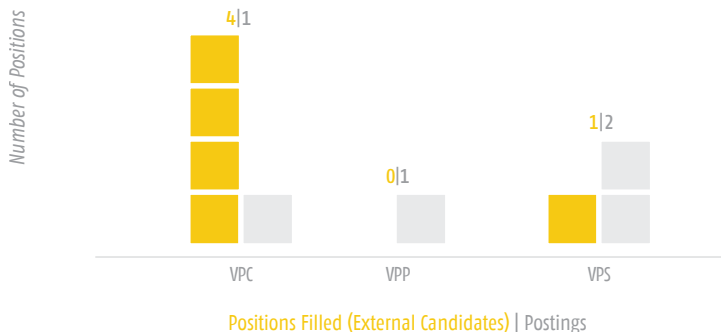
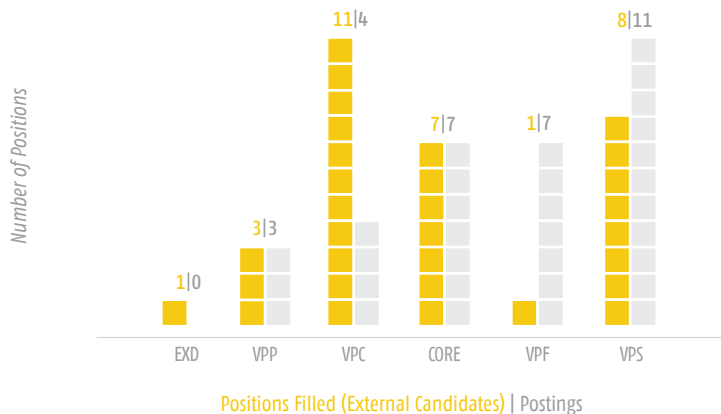
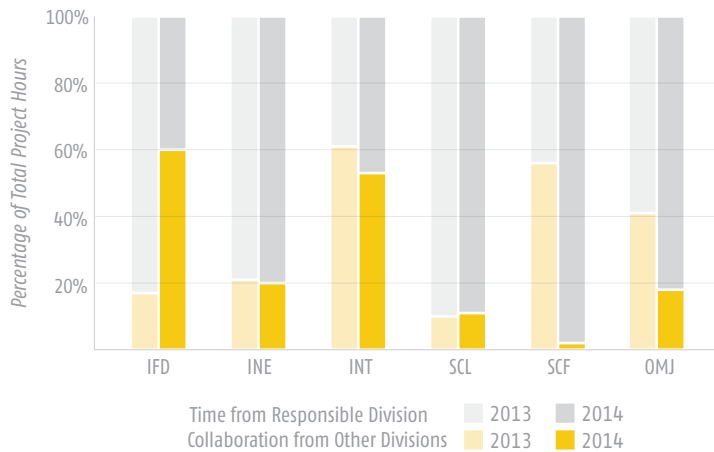
- IFD divisions shared leadership on 18% (8 ops)
- SCF divisions shared leadership on 13% (4 ops)
- INE divisions shared leadership on 10% (5 ops)
- INT divisions shared leadership on 50% (2 ops)
- OMJ divisions shared leadership on 43% (3 ops)



4.15 Multidisciplinary Team compositions (Loan Operations in A Program)

Operations with registered specialists from **different Divisions** as team members: **46**

- IFD has 22 operations
- SCF has 4 operations
- INE has 13 operations
- INT has 2 operations
- OMJ has 2 operations
- SCL has 3 operations



4.16 Time Reported by Registered Team Members (Loan Operations in the A Program)

Time reported to loan operations **by registered team members from different Divisions: 29%** of the time reported by all team members

- 7 percentage points increase from 22% in 2013 Q1. Human Resources *Vacancies and New Hires*

B. HUMAN RESOURCES

VACANCIES & NEW HIRES

4.17 Status Positions Posted and Filled HQ

65 bankwide vacancies filled³⁰ in as of March 31th

- 158 vacancies remain (includes 15 vacant positions allocated in the Central Pool – SRE/VAC)³¹
- 34 (52%) of vacancies filled were for Operational Vice-Presidencies (VPS, VPC, and VPP).
- 36 (55%) of the filled positions went to external candidates. 29 positions were filled by transfers (9 by concurso, 20 by

lateral transfer). Of these 36 external hires³², 13 (36%) were female

- VPS filled 12 posted vacancies with external candidates (4 vacancies were posted in 2013 Q1)³³
- 3,796 candidates applied to 36 position. 73 (1.9%) applicants were invited for interviews.
- 28 (78%) of the 36 positions were posted as international positions.

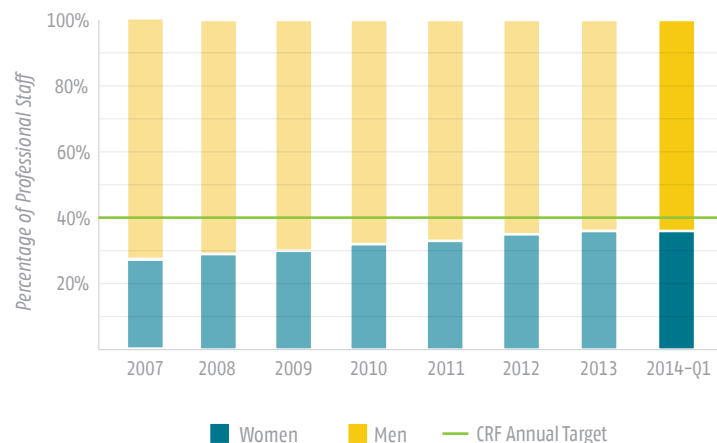
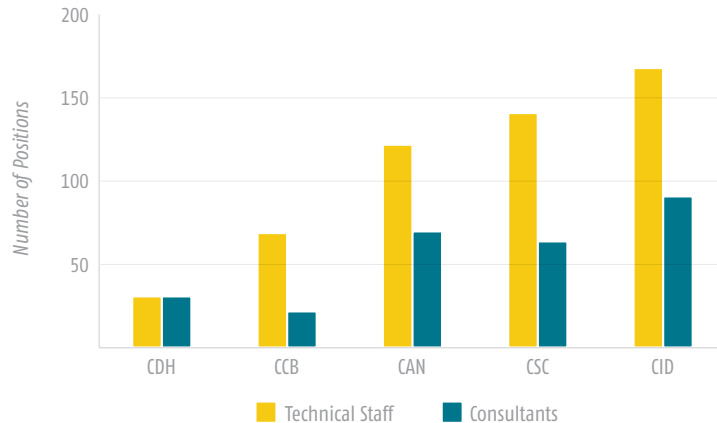
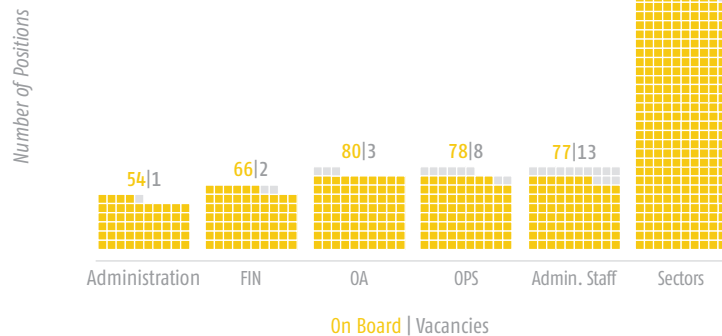
COF STRENGTHENING

4.18 Status Positions and Filled in COF

Net number of **professional**³⁴ staff on-board in COFs: 565, a **decrease of 5** positions over 2013 Q4

- VPC professional staff on board in COF decreased by 3, VPS increased by 1, VPP decreased by 1, VPF decreased by 1 and CORE decreased by 1

- Of the 5 external hires of professionals in COF, 1 was national professional and 4 were international
- Local professional staff in COFs decreased by 3



4.19 Country Office Staff Composition

8 (22%) **VPS** professional **vacancies** as of March 31, 2014 are **assigned to COFs**

- 39% of professional staff on-board in VPS is in COFs
- 35% of VPS professional staff on-board in COFs is local

- 3 (11%) of 27 vacant positions in VPC/COF are for Operations Analysts (local professionals – Grades 9 to 6), while 15 are for professional staff

COMPLEMENTARY WORKFORCE

4.20 Number of Professional Staff and Consultants (Excluding Firms)

There are **278** active **consultants in COFs** with contracts over 150 days

- Equivalent to 232 **FTEs**
- 8% increase from 214 (equivalent to 172.5 **FTEs**) in 2013 Q1

There are **35** active professional **contractors** (working from firms) **in COFs**

- 27% decrease from 48 in 2013 Q1
- Additionally there are 121 Tata contractors

There are **505** active **DTCs** on board across the **Bank**

- 485 are located in HQ and 20 in COFs

EXECUTIVE AND MANAGERIAL WOMEN

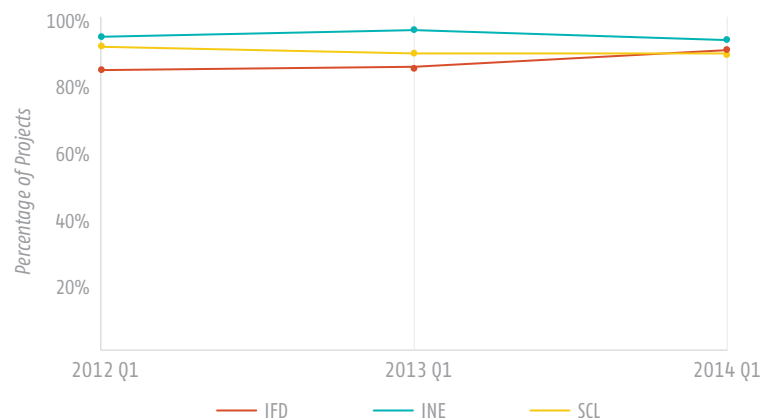
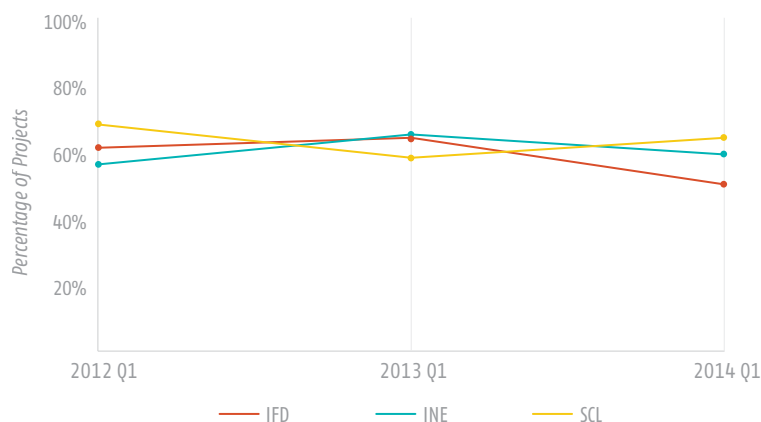
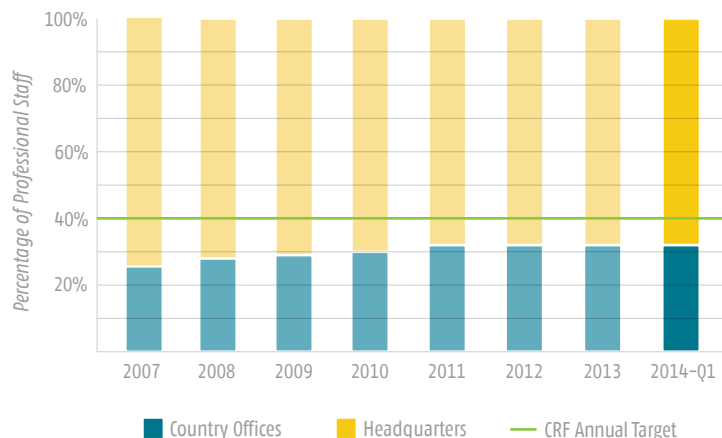
4.21 Percentage of Professional and Executive Staff Who are Women, Grade Four and Above **CRF**

Women in grades 4 and above: 36%

- No change from 36% in 2013
- The **CRF** target is 40% by 2015

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

- No change from 32% in 2013
- The **CRF** target is 38% by 2015



STAFF COMPOSITION

4.22 Percentage of Professional Staff Based in COF **CRF**

Professional Staff in COF: **32%**

- No change from 32% in 2013
- 9 percentage points increase from 23% in 2006
- The **CRF** target is 40% by 2015³⁵

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

- No change from 40% in 2013
- 6 percentage points increase from 34% in 2006

Staff from C&D countries: **40%**

- 40% of staff from all borrowing countries
- 1 percentage point decrease from 41% in 2013

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

- No change from 67% in 2013

Staff with Doctorate degrees:

- 24% of the Executive level
- 28% 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
- 25% from Non regional countries

Average time of service at the Bank: **9.9 years**

- 23% have less than 3 years of service
- 34% have 3 to 10 years of service
- 29% have 10 to 20 years of service
- 14% have 20 years of service or more

TEAM LEADERS IN COFS

4.23 Projects in Preparation

56% of Team Leaders for projects in preparation³⁶ are located in COFs

- 7 percentage points decrease from 63% registered in 2013 Q1
- By Region the levels are: CSC 76%, CDH 43%, CID 55%, CAN 58% and CCB 29%

4.24 Projects in Portfolio

90% of Team Leaders for projects in portfolio are located in COFs

- 1 percentage points decrease from 91% registered in 2013 Q1
- By Region the levels are: CSC 96%, CAN 86%, CDH 95%, CID 91% and CCB 71%

V. KNOWLEDGE & LEARNING

KNOWLEDGE
& LEARNING
KNOWLEDGE

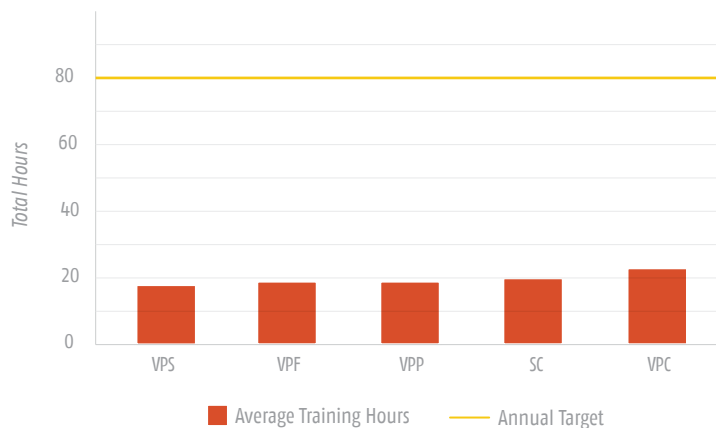
5.1 Resources Assigned to K&L and Info Funds

Total resources assigned for **K&L staff activities** for 2014 are **\$8.9 million**, which includes \$7.7m for the K&L Fund and \$1.2m for the InfoFund³⁷. As of March 31, 2014, 42% of the assigned resources were executed, 7% are programmed and 51% are pending programming.

- **4,686 Bank participants** (20,717 in 2013) have **registered** in the first quarter for a total of 42,982 participant-hours (203,098 hours in 2013). 70% of registered hours were from Staff, of which 38% was Staff in COFs (29% in 2013). Total time reported to KNL products accounted for an average of 3.6 days per FTE (84% of the time invested in all learning activities).
- Total time reported to K&L activity accounted for 1.7% of Bank-wide reported labor hours, yielding an average of 19 hours)



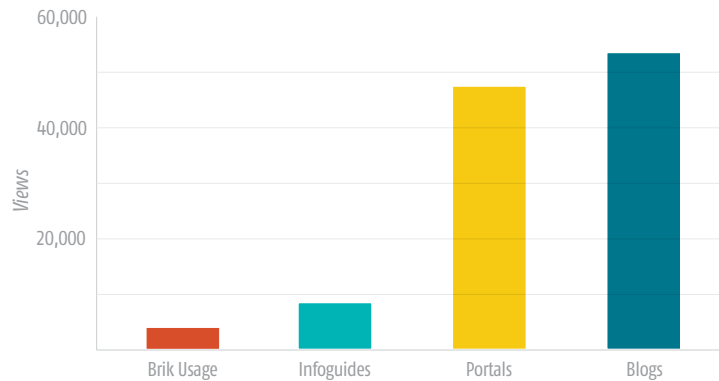
Resources Assigned to K&L and InfoFunds



5.2 Average Training Hours

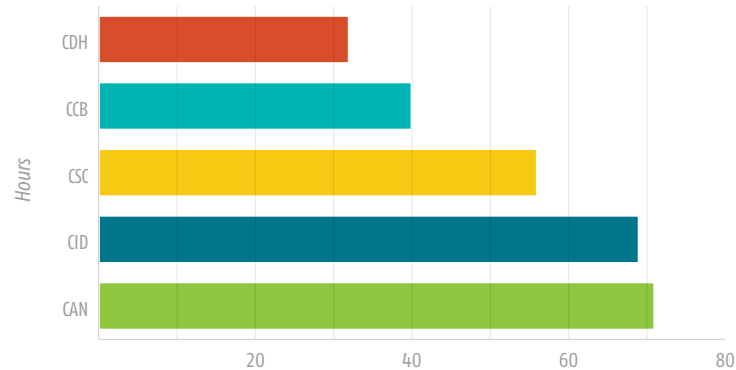
- **2,204** people enrolled in at least one learning program, an increase of 33% from 2013.
- **Events evaluation.** For 2014 Q1, KNL evaluated 26 internal events of level 1 with a compliance rate³⁸ of 100% and a response rate of 74%. Participants who responded to the surveys expressed a high level of satisfaction, in general,

with K&L events, reflected in the Utility rating³⁹ and the composite Quality Index⁴⁰. The utility rate was 89% and the score for the composite Quality Index was 4.4 based on a five point scale. Two level 3 evaluations were performed with a compliance rate of 100%, a response rate of 55% and an application rate of 84%.



5.3 Number of Views

- **Knowledge Products, Technical services and Dissemination.** The KNL Blog, launched on February 4, 2014 had 69,761 views representing 18% of the 392,092 total blogs views of the Bank between January 1 and April 30. The KNL Blog was the Bank's most viewed blog during this period, followed by First Steps (12%), Emerging and Sustainable Cities (11%) and Quality Education is Possible (8%).



5.4 Average Training Hours - External Clients

- **KNL Capacity Building in the Region.** As of March 31, 2014 there were 784 registered participants from the region that accounted 46,473 hours of training (29% increase in the number of participants and a 54% in the number of hours compared to 2013 Q1). 93% of the hours were delivered online and 7% through face-to-face.

AFS	Audited Financial Statements	NPC	Sustainability
BDA	Budget and Administrative Services Department	NSG	Non-Personnel Costs
C&D	Countries from Group C & Group D	OC	Non-Sovereign Guaranteed Ordinary Capital
CAN	Country Department Andean Group	OMJ	Ordinary Capital
CCB	Country Department Caribbean Group	OPUS	Opportunities for the Majority Sector Operations Update System
CCLIP	Conditional Credit Line for Investment Projects	ORC	Ordinary Capital
CID	Country Department Central America, Mexico, Panama and Dominican Republic	PBL	Policy Based Lending
COF	Country Office	PC	Personnel Cost
COFAB	Grant Co-financing contribution administered by the Bank	PCR	Project Completion Report
CPD	Country Programming Document	PDP	Operations Procurement Office
CRF	Corporate Results Framework	PFM	Portfolio Monitoring Unit
CSC	Country Department Southern Cone	PMR	Progress Monitoring Report
DTF	Donor Trust Funds	PRG	Programming Product
DEM	Development Effectiveness Matrix	RBB	Results Based Budget
EDU	Education Division	REG	Regional
EME	Emergency Operations	RES	Department of Research and Chief Economist
ESW	Economic and Sector Work	RND	Environment, Rural Development Disaster Risk Management Division
EOY	End-of-Year	SCF	Structured and Corporate Financing Department
FSO	Fund for Special Operations	SCL	Social Sector
FTEs	Full Time Equivalents	SECCI	Sustainable Energy and Climate Change Initiative
FMM	Fiscal and Municipal Management Division	SG	Sovereign Guaranteed
GCM	Grants and Co-Financing Management Unit	SMO	Strategic Monitoring Division
GEF	Global Environment Facility	SPD	Office of Strategic Planning and Development Effectiveness
HQ	Headquarters	SPH	Social Protection and Health Division
HRD	Human Resources Department	T&L	Time and Labor System
HRG	Haiti Response Group	TC	Technical Cooperation
ICF	Institutional Capacity and Finance Sector	TFFP	Regional Trade Finance Facilitation Program
IDB-8	8th Replenishment	VPC	Vice President for Countries
IDB-9	9th General Capital Increase	VPF	Vice President for Finance and Administration
INE	Infrastructure and Environment Sector	VPP	Vice President for Private Sector and Non-Sovereign Guaranteed Operations
INT	Integration and Trade Sector	VPS	Vice President for Sectors and Knowledge
INV	Investment Operations	WSA	Water and Sanitation Division
NFP	Non-Financial Products		
LPGS	Liquidity Program for Growth		

1. Disbursement projections are as of February 28th, 2014
2. Program figures include OC, FSO, GRF and CTF
3. Approvals projections are as of February 28th, 2014
4. "Multiple booked" operations refer to operations credited to more than one Division
5. The ESW Plan refers only to products financed by the administrative budget from VPS.
6. Disbursement projections are as of February 28th, 2014
7. The increase corresponds to the disbursement of 2 PBL loans in Jamaica for \$140m approved in 2014 Q1 (JA-L1038 - Fiscal Structural Program for Economic Growth and JA-L1014 Competitiveness Enhancement Program III) and small disbursements from Hybrid projects in Guyana and Dominican Republic.
8. Disbursements from investment operations active at the beginning of 2014
9. Disbursements from FSO and IDB Grant Facility operations active at the beginning of 2014
10. Net Loan Flow is disbursement minus principal collections.
11. Includes operations financed by IDB Grant Facility
12. Excludes operations pending ratification.
13. The average time from approval to March 31, 2014 pending eligibility is 11.3 months, the median is 6 months.
14. All PCRs required to be approved by June 30, 2014
15. Approvals projections are as of February 28th, 2014
16. Approved Budget 2014. Includes ORC, FSO, and GRF.
17. Includes IIC exposure
18. Evaluability or the extent to which an activity or program can be evaluated in a reliable credible fashion, is the basis for assessing compliance with evaluation standards set forth in the DEF. The evaluability categories changed for 2014.
19. The decrease was due to the change in the evaluability categories. Highly Evaluable projects must have a score of 9 or more in 2014 versus 7 or more in 2013. Evaluable projects are projects with evaluability scores between 7 and 9 in 2014 versus between 6 and 7 in 2013.
20. Approved by the Programming Committee of the Board (CPD) on December 16th 2013.
21. Jamaica Country Strategy 2015-2017
22. FTE – Full Time Equivalent. 1 FTE corresponds to the time of 1 employee working full time during the entire year, or 4 FTE employees working full time during a quarter.
23. Time reported by all Vice-presidencies
24. The ESW Plan refers only to products financed by the administrative budget from VPS.
25. The Revised Budget incorporates transfers (in and out) made to the original approved budget.
26. Budget Execution – Actual plus commitments
27. Measurement based on registered Start date
28. Note that the methodology has been fine tuned to better reflect the trend
29. Only operations which actually disbursed.
30. Filled with external and internal candidates
31. Board approved Positions: 144
32. Includes 7 Young Professionals.
33. The number of vacancies filled may be greater than posted positions. The main reasons are delays in effective hiring dates and changes in contract type.
34. Professional Staff: Grades 9 and above (Bankwide)
35. Management reviewed the way this target is measured and has concluded that the indicator does not fully reflect the Bank's level of direct interface with, and support to, country counterparts. In addition, given high levels of client satisfaction and operational performance –which are the ultimate goals of decentralization- it does not appear cost-effective continuing to work towards the achievement of the 40% target. Management will ask the Board to reconsider the original metric as part of the update to the institutional strategy and the new CRF proposal (GN-2679-2)
36. Projects in Pipeline A as of February 28th, 2014
37. InfoFund: Resources assigned to acquire relevant external knowledge as well as harvesting internally generated knowledge and dataset products to keep Bank's technical teams updated in their sectorial and economic expertise
38. The "compliance rate" refers to the percentage of events that should have been evaluated that was effectively evaluated according to KNL Policy
39. % who answered 4 or 5 out of all respondents (on a 1-5 scale)
40. A weighted Index based on the ratings for the Content, Methodology, Materials and Instructor for each event