Development Effectiveness

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

BUSINESS REVIEW 2014 Q1Q2Q3

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This document provides an analysis of the 2014 third 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 to this report.

You can email us directly to QBR@IADB.ORG

BUSINESS REVIEW 2014 Q1Q2Q3

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OPERATIONAL PROGRAM HIGHLIGHTS

PROGRAM EXECUTION

Loan Disbursements[1]

TOTAL CUMULATIVE DISBURSEMENTS

$4.7b

7%

$5.1b
53% of $9.7b projected for 2014, 99% of $5.2b projected for Q3

2013 Q3 | 2014 Q3

FSO FOR ELIGIBLE COUNTRIES

$118m

25%

$147m
62% of $237m projected for 2014

2013 Q3 | 2014 Q3

IDB GRANT FACILITY

$137m

3%

$142m
71% of $199m projected for 2014

2013 Q3 | 2014 Q3

Loan Portfolio

SG OPERATIONS IN PORTFOLIO

2013 Q3	2014 Q3
627 SG OPS	615 SG OPS
$45.3b in volume	$47.5b in volume

SG OPERATIONS W/LEGAL EFFECTIVENESS PENDING ELIGIBILITY

2013 Q3	2014 Q3
34 SG OPS	31 SG OPS
5% of SG portfolio	5% of SG portfolio

NSG OPERATIONS CURRENTLY DISBURSING

2013 Q3	2014 Q3
88 NSG OPS	98 NSG OPS
$3.9b in volume	$4.4b in volume

Technical Cooperation Disbursements

TC DISBURSEMENTS

$119m

5%

$125m

2013 Q3 | 2014 Q3

TC ORC SPECIAL PROGRAMS

$61m

18%

$72m
57% of Total TC Disbursements

2013 Q3 | 2014 Q3

TC DONOR TRUST FUNDS

$50m

2%

$50m
40% of Total TC Disbursements

2013 Q3 | 2014 Q3

TC FSO DISBURSEMENTS

$7.9m

50%

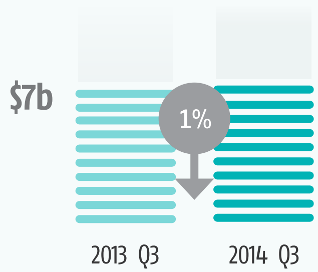
$4m
3% of Total TC Disburse-ments

2013 Q3 | 2014 Q3

PROGRAM STRATEGIC ALIGNMENT

Loan Approvals[2]

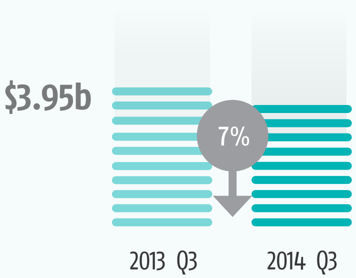
TOTAL SG & NSG LENDING APPROVALS



$6.9b
56% of $12.3b projected[3] for 2014

in **76** operations

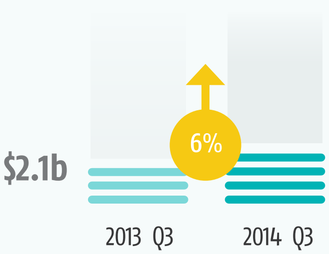
SG INVESTMENTS LENDING APPROVALS



$3.43b
45% of $7.6b projected for 2014

in **37** operations

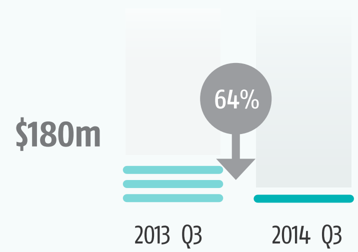
POLICY BASED LENDING APPROVALS



$2.23b
91% of $2.5b projected for 2014

in **11** operations

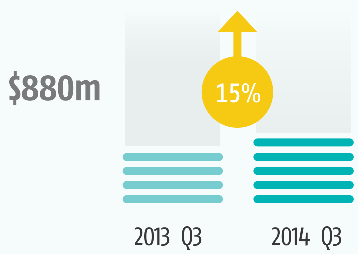
FSO OPERATIONS APPROVALS



$65m
27% of $237m projected for 2014

in **5** operations

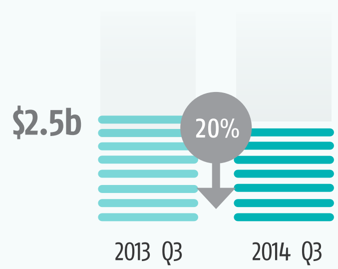
NSG ORDINARY CAPITAL APPROVALS



$1.0b
49% of $2.0b projected for 2014

in **28** operations

MULTIPLE BOOKED[4] OPERATIONS APPROVED

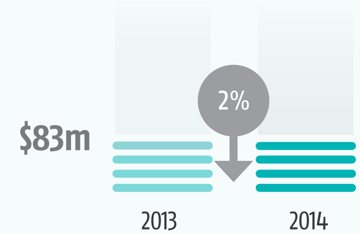


$2.0b
29% of $6.9b approved volume

in **27** operations

36% of 76 approved operations

AVERAGE OF (SG AND NSG) OPERATION SIZE

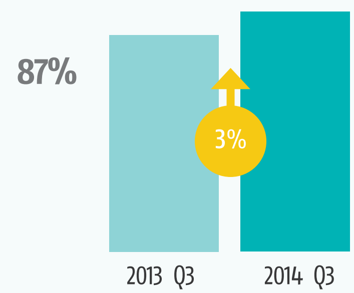


$81m
projected by year's end

External Feedback System

IDB DELIVERY OF LOAN OPERATIONS

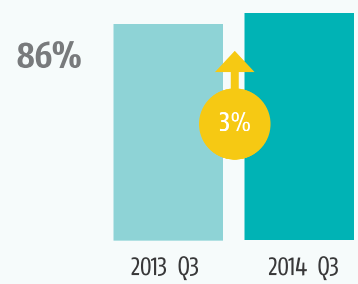
CRF Target is **70%** by 2015



90% of external partners reported being "satisfied" (52%) or "very satisfied" (38%) with delivery

IDB DELIVERY OF TECHNICAL COOPERATION

CRF Target is **70%** by 2015



89% of external partners reported being "satisfied" (46%) or "very satis-fied" (43%) with delivery

BUSINESS DEVELOPMENT

Country Strategies & Programming

COUNTRY STRATEGIES

6 Country Strategies projected for 2014

No approvals

2 (DR, PR) APPROVED

2013 Q3 | 2014 Q3

No country strategy was approved during the third quarter of 2014, same as in 2013.

VPS Economic & Sector Work (ESW) Products

ESW PLAN[5]

2013 Q3	Change	2014 Q3
86 products	19% ↓	70 products
492 deliverables	22% ↓	384 deliverables
189 (38%) completed	10% ↓	106 (28%) completed

BUSINESS DEVELOPMENT

Technical Cooperations Program

TECHNICAL COOPERATION APPROVALS

2013 Q3	Change	2014 Q3
$142.8m in 280 operations	11% ↓	$127m in 262 operations

FINANCED WITH ORDINARY CAPITAL APPROVALS

2013 Q3	Change	2014 Q3
$78.5m in 181 operations	9% ↓	$71.5m in 165 operations

FINANCED WITH DONOR TRUST FUND APPROVALS

2013 Q3	Change	2014 Q3
$64.3m in 99 operations	14% ↓	$55.5m in 97 operations

HUMAN RESOURCES

VACANCIES FILLED

175 bankwide vacancies filled as of 2014/06/30

164 bankwide vacancies remain

2014 Q3

WOMEN IN GRADES FOUR & ABOVE

2013 Q3: 36%

CRF Target is **40%** by 2015

1% ↑

2014 Q3: **37%**

PROFESSIONAL STAFF IN COF

2013 Q3: 32%

CRF Target is **40%** by 2015

1% ↓

2014 Q3: **31%**

KNOWLEDGE & LEARNING

PARTICIPANTS ENROLLED

3,682 unique participants enrolled in at least one learning program

increase from 3,381 participants in 2013 Q3

9% ↑

19,012 registrations & **179,177** participant hours where reported in the KNL System

KNOWLEDGE PRODUCTS

7,082 products were available in BRIK

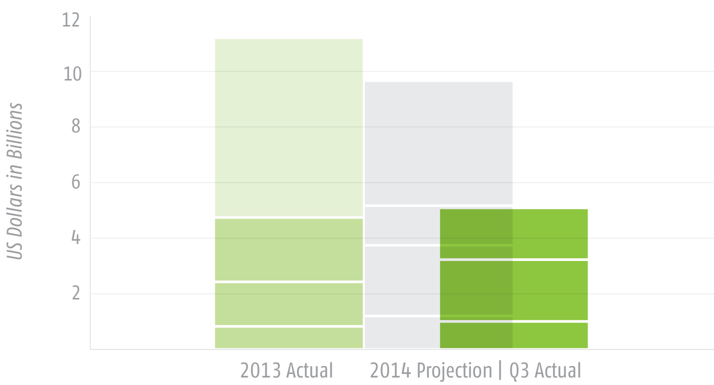
713,359 total visits to these publications, yielding an average of 100.7 visits per publication

BLOGS

There were **17 blogs** at the end of 2014 Q3

- http://blogs.iadb.org/
- http://blogs.iadb.org/abierto-al-publico/

I. EXECUTION



DISBURSEMENTS

1.1 Total Disbursements

Bank's disbursements: **$5.1b**

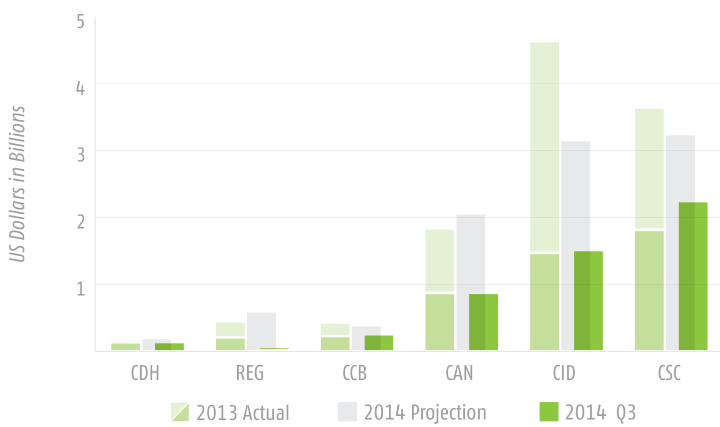
- 53% of $9.7b projected[6] for 2014
- 7% increase from $4.7b in 2013 Q3

SG disbursements: **$4.3b**

- 54% of $7.9b projected for 2014
- 25% increase from $3.4b in 2013 Q3

NSG disbursements: **$797m**

- 46% of $1.7b projected for 2014
- 39% decrease from $1.3b in 2013 Q3



BY COUNTRY GROUP

1.2 Loan Disbursements by Country Group

CAN countries disbursements: **$877m**

- 42% of $2.1b projected for 2014
- 0.2% increase from $875m in 2013 Q3

CCB countries disbursements: **$258m**

- 66% of $392m projected for 2014
- 12% increase from $231m in 2013 Q3

CID countries disbursements: **$1.52b**

- 48% of $3.2b projected for 2014
- 3% increase from $1.47b in 2013 Q3

CSC countries disbursements: **$2.2b**

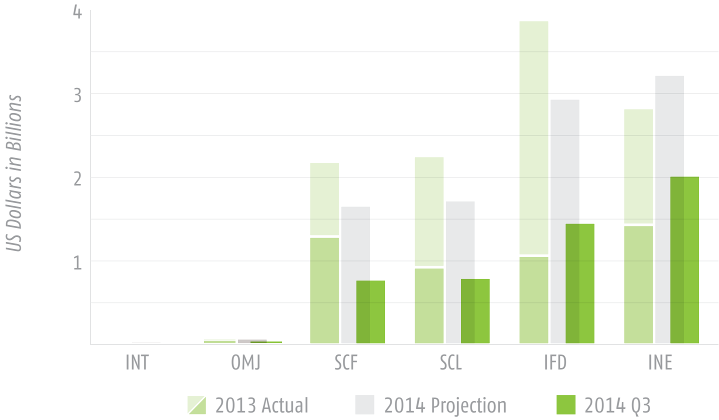
- 69% of $3.3b projected for 2014
- 24% increase from $1.8b in 2013 Q3

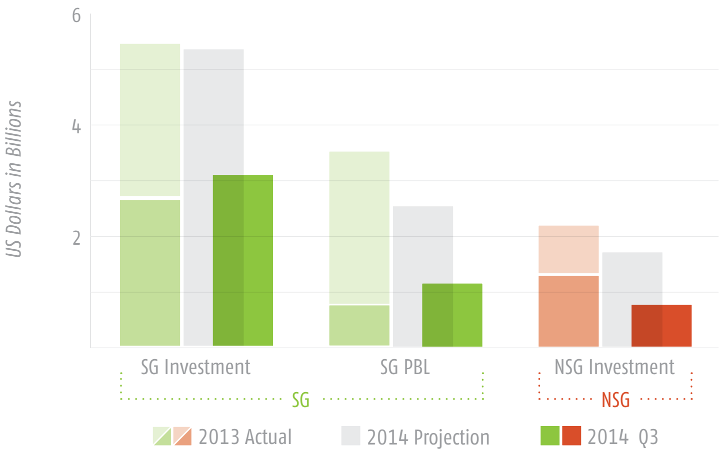
CDH countries disbursements: **$142m**

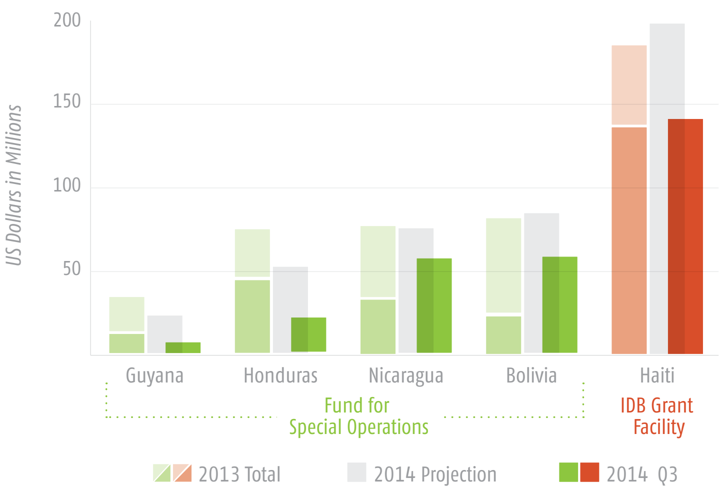
- 70% of $203m projected for 2014
- 3% increase from $138m in 2013 Q3

Regional disbursements: **$51m**

- 8% of $601m projected for 2014
- 76% decrease from $211m in 2013 Q3







BY DEPARTMENT (SG & NSG)

1.3 Loan Disbursements by Department

IFD disbursements: **$1.5b**

- 50% of $2.9b projected for 2014
- 37% increase from $1.1b in 2013 Q3

SCL disbursements: **$801m**

- 46% of $1.7b projected for 2014
- 13% decrease from $925m in 2013 Q3

SCF disbursements: **$781m**

- 47% of $1.7b projected for 2014
- 40% decrease from $1.3b in 2013 Q3

INE disbursements: **$2.0b**

- 63% of $3.2b projected for 2014
- 41% increase from $1.4b in 2013 Q3

INT disbursements: **$11m**

- 31% of $34m projected for 2014
- 10% increase from $10m in 2013 Q3

OMJ disbursements: **$16m**

- 22% of $74m projected for 2014
- 31% decrease from $23m in 2013 Q3

BY INSTRUMENT

1.4 Loan Disbursements by Instrument

SG Investment disbursements: **$3.1b**

- 58% of the $5.4b projected for 2014
- 17% increase from $2.7b in 2013 Q3

NSG Investment disbursements: **$797m**

- 46% of the $1.7b projected for 2014
- 39% decrease from $1.3b in 2013 Q3

Policy Based Loan disbursements: **$1.2b**

- 46% of the $2.6b projected for 2014
- 54% increase from $767m in 2013 Q3

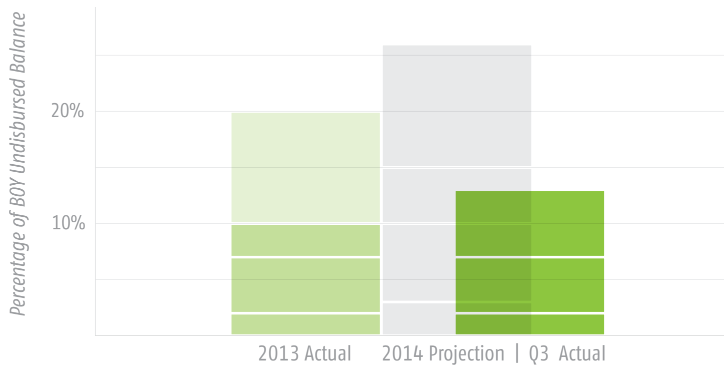
1.5 Disbursements of FSO and IDB Grant Facility

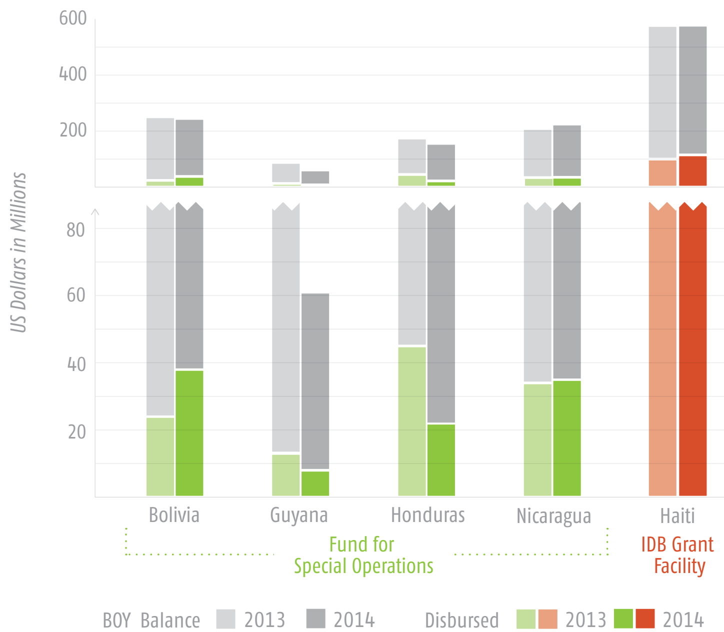
Fund for Special Operations disbursements: **$147m**

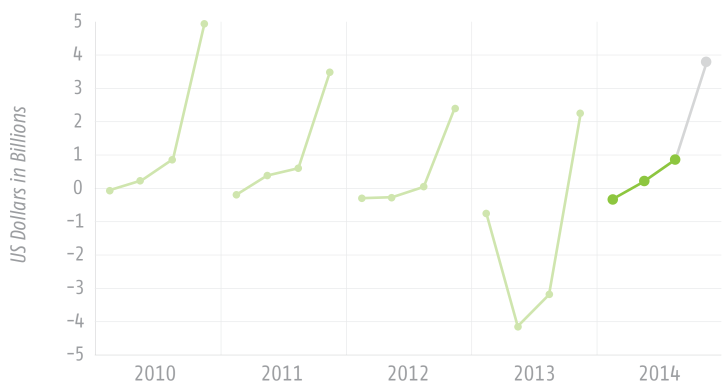
- 62% of $237m projected for 2014
- 25% increase from $118m in 2013 Q3

IDB Grant Facility disbursements: **$142m**

- 71% of $199m projected for 2014
- 3% increase from $137m disbursed in 2013 Q3







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: **$26.9b**

- 8% increase from $24.9b at the beginning of 2013
- 11% ($3.0b) of the initial undisbursed balance has been disbursed as of Q3[7], compared with 10% ($2.6b) in 2013 Q3
- 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: **$1.26b**

- 3% decrease from $1.3b at the beginning of 2013
- 17% ($218m) of the initial undisbursed balance has been disbursed as of Q3[8], compared with 17% ($218m) in 2013 Q3

NET LOAN FLOWS

1.8 Net Loan Flows of Convertible Currencies (YTD)

Net Loan Flow for Q3 was positive **$843m** as the Bank disbursements exceeded repayments[9]

- Net Loan Flow for Q3 2013 was a negative **$3.2b**
- $3.8b is the estimated net loan flow level for EOY 2014, based on projections for principal collections and disbursements for the year

EX POST REVIEW OF DISBURSEMENTS

1.9 Disbursements Reviewed Ex Post

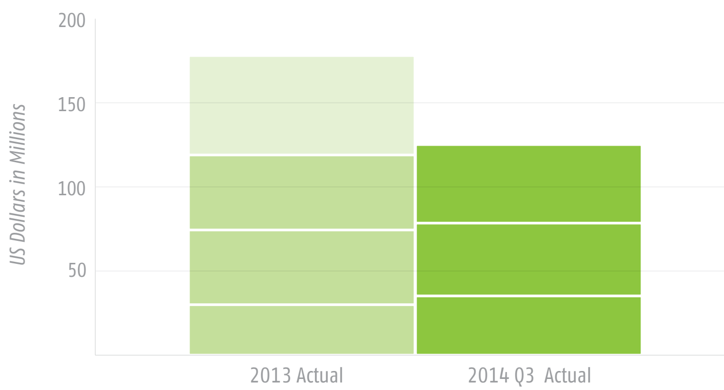
Percentage of SG Disbursements Reviewed Ex Post

Disbursements reviewed ex post: **82%** of total disbursements for SG investment operations

- 19 percentage points increase from 2013 Q3
- 66% of the loans that disbursed in 2014 Q3 had ex post review, 10 percentage points increase from 2013 Q3

TECHNICAL COOPERATION DISBURSEMENTS

1.10 TC Disbursements



TC disbursements: **$125.1m**

- 5% increase from $119m in 2013 Q3

TC ORC Special Programs: **71.7m**

- 57% of total TC disbursements
- 18% increase from $60.7m disbursed in 2013 Q3

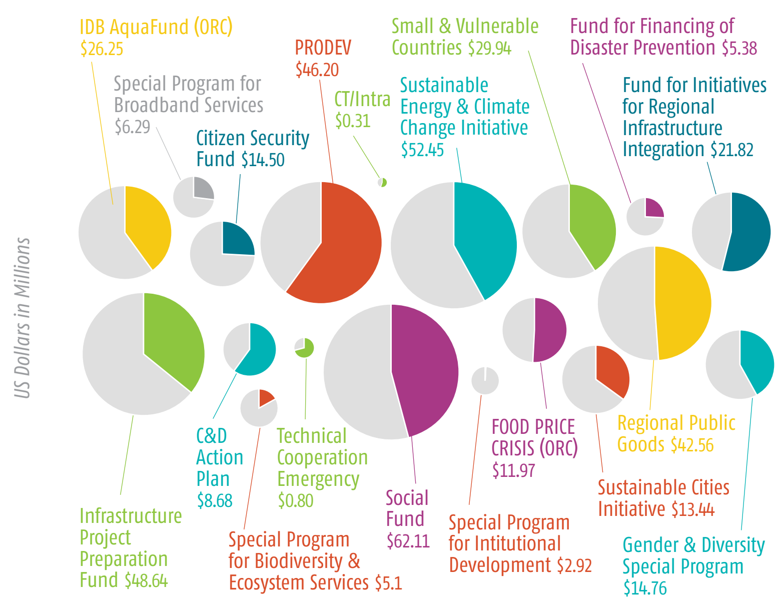
TC Donor Trust Funds: **$49.4m**

- 40% of total TC disbursements
- 2% decrease from $50.4m disbursed in 2013 Q3

TC FSO disbursements: **$4.0m**

- 3% of total TC disbursements
- 50% decrease from $7.9m disbursed in 2013 Q3

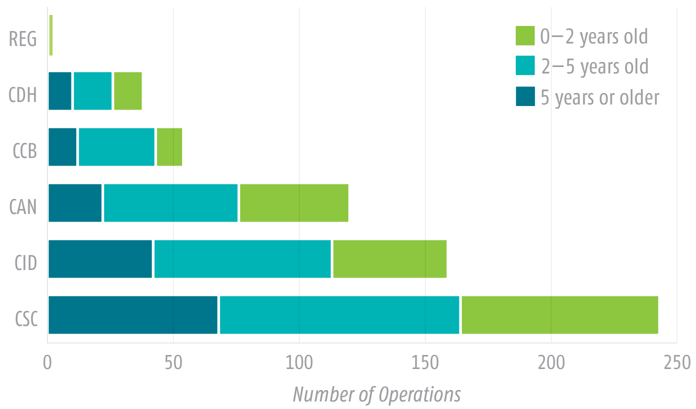
1.11 TC Disbursements of Special Programs Financed with Ordinary Capital



Total amount disbursed of Technical Cooperation's Portfolio under **ORC Special Programs**: **44%** ($183m) of $415m in portfolio

- 42% ($165m) of $393m in portfolio in 2013 Q3

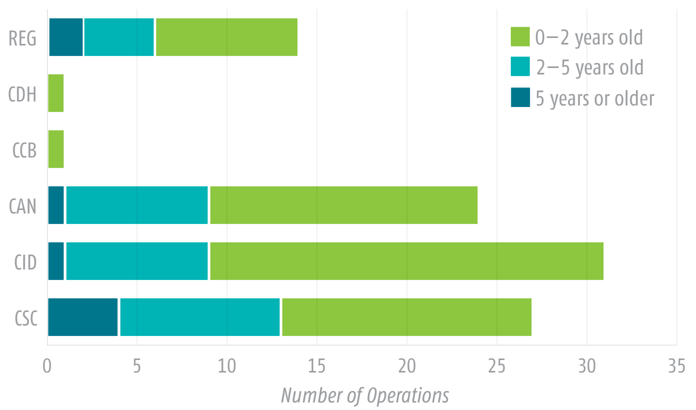
LOAN PORTFOLIO[10]



1.12 SG Operations by Country Region and Approval Year

615 SG operations in portfolio, $47.5b in volume

- 154 operations (25%) were approved on or before September 2009 (5 years or older)
- 268 operations (44%) were approved between October 2009 and September 2012 (2 to 5 years old)
- 193 operations (31%) were approved on or after October 2012 (0 to 2 years old)
- 65% (402) under CID and CSC countries

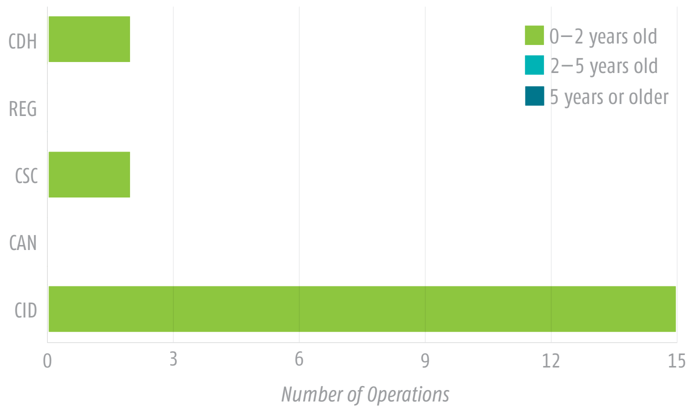


1.13 NSG Operations by Country Region and Approval Year

98 NSG operations are currently disbursing $4.4b in volume

- 8 operations were approved on or before September 2009 (5 years or older)
- 29 operations were approved between October 2009 and September 2012 (2 to 5 years old)
- 61 operations were approved on or after September 2012 (0 to 2 years old)
- 59% (58) under CID and CSC countries

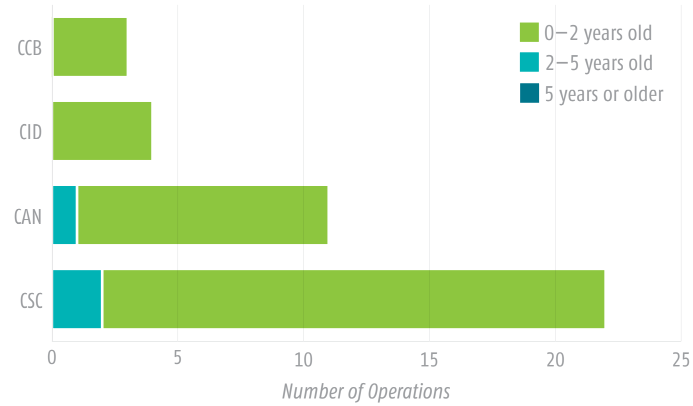
LOAN PORTFOLIO PENDING RATIFICATION



1.14 SG Operations Pending Ratification by Country Group and Approval Year

19 SG operations pending ratification, $1.3b in volume

- 19 operations were approved on or after September 2012 (0 to 2 years old)
- 79% (15) under CID countries

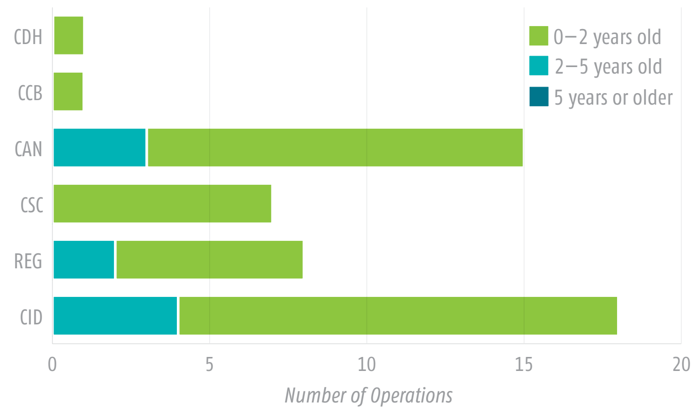


LOAN PORTFOLIO PENDING SIGNATURE

1.15 SG Portfolio Pending Signature by Country Group and Approval Year

40 SG operations pending signature[11], **$4.5b** in volume

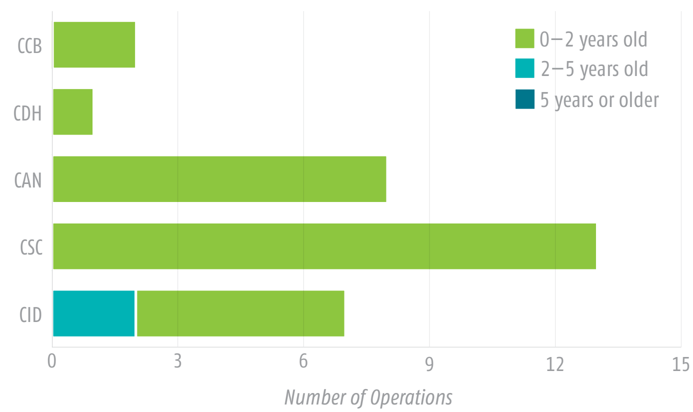
- 7% of total SG portfolio (615 operations)
- 3 operations were approved between October 2009 and September 2012 (2 to 5 years old)
- 37 operations were approved on or after October 2012 (0 to 2 years old)
- 55% (22) under CSC countries



1.16 NSG Operations Pending Signature by Country Group and Approval Year

50 NSG operations pending signature, **$1.6b** in volume

- 51% of total NSG portfolio (98 operations)
- 9 operations were approved between October 2009 and September 2012 (2 to 5 years old)
- 41 operations were approved on or after October 2012 (0 to 2 years old)
- 66% (33) under CID countries and CAN

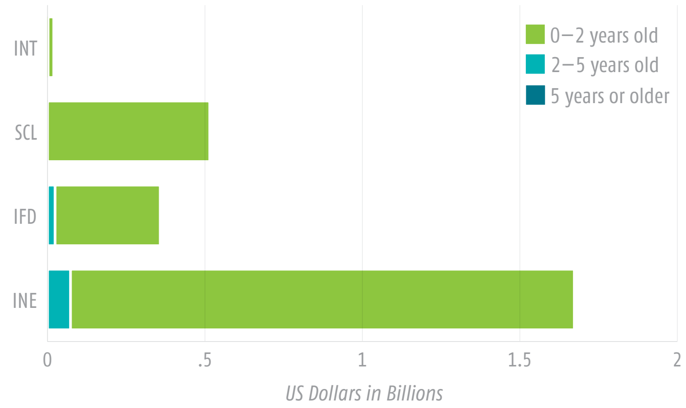


LOAN PORTFOLIO PENDING ELIGIBILITY

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

31 SG operations with legal effectiveness pending eligibility[12]

- 5% of total SG portfolio (615 operations)
- 2 operations were approved between October 2009 and September 2012 (2 to 5 years old)
- 29 operations were approved on or after October 2012 (0 to 2 years old)
- 68% (21) under CAN and CSC countries

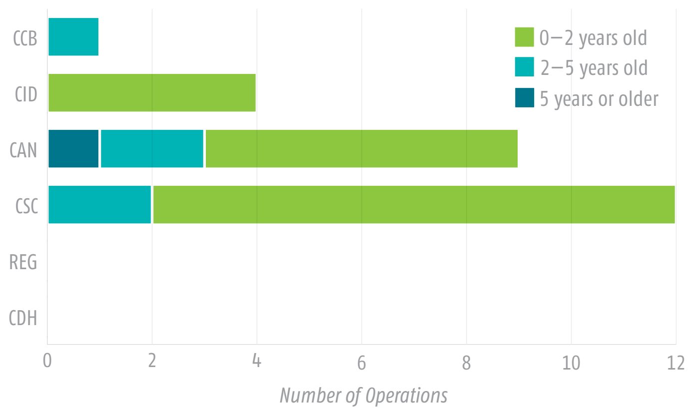


1.18 SG Operations Not Yet Eligible (Volume of Operations)

31 SG operations with legal effectiveness pending eligibility: $2.6b

- 5% of total SG portfolio ($47.5b)
- $97m in operations that were approved between October 2009 and September 2012 (2 to 5 years old)
- $2.5b in operations that were approved on or after October 2012 (0 to 2 years old)
- 65% ($1.7b) under INE sector department

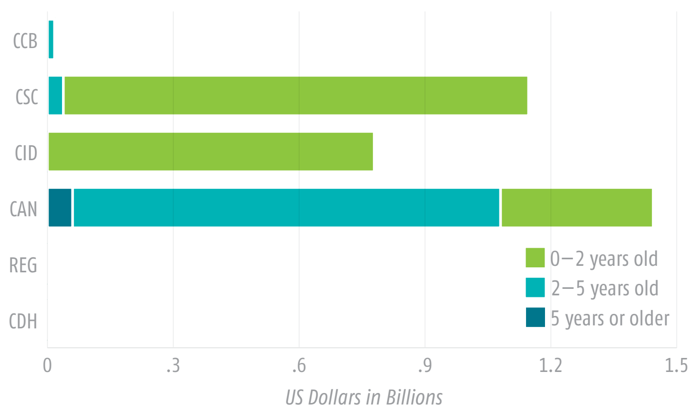
LOAN PORTFOLIO PENDING FIRST DISBURSEMENT



1.19 SG Operations pending First Disbursement

26 SG eligible operations are currently pending first disbursement

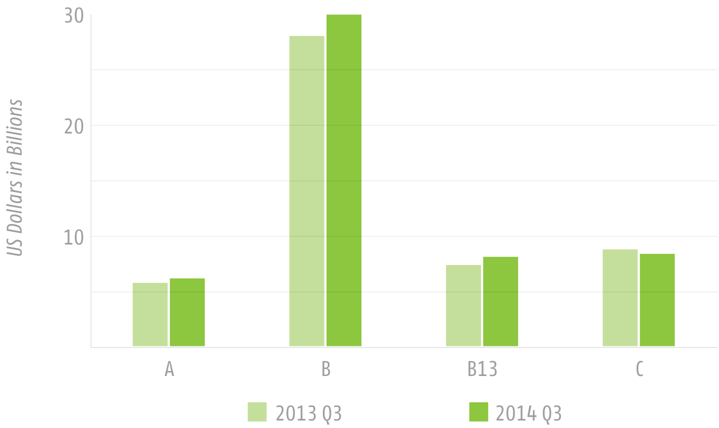
- 4% of total SG portfolio (615 operations)
- 1 operations were approved on or before September 2009 (5 years or older)
- 5 operations were approved between October 2009 and September 2012 (2 to 5 years old)
- 20 operations were approved on or after October 2012 (0 to 2 years old)
- 46% (12) of operations are under CSC countries
- 35% (9) of operations are under CAN countries
- 15% (4) of operations are under CID countries
- 4% (1) of operations are under CCB countries



1.20 SG Operations pending First Disbursement (Volume of Operations)

26 SG eligible operations pending first disbursement: $3.4b

- 7% of total SG portfolio volume ($47.5b)
- 43% ($1.4b) of volume is under CAN countries
- 34% ($1.1b) of volume is under CSC countries
- 23% ($779m) of volume is under CID countries

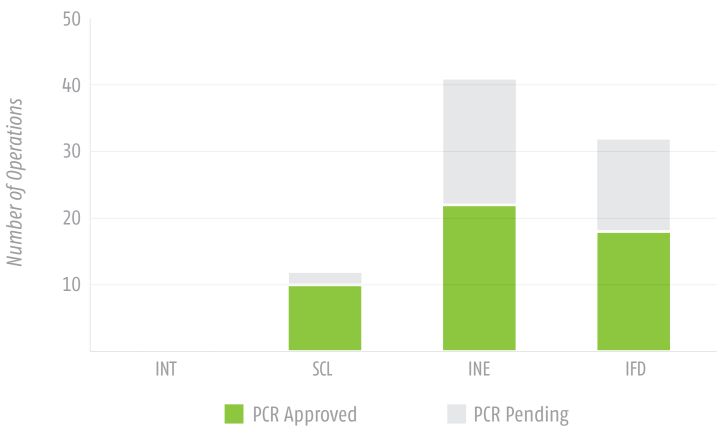


ENVIRONMENTAL AND SOCIAL IMPACT RISKS

1.21 Volume of portfolio in execution by Environmental & Social Impact

32 **operations in execution** for $6.3b classified as **category "A"** in Environmental and Social Impact risk

- 7% increase from 30 in 2013 Q3
- 7% increase from $5.9b in 2013 Q3



PROJECT COMPLETION REPORTS

1.22 PCR Status for Projects Fully Disbursed in 2013

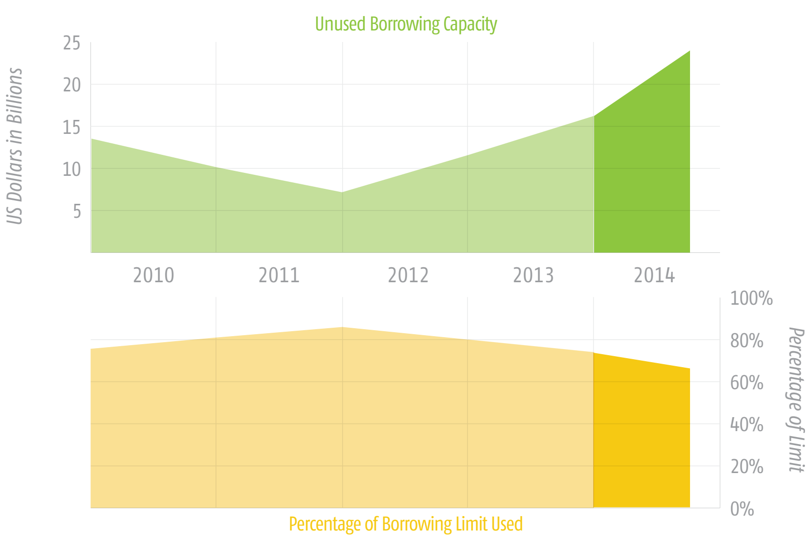
85 of 100 operations that completed disbursements during 2013 **require a Project Completion Report**[13]

- **As of September 30**, 50% (50) were processed and approved by VPS: INE (22), IFD (18), SCL (10)

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. The Bank has also 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.



1.23 Unused Borrowing Capacity

Net Borrowings: $47b

- 0.3% decrease from $47.2b at the end of 2013

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

- 12% increase from $63.4b at the end of 2013

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

- 8 percentage points decrease from 74% at the end of 2013

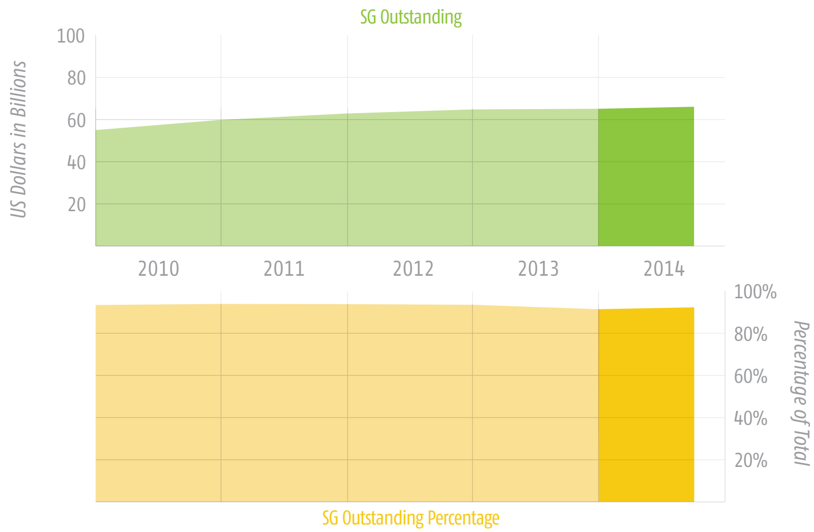
Unused borrowing capacity: $24.1b

- 48% increase from $16.2b at the end of 2013

CONCENTRATION RISK

High geographic concentration remains a source of credit risk in the IDB's loan and guarantee portfolio (SG+NSG), given the regional nature of the Bank's lending operations.

By the end of 2014 Q3, 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: **$66.1b**

- 1.2% increase from $65.4b at the end of 2013

The **five largest SG exposures**: 69.4%

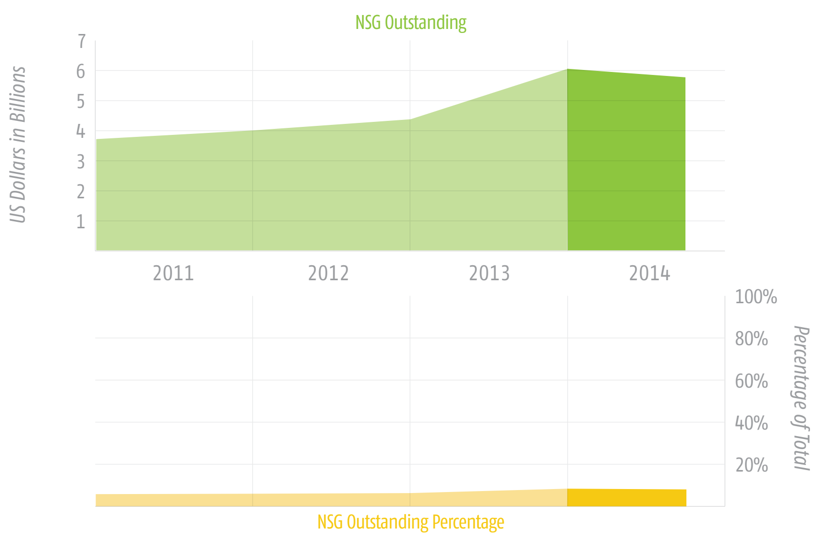
- Same from 69.4% at the end of 2013

Undisbursed portion of approved SG loans: **$27.8b**

- 4.5% increase from $26.6b at the end of 2013

SG loans **undisbursed as a percentage of outstanding** SG loans and guarantees: **29.6%**

- 0.7 percentage points increase from 28.9% as at the end of 2013



1.25 Concentration Risk (NSG)

Size of the outstanding NSG portfolio: **$5.8b**

- 5% decrease from $6b at the end of 2013

The **five largest NSG exposures**: **55.9%**

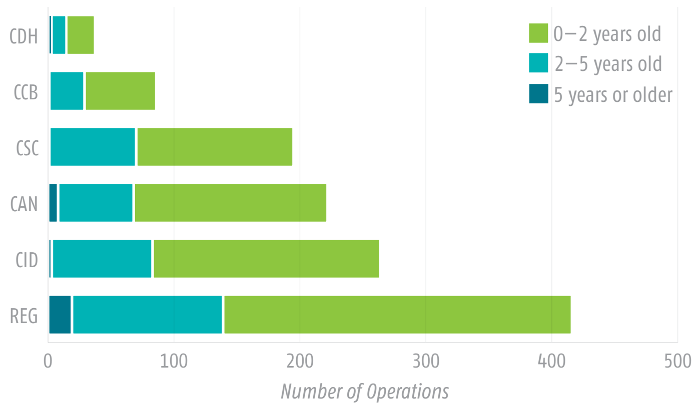
- 0.8 percentage points decrease from 56.7% at the end of 2013[14]

Undisbursed portion of NSG loans reached **$2.2b**

- 5% decrease from $2.4 billion at the end of 2013

NSG loans and guarantees **undisbursed as a percentage of outstanding**: **27.4%**

- 1.3 percentage points decrease from 28.7% at the end of 2013

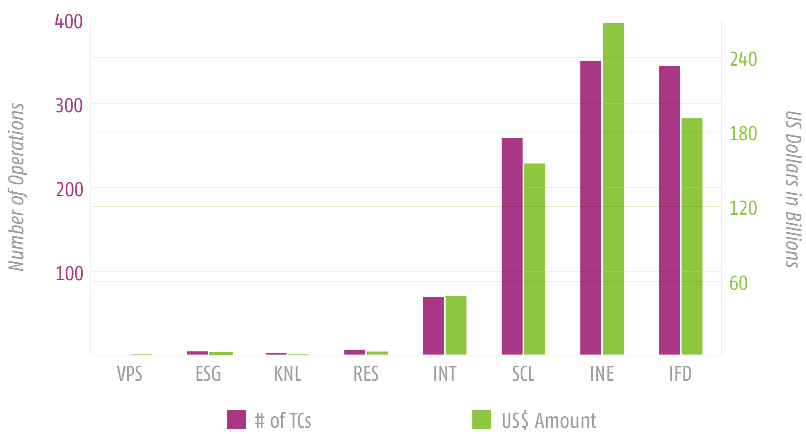


TECHNICAL COOPERATION'S PORTFOLIO

1.26 TC Operations by Country Group and Approval Year

TC operations in portfolio: 1,218, with **$744m** in volume

- 32 ($46m) operations were approved on or before September 2009 (5 years or older)
- 369 ($252m) operations were approved between October 2009 and September 2012 (2 to 5 years old)
- 817 ($466m) operations were approved on or after October 2012 (0 to 2 years old)
- 56% (680) under CID countries and Regional operations



1.27 Technical Cooperation in Execution under VPS by Sector

Technical Cooperation in portfolio under VPS supervision: 1,056 operations with **$677.5m** in volume

- 347 ($192m) under IFD department
- 353 ($269m) under INE department
- 261 ($156m) under SCL department
- 72 ($49m) under INT department
- 23 ($12m) under RES, KNL, ESG & VPS

BUSINESS REVIEW 2014 Q1Q2Q3

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II. STRATEGIC ALIGNMENT

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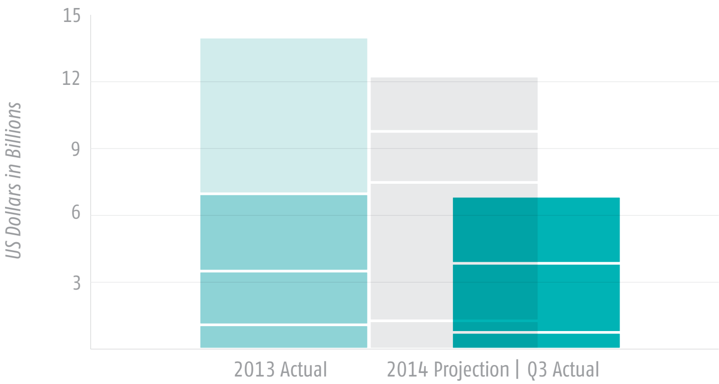
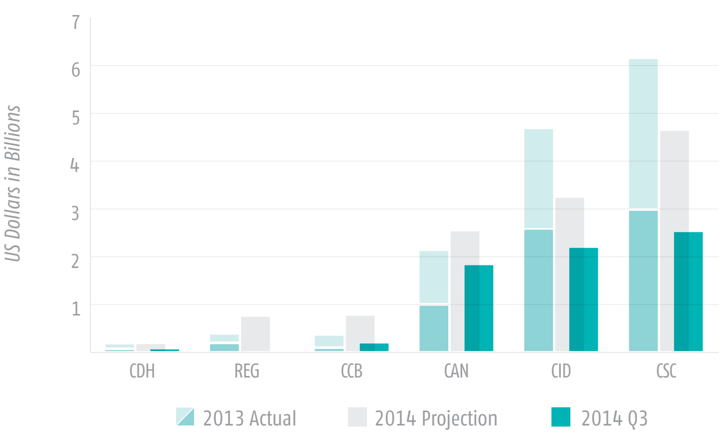


LOAN APPROVALS

2.1 Approvals by Quarter

Bank's approvals: **$6.9b** in **76** operations

- 56% of the volume ($12.3b) projected[15] for 2014
- 6% decrease from 81 loans in 2013 Q3
- 1% decrease from $7b in 2013 Q3
- $81m is the average projected operations size for year's end, a 2% increase from $86m in 2013 Q3



BY COUNTRY GROUP

2.2 Country Group Approvals

CAN countries: **$1,852m** in **21** operations

- 72% of the volume ($2.6b) projected for 2014
- 85% increase from $1,004m in 2013 Q3
- 17% increase from 18 loans in 2013 Q3

CCB countries: **$214m** in **5** operations

- 27% of the volume ($794m) projected for 2014
- 114% increase from $100m in 2013 Q3
- 400% increase from 1 loan in 2013 Q3

CID countries: **$2.2b** in **17** operations

- 68% of the volume ($3.3b) projected for 2014
- 15% decrease from $2,595m in 2013 Q3
- 35% decrease from 26 loans in 2013 Q3

CSC countries: **$2.5b** in **29** operations

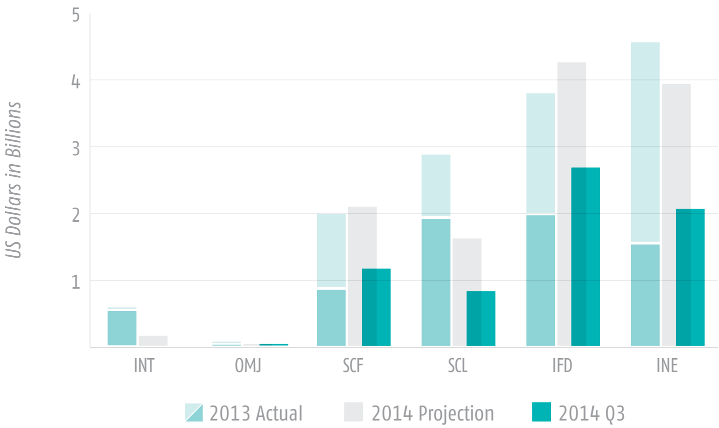
- 55% of the volume ($4.7b) projected for 2014
- 15% decrease from $3.0b in 2013 Q3
- 3% decrease from 30 loans in 2013 Q3

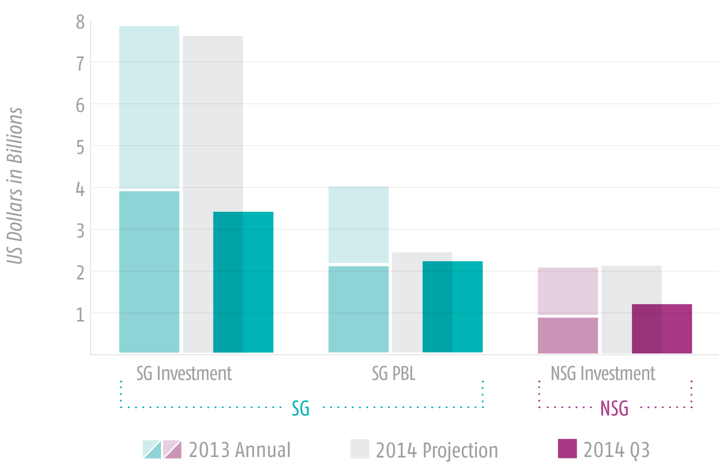
CDH: **$91m** in **4** operations

- 45% of the volume ($202m) projected for 2014
- 19% increase from $77m in 2013 Q3
- No change from 4 loans in 2013 Q3

Regional: No approvals yet in 2014

- 0% of the volume ($773m) projected for 2014
- There were $200m from 2 loans in 2013 Q3





BY DEPARTMENT (SG & NSG)

2.3 Approvals by Sector

IFD approvals: **$2.7b** in **19** operations

- 63% of the volume ($4.3b) projected for 2014
- 36% increase from $1,994m in 2013 Q3
- No change from 19 operations in 2013 Q3

SCL approvals: **$859m** in **7** operations

- 52% of the volume ($1.6b) projected for 2014
- 56% decrease from $1.9b in 2013 Q3
- 36% decrease from11 operations in 2013 Q3

INT approvals: **$12m** in **1** operation

- 6% of the volume ($189m) projected for 2014
- 98% decrease from $550m in 2013 Q3
- No change from 1 operation in 2013 Q3

INE approvals: **$2.1b** in **21** operations

- 53% of the volume ($4.3b) projected for 2014
- 34% increase from $1,558m in 2013 Q3
- 5% increase from 20 operations in 2013 Q3

SCF approvals: **$1.2b** in **23** operations

- 56% of the volume ($2.1b) projected for 2014
- 36% increase from $881m in 2013 Q3
- 4% decrease from 24 in 2013 Q3

OMJ approvals: **$45m** in **5** operations

- 113% of the volume ($40m) projected for 2014
- 22% increase from $37m in 2013 Q3
- No change from 5 operations in 2013 Q3

BY INSTRUMENT

2.4 Approvals by Instrument

SG Investment lending approvals: **$3.43b** in **37** operations

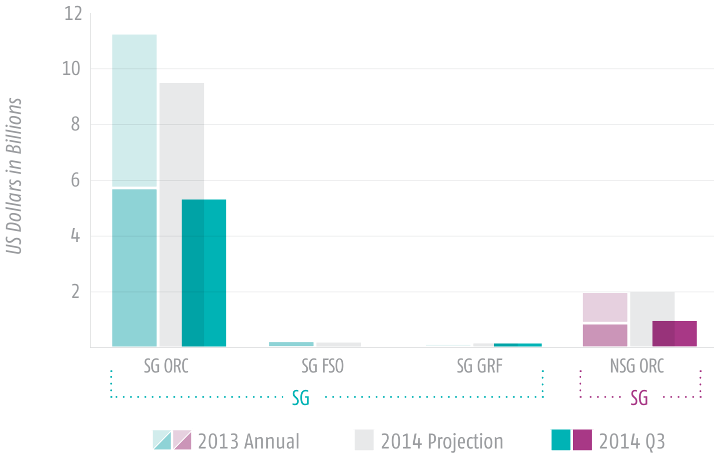
- 45% of the volume ($7.6b) projected for 2014
- 13% decrease from $3.9b in 2013 Q3
- 8% decrease from 40 operations in 2013 Q3

Policy Based Lending approvals: **$2.24b** in **11** operations

- 91% of the volume ($2.5b) projected for 2014
- 6% increase from $2.1b in 2013 Q3
- No change from 11 operations in 2013 Q3

NSG Investment lending approvals: **$1.24b** in **28** operations

- 57% of the volume ($2.2b) projected for 2014
- 35% increase from $920m in 2013 Q3
- 7% decrease from 30 operations in 2013 Q3



BY FUND

2.5 Approvals by Fund

SG Ordinary Capital approvals: **$5.4b** in **44** operations

- 56% of the projected volume ($9.1b) for 2014
- 6% decrease from $5.7b in 2013 Q3
- 6% decrease from 47 operations 2013 Q3

SG Fund for Special Operations approvals: **$65m** in **5** operations

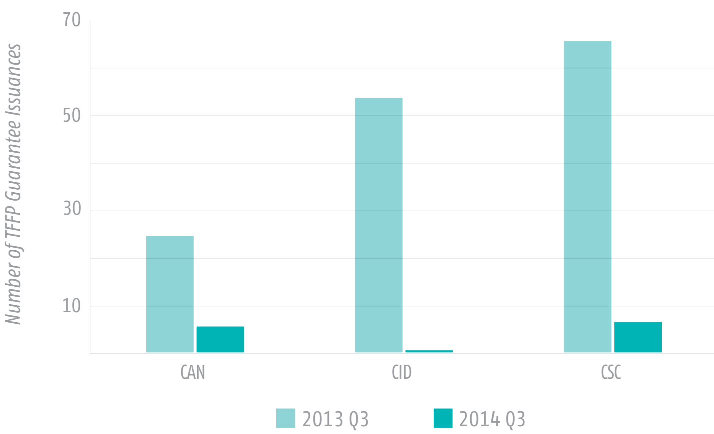
- 27% of projected volume ($237m) for 2014
- 64% decrease from $180m in 2013 Q3
- 50% decrease from 10 operations in 2013 Q3

SG IDB Grant Facility approvals: **$91m** in **4** operations

- 45% of projected volume ($202m) for 2014
- 26% increase from $73m in 2013 Q3
- 33% increase from 3 operations in 2013 Q3

NSG Ordinary Capital approvals: **$1.0b** in **28** operations

- 49% of the volume ($2.0b) projected for 2014
- 15% increase from $880m in 2013 Q3
- 3% decrease from 29 operations in 2013 Q3



NSG CREDIT LINES AND GUARANTEES

There were no **NSG Guarantees issuances** in 2014 Q3

- There were no issuances in 2013 Q3

2.6 TFFP Guarantee Issuances

There was 1 **TFFP Line approval** for $10m in 2014 Q3

- $111m in 3 lines were approved in 2013 Q3

TFFP Line increased $20m in 1 transaction

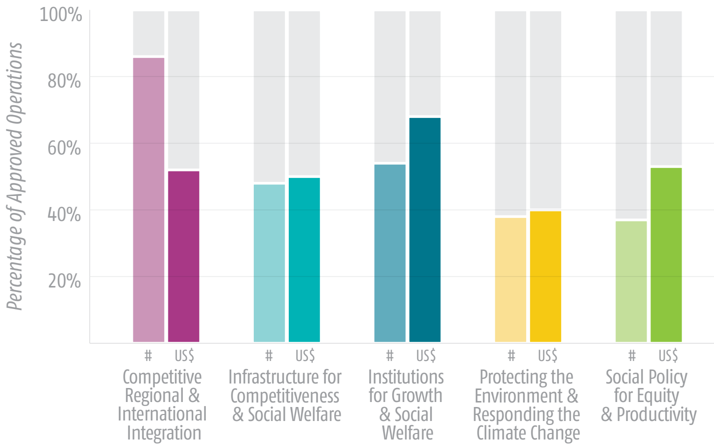
- $111m in increases in 3 transactions in 2013 Q3

TFFP Guarantees issued: $80m in **35** issuances

- 80% decrease from $398m issued in 2013 Q3
- 75% decrease from 145 issuances in 2013 Q3

APPROVALS IN SECTOR PRIORITY AREAS

2.7 Operations in Sector Priority Areas Approved vs. Estimated



Competitive Regional and International Integration approvals: **$568m** in **12** operations

- 52% of the volume ($1.1b) projected for 2014

Infrastructure for Competitiveness and Social Welfare approvals: **$1.8b** in **19** operation

- 50% of the volume ($3.5b) projected for 2014

Institutions for Growth and Social Welfare approvals: **$3.4b** in **32** operations

- 46% of the volume ($5.0b) projected for 2014

Protecting the Environment and Responding the Climate Change approvals: **$336m** in **6** operations

- 40% of the volume ($846m) projected for 2014

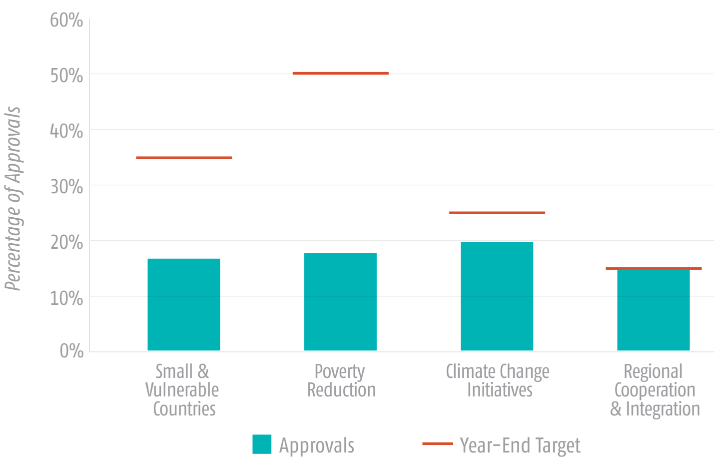
Social Policy for Equity and Productivity approvals: **$859m** in **19** operation

- 53% of the volume ($1.6b) projected for 2014

LENDING TARGETS OF IDB-9

The following are the results of the approvals in Q3 2014 compared to the annual targets established for the IDB-9.

2.8 Lending Targets of IDB-9



Small and Vulnerable countries approvals: **$2.1b** in **38** operations

- 16% of the volume ($12.6b) estimated[16] for 2014

Poverty Reduction and Equity Enhancement approvals: **$2,266m** in **34** operations

- 18% of the volume ($12.6b) estimated for 2014

Climate Change, Sustainable (including renewable) Energy, and Environmental Sustainability approvals: **$2,539m** in **27** operation

- 20% of the volume ($12.6b) estimated for 2014

Regional Cooperation and Integration approvals: **$1,894m** in **22** operations

- 15% of the volume ($12.6b) estimated for 2014

IDB-9 LENDING TARGETS AND PROGRAMMING

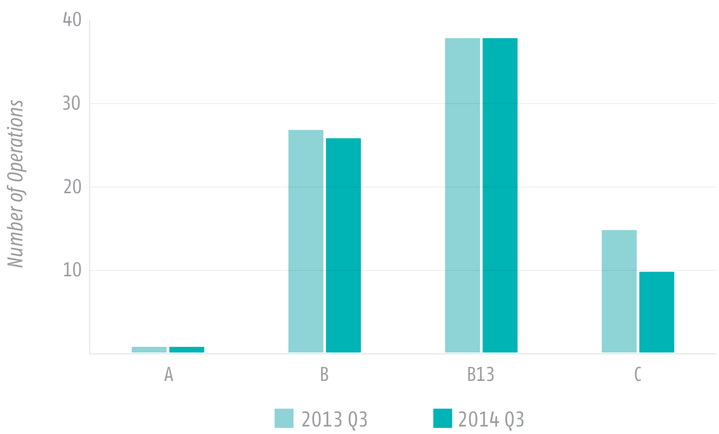
As of September 30, **approvals in the third quarter** and the **Pipeline A** planned for the remainder of 2014 include a total of 160 operations for US$12.6b of which:

32% of the volume ($4b) for Small and Vulnerable countries. The CRF annual target is **35%.**

39% of the volume ($5.0b) for Poverty Reduction and Equity Enhancement. The CRF annual target is **50%.**

33% of the volume ($4.1b) for Climate Change, Sustainable (including renewable) Energy, and Environmental Sustainability. The CRF annual target is **25%.**

21% of the volume ($2.6b) for Regional Cooperation and Integration. The CRF annual target is **15%.**



ENVIRONMENTAL & SOCIAL IMPACT RISKS

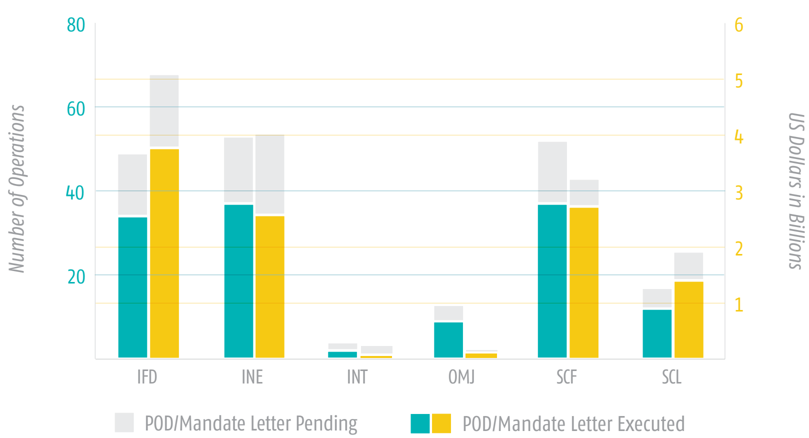
2.9 Approvals Based on the Environmental and Social Risk Classification

There was 1 operation approved for $230 in **category "A"** in Environmental and Social Impact risk

- The same as 1 operation in 2013 Q3
- 130% increase from $100m in 2013 Q3

27 operations approved for **$2,565m** were classified as **category "B"** in Environmental and Social Impact risk

- 4% decrease from 26 in 2013 Q3
- 2% decrease from $2,617m in 2013 Q3

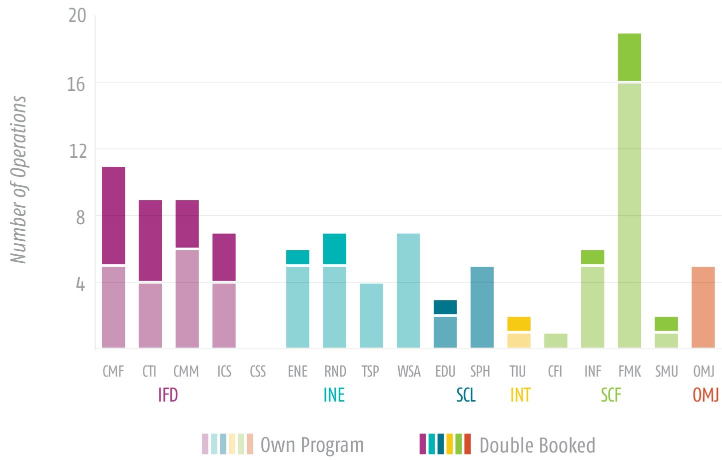


PIPELINE READINESS

2.10 Pipeline Readiness by Department

As of September 30, the A & B Pipelines for 2014 contained a total of **102** operations for **$7.6b**

- 10% (10) for $0.9b in Identification stage
- 38% (39) for $3.0b in Project Profile stage
- 26% (27) for $1.7b in POD or Mandate Letter stage
- 25% (26) for $2.1b in OPC stage

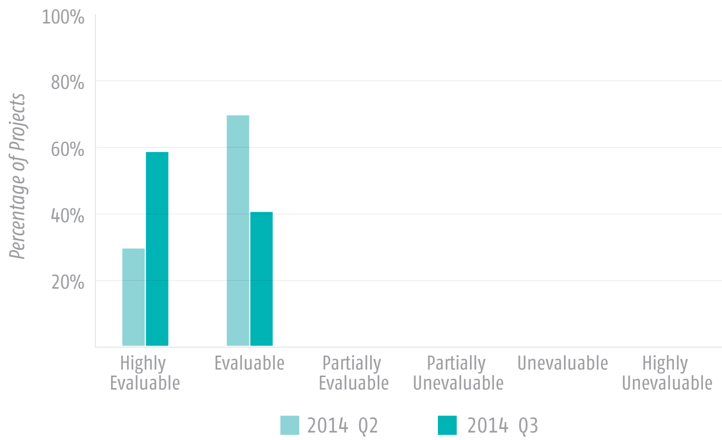


MULTIPLE BOOKING

2.11 Multiple Booking by Division

Multiple Booked operations approved: **$2.0b** in 27 operations

- 36% of approved operations (76) in 2014 Q3
- 29% of approved volume ($6.9b) in 2014 Q3
- 20% decrease from $2.5b (in 17 operations) in 2013 Q3

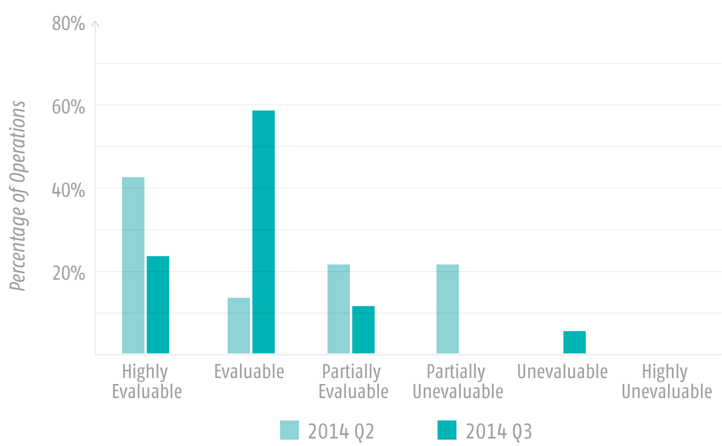


DEVELOPMENT EFFECTIVENESS MATRIX (DEM) SCORES

2.12 DEM Evaluability Levels for Approved SG Operations

Under the DEM evaluability[17], **"Highly Evaluable"** approved operations in Q3 2014 reached **59%** (10 SG operations) and **"Evaluable"** approved operations reached **41%** (7 SG operations)

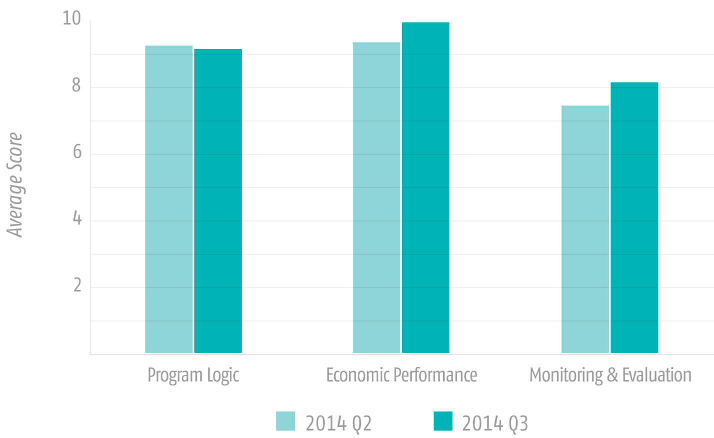
- 100% of operations approved in 2013 Q3 are "Highly Evaluable" and "Evaluable"
- 29 percentage points increase of the percentage of "Highly Evaluable" projects from 30% (7 out of 23) in 2014 Q2
- 41 percentage points decrease from 100% (27 out of 27) of projects approved during the same period in 2013 Q3[18]
- The CRF target is 85%



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

94% of 17 operations were rated **"Partially Evaluable"** or higher at **QRR stage**

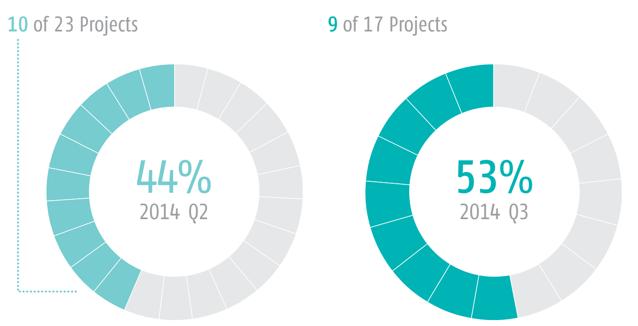
- 6 percentage points decrease from 100% in 2014 Q2



2.14 DEM Dimensions

On a 10 point scale, the DEM Ratings decreased slightly in Program Logic, and increased in Economic Performance compared and Monitoring and Evaluation to 2014 Q2

- **Program Logic** decreased from **9.3** to **9.2** points
- **Economic Performance** increased from **9.4** to **10** points
- **Monitoring & Evaluation** increased from **7.5** to **8.2** points



Percentage of Operations with Impact Evaluations

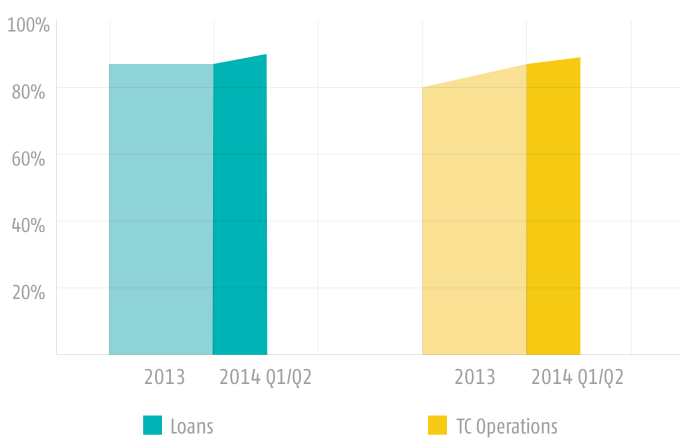
2.15 Ex Ante Impact Evaluations, Quarterly Comparison

53%, 9 out of 17 SG projects were **designed with an impact evaluation**.

- 9 percentage points increase from 44% (10 out of 23) in 2014 Q2

EXTERNAL FEEDBACK SYSTEM – PARTNER SATISFACTION

On October 2014, staff from SPD/SMO concluded the Q2 2014 EFS Product Surveys. Along with the surveys conducted in Q1 2014, these two exercises involved a total of **640** partners and **471** operations **(200** loans and **271** TCs). **384** partners completed the online surveys representing a **60%** response rate (**180** responses for loan operations and **204** for TC Operations)



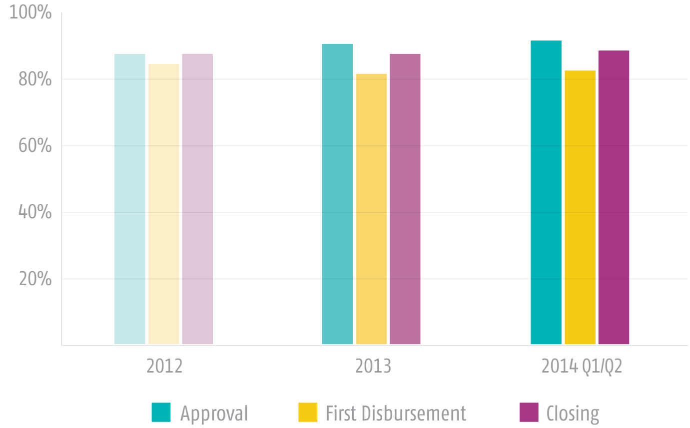
2.16 Partners' Satisfaction with IDB Delivery of Services

Loan Operations: **90%** of external partners reported being "satisfied" (52%) or "very satisfied" (38%) with IDB delivery of services

- 3 percentage points increase from 2013

TC Operations: **89%** of external partners reported being "satisfied" (46%) or "very satisfied" (43%) with IDB delivery of services for TC operations

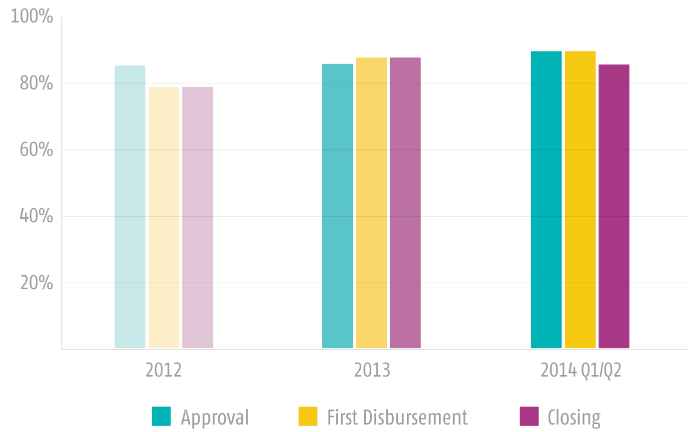
- 2 percentage points increase from 2013
- The **CRF** target for both services is 70%



2.17 Partners' Satisfaction by Milestone (Loans)

Loan Operations: Satisfaction at approval is **92%**, 83% at first disbursement and 89% at closing

- Satisfaction at approval increased 1 percentage point from 2013 (91%).
- Satisfaction at first disbursement increased 1 percentage point from 2013 (82%).
- Satisfaction at closing increased 1 percentage point from 2013 (88%).

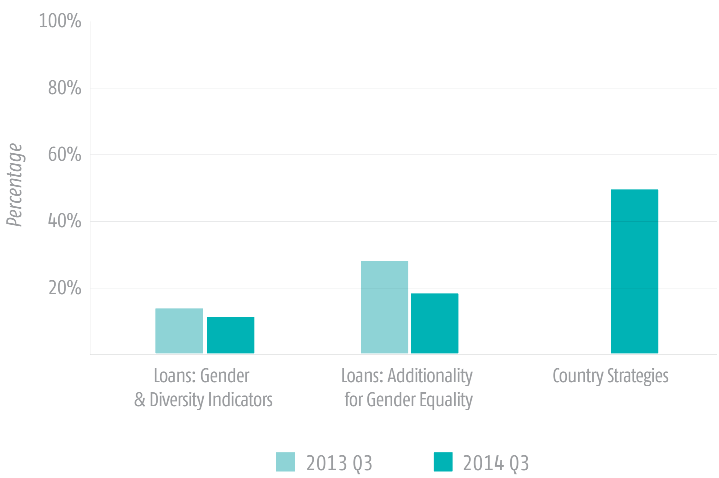


2.18 Partners' Satisfaction by Milestone (TC)

TC Operations: Satisfaction at approval is **90%**, 90% at first disbursement and 86% at closing.

- Satisfaction at approval increased 4 percentage points from 2013 (86%).
- Satisfaction at first disbursement increased 2 percentage points from 2013 (88%).
- Satisfaction at closing decreased 2 percentage points from 2013 (88%).

GENDER AND DIVERSITY



2.19 SG Projects and Country Strategies including Gender and Inclusion Indicator

Approved SG operations and Country Strategies **including diversity indicators** for Bank outcomes and outputs contribution to GCI-9[19]

- 12% of loans (6 out 48) in 2014 Q3, 2 percentage point decrease from 14% in 2013 Q3.
- 50% of Country Strategies (1 out of 2) in 2014 Q3; No CS approved in 2013 Q3 included gender or diversity indicators.
- 19% of loans (9 out of 48) in 2014 Q3 were flagged as promoting IDB gender equality additionality, 10 percentage points decrease from 29% in 2013 Q3

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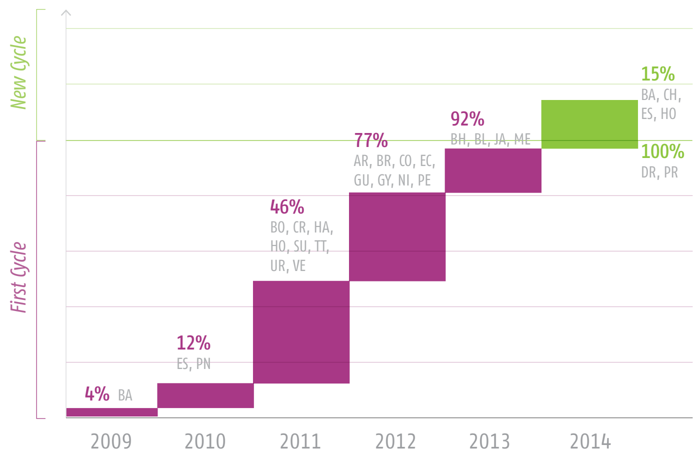
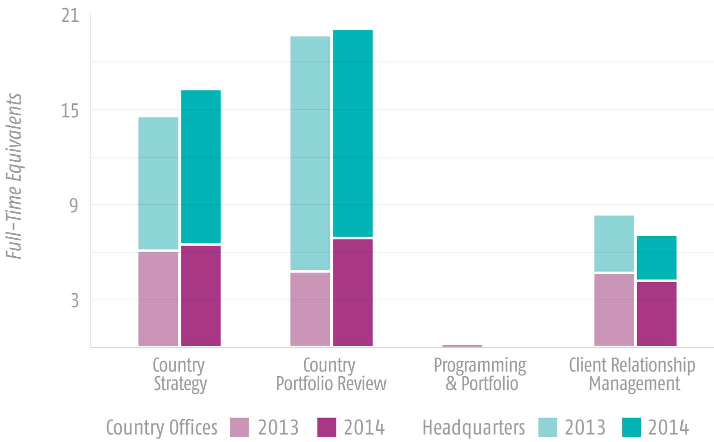
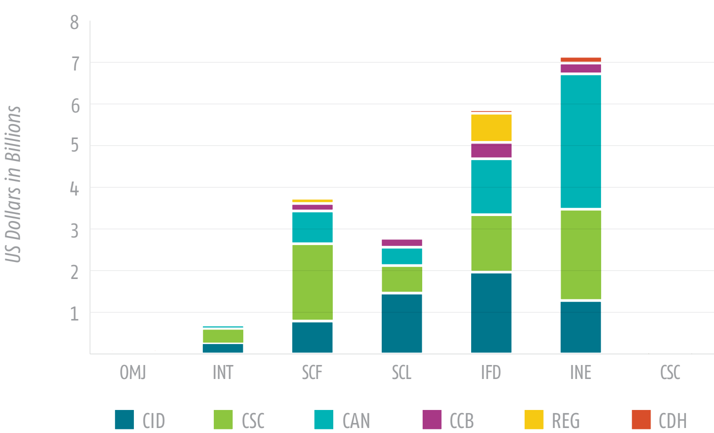
III. BUSINESS DEVELOPMENT







COUNTRY POLICY DIALOGUE

3.1 Results-based Country Strategies

6 Country Strategies are **programmed** for 2014 of which 2 (Dominican Republic[20] and Paraguay) were **approved**

- No Country Strategies was approved in the third quarter of 2014, same as in 2013

4 Country Strategies are **pending** approval

- 4 Country Strategies are planned for approval in the fourth quarter (Barbados, Chile, El Salvador and Honduras).
- Three of the pending country strategies have cleared the Quality and Risk Review (QRR) as of September 30 2014.
- The CS with Chile was considered by the Board in September 2014 but will be formally approved in October.

3.2 Staff Time Reported to Programming Products

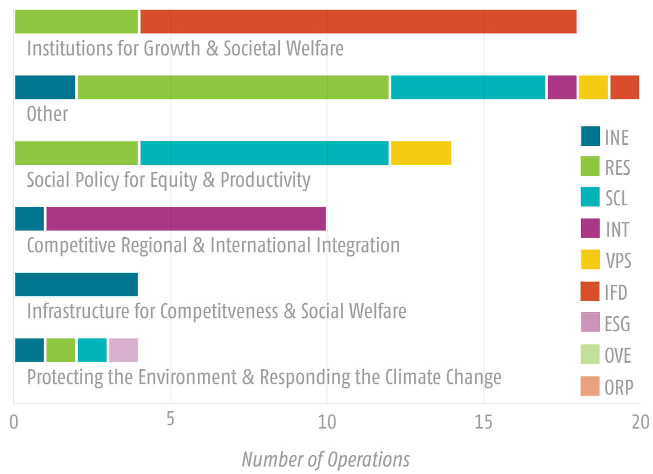
Staff Time reported to Country Strategy, Programming and Portfolio Management activities: **43.6** FTEs

- 1% increase from 43.2 FTEs reported in 2013 Q3
- Country Strategies accounted for 37% (16.3 FTEs)
- The 43.6 FTEs are distributed as follows: CID 30%, Regional 19%, CCB 15%, CSC 15%, CAN 13% and CDH 8%
- Time reported by COF reached 60% of staff time reported to these activities, a 1 percentage point decrease from 61% in 2013 Q3[21]

3.3 Operations Pipeline Development

As of September 30, there were a total of 260 operations for **$20.3b** in the **A & B Pipelines for 2014, 2015 and 2016**

- $3.3b in Policy Based Lending
- $17.1b in SG and NSG investment operations and guarantees
- In 2013 Q3, there were 311 operations for $25.2b



ECONOMIC AND SECTOR WORK (ESW) PLAN

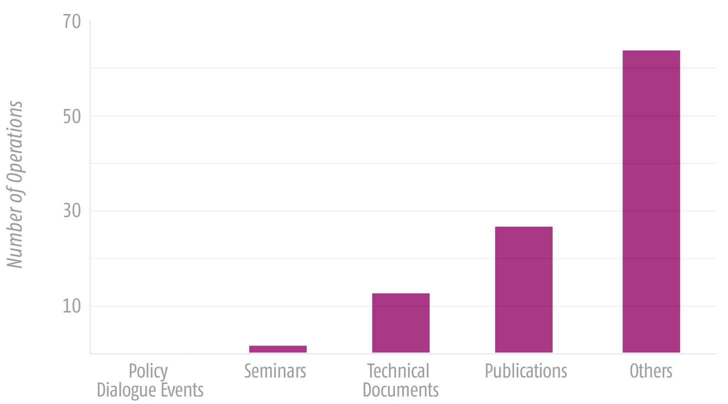
3.4 ESW products by Department and Priority Areas

The **ESW Plan**[22] contains **70 products** with **384 deliverables** projected for the year

- 19% decrease from 86 products in 2013 Q3
- 22% (106) decrease from 492 deliverables projected for the year 2013 in Q3
- 28% (106) of deliverables **completed**, 10 percentage points decrease from 38% (189) in 2013 Q3

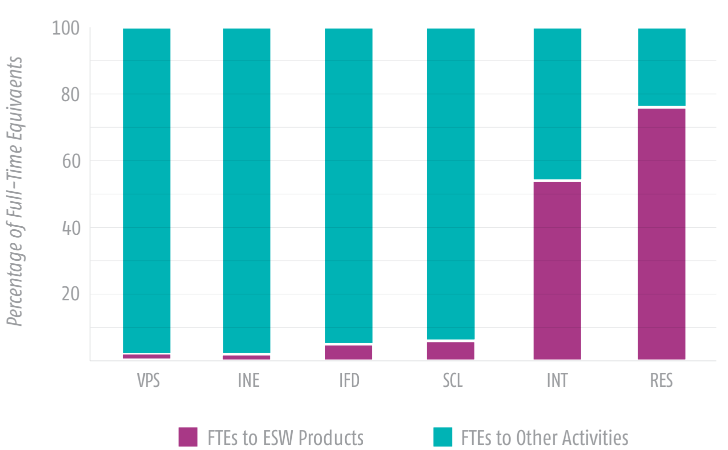
The **Corporate Input Products** (CIP) program for VPS contains **39** products concentrated mainly in INE (14), SCL (8) and KNL (6)

- 19% decrease from 48 CIP products in 2013 Q3



3.5 ESW Deliverables Completed

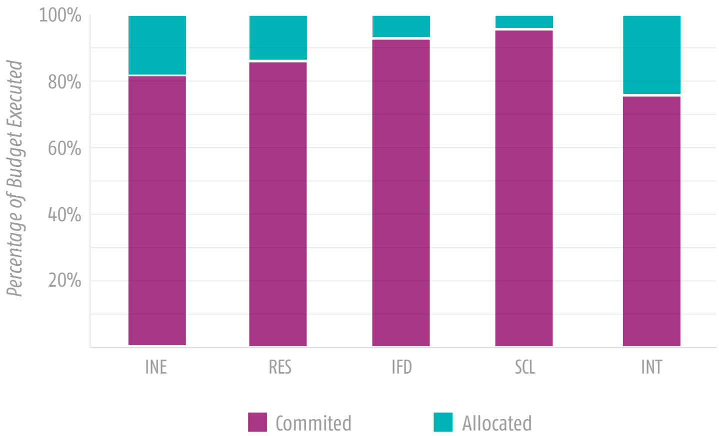
27% (29), of the 106 deliverables completed were Publications and Seminars

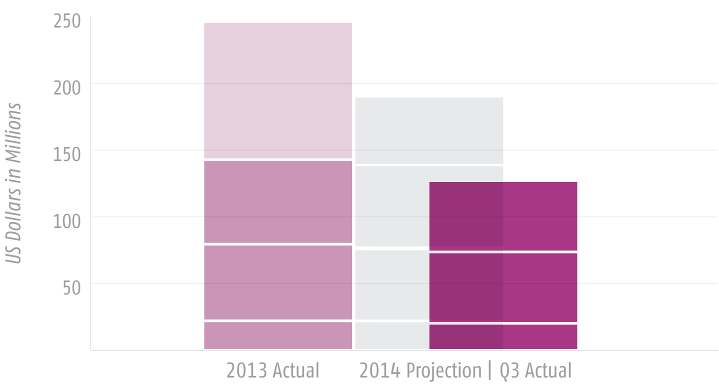


3.6 VPS FTEs Reported to ESW products

Percentage of total **time reported to ESW**: RES 76%, INT 54%, SCL 6%, IFD 5% and INE 2%

- VPS reported 35.7 FTEs to the ESW plan, an 5% decrease from 37.8 in 2013 Q3
- Of the 35.7 FTEs, INT reported 33%, RES 35%, SCL 11%, IFD 13% and INE 7%
- VPS Departments also reported 28.3 FTEs to CIPs of which INE reported 32%, RES 14%, SCL 12%, IFD 26%, INT 9%, and VPS 8%





3.7 VPS NPC Budget Execution to ESW

Non-Personnel Costs committed for **ESW** products: **$9.5m**

- 86% of the allocation of $11.1m for 2014
- 1% increase from $9.4m (92% of the allocation) in 2013 Q3

Non-Personnel Costs committed for **Corporate Input Products**: **$4.6m** (excluding KNL)

- 110% of the allocation of $4.2m for 2014
- 15% increase from $4.0m (134% of allocation) in 2013 Q3

TECHNICAL COOPERATION APPROVALS

3.8 TC Program

TC approvals: **$127m** in **262** operations

- 67% of the volume currently projected for 2014 ($190m)
- 11% decrease from $142.8m in 280 operations in 2013 Q3
- Average size of TCs approved reached $484.8k, 5% decrease from 2013 Q3

Project Specific Grants approvals: **$41.6m** in **12** operations

- 12% decrease from $47m in 12 operations in 2013 Q3

BY FUND

TCs financed with **Ordinary Capital (ORC)**: **$71.5m** in **165** operations

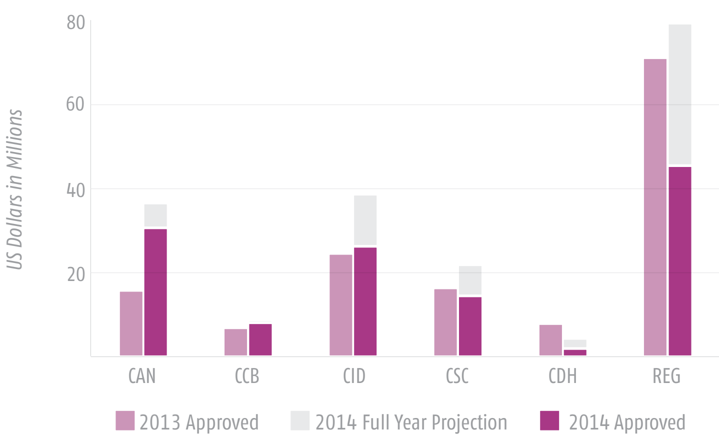
- 67% of the volume currently projected for 2014 ($106.4m)
- 9% decrease from $78.5m in 181 operations in 2013 Q3

Donor Trust Fund TC approvals: **$55.5m** in **97** operations

- 66% of the volume currently projected for 2014 ($83.5m)
- 14% decrease from $64.3m in 99 operations in 2013 Q3

BY COUNTRY GROUP

3.9 TC Approvals by Country Group



CAN TC approvals: **$30.7m** in **57** operations

- 84% of the volume currently projected for 2014 ($36.6m)
- 94% increase from $15.8m in 36 operations in 2013 Q3

CCB TC approvals: **$8.1m** in **21** operations

- 92% of the volume currently projected for 2014 ($8.8m)
- 16% increase from $6.9m in 21 operations in 2013 Q3

CID TC approvals: **$26.3m** in **61** operations

- 68% of the volume currently projected for 2014 ($38.7m)
- 7% increase from $24.6m in 68 operations in 2013 Q3

CSC TC approvals: **$14.5m** in **36** operations

- 66% of the volume currently projected for 2014 ($21.9m)
- 11% decrease from $16.4m in 40 operations in 2013 Q3

CDH TC approvals: **$1.96m** in **5** operations

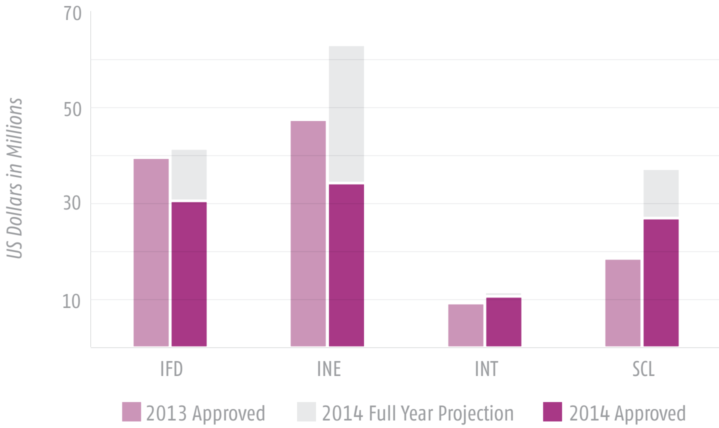
- 45% of the volume currently projected for 2014 ($4.4m)
- 75% decrease from $7.9m in 11 operations in 2013 Q3

Regional TC approvals: **$45.5m** in **82** operations

- 57% of the volume currently projected for 2014 ($79.4m)
- 36% decrease from $71.2m in 104 operations in 2013 Q3

BY DEPARTMENT

3.10 TC Approvals by Sector



IFD TC approvals: **$30.6m** in **75** operations

- 74% of the volume currently projected for 2014 ($41.5m)
- 23% decrease from $39.6m in 82 operations in 2013 Q3

INE TC approvals: **$34.3m** in **58** operations

- 54% of the volume currently projected for 2014 ($63.1m)
- 28% decrease from $47.5m in 80 operations in 2013 Q3

INT TC approvals: **$10.7m** in **15** operations

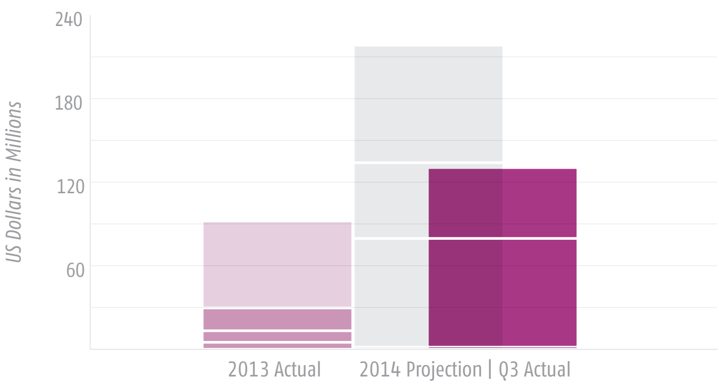
- 92% of the volume currently projected for 2014 ($11.6m)
- 16% increase from $9.3m in 15 operations in 2013 Q3

SCL TC approvals: **$27.0m** in **49** operations

- 72% of the volume currently projected for 2014 ($37.7m)
- 46% increase from $68.6m in 41 operations in 2013 Q3

INVESTMENT GRANTS

3.11 Investment Grants (IGR)



Investment Grants approvals: **$130.5m** in **11** operations

- 60% of the volume currently projected for 2014 ($218.4m)
- 339% increase from $29.7m in 7 operations in 2013 Q3

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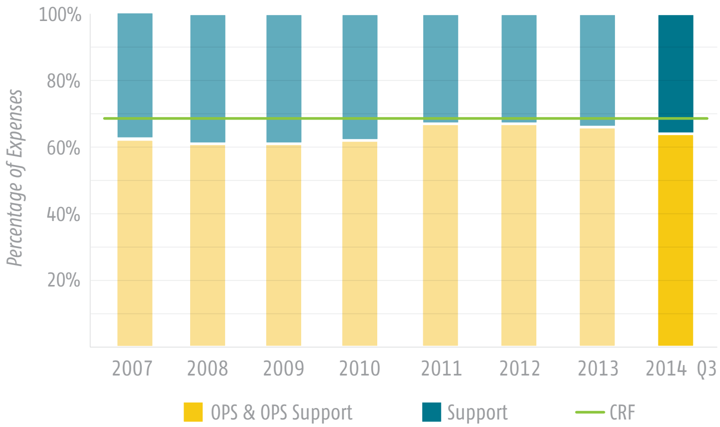
IV. RESOURCE MANAGEMENT

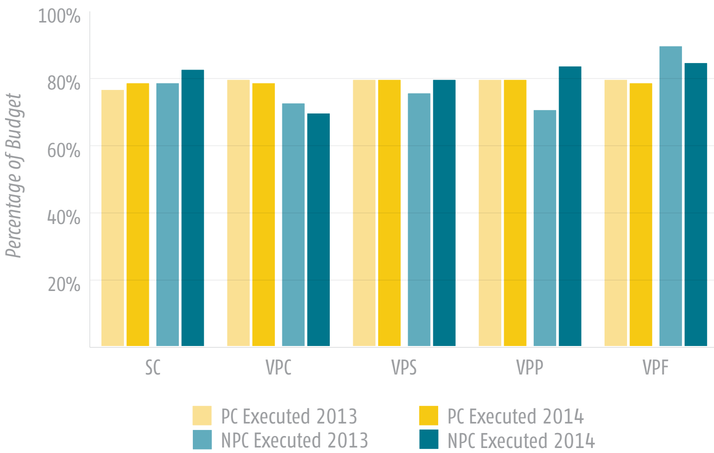
A. BUDGET AND EFFICIENCY
RESOURCES (PC, NPC AND FTES)



4.1 Percentage of Administrative Expenses in Operational Programs CRF

Budget Execution (actual plus commitments) for **Operational and Operational Support** Programs: **64%** ($266m)

- Two percentage points decrease from 66% ($255m) in 2013 Q3
- The **CRF** target is 68% by 2015



4.2 Budget Execution for PC and NPC (Includes Initiatives)

80% of the Bank's **revised**[23] **budget** for departments and initiatives was executed or commited

- 1 percentage point increase from 79% in 2013 Q3

Bank's **NPC** for Departments and Initiatives executed **80%** of the revised budget

- 1 percentage points increase from 79% in 2013 Q3

VPC executed **70%** of its revised **NPC** budget

- 3 percentage points decrease from 73% in 2013 Q3

VPS executed **80%** of its revised **NPC** budget

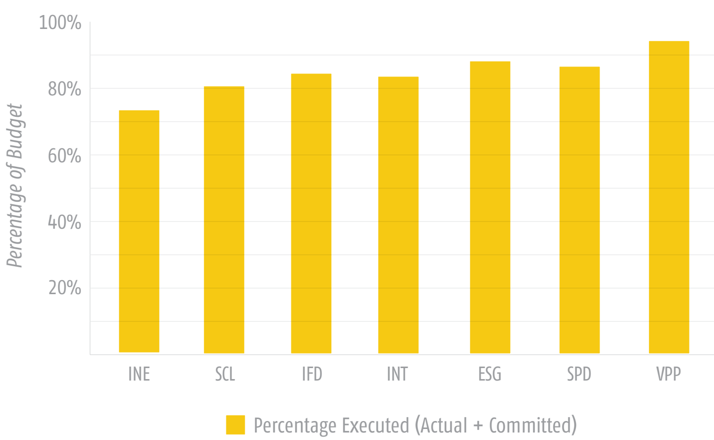
- 4 percentage points increase from 76% in 2013 Q3

VPP executed **84%** of its revised **NPC** budget

- 13 percentage points increase from 71% in 2013 Q3

VPF executed **85%** of its revised **NPC** budget

- 5 percentage points decrease from 90% in 2013 Q1



4.3 Transactional Budget Executed as a Percent of Budget Allocated

Of the **operational transactional budget:**

87% ($28.9m) was **transferred** from VPC **to VPS**

- 93% ($29.5) had been transferred in 2013 Q3

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

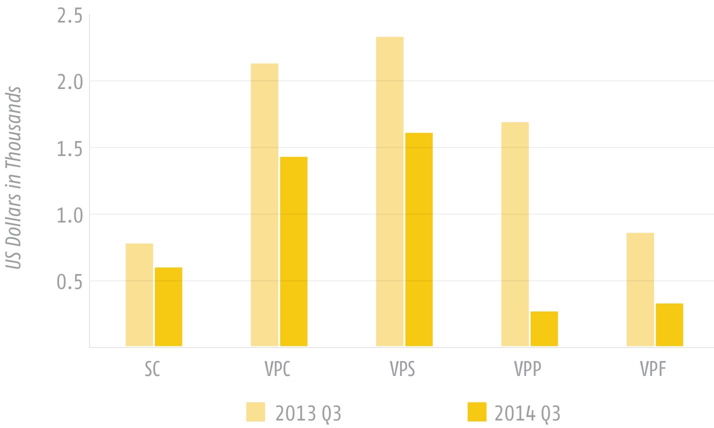
- 3% ($949K) had been transferred in 2013 Q3

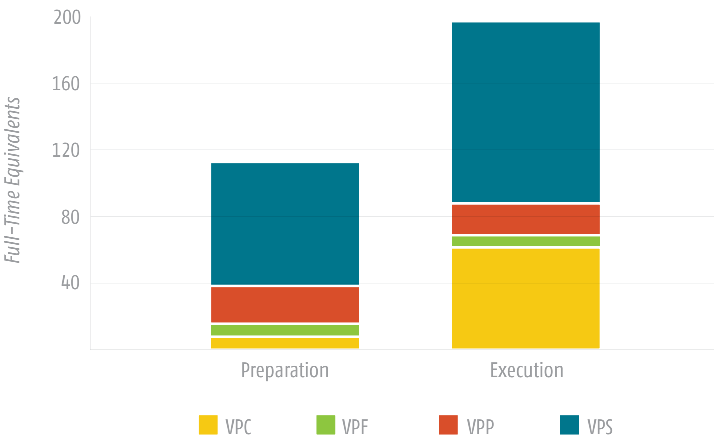
80% ($23.9m) of the transferred budget was executed

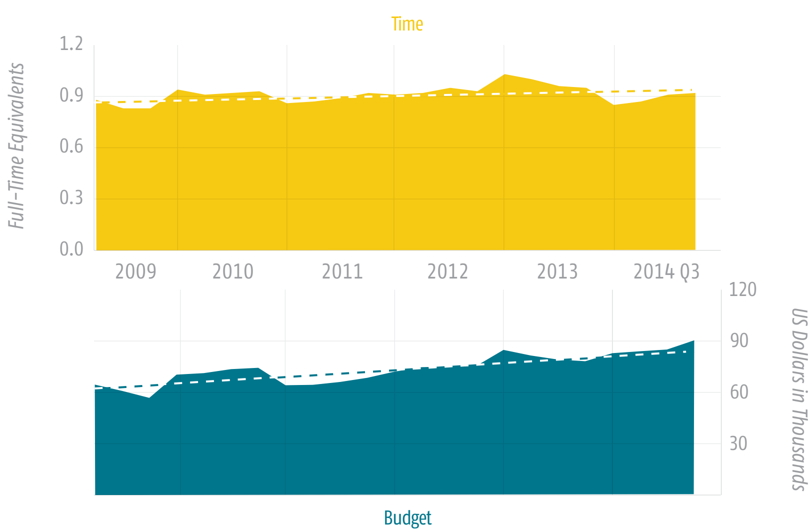
- 76% ($23.1m) had been executed in 2013 Q3

VPP has a self-contained transactional budget. Its revised budget reached **$7.0m**

- 95% ($6.6m) has been executed
- 72% ($4.7m) had been executed in 2013 Q3[24]







UNALLOCATED PERSONNEL COSTS

4.4 Personnel Cost Reported as Miscellaneous

Personnel cost under the **miscellaneous** category was **$4.3** in 2014 Q3[25]

- 45% decrease from $7.9m in 2013 Q3

RESOURCES FOR PROJECT PREPARATION AND SUPERVISION

4.5 Staff Time Reported to Project Preparation and Execution

Total staff time reported **to loan operations**: **310 FTEs** since BOY

- 2% increase from 302.8 FTEs in 2013 Q3
- Of which, 74% (146.7 FTE) was reported by staff located in COF; increased 1 percentage point from 73% in 2013 Q3

Staff time reported to **project preparation**: **112.7 FTEs**

- 12% increase from 100.4 FTEs in 2013 Q3
- Of which, 35% (39.5 FTE) was reported by staff located in COF; decreased four percentage points from 39% in 2013 Q3

VP staff time reported to projects in **execution**: **197.3 FTEs**

- 3% decrease from the 202.4 FTEs in 2013 Q3

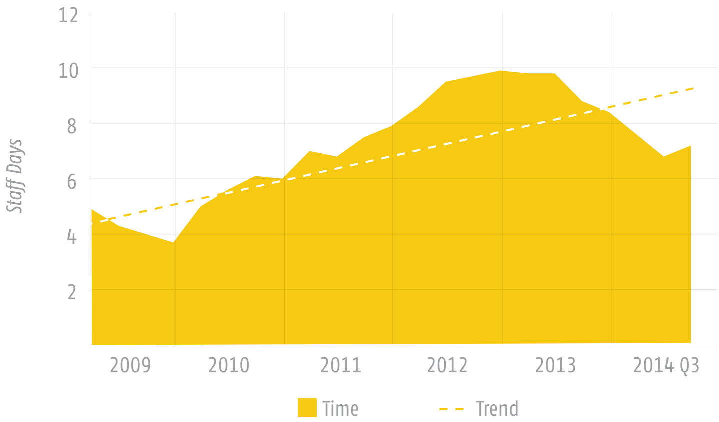
4.6 Resources for SG Project Approval

Total **staff time** reported to **project preparation** since Profile approval: **0.92 FTEs** per approval project[26]

- 3% decrease from 0.95 FTEs in 2013 Q3

Cumulative NPC per project reached an average of **$90.4K**[27]

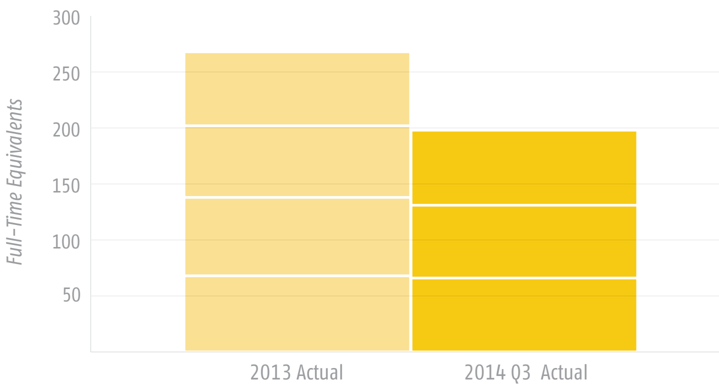
- 16% increase from $78.2K in 2013 Q3



4.7 Staff Time Reported to Project Execution per Million Disbursed

Staff time reported to SG projects in **execution per US$ million disbursed**: **7.2 days**

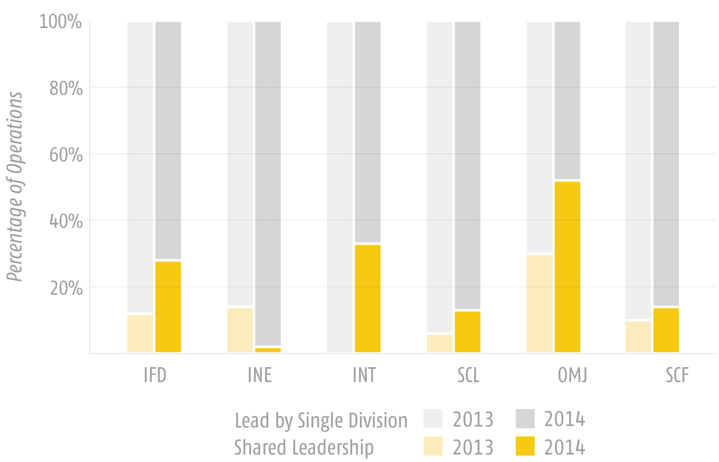
- 18% decrease from 8.8 days in 2013 Q3



4.8 Staff Time Reported to Project Execution

Staff time reported to projects in **execution**: **198 FTEs**

- 2% decrease from 202 FTS reported in 2013 Q3

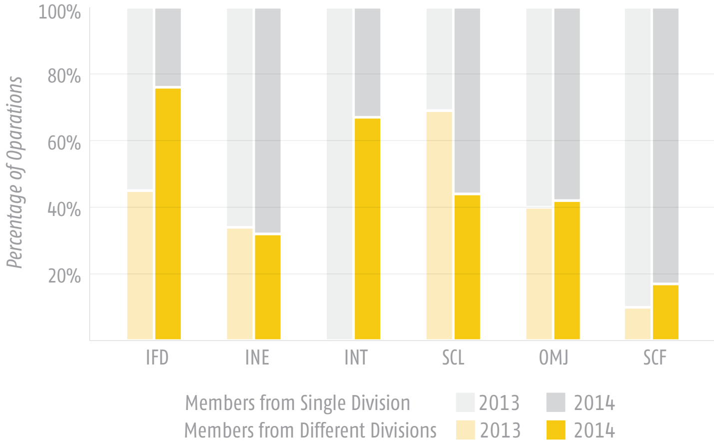


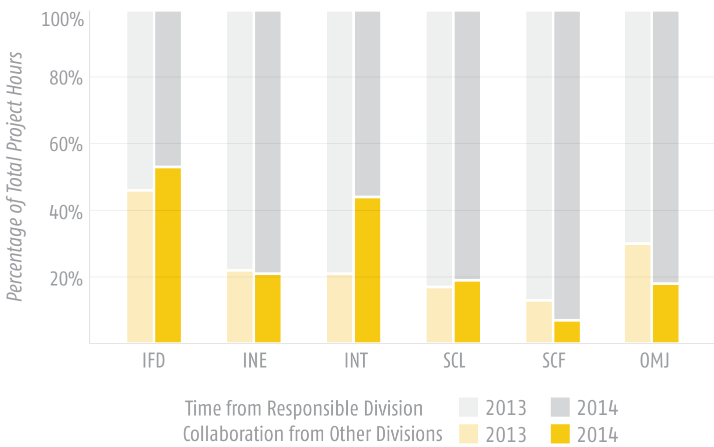
COLLABORATION

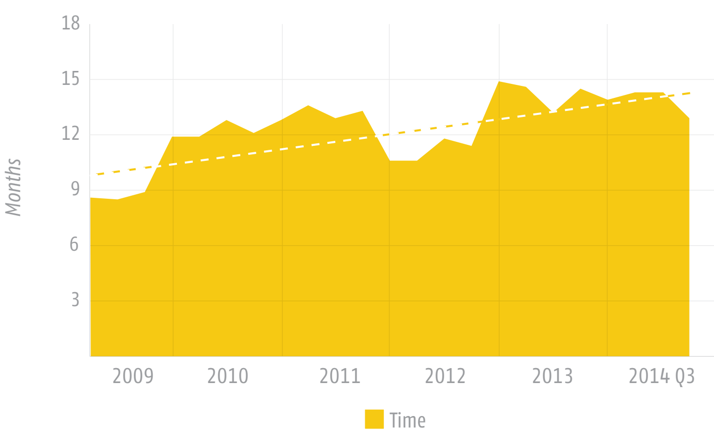
4.9 VPS & VPP Shared Inter-Divisional Leadership

Shared preparation leadership: **19%** across Bank's divisions

- IFD divisions shared leadership on 28% (13 ops)
- SCF divisions shared leadership on 14% (6 ops)
- INE divisions shared leadership on 2% (1 ops)
- INT divisions shared leadership on 33% (1 ops)
- OMJ divisions shared leadership on 58% (7 ops)







4.10 Multidisciplinary Team compositions (Loan Operations in A Program)

Operations with registered specialists from **different Divisions as team members**: **69**

- IFD has 35 operations
- SCF has 7 operations
- INE has 13 operations
- INT has 2 operations
- OMJ has 5 operations
- SCL have 7 operations

4.11 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

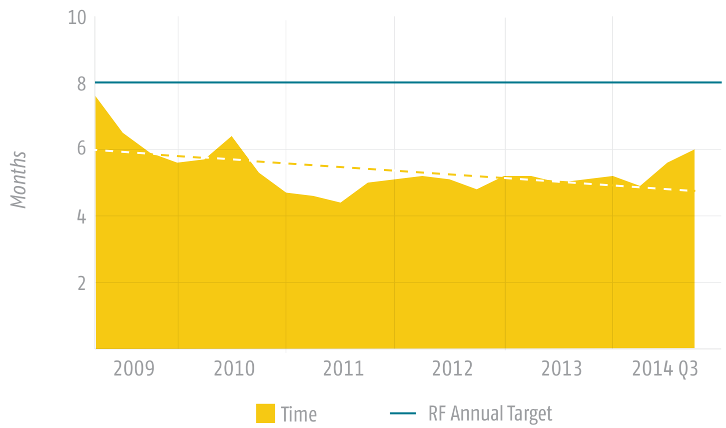
- Same percentage points in 2013 Q3

CYCLE TIMES (EFFICIENCY)

4.12 Time Elapsed from Start to Approval

Time elapsed from **Start to Approval**[28] for SG investment operations: **12.9 months**

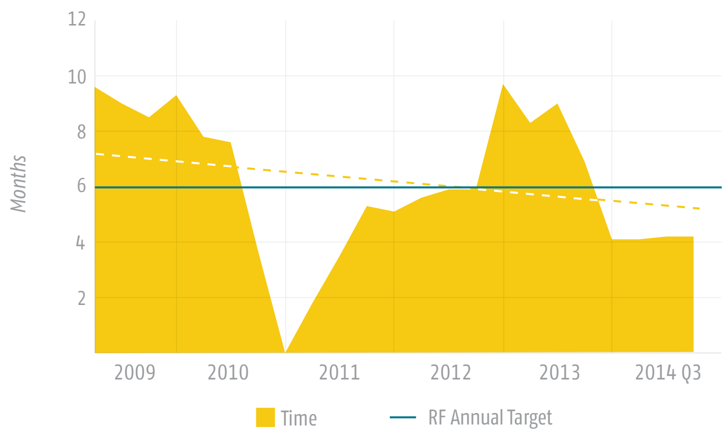
- 11% decrease from 14.5 months in 2013 Q3



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

Time elapsed to prepare a project (from Profile to approval) for **SG** operations: **6.0 months**[29]

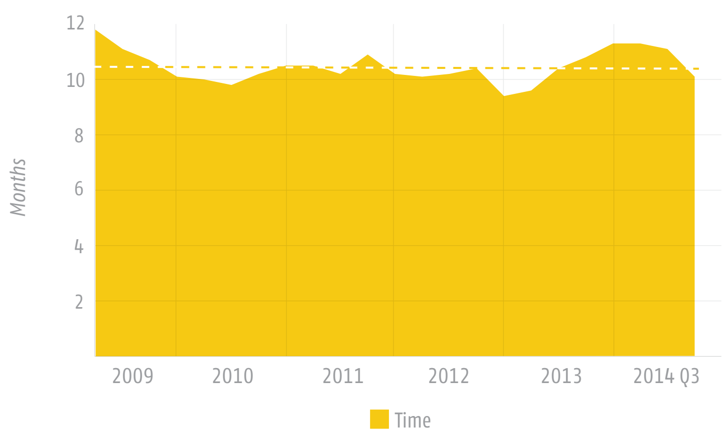
- 18% increase from 5.1 months in 2013 Q3
- The **CRF** annual target is 8 months



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

Time elapsed to prepare a project (from Profile to approval) for **NSG** operations: **4.2 months**

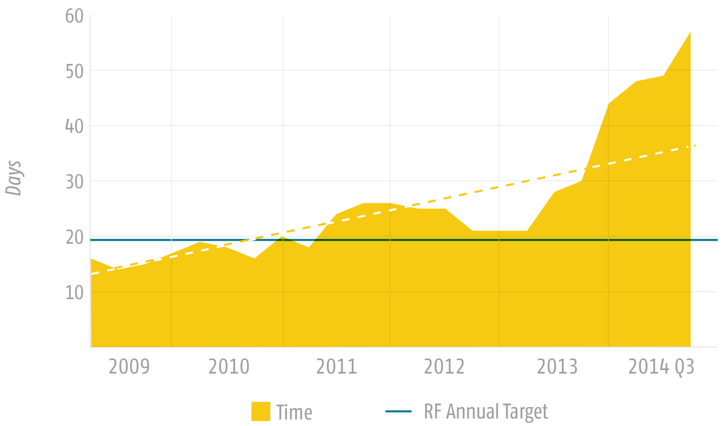
- 38% decrease from 6.9 months in 2013 Q3
- The **CRF** annual target is 6 months



4.15 Time Elapsed from Approval to Eligibility for SG Investment operations

Time elapsed from **Approval to Eligibility** for SG investment operations: **10.1 months**

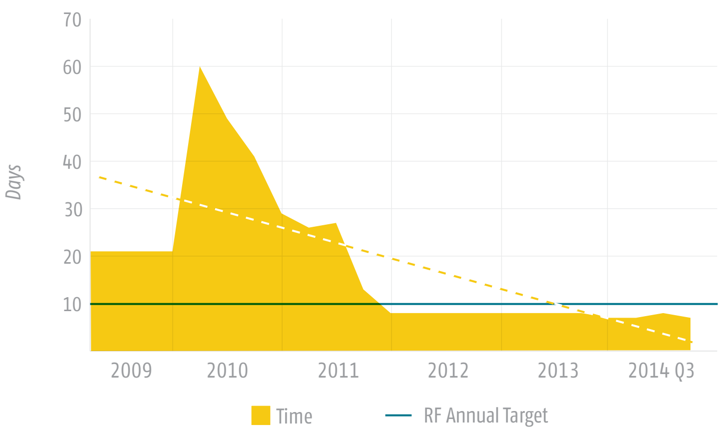
- 7% decrease from 10.8 months in 2013 Q3



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

Time elapsed from **eligibility to first disbursement**[30] for **SG** investment operations: **57 days**

- 90% increase from 30 days in 2013 Q3
- The **CRF** target is 19 days

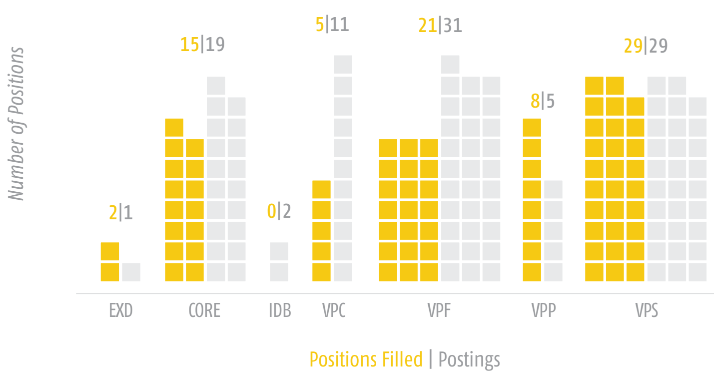


4.17 Time Elapsed from Eligibility to First Disbursement for NSG Investment Operations CRF

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 Q3
- The **CRF** target is 10 days

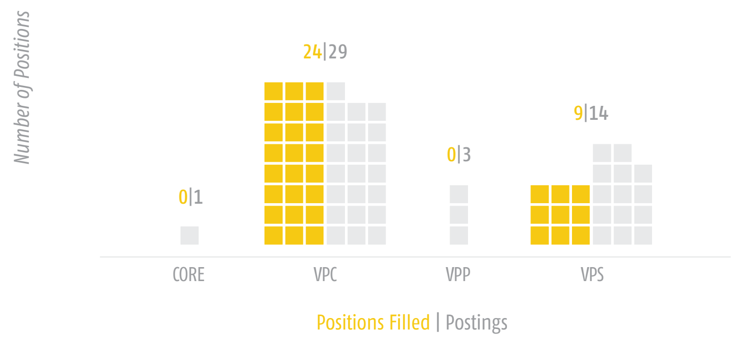
B. HUMAN RESOURCES VACANCIES AND NEW HIRES



4.18 Status Positions Posted and Filled - HQ

175 bankwide vacancies filled[31] in as of September 30

- 164 vacancies remain (includes 12 vacant positions allocated in the Central Pool – SRE/VAC)[32]
- 108 (62%) of vacancies filled were for Operational Vice-Presidencies (VPS, VPC, and VPP)
- 113 (65%) of the filled positions went to external candidates. 62 positions were filled by transfers (24 by concurso, 37 by lateral transfer). Of the 113 external hires[33], 56 (50%) were female
- VPS filled 38 posted vacancies with external candidates (43 vacancies were posted in 2014 Q3)[34]
- 18,320 candidates applied to 138 position. 230 (1.3%) applicants were invited for interviews. Of these posted positions, more than 4,170 candidates applied to the Young Professional and Diversity Young Professional Programs posted in 2014
- 103 (75%) of the positions to be filled were posted as international positions

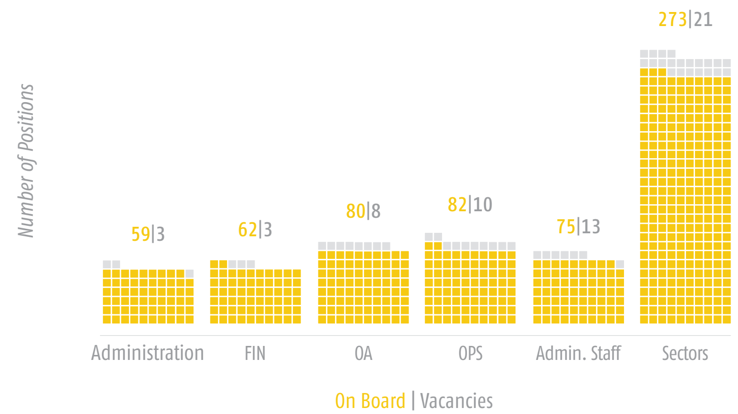


COF STRENGTHENING

4.19 Status Positions Posted and Filled - COF

Net number of **professional**[35] **staff** on-board in COFs: 565, an **increase of 9** positions over 2014 Q3

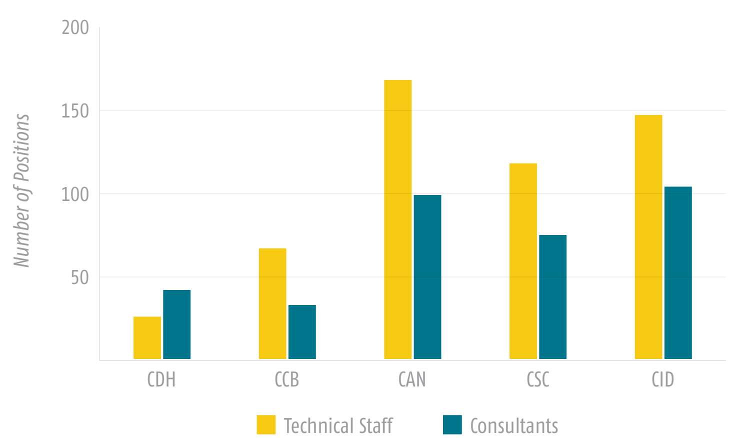
- VPC professional staff on board in COF increased by 8, VPS increased by 2, VPP decreased by 2, VPF increased by 1 and CORE remained the same
- Of the 18 external hires of professionals in COF, 12 were national professionals and 6 were international
- Local professional staff in COFs increased by 8



4.20 Country Office Staff Composition

15 (36%) **VPS** professional **vacancies** as of September 30, 2014 are **assigned to COFs**

- 38% of professional staff on-board in VPS is in COFs
- 34% of VPS professional staff on-board in COFs is local
- 8 (23%) of 35 vacant positions in VPC/COF are for Operations Analysts (local professionals – Grades 9 to 6), while 29 are for professional staff



COMPLEMENTARY WORKFORCE

4.21 Number of Professional Staff and Consultants (Excluding Firms)

There are **358** active **consultants in COFs** with contracts over 150 days

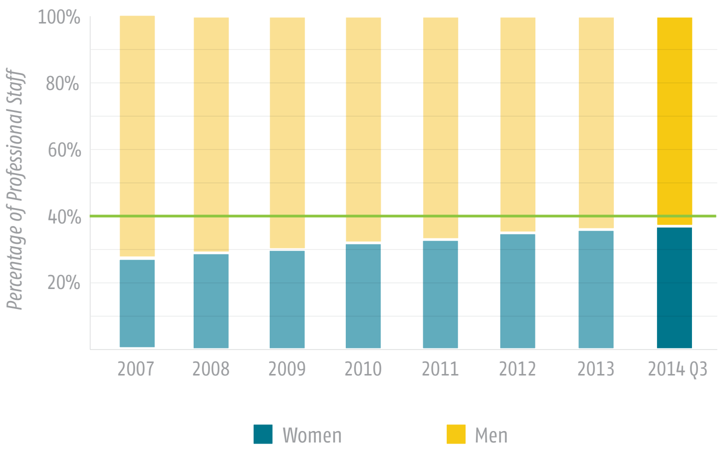
- Equivalent to 346.1 **FTEs**
- 31% increase from 213 (equivalent to 265 **FTEs**) in 2013 Q3

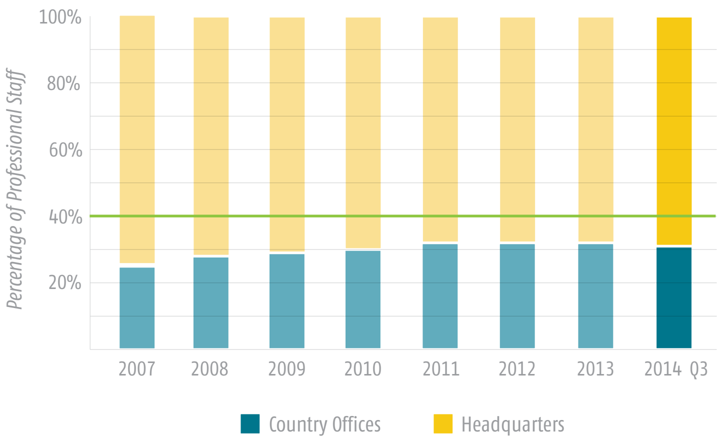
There are **30** active professional **contractors** (working from firms) **in COFs**

- 27% decrease from 41 in 2013 Q3
- Additionally there are 122 Tata contractors

There are **620** active **DTCs** on-board across the **Bank**

- 61% increase from 386 in 2013 Q3
- 573 are located in HQ and 47 in COFs





EXECUTIVE AND MANAGERIAL WOMEN

4.22 Percentage of Professional and Executive Staff Who are Women, Grade 4 and Above CRF

Women in **grades 4 and above**: **37%**

- One percentage point increase from 36% in 2013
- The **CRF** target is 40% by 2015

Women in executive and representative positions: **33%**

- 1 percentage points increase from 32% in 2013
- The **CRF** target is 38% by 2015

STAFF COMPOSITION

4.23 Percentage of Professional Staff Based in COF

Professional Staff in COF: **31%**

- 1 percentage point decrease from 32% in 2013
- 8 percentage points increase from 23% in 2006
- The **CRF** target is 40% by 2015[36]

Female professional staff in **COF**: **41%**

- 1 percentage point increase from 40% in 2013
- 9 percentage points increase from 32% in 2006

Female in VP positions: 25%

- No change from 25% in 2013
- 5 percentage points increase from 20% in 2010

Staff from C&D countries: **40%** of staff from all borrowing countries

- 1 percentage point decrease from 41% in 2013

Staff from borrowing countries: 66% of all staff

- 1 percentage point decrease from 67% in 2013

Staff with Doctorate degrees:

- 24% of the Executive level
- 27% of the Management level
- 16% of the Technical level

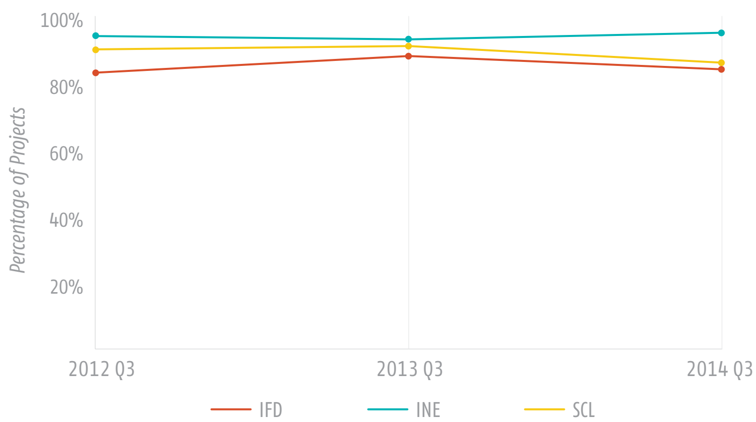
Of these Staff holding a PhD:

- 58% have an academic background from US & Canada
- 16% from borrowing countries
- 26% from Non-regional countries

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

- 21% have less than 3 years of service
- 36% have 3 to 10 years of service
- 29% have 10 to 20 years of service
- 14% have 20 years of service or more

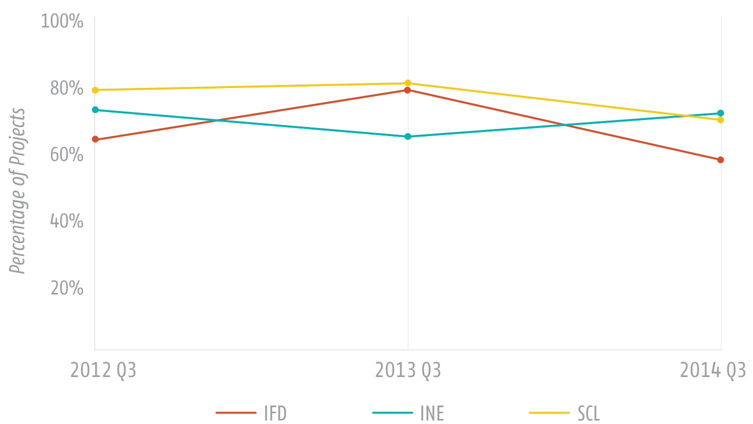
TEAM LEADERS IN COFS



4.24 Projects in Portfolio

89% of **Team Leaders** for projects in portfolio are located **in COFs**

- 2 percentage points decrease from 91% registered in 2013 Q3
- By Region the levels are: CSC 95%, CAN 88%, CDH 84%, CID 88% and CCB 69%



4.25 Projects in Preparation

63% of **Team Leaders** for projects in preparation[37] are located **in COFs**

- 9 percentage points decrease from 72% registered in 2013 Q3
- By Region the levels are: CSC 82%, CDH 75%, CID 50%, CAN 52% and CCB 46%

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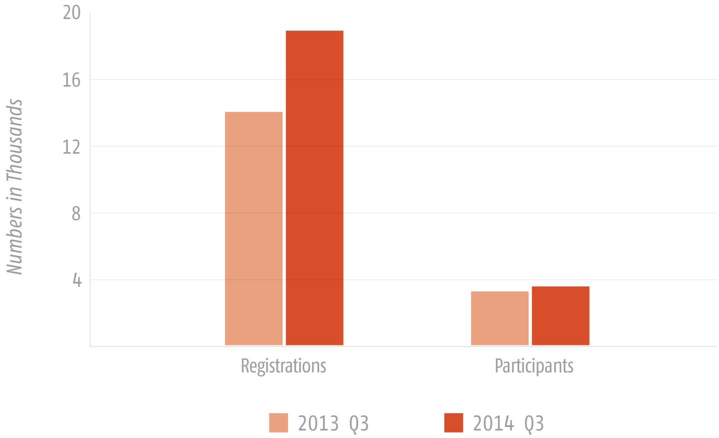
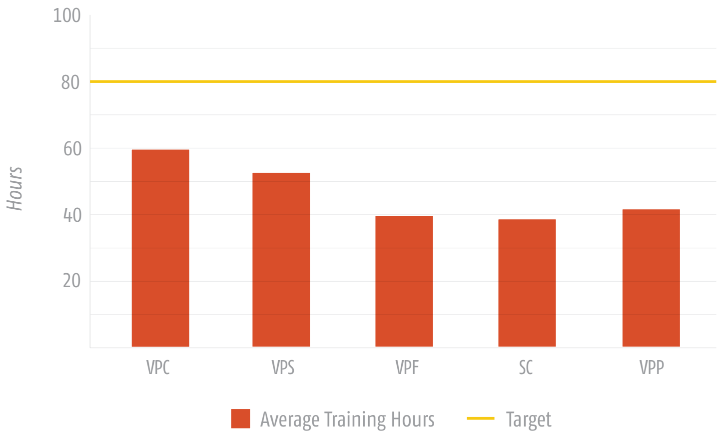
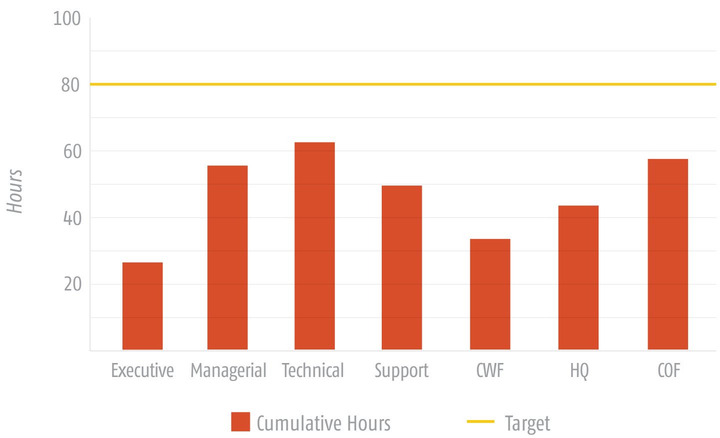
V. KNOWLEDGE & LEARNING







A. PROGRAM EXECUTION: TRAINING AND KNOWLEDGE SHARING
LEARNING ACTIVITIES - INTERNAL CLIENTS

5.1 Registrations & Participants Enrolled in KNL Activities

At the beginning of 2014 Q3 3,682 unique participants enrolled in at least one learning program

- 9% increase from 3,381 participants at the beginning of 2013 Q3
- 19,012 registrations and 179,177 participant hours where reported in the KNL System.

69% of the 179,177 participant hours correspond to staff members

- 40% of that portion was staff from COF
- 6 percentage points increase from 34% in 2013 Q3

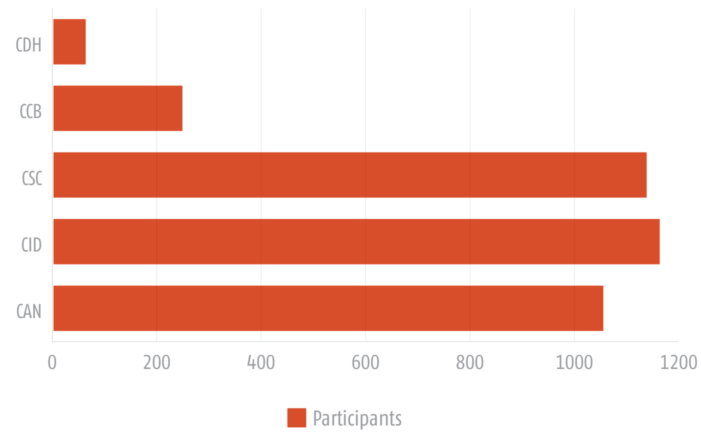
5.2 Average KNL Hours per Participant

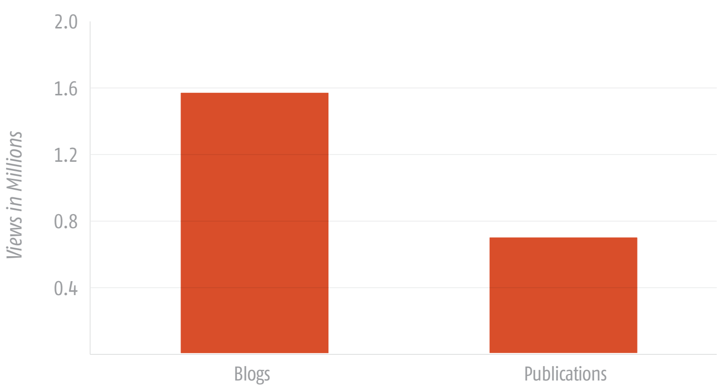
Bankwide, average of labor hours reported to K&L activities was 46.8 hours

- The Bank's staff members reported an average of 5.1 day per FTE as training (REGT)
- Of these, 85% (4.3 days) were reported to KNL products.

5.3 Average Training Hours per Participant

Bankwide, average of labor hours reported to training activities was 47.4 hours





EVALUATION

KNL evaluated 112 internal events with end-of-event satisfaction surveys

- The average response rate was 68% and the average utility rate[38], 86%.
- The average composite Quality Index[39] was 4.2 based on a five point scale.

Three follow-up evaluations were carried out for K&L programs that had occurred in 2013

- 77% response rate and a result that suggests that 88% of the participants had applied the knowledge gained

CAPACITY BUILDING ACTIVITIES - EXTERNAL CLIENTS

5.4 External Client Participation in KNL Activities

4,388 registered participants from the region received 245,535 hours of training

- 76% increase when compared to 2013 Q3
- 91% of the hours were delivered through online courses while 9% were face-to-face events.

B. PROGRAM EXECUTION: DISSEMINATION & COMMUNICATION EVALUATION ACTIVITIES FOR EXTERNAL CLIENTS

5.5 Number of Views per Dissemination Tool

A total of **7,082 IDB Knowledge products were available in BRIK**

- Total visits to these publications were 713,359, yielding an average of 100.7 visits per publication
- As of September 30, KNL had produced technical notes that document the lessons learned from the Bank's experience, for seven sector framework documents: Support to SMEs and Financial Access and Supervision; Justice and Citizen Security; Tourism; Water and Sanitation; Social Protection; Innovation, Science and Technology and Gender and Diversity.

A the end of 2014 Q3 there were **17 Blogs** with more than 1.5 million views

- http://blogs.iadb.org/
- http://blogs.iadb.org/abierto-al-publico/

C. BUDGET PROGRAMMING & EXECUTION

- Of the total resources assigned to the K&L Fund ($7.8m) and Info fund ($1.9m), 96% were programed and 59% executed

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
CRF	Corporate Results Framework
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
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

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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. Disbursements from investment operations active at the beginning of 2014
8. Disbursements from FSO and IDB Grant Facility operations active at the beginning of 2014
9. Net Loan Flow is disbursement minus principal collections.
10. Includes operations financed by IDB Grant Facility
11. Excludes operations pending ratification.
12. The average time from approval to June 30, 2014 pending eligibility is 11.2 months, the median is 8 months.
13. All PCRs required to be approved by June 30, 2014
14. Costa Rica replaced Panama as the fifth largest country
15. Approvals projections are as of February 28th, 2013
16. Approved Budget 2014. Includes ORC, FSO, and GRF.
17. 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.
18. For 2014 there was a 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.
19. CS including gender equality or other vulnerable groups, indigenous and afro-descendants, related indicator in Result Matrix. Crosscutting areas does not qualify. For loans the information is based on the validated DEM by SPD. The projects qualify as gender and diversity when they have one or more indicator for specific vulnerable groups (women, indigenous or afro-descendants).
20. Approved by the Programming Committee of the Board (CPD) on December 16th 2013.
21. Time reported by all Vice-presidencies
22. The ESW Plan refers only to products financed by the administrative budget from VPS.
23. The Revised Budget incorporates transfers (in and out) made to the original approved budget.
24. Budget Execution – Actual plus commitments
25. Unallocated Personnel Costs are the result of staff not reporting their time into the Time and Labor System. The equivalent cost from the missing staff time is reported as a Miscellaneous Cost. Ideally, this cost should be zero.
26. Moving average of four last quarters
27. Moving average of four last quarters
28. Measurement based on registered Start date
29. Note that the methodology has been fine tuned to better reflect the trend
30. Only operations which actually disbursed.
31. Filled with external and internal candidates. Includes postings with closing date in 2014 and hires in 2014 from postings with closing date in 2013.
32. Board approved Positions: 144 remain vacant
33. Includes 7 Young Professionals.
34. 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.
35. Professional Staff: Grades 9 and above (Bankwide)
36. 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)
37. Projects in Pipeline A as of February 28th, 2014
38. Percentage who answered 4 or 5 out of all respondents (on a 1-5 scale)
39. A weighted Index based on the ratings for the Content, Methodology, Materials and Instructor for each event.

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