
2015 Q1Q2Q3
**BUSINESS
REVIEW**



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INTRODUCTION

As mandated by IDB-9, the Office of Strategic Planning and Development Effectiveness (SPD) reports periodically on a set of indicators that allows Management to monitor the progress in achieving its corporate results. This forms part of a broader effort to enhance the Bank's accountability and transparency while reducing information asymmetries throughout the organization in order to move further towards evidence-based decision making.

One such report is the Quarterly Business Review. Since last edition, the Business Reviews (QBR) has a new look based on the Bank's new identify and simpler graphics, while allowing the user to

download source data with a simple click. And for those iPad users with Roambi installed, the QBR lets you interact directly with how the data is visualized.

There is a new chapter dedicated exclusively to the External Feedback System.

As always, we'd like to hear from you. Please share with us your opinions about the QBR and ideas for continued improvement. You can email us at any time directly to QBR@IADB.ORG.

This document provides an analysis of the 2015 Third Quarter operational data 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. Due to rounding, percentages may not always appear to add up to 100%.

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

2015 Q1 Q2 Q3
**BUSINESS
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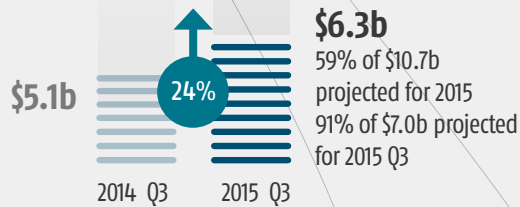
SUMMARY

2015 Q1Q2Q3
**BUSINESS
REVIEW**

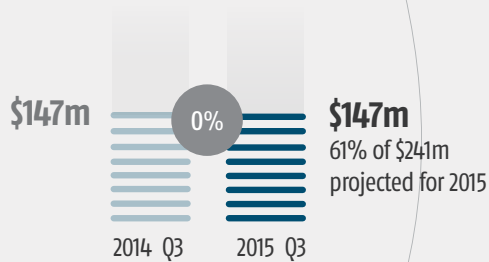
PROGRAM EXECUTION

Loan Disbursements¹

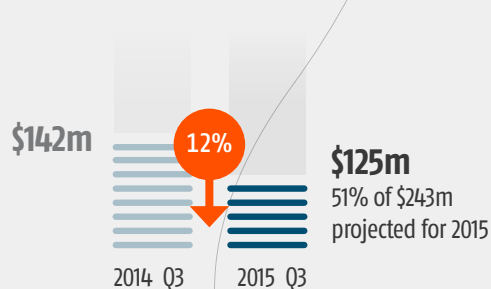
TOTAL CUMULATIVE DISBURSEMENTS



FSO FOR ELIGIBLE COUNTRIES

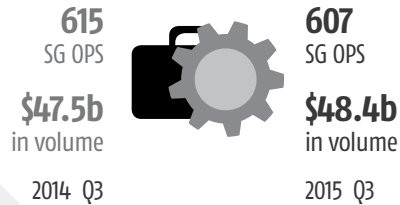


IDB GRANT FACILITY



Loan Portfolio

SG OPERATIONS IN PORTFOLIO



SG OPERATIONS W/LEGAL EFFECTIVENESS PENDING ELIGIBILITY

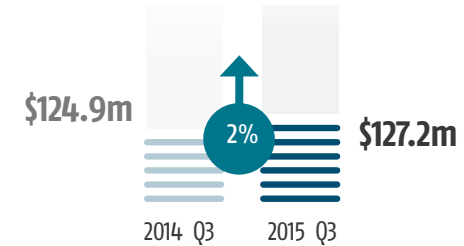


NSG OPERATIONS CURRENTLY DISBURSING

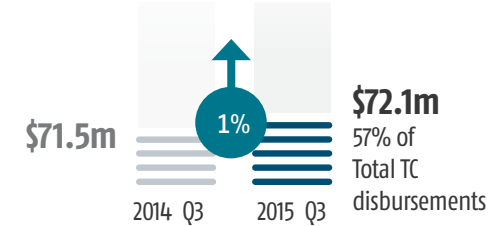


Technical Cooperation Disbursements

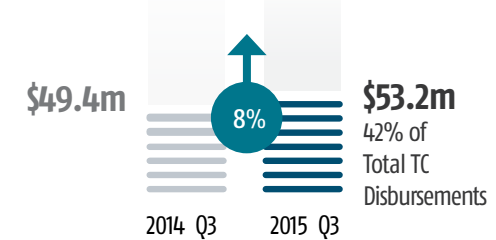
TC DISBURSEMENTS



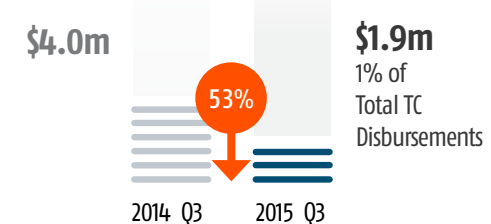
TC ORC SPECIAL PROGRAMS



TC DONOR TRUST FUNDS



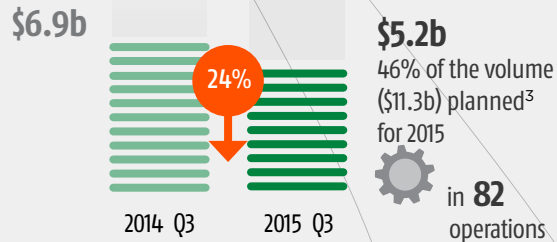
TC FSO DISBURSEMENTS



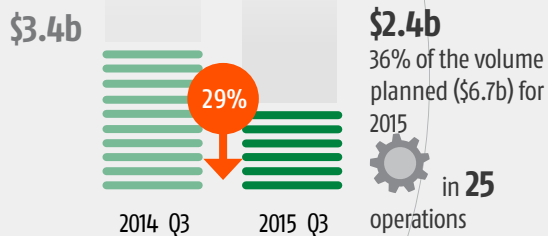
PROGRAM STRATEGIC ALIGNMENT

Loan Approvals²

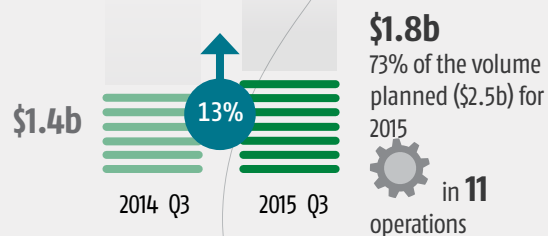
TOTAL SG & NSG LENDING APPROVALS



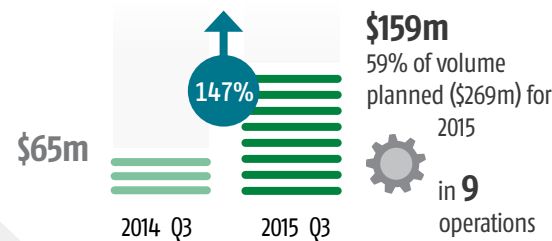
SG INVESTMENT LENDING APPROVALS



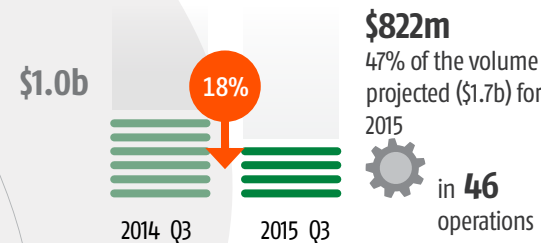
POLICY-BASED LENDING APPROVALS



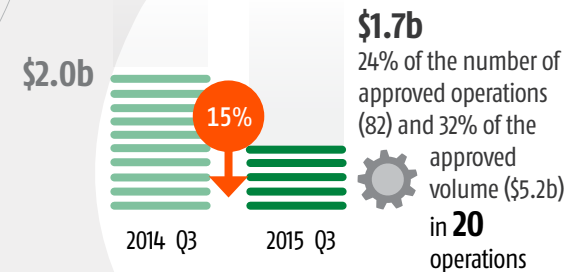
FSO OPERATIONS APPROVALS



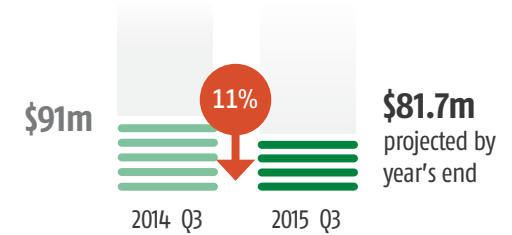
NSG ORDINARY CAPITAL APPROVALS



MULTIPLE-BOOKED⁴ OPERATIONS APPROVED



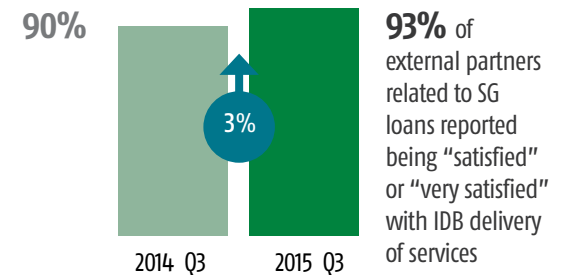
AVERAGE OF (SG AND NSG) OPERATION SIZE



External Feedback System

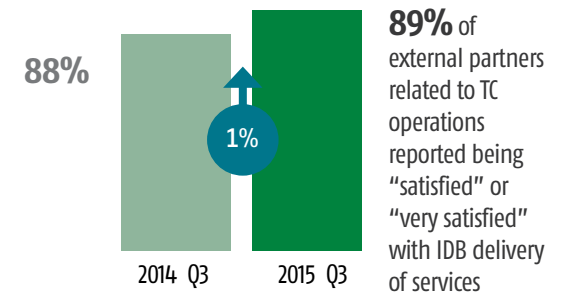
IDB DELIVERY OF LOAN OPERATIONS

CRF Target is 70% by 2015



IDB DELIVERY OF TC OPERATIONS

CRF Target is 70% by 2015



BUSINESS DEVELOPMENT

Country Strategies & Programming

COUNTRY STRATEGIES



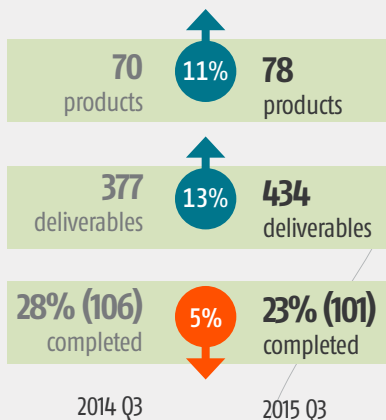
9 Country Strategies projected for 2015. Just one CS approved for this year (BA)

0 approved in 2014 Q3

0 approval in 2015 Q3

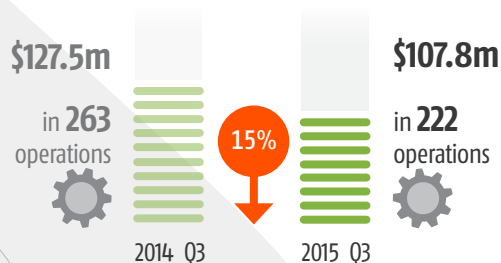
VPS Economic & Sector Work (ESW) Products

ESW PLAN⁵

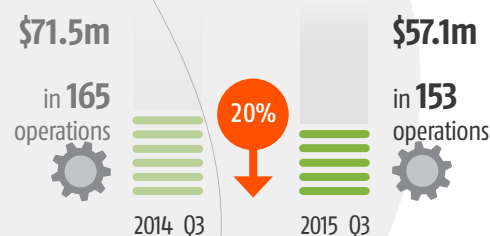


Technical Cooperations Program

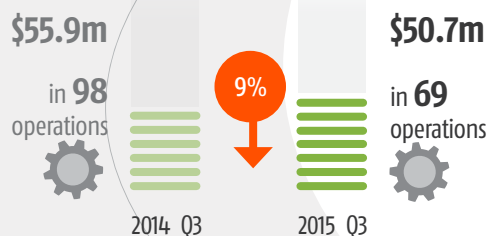
TECHNICAL COOPERATION APPROVALS



FINANCED WITH ORDINARY CAPITAL APPROVALS

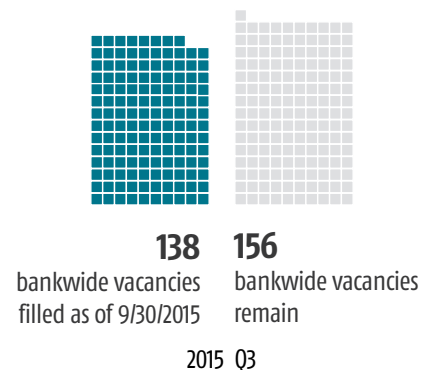


FINANCED WITH DONOR TRUST FUND APPROVALS

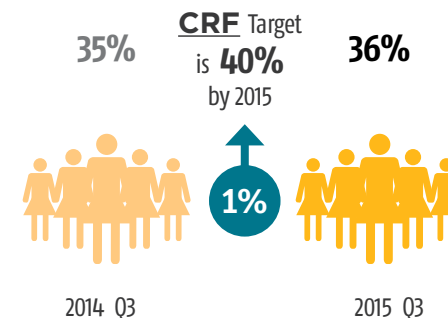


HUMAN RESOURCES

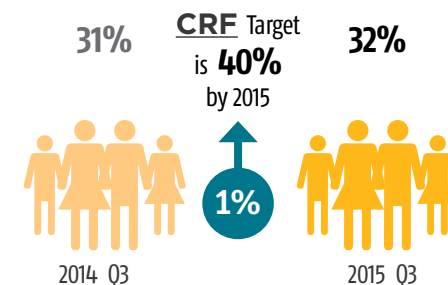
VACANCIES FILLED



WOMEN IN GRADES FOUR & ABOVE



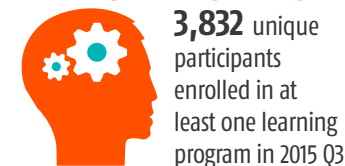
PROFESSIONAL STAFF IN COF



<http://hranalytics/>

KNOWLEDGE & LEARNING

PARTICIPANTS ENROLLED



Increase from 3,682 participants in 2014 Q3

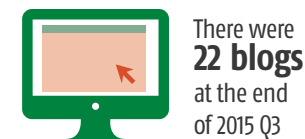


KNOWLEDGE PRODUCTS



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BLOGS

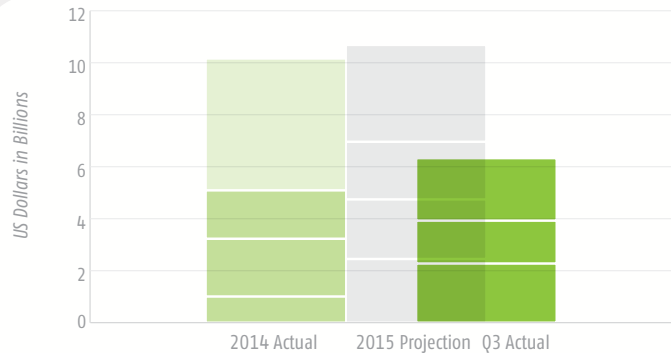


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I. EXECUTION

2015 Q1 Q2 Q3
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DISBURSEMENTS

1.1 Total Cumulative Disbursements

Bank's disbursements: **\$6.3b**

- 59% of \$10.7b projected⁶ for 2015
- 24% increase from \$5.1b in 2014 Q3

BY COUNTRY GROUP

1.2 Loan Disbursements by Country Group

CAN countries
disbursements: **\$1.6b**

- 53% of \$3.1b projected for 2015
- 87% increase from \$877m in 2014 Q3

CCB countries
disbursements: **\$275m**

- 73% of \$379m projected for 2015
- 7% increase from \$207m in 2014 Q3

CID countries
disbursements: **\$2.5b**

- 71% of \$3.5b projected for 2015
- 65% increase from \$1.5b in 2014 Q3

CSC countries
disbursements: **\$1.7b**

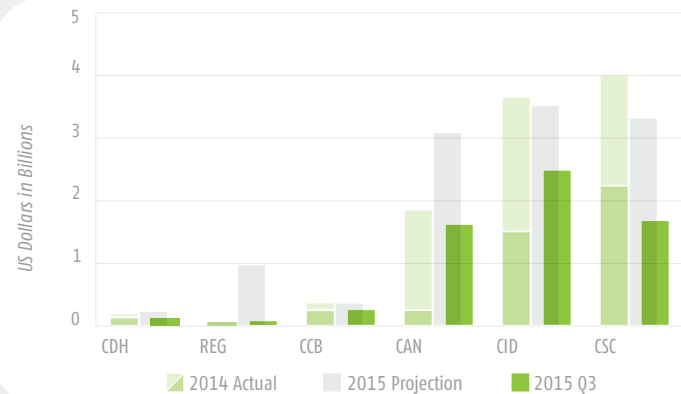
- 51% of \$3.3b projected for 2015
- 25% decrease from \$2.2b in 2014 Q3

CDH (Haiti)
disbursements: **\$125m**

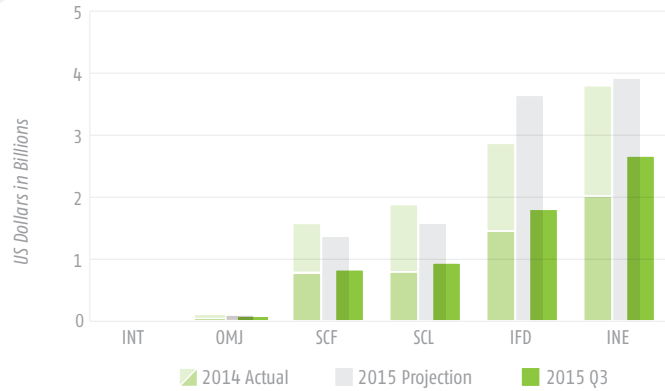
- 51% of \$247m projected for 2015
- 12% decrease from \$142m in 2014 Q3

Regional disbursements: **\$100m**

- 102% of \$99m projected for 2015
- 97% increase from \$74m in 2014 Q3



BY DEPARTMENT (SG & NSG)



1.3 Loan Disbursements by Departments

IFD disbursements: **\$1.8b**

- 50% of \$3.7b projected for 2015
- 24% increase from \$1.5b in 2014 Q3

INE disbursements: **\$2.7b**

- 67% of \$3.9b projected for 2015
- 32% increase from \$2.0b in 2014 Q3

SCL disbursements: **\$947m**

- 60% of \$1.6b projected for 2015
- 18% increase from \$801m in 2014 Q3

INT disbursements: **\$15m**

- 40% of \$38m projected for 2015
- 43% increase from \$11m in 2014 Q3

SCF disbursements: **\$838m**

- 61% of \$1.4b projected for 2015
- 7% increase from \$781m in 2014 Q3

OMJ disbursements: **\$48m**

- 46% of \$105m projected for 2015
- 201% increase from \$16m in 2014 Q3

BY INSTRUMENT

1.4 Loan Disbursements by Instrument

SG Investment disbursements: **\$3.0b**

- 49% of \$6.0b projected for 2015
- 5% decrease from \$3.1b in 2014 Q3

NSG Investment disbursements: **\$886m**

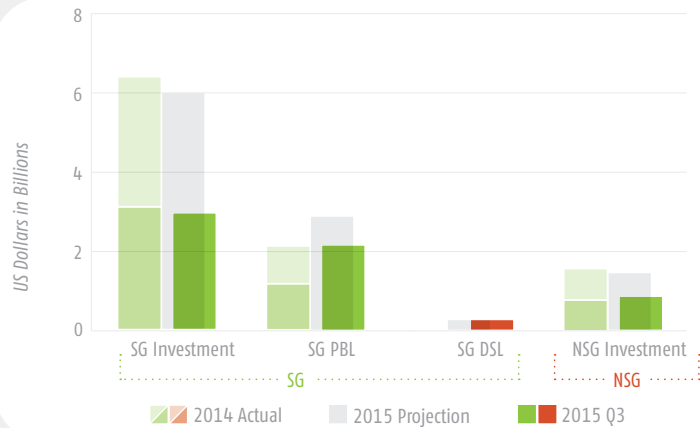
- 60% of \$1.5b projected for 2015
- 11% increase from \$797m in 2014 Q3

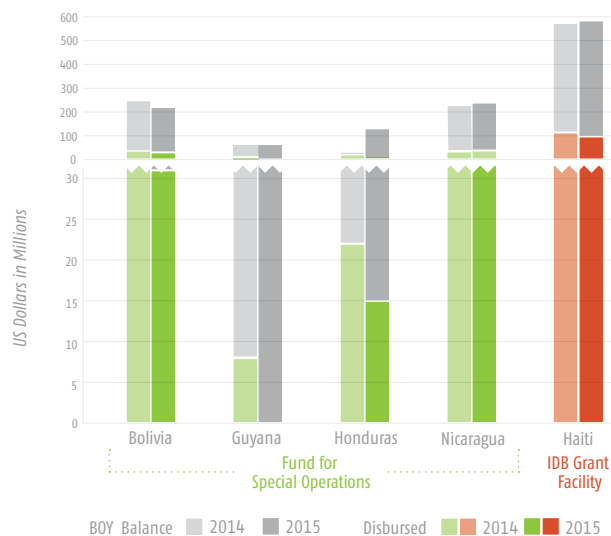
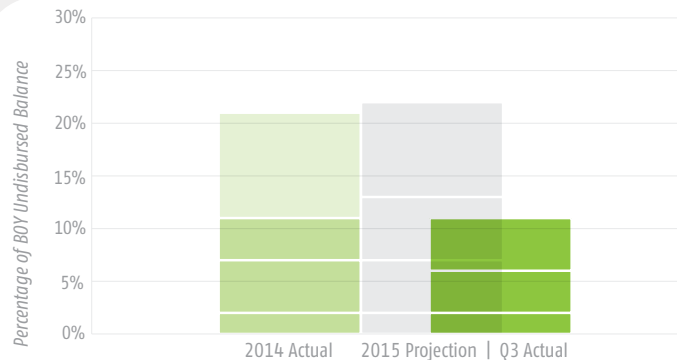
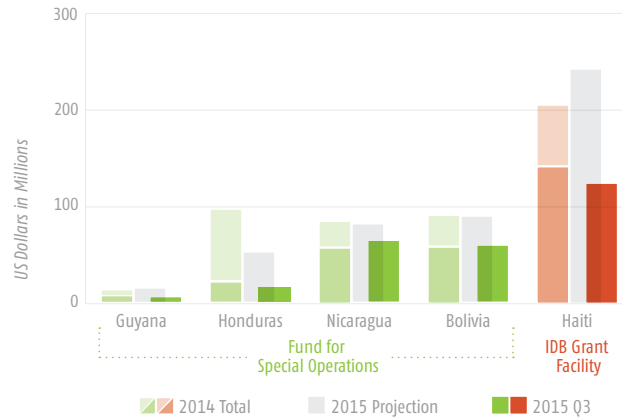
Policy Based Loan disbursements: **\$2.2b**

- 75% of \$2.9b projected for 2015
- 85% increase from \$1.2b in 2014 Q3

Development Sustainability Contingent Credit Line (DSL)⁷ disbursements: **\$300m**

- 100% of the original projection of \$300m for 2015
- No DSL disbursements in 2014





1.5 Disbursements of FSO and IDB Grant Facility

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

- 61% of \$241m projected for 2015
- no increase from \$147m in 2014 Q3

IDB Grant Facility disbursements: **\$125m**

- 51% of \$243m projected for 2015
- 12% decrease from \$142m in 2014 Q3

BEGINNING OF YEAR UNDISBURSED BALANCE

1.6 Investment Disbursements as percentage of Beginning of Year Undisbursed Balance

Beginning of year balance for **SG** investment operations in execution: **\$27.4b**

- 2% increase from \$26.8b at the beginning of 2014
- 11% (\$3.0b) of the initial undisbursed balance has been disbursed as of 2015 Q3⁸, same percentage compared with 11% (\$3.0b) in 2014 Q3
- 22% of initial balance is projected to be disbursed during 2015, 1% more compared with 21% disbursed in 2014

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

Beginning of year balance for **SG** investment operations financed by FSO and the IDB Grant Facility for eligible countries: **\$1.24b**

- 2% decrease from \$1.26b at the beginning of 2014
- 15% (\$182m) of the initial undisbursed balance has been disbursed as of 2015 Q3⁹, 2% less compared with 17% (\$218m) in 2014 Q3

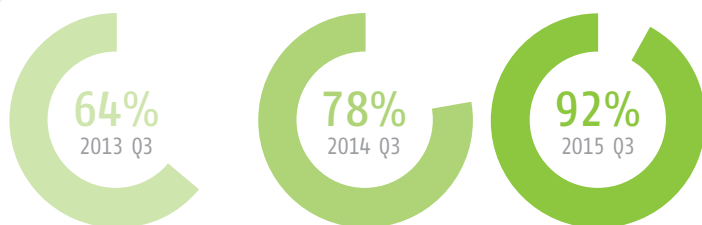


NET LOAN FLOWS

1.8 Net Loan Flows of Convertible Currencies (YTD)

Net Loan Flow for Q3 was positive **\$2.4b** as the Bank disbursements exceeded repayments¹⁰

- Net Loan Flow for 2014 Q3 was a positive **\$890m**
- \$5.6b is the estimated net loan flow level for EOY 2015, based on projections for principal collections and disbursements for the year



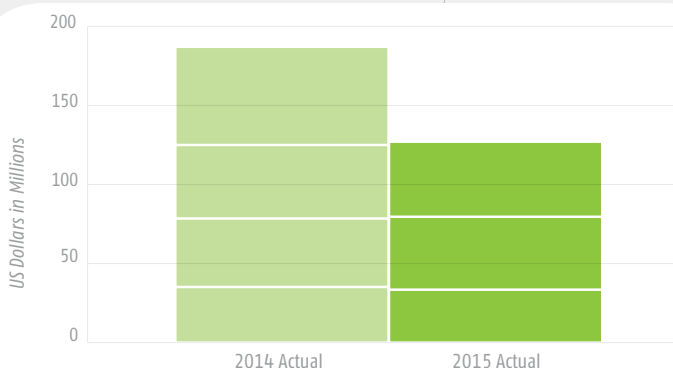
Percentage of SG Disbursements Reviewed Ex Post

EX POST REVIEW OF DISBURSEMENTS

1.9 Disbursements Reviewed Ex Post

Disbursements reviewed ex post: 92% of total disbursements for SG investment operations

- 14 percentage points increase from 78% in 2014 Q3
- 75% of the loans that disbursed in 2015 Q3 had ex post review, 10 percentage points increase from 65% in 2014 Q3



TECHNICAL COOPERATION DISBURSEMENTS

1.10 TC Cumulative Disbursements

TC disbursements: \$127.2m

- 2% increase from \$124.9m in 2014 Q3

TC ORC Special Programs: \$72.1m

- 57% of total TC disbursements
- 1% increase from \$71.5m disbursed in 2014 Q3

TC Donor Trust Funds: \$53.2m

- 42% of total TC disbursements
- 8% increase from \$49.4m disbursed in 2014 Q3

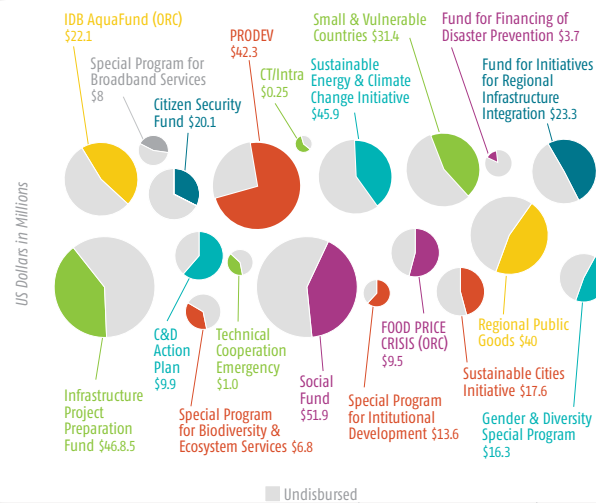
TC FSO disbursements: \$1.9m

- 1% of total TC disbursements
- 53% decrease from \$4.0m disbursed in 2014 Q3

1.11 Disbursed of Special Programs Financed with Ordinary Capital

Total amount disbursed of Technical Cooperation's Portfolio under **ORC Special Programs: 46% (\$189m) of \$411m in portfolio**

- 44% (\$183m) of \$414m in portfolio in 2014 Q3

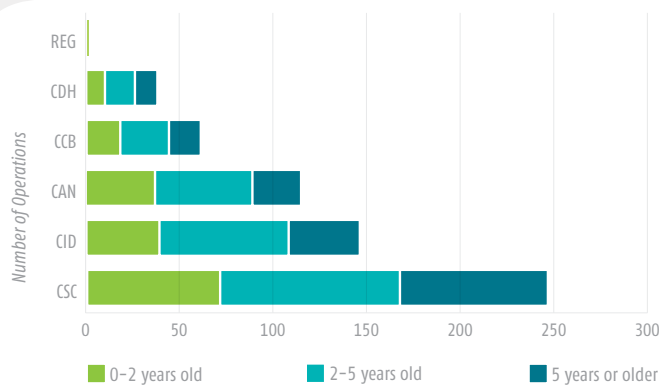


LOAN PORTFOLIO¹¹

1.12 SG Operations by Country Region and Approval Year

607 SG operations in portfolio, \$48.4b in volume

- 172 operations (28%) were approved on or before September 2010 (5 years or older)
- 260 operations (43%) were approved between October 2010 and September 2013 (2 to 5 years old)
- 175 operations (29%) were approved on or after October 2013 (0 to 2 years old)
- 65% (392) under CID and CSC countries

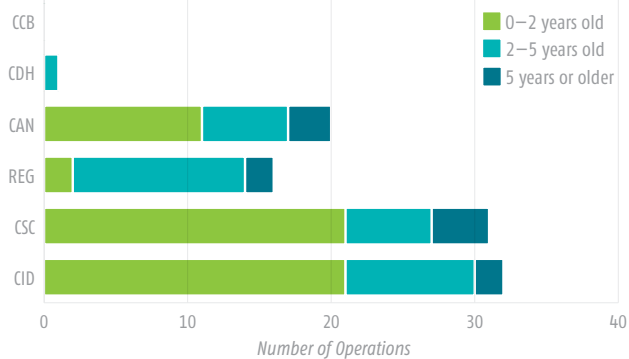


1.13 NSG Operations by Country Region and Approval Year

Total **NSG portfolio** includes **257** operations.

100 currently disbursing and Guarantees with exposure for a total of **\$4.8b** in volume:

- 11 operations were approved on or before September 2010 (5 years or older)
- 34 operations were approved between October 2010 and September 2013 (2 to 5 years old)
- 55 operations were approved on or after October 2013 (0 to 2 years old)
- 63% (63) under CID and CSC countries
- 32 (32%) operations in CID, 31 (31%) in CSC, 20 (20%) in CAN, 16 (16%) Regionals, 0 (0%) in CCB and 1 (1%) in CDH



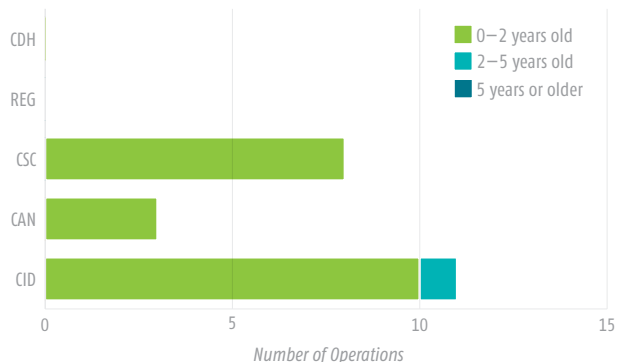
In addition, the NSG portfolio contains **114 NSG operations fully disbursed** and **45** TFFP

LOAN PORTFOLIO PENDING RATIFICATION

1.14 SG Operations Pending Ratification by Country Group and Approval Year

22 SG operations pending ratification, \$1.5b in volume

- 21 operations were approved on or after July 2013 (0 to 2 years old)
- 50% (11) under CID countries

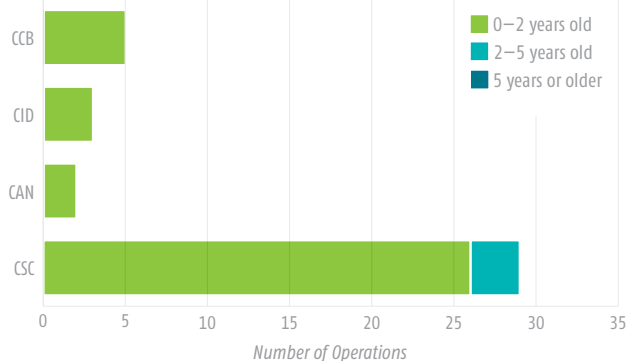


LOAN PORTFOLIO PENDING SIGNATURE

1.15 SG Portfolio Pending Signature by Country Group and Approval Year

39 SG operations pending signature¹² \$3.2b in volume

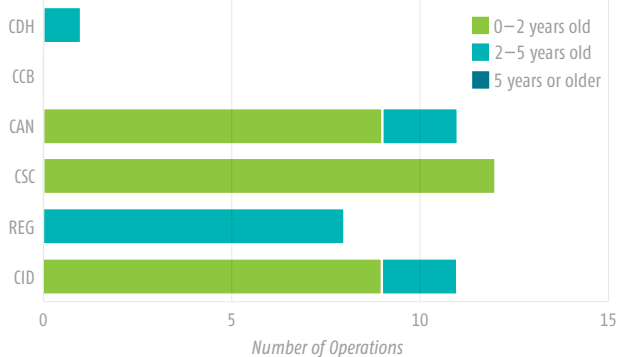
- 6% of total SG portfolio (607 operations)
- 3 operations were approved between October 2010 and September 2013 (2 to 5 years old)
- 36 operations were approved on or after October 2013 (0 to 2 years old)
- 74% (29) under CSC countries



1.16 NSG Operations Pending Signature by Country Group and Approval Year

44 NSG operations pending signature, \$2.1b in volume

- 44% of the disbursing NSG portfolio (100 operations)
- 13 operations were approved between September 2010 and October 2013 (2 to 5 years old)
- 30 operations were approved on or after October 2013 (0 to 2 years old)
- 55% (24) under CID countries and CAN

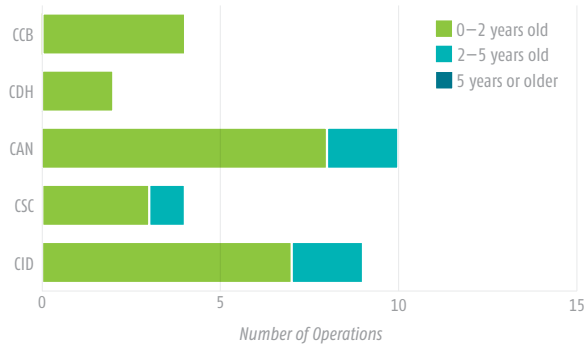


LOAN PORTFOLIO PENDING ELIGIBILITY

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

29 SG operations with legal effectiveness pending eligibility¹³

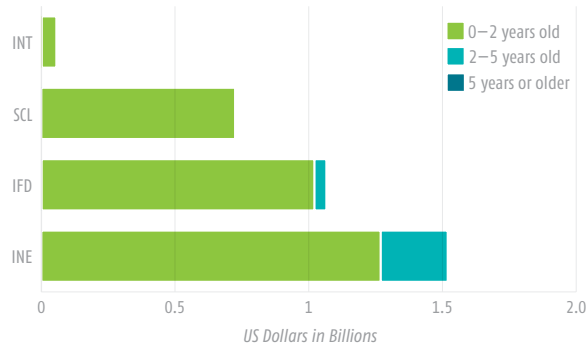
- 5% of total SG portfolio (607 operations)
- 5 operations were approved between October 2010 and September 2013 (2 to 5 years old)
- 25 operations were approved on or after October 2013 (0 to 2 years old)
- 66% (19) under CAN and CID countries



1.18 SG Operations Not Yet Eligible (Volume of Operations)

\$2.9b in SG operations with legal effectiveness pending eligibility

- 7% of total SG portfolio (\$48.4b)
- 45% (\$1.5b) under INE sector department
- 32% (\$1.1b) under IFD sector department
- 22% (\$725m) under SCL sector department
- 2% (\$55m) under INT sector department

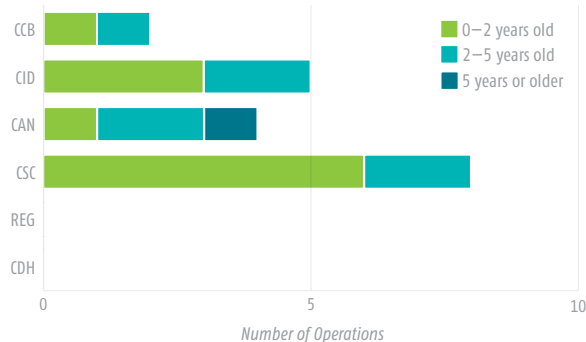


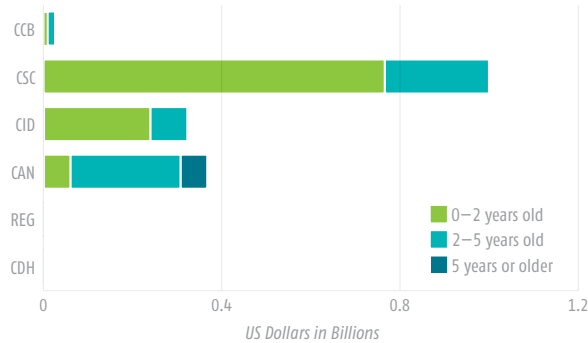
LOAN PORTFOLIO PENDING FIRST DISBURSEMENT

1.19 SG Operations pending First Disbursement

19 SG eligible operations currently pending first disbursement

- 3% of total SG portfolio (607 operations)
 - September 2013 (2 to 5 years old)
- 1 operation was approved on or before September 2010 (5 years or older)
- 7 operations were approved between October 2010 and September 2013 (2 to 5 years old)
- 11 operations were approved on or after October 2013 (0 to 2 years old)
- 42% (8) of operations are under CSC countries
- 21% (4) of operations are under CAN countries
- 26% (5) of operations are under CID countries
- 11% (2) of operations are under CCB countries





1.20 Operations pending First Disbursement (Volume of Operations)

30 SG eligible operations pending first disbursement: \$1.7b

- 4% of total SG portfolio volume (\$48.4b)
- 21% (\$367m) of volume is under CAN countries
- 58% (\$1.0b) of volume is under CSC countries
- 19% (\$322m) of volume is under CID countries
- 2% (\$27m) of volume is under CCB countries

ENVIRONMENTAL AND SOCIAL IMPACT RISKS

1.21 Volume of portfolio in execution by Environmental & Social Impact

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

- 13% increase from 32 in 2014 Q3
- Same as 2014 Q3

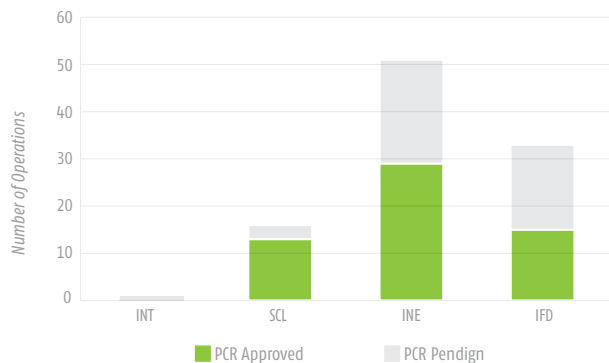
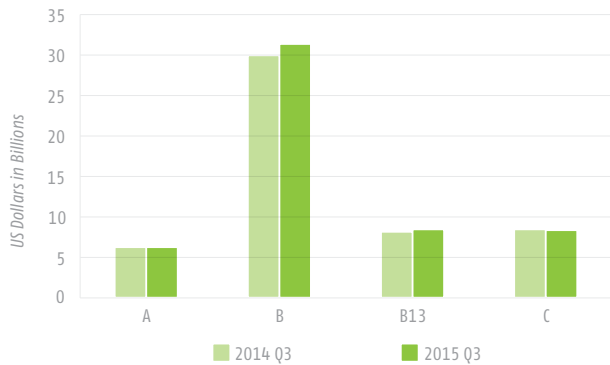
PROJECT COMPLETION REPORTS

1.22 PCR Status for Projects Fully Disbursed in 2014

101 of 116 operations that completed disbursements during 2014 **require a Project Completion Report** based on the previous system¹⁴

- **As of September 30, 41%** (49) were processed and approved by VPS: INE (29), IFD (15) and SCL (13)

9 operations that completed disbursements during 2014 are expected to complete a Project Completion Report based on the **new system** during 2015



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: \$51.7b

- 4% increase from \$49.9b at the end of 2014

The **Callable Capital** of non-borrowing countries: **\$75.6b**

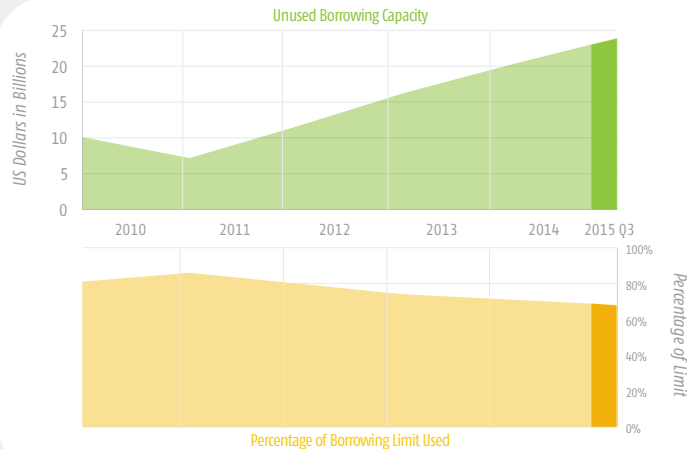
- 8% increase from \$70.1b at the end of 2014

Percentage of the **borrowing limit** used: **68%**

- 4% decrease from 71% at the end of 2014

Unused borrowing capacity: \$24b

- 18% increase from \$20.2b at the end of 2014



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 2015 Q3, the five largest borrowing countries – Brazil (19%), Mexico (18%), Argentina (15%), Colombia (9%) and Ecuador (5%) – accounted for 67% of the Bank's loan and guarantee exposures.

1.24 Concentration Risk (SG)

Size of the outstanding SG portfolio: \$70.4b

- 3% increase from \$68.7b at the end of 2014

The five largest SG exposures: 69.1%

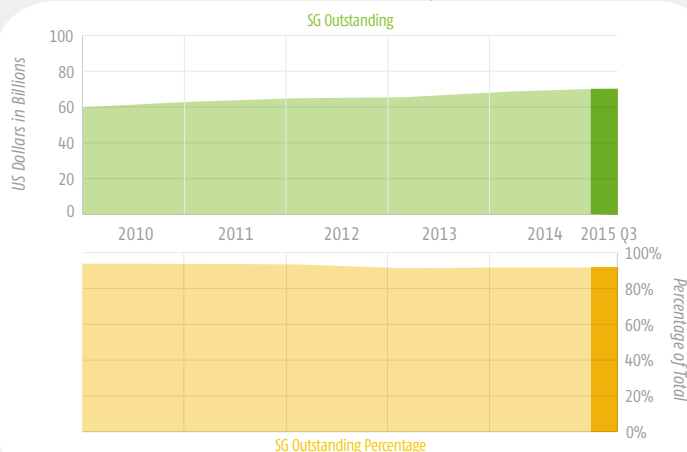
- 0.7 decrease from 69.8% at the end of 2014

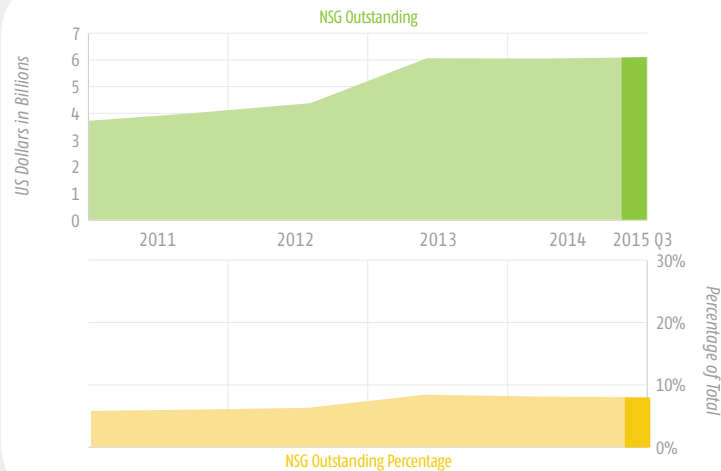
Undisbursed portion of approved SG loans: \$26.7b

- 6% decrease from \$28.5b at the end of 2014

SG loans **undisbursed as a percentage of outstanding** SG loans and guarantees: **27.5%**

- 1.8% percentage point decrease from 29.3% as at the end of 2014





1.25 Concentration Risk (NSG)

Size of the outstanding NSG portfolio: \$6.1b

- 1% increase from \$6.0b at the end of 2014

The **five largest NSG exposures: 55.0 %**

- 1.3% decrease from 55.9% at the end of 2014¹⁵

Undisbursed portion of NSG loans reached **\$2.8b**

- 2% decrease from \$2.9 billion at the end of 2014

NSG loans and guarantees **undisbursed as a percentage of outstanding: 31.8%**

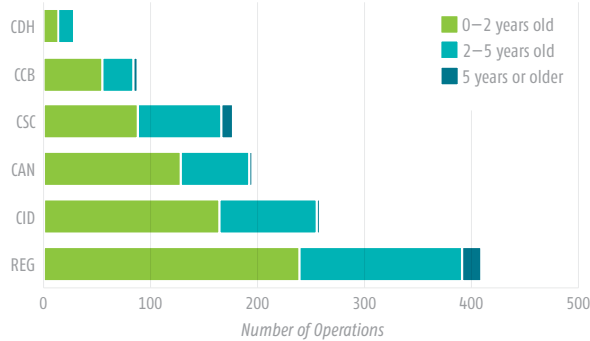
- 0.6% percentage point decrease from 32.4% at the end of 2014

TECHNICAL COOPERATION'S PORTFOLIO

1.26 TC Operations by Country Group and Approval Year

TC operations in portfolio: 1,129, with **\$716m** in volume

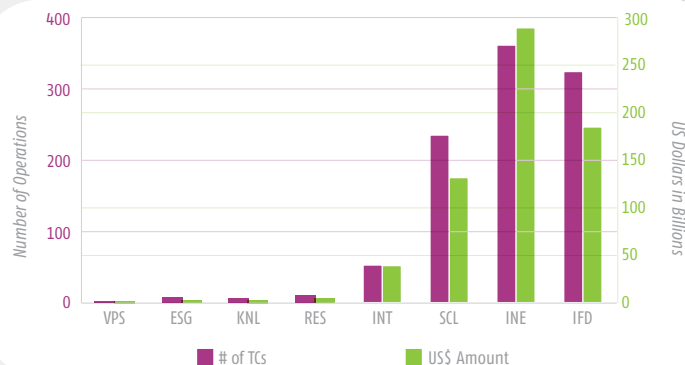
- 40 (\$51.1m) operations were approved on or before September 2010 (5 years or older)
- 429 (\$283.2m) operations were approved between October 2010 and September 2013 (2 to 5 years old)
- 688 (\$391.8m) operations were approved on or after October 2013 (0 to 2 years old)
- 58% (667) under CID countries and Regional operations



1.27 Technical Cooperation in Execution under VPS by Sector

Technical Cooperation in portfolio under VPS supervision: 1004 operations with **\$660m** in volume:

- 325 (\$186m) under IFD department
- 362 (\$290m) under INE department
- 236 (\$132m) under SCL department
- 54 (\$40m) under INT department
- 27 (\$12.5m) under RES, KNL, ESG & VPS



II. STRATEGIC ALIGNMENT

2015 Q1 Q2 Q3
**BUSINESS
REVIEW**

LOAN APPROVALS

2.1 Cumulative approvals by quarter

Bank's approvals: \$5.2b in 82 operations

- 46% of the volume (\$11.3b) projected¹⁶ for 2015
- 8% increase from 76 loans in 2014 Q3
- 24% decrease from \$6.9b in 2014 Q3
- \$81.7m is the average projected operations size for year's end, a 11% decrease from \$91m in 2014

BY COUNTRY GROUP

2.2 Country Group Approvals

CAN countries: \$1.4b in 14 operations

- 48% of the volume (\$3b) projected for 2015
- 23% decrease from \$1.9b in 2014 Q3
- 33% decrease from 21 loans in 2014 Q3

CCB countries: \$217m in 5 operations

- 43% of the volume (\$502m) projected for 2015
- 1% increase from \$214m in 2014 Q3
- Same number of 5 loans as in 2014 Q3

CID countries: \$1.8b in 26 operations

- 53% of the volume (\$3.4b) projected for 2015
- 19% decrease from \$2.2b in 2014 Q3
- 53% increase from 17 loans in 2014 Q3

CSC countries: \$1.7b in 33 operations

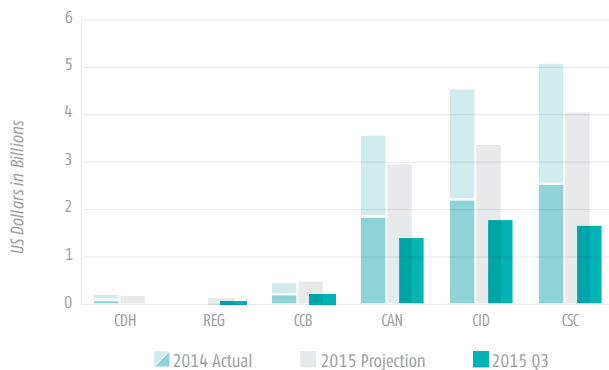
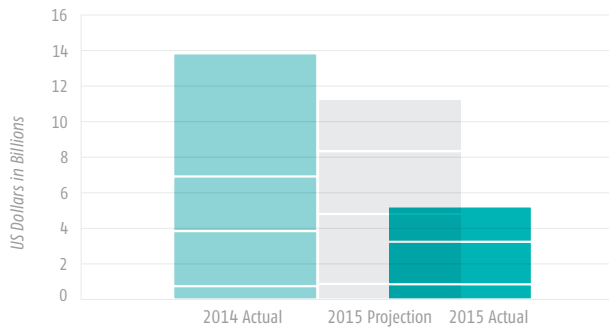
- 41% of the volume (\$4.1b) projected for 2015
- 34% decrease from \$2.5b in 2014 Q3
- 14% increase from 29 loans in 2014 Q3

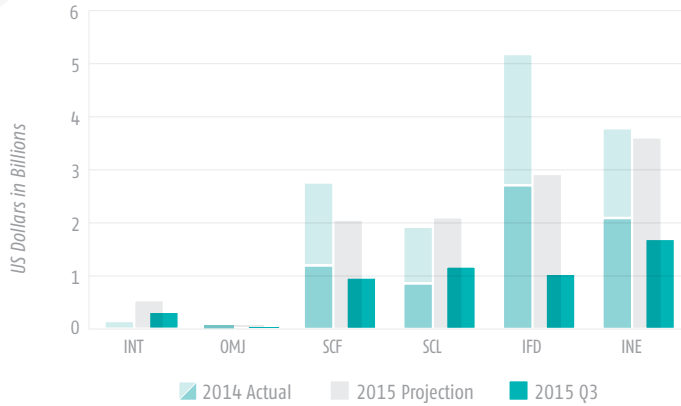
CDH: \$42m in 2 operations

- 21% of the volume (\$200m) projected for 2015
- 54% decrease from \$91m in 2014 Q3
- 50% decrease from 4 loans in 2014 Q3

Regional: \$73m in 2 operation

- 53% of the volume (\$138m) projected for 2015
- There were no loans approved in 2014 Q3





BY DEPARTMENT (SG & NSG)

2.3 Approvals by Department

IFD approvals: **\$1b** in **10** operations

- 36% of the volume (\$2.9b) projected for 2015
- 62% decrease from \$2.7b in 2014 Q3
- 47% decrease from 19 operations in 2014 Q3

INE approvals: **\$1.7b** in **15** operations

- 47% of the volume (\$3.6b) projected for 2015
- 19% decrease from \$2.1b in 2014 Q3
- 29% decrease from 21 loans as in 2014 Q3

SCL approvals: **\$1.2b** in **8** operations

- 56% of the volume (\$2.1b) projected for 2015
- 37% increase from \$859m in 2014 Q3
- 14% increase from 7 operations in 2014 Q3

SCF approvals: **\$972m** in **43** operations

- 47% of the volume (\$2.1b) projected for 2015
- 19% decrease from \$1.2b in 2014 Q3
- 87% increase from 23 operations in 2014 Q3

INT approvals: **\$322m** in **3** operations

- 59% of the volume (\$542m) projected for 2015
- 2583% increase from \$12m in 2014 Q3
- 200% increase from 1 operation in 2014 Q3

OMJ approvals: **\$19m** in **3** operations

- 63% of the volume (\$31m) projected for 2015
- 57% decrease from \$45m in 2014 Q3
- 40% decrease from 5 operations in 2014 Q3

BY INSTRUMENT

2.4 Approvals by Instrument

SG Investment approvals: **\$2.4b** in **25** operations

- 36% of the volume (\$6.7b) projected for 2015
- 29% decrease from \$3.4b in 2014 Q3
- 32% decrease from 37 operations in 2014 Q3

Policy-Based approvals: **\$1.8b** in **11** operations

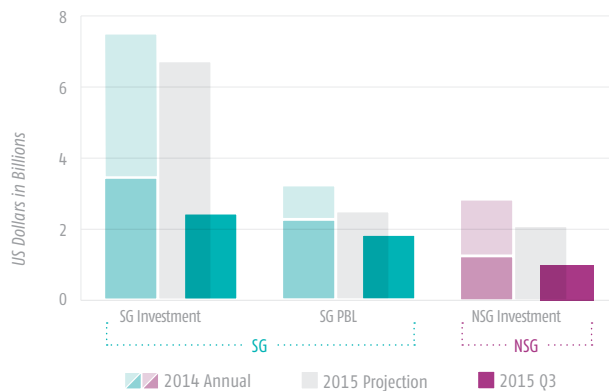
- 73% of the volume (\$2.5b) projected for 2015
- 19% decrease from \$2.2b in 2014 Q3
- Same amount of 11 operations as in 2014 Q3

Development Sustainability approvals: No approvals yet

- No projected approvals for 2015
- No approvals in 2014 Q3

NSG Investment approvals: **\$991m** in **46** operations

- 47% of the volume (\$2.1b) projected for 2015
- 20% decrease from \$1.2b in 2014 Q3
- 64% increase from 28 operations in 2014 Q3



BY FUND

2.5 Approvals by Fund

SG Ordinary Capital approvals: **\$4b** in **34** operations

- 46% of the projected volume (\$8.7b) for 2015
- 26% decrease from \$5.4b in 2014 Q3
- 23% decrease from 44 operations in 2014 Q3

SG Fund for Special Operations approvals: **\$159m** in **9** operations

- 59% of projected volume (\$269m) for 2015
- 147% increase from \$65m in 2014 Q3
- 80% increase from 5 operations in 2014 Q3

SG IDB Grant Facility approvals: **\$42m** in **2** operations

- 21% of the volume (\$200m) projected for 2015
- 54% decrease from \$91m in 2014 Q3
- 50% decrease from 4 operations in 2014 Q3

NSG Ordinary Capital approvals: **\$822m** in **46** operations

- 47% of the volume (\$1.7b) projected for 2015
- 18% decrease from \$1b in 2014 Q3
- 64% increase from 28 operations in 2014 Q3

NSG CREDIT LINES AND GUARANTEES

There were no **NSG Guarantees issuances** in 2015 Q3

- There were no NSG Guarantees issuances in 2014 Q3

2.6 TFFP Guarantee Issuances

There were 3 **TFFP Line approvals** for \$62m in 2015 Q3

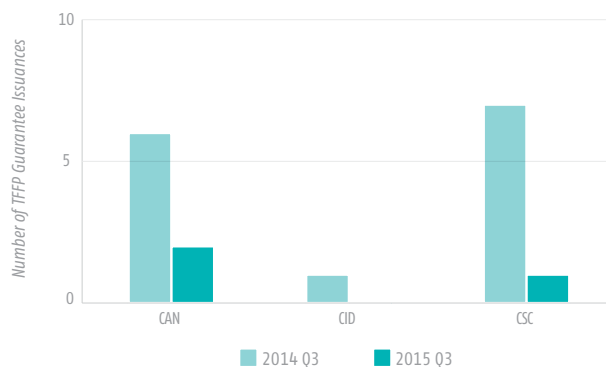
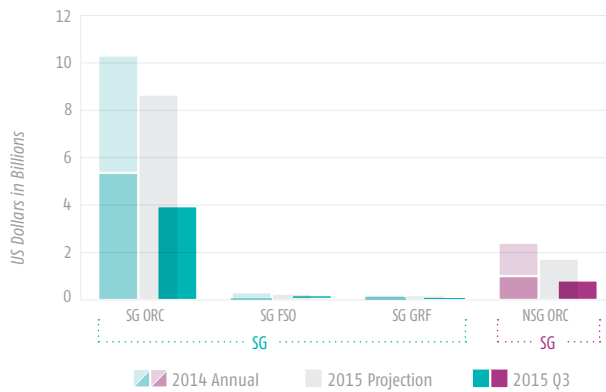
- There was 1 line approval for \$10m in 2014 Q3

TFFP Line increased **\$110m** in **5** transactions

- **\$20m** in increases for 1 transaction in 2014 Q3

TFFP Guarantees issued: **\$2.9m** in 3 issuances

- 96% decrease from **\$80m** in 2014 Q3
- 91% decrease from **35** issuances in 2014 Q3



APPROVALS IN SECTOR PRIORITY AREAS

2.7 Operations in Sector Priority areas Approved vs. Estimated

Competitive Regional and International Integration approvals: **\$811m** in **34** operations

- 65% of the volume (\$1.3b) projected for 2015

Infrastructure for Competitiveness and Social Welfare approvals: **\$741m** in **10** operations

- 26% of the volume (\$2.9b) projected for 2015

Institutions for Growth and Social Welfare approvals: **\$1.9b** in **20** operations

- 50% of the volume (\$3.9b) projected for 2015

Protecting the Environment and Responding the Climate Change approvals: **\$576m** in **9** operations

- 57% of the volume (\$1b) projected for 2015

Social Policy for Equity and Productivity approvals: **\$1.2b** in **9** operations

- 52% of the volume (\$2.3b) projected for 2015

CRF LENDING TARGETS

The following are the results of the approvals in 2015 Q3 compared to the annual targets established:

2.8 CRF Lending Targets (Operation can qualify for more than one indicator)

Small and Vulnerable countries approvals: **\$2.7b** in **51** operations

- 22% of the volume (\$12.1b) estimated¹⁷ for 2015

Poverty Reduction and Equity Enhancement approvals: **\$2.8b** in **29** operations

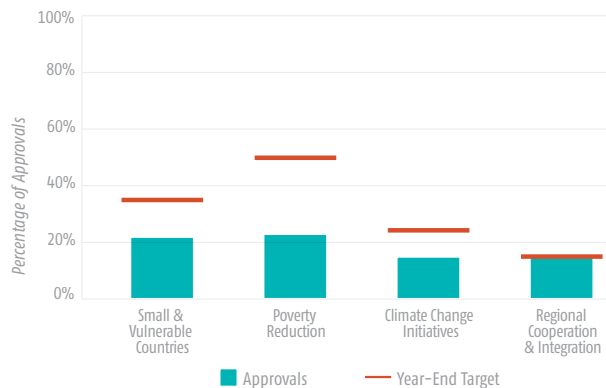
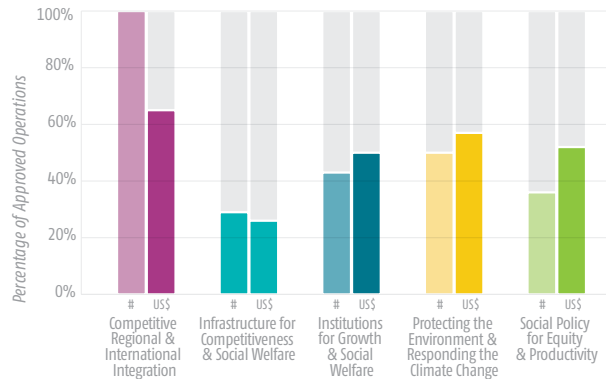
- 23% of the volume (\$12.1b) estimated for 2015

Climate Change, Sustainable (including renewable) Energy, and Environmental Sustainability approvals: **\$1.8b** in **19** operations

- 15% of the volume (\$12.1b) estimated for 2015

Regional Cooperation and Integration approvals: **\$1.8b** in **42** operations

- 15% of the volume (\$12.1b) estimated for 2015



CRF LENDING TARGETS AND PROGRAMMING

As of September 30, **approvals in the third quarter** and the **Pipeline A** planned for the remainder of 2015 includes a total of 178 operations for US\$12.1b of which:

45% of the volume (\$5.4b) for Small and Vulnerable countries.

- The **CRF** annual target is 35%

56% of the volume (\$6.9b) for Poverty Reduction and Equity Enhancement.

- The **CRF** annual target is 50%

38% of the volume (\$4.6b) for Climate Change, Sustainable (including renewable) Energy, and Environmental Sustainability.

- The **CRF** annual target is 25%

23% of the volume (\$2.8b) for Regional Cooperation and Integration.

- The **CRF** annual target is 15%

ENVIRONMENTAL & SOCIAL IMPACT RISKS

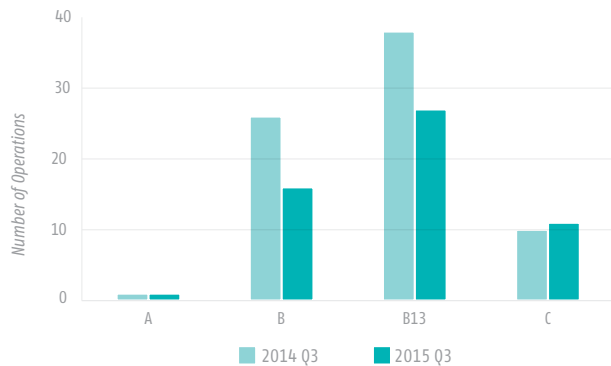
2.9 Approvals Based on the environmental and social risk classification

1 operation approved for **\$49m** classified **category “A”** in Environmental and Social Impact risk

- Same number of operations as in 2014 Q3
- 79% decrease from \$230m in 2014 Q3

16 operations approved for **\$1.5b** classified **category “B”** in Environmental and Social Impact risk

- 38% decrease from 26 operations in 2014 Q3
- 39% decrease from \$2.6b in 2014 Q3



PIPELINE READINESS

2.10 Pipeline Readiness by Department

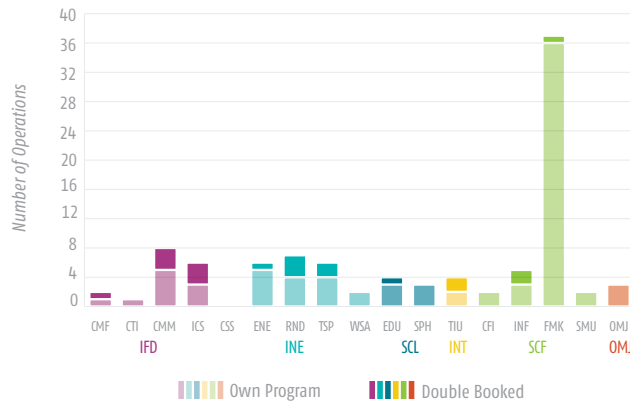
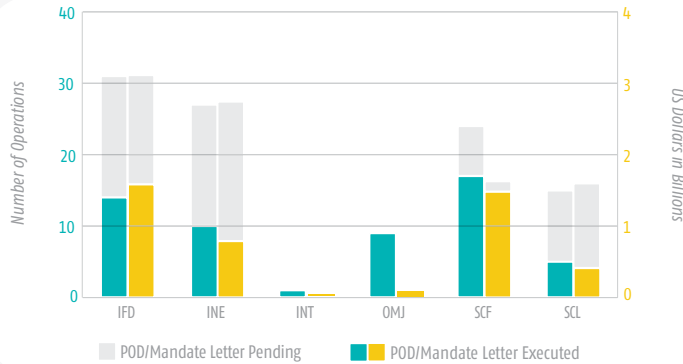
As of September 30, the A & B Pipelines for 2015 contained a total of **107** operations for **\$9.2b**

48% (51) for \$4.8b has POD or Mandate Letter Pending

- 21% (22) for \$2.4b in Identification stage
- 27% (29) for \$2.4b in Project Profile stage

52% (56) for **\$4.4b** has POD or Mandate Letter Executed

- 28% (30) for \$1.9b in POD or Mandate Letter stage
- 24% (26) for \$2.5b in OPC stage



MULTIPLE BOOKING

2.11 Multiple Booking by Division

Multiple Booked operations approved: **\$1.7b** in **20** operations

- 24% of approved operations (82) in 2015 Q3
- 32% of approved volume (\$5.2b) in 2015 Q3
- 15% decrease from \$2b (in 27 operations) in 2014 Q3

DEVELOPMENT EFFECTIVENESS MATRIX (DEM) SCORES

2.12 DEM Evaluability Levels for Approved SG Operations

Under the DEM evaluability¹⁸, “**Highly Evaluable**” approved operations in 2015 Q3 reached **34%** (12 SG operations) and “**Evaluable**” approved operations reached **66%** (23 SG operations).

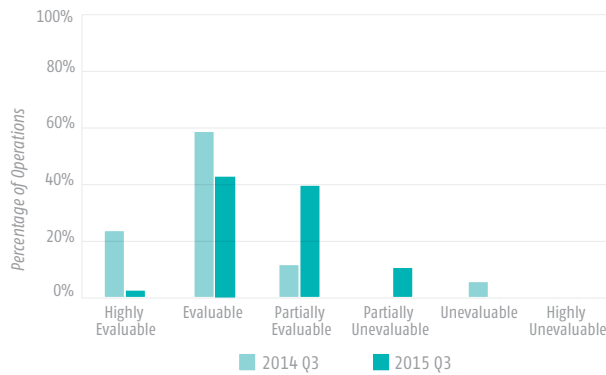
- 25 percentage points decrease of the percentage of “Highly Evaluable” projects from 59% in 2014 Q3
- In total, **100%** of the SG operations approved in 2015 Q3 are evaluable or better
- The **CRF** target is 85%



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

86% (30) of the 35 operations were rated **"Partially Evaluable"** or higher at **QRR stage**

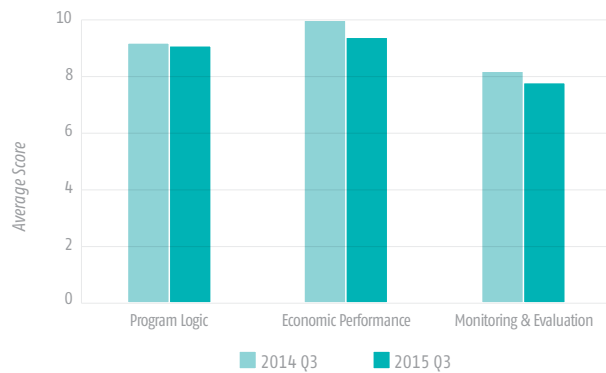
- 8 percentage points decrease from 94% during 2014 Q3



2.14 DEM Dimensions

On a 10-point scale, the DEM Ratings decreased slightly for all three dimensions, Program Logic, Economic Performance and Monitoring and Evaluation compared to 2014 Q3:

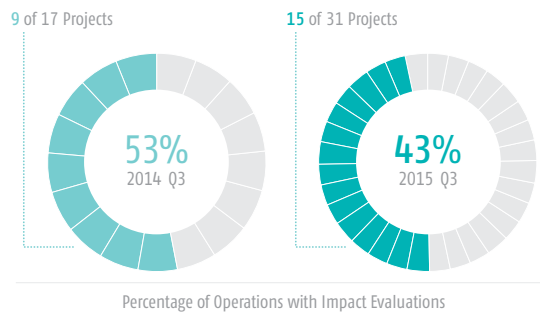
- **Program Logic** decreased from **9.2** to **9.1** points
- **Economic Performance** decreased from **10.0** to **9.4** points
- **Monitoring & Evaluation** decreased from **8.2** to **7.8** points



2.15 Ex Ante Impact Evaluations, Quarterly Comparison

43%, 15 out of 35, of SG projects were **with an impact evaluation**.

- 10 percentage points decrease (9 out of 17) from 53% in 2014 Q3



GENDER AND DIVERSITY

2.16 SG Projects and Country Strategies: Promoting Gender Equality and including Diversity Indicators

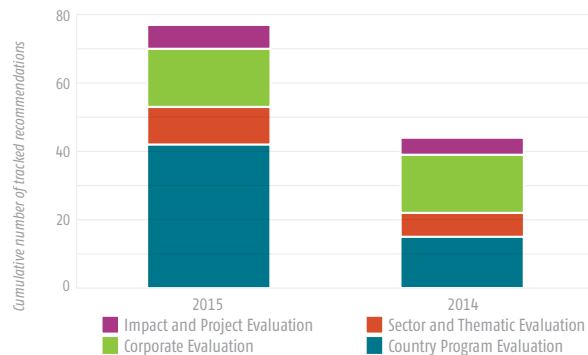
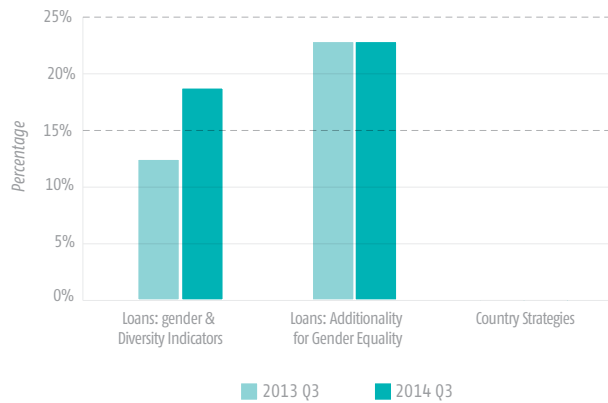
- 23% of loans (8 out of 35) in 2015 Q3, 10 percentage points increase from 13% in 2014 Q3.
- No Country Strategy related to gender or diversity indicators was approved for 2015 Q3. Same number as in 2014 Q3.
- 23% of loans (8 out of 35) in 2015 Q3 were flagged as promoting IDB gender equality, 4 percentage points increase from 19% in 2014 Q3.

EVALUATION RECOMMENDATION TRACKING SYSTEM²⁰

2.17 Board-Endorsed Recommendations That Have Been and/or Are Being Tracked in the ReTS By Type of Evaluation

As of September 30, 2015, a cumulative total of **77 recommendations** stemming from **18 evaluations** have been and/or are being implemented by Management and tracked in the ReTS.

- Of these 77 recommendations (which correspond to 80 action plans), 55% fall under the Country Program Evaluation category, 14% are Sector and Thematic Evaluation, 22% Corporate Evaluation and 9% under Impact and Project Evaluation.
- No recommendations/action plans was completed during the 3rd Quarter of 2015.
- As of September 30, 2015, 10 of the total number of recommendations/action plans tracked in the ReTS since the launch of the system have been fully implemented.
- Of the remaining 67 recommendations currently being tracked in the ReTS, 66 (99%) are in progress and only 1 has an action plan that is past due.



III. BUSINESS DEVELOPMENT

2015 **Q1Q2Q3**
**BUSINESS
REVIEW**

Country Policy Dialogue

3.1 Results-based Country Strategies

9 **Country Strategies** are **programmed** for 2015. No Country Strategies were approved in the third quarter of 2015, same as in 2014.

Currently, 7 **Country Strategies** are **planned** for approval in 2015

- All of them are planned for approval in this year's last quarter. Colombia and El Salvador were moved from Q2 and Panama was moved from Q3 as reported since 2015 QBR 1. Bolivia and Brazil delayed their planned approval dates for roughly a month, while Costa Rica and Uruguay still have the same approval dates as reported last quarter. Jamaica was reported as not included for 2015.²¹
- Four of the pending country strategies have cleared the Quality and Risk Review (QRR) as of September 30, 2015. They are Costa Rica, El Salvador, Panama and Uruguay.

3.2 Staff Time Reported to Programming Products

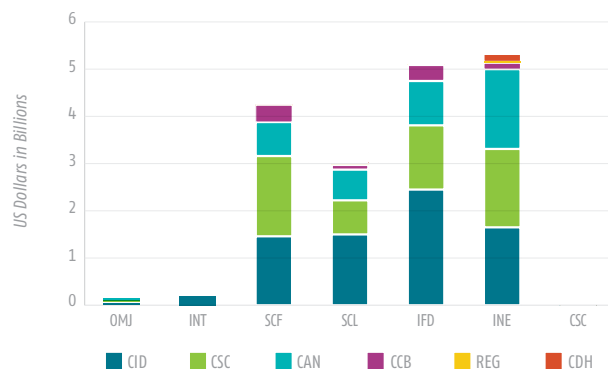
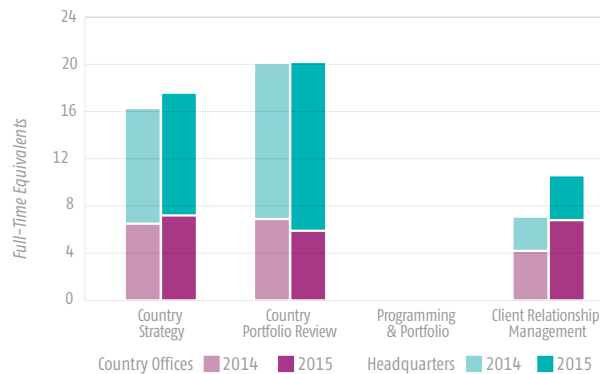
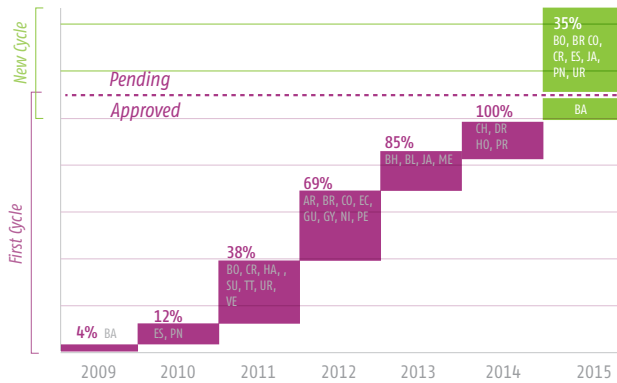
Staff Time reported to Country Strategy, Programming and Portfolio Management activities: **48.3 FTEs**²²

- 11% increase from 43.6 FTEs reported in 2014 Q3
- Country Strategies accounted for 36% (17.6 FTEs)
- The 48.3 FTEs are distributed as follows: Regional 23.2%, CAN 15.1%, CID 19.4%, CCB 17.2%, CSC 17.8%, and CDH 7.4%
- Time reported by COF reached 59% of staff time reported to these activities, 1 percentage point decrease from 60% in 2014 Q3²³

3.3 Operations Pipeline Development

As of September 30, there were a total of 222 operations for \$18.1b in the A & B Pipelines for 2015 and 2016.

- \$3.4b in Policy-Based Lending
- \$14.7b in SG and NSG investment operations and guarantees
- In 2014 Q3, there were 260 operations for \$20.3b



ECONOMIC AND SECTOR WORK (ESW) PLAN

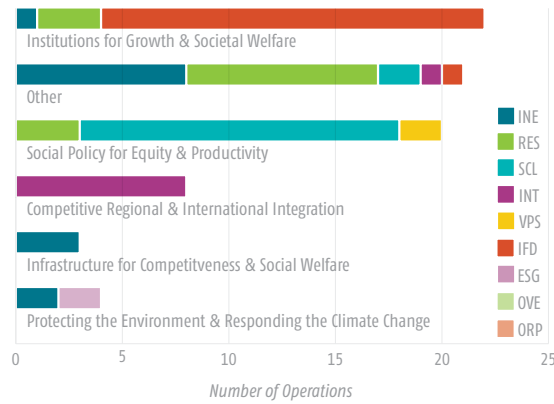
3.4 ESW products by Department and Priority Areas

The **ESW Plan**²⁴ contains **78** products with **434 deliverables** projected for the year

- 11% increase from 70 products in 2014 Q3
- 13% increase from 384 deliverables projected for 2014 Q3
- 23% (101) of deliverables **completed**, 5 percentage points decrease from 28% (106) in 2014 Q3

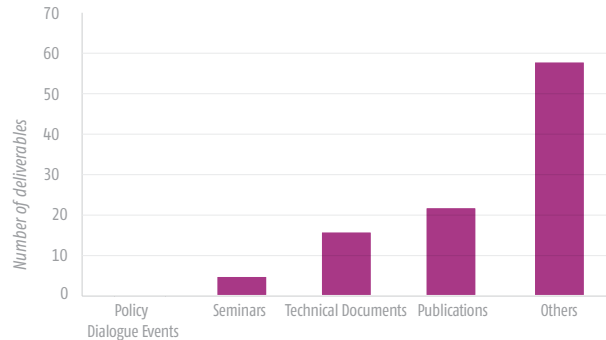
The **Corporate Input Products** (CIP) program for VPS contains **37** products concentrated mainly in INE (13), SLC (8), IFD (5) and KNL (4)

- 5% decrease from 39 CIP products in program in 2014 Q3



3.5 ESW Deliverables Completed

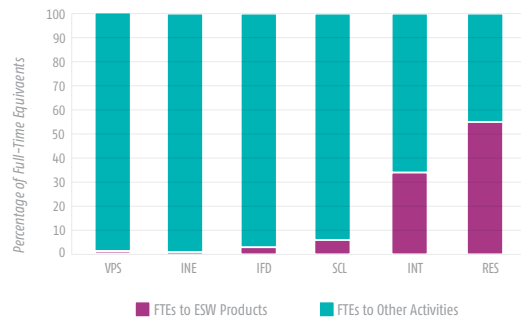
27% (27), of the deliverables completed were Publications and Seminars

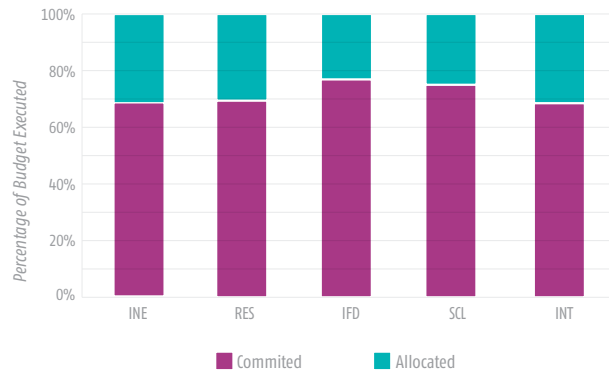


3.6 VPS FTEs Reported to ESW products

Percentage of total **time reported to ESW**: RES 55%, INT 34%, SCL 6%, IFD 3% and INE 1%

- VPS reported 38.2 FTEs to the ESW plan, a 7% increase from 35.7 FTEs in 2014 Q3
- Of the 38.2 FTEs, RES reported 35%, INT 31%, SCL 16%, IFD 11% and INE 6%
- VPS Departments also reported 24.1 FTEs to CIPs of which INE reported 36%, RES 18%, SCL 8%, IFD 21%, INT 12%, and VPS 5%





3.7 VPS NPC Budget Execution to ESW

Non-Personnel Costs committed for **ESW** products: **\$8.46m**

- 71% of the allocation of \$11.8m for 2015
- 11% decrease from \$9.47m (86% of the allocation) in 2014 Q3

Non-Personnel Costs committed for **Corporate Input Products**: **\$3.68m** (excluding KNL)

- 116% of the allocation of \$3.2m for 2015
- 19% decrease from \$4.57m (110% of allocation) in 2014 Q3

TECHNICAL COOPERATION APPROVALS

3.8 TC Program

TC approvals: **\$107.8m** in **222** operations

- 58% of the volume currently projected for 2015 (\$186m)
- 15% decrease from \$127.5m in 263 operations in 2014 Q3
- Average size of TCs approved reached \$485.6k, 0.2% increase from 2014 Q3

Project Specific Grants approvals: **\$10.1m** in **11** operations

- 77% decrease from \$44m in 13 operations in 2014 Q3

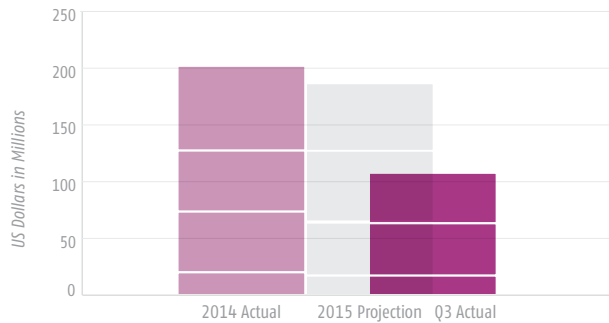
BY FUND

TCs financed with **Ordinary Capital (ORC)**: **\$57.1m** in **153** operations

- 55% of the volume currently projected for 2015 (\$103.6 m)
- 20% decrease from \$71.5m in 165 operations in 2014 Q3

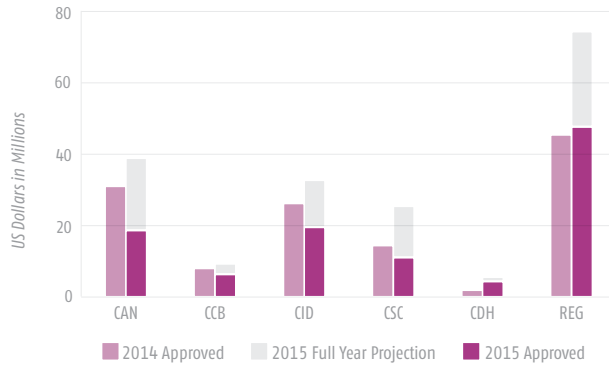
Donor Trust Fund TC approvals: **\$50.7m** in **69** operations

- 61% of the volume currently projected for 2015 (\$82.7m)
- 9% decrease from \$55.9m in 98 operations in 2014 Q3



BY COUNTRY GROUP

3.9 TC Approvals by Country Group



CAN TC approvals:
\$18.7m in **50** operations

- 48% of the volume currently projected for 2015 (\$39m)
- 40% decrease from \$31.1m in 58 operations in 2014 Q3

CCB TC approvals:
\$6.4m in **19** operations

- 68% of the volume currently projected for 2015 (\$9.4m)
- 21% decrease from \$8.1m in 21 operations in 2014 Q3

CID TC approvals:
\$19.6m in **51** operations

- 60% of the volume currently projected for 2015 (\$30.8m)
- 25% decrease from \$26.3m in 61 operations in 2014 Q3

CSC TC approvals:
\$11.1m in **24** operations

- 44% of the volume currently projected for 2015 (\$25.5m)
- 24% decrease from \$14.5m in 36 operations in 2014 Q3

CDH TC approvals:
\$4.41m in **6** operations

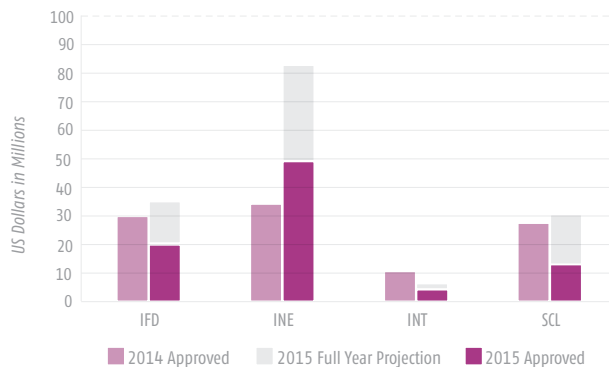
- 78% of the volume currently projected for 2015 (\$5.7m)
- 125% increase from \$2.0m in 5 operations in 2014 Q3

Regional TC approvals:
\$47.7m in **72** operations

- 64% of the volume currently projected for 2014 (\$74.0m)
- 5% increase from \$45.5m in 82 operations in 2014 Q3

BY DEPARTMENT

3.10 TC Approvals by Sector



IFD TC approvals: **\$20.2m** in **52** operations

- 58% of the volume currently projected for 2015 (\$34.8m)
- 33% decrease from \$30.0m in 74 operations in 2014 Q3

INE TC approvals: **\$49.2m** in **87** operations

- 60% of the volume currently projected for 2015 (\$82.5m)
- 44% increase from \$34.3m in 58 operations in 2014 Q3

INT TC approvals: **\$4.3m** in **5** operations

- 70% of the volume currently projected for 2015 (\$6.1m)
- 60% decrease from \$10.7m in 15 operations in 2014 Q3

SCL TC approvals: **\$13.1m** in **35** operations

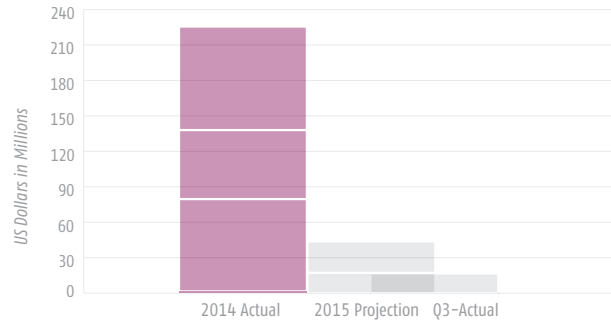
- 44% of the volume currently projected for 2015 (\$29.9m)
- 52% decrease from \$27.6m in 50 operations in 2014 Q3

INVESTMENT GRANTS

3.11 Investment Grants (IGR)

Investment Grants approvals: **\$16.7m** in **2** operations

There were 23 operations (\$225.6m) in 2014 Q3



IV. RESOURCE MANAGEMENT

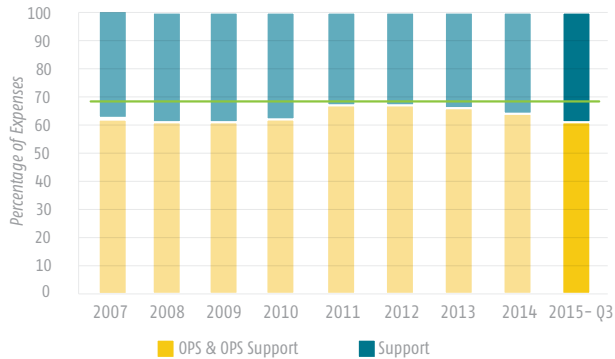
A. BUDGET AND EFFICIENCY

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: **61% (\$258m)**

- 3 percentage points decrease from 64% (\$266m) in 2014 Q3
- The CRF target is 68% by 2015



4.2 Budget Execution for PC and NPC (Includes Initiatives)

79% of the Bank's **revised²⁵ budget** for departments and initiatives was executed or committed

- one percentage point decrease from 80% in 2014 Q3

Bank's **NPC** for Departments and Initiatives executed **83%** of the revised budget

- 3 percentage points increase from 80% in 2014 Q3

VPC executed **79%** of its revised **NPC** budget

- 9 percentage points increase from 70% in 2014 Q3

VPS executed **78%** of its revised **NPC** budget

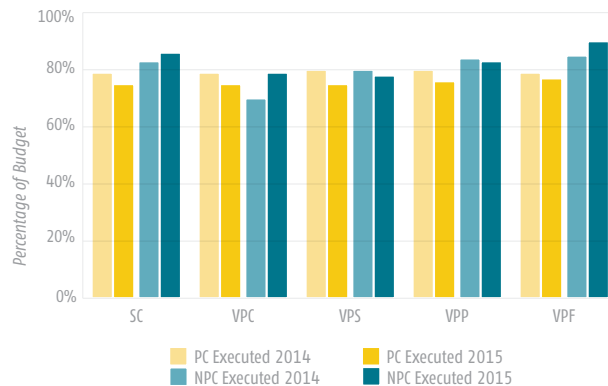
- 2 percentage points decrease from 80% in 2014 Q3

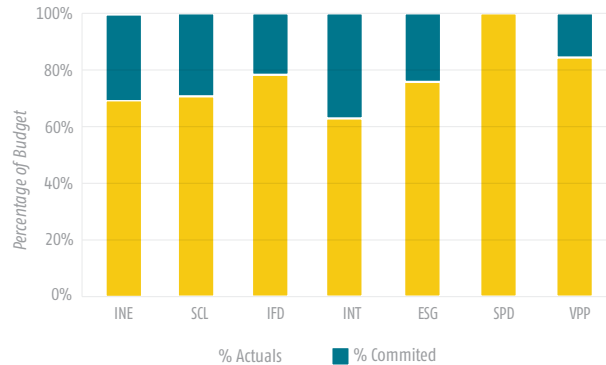
VPP executed **83%** of its revised **NPC** budget

- 1 percentage point decrease from 84% in 2014 Q3

VPF executed **90%** of its revised **NPC** budget

- 5 percentage points increase from 85% in 2014 Q3





4.3 Transactional Budget executed as a percent of Budget Allocated

Of the **operational transactional budget**:

86% (\$28.6m) has been **transferred** from VPC to VPS

- 87% (\$28.9) had been transferred in 2014 Q3

3% (\$1004k) has been **transferred** from VPC to SPD

- 3% (\$1004k) had been transferred in 2014 Q3

74% (\$21.9m) of the transferred budget has been executed

- 80% (\$23.9m) had been executed in 2014 Q3

VPP has a self-contained transactional budget. Its revised budget reached **\$7.4m**

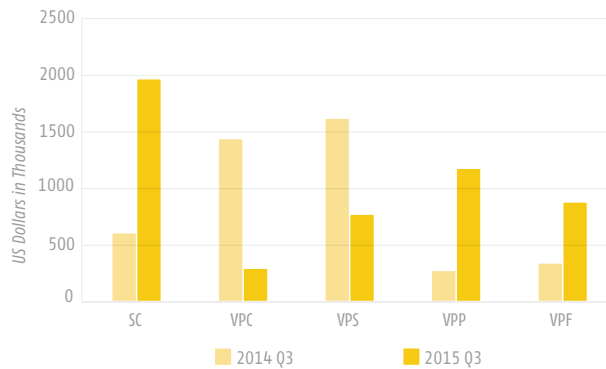
- 84% (\$6.2m) has been executed
- 95% (\$6.6m) had been executed in 2014 Q3²⁶

UNALLOCATED PERSONNEL COSTS

4.4 Personnel cost reported as Miscellaneous

Personnel cost under the **miscellaneous** category was **\$5.1m** in 2015 Q3²⁷

- 19% increase from \$4.3m in 2014 Q3



RESOURCES FOR PROJECT PREPARATION AND SUPERVISION

4.5 Staff time reported to Project Preparation and Execution

Staff Time reported to **loan operations**: **309.5 FTEs** since BOY

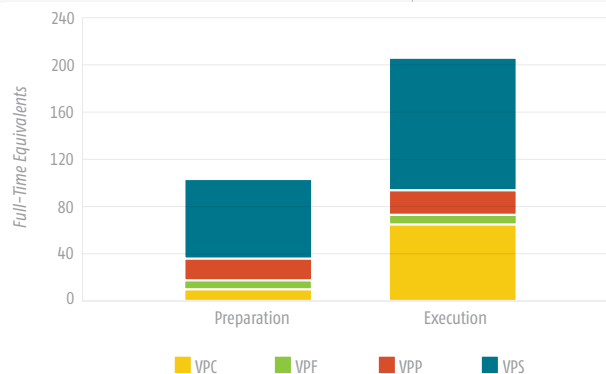
- 0.3% increase from 308.5 FTEs in 2014 Q3
- Of which, 61% (189 FTE) was reported by staff located in COF; There was an 1 percentage point increase from 60% in 2014 Q3

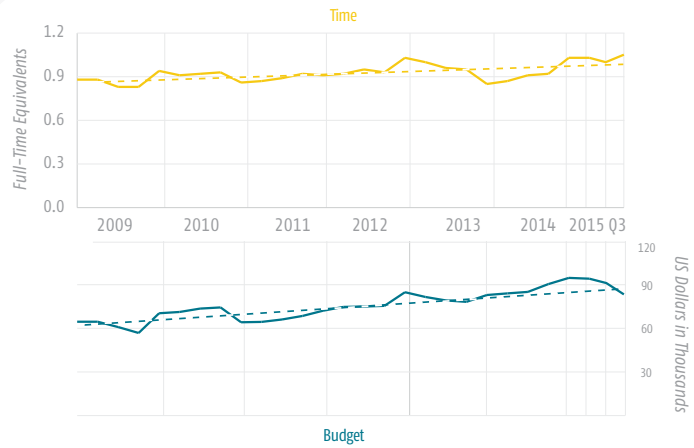
Staff Time reported to **project preparation**: **103.4 FTEs** since BOY

- 8% decrease from 112.2 FTEs in 2014 Q3
- Of which, 37% (38.2 FTE) was reported by staff located in COF; increased 2 percentage points from 35% in 2014 Q3

Staff Time reported to **projects in execution**: **206.1 FTEs** since BOY

- 5% increase from the 196.3 FTEs in 2014 Q3





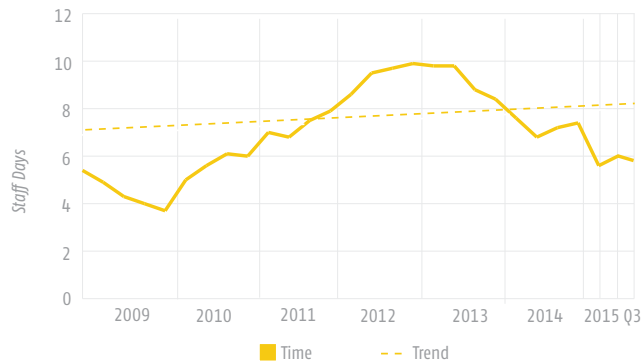
4.6 Resources for SG Project Approval

Total Staff time reported to **project preparation** since Profile approval: **1.04 FTEs** per approved project²⁸

- 14% increase from 0.92 FTEs in 2014 Q3

Cumulative NPC per project reached an average of **\$82.2K**²⁹

- 9% decrease from \$90.4K in 2014 Q3



4.7 Staff time reported to Project Execution per Million Disbursed

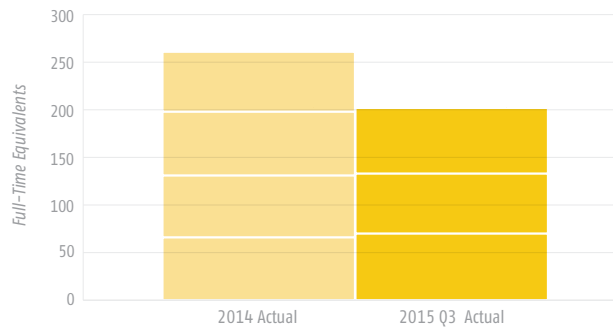
Staff time reported to SG projects in **execution per US\$ million disbursed: 5.8 days**

- 19% decrease from 7.2 days in 2014 Q3

4.8 Staff time reported to Project Execution

Staff time reported to projects in **execution: 206 FTEs**

- 4% increase from 198 FTEs in 2014 Q3

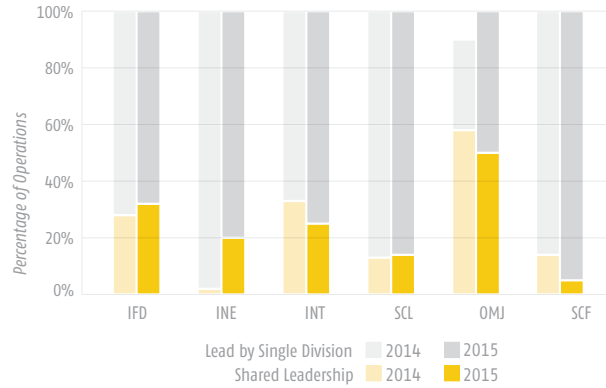


COLLABORATION

4.9 VPS & VPP Shared Inter-Divisional Leadership

Shared preparation leadership: 18% across Bank's divisions

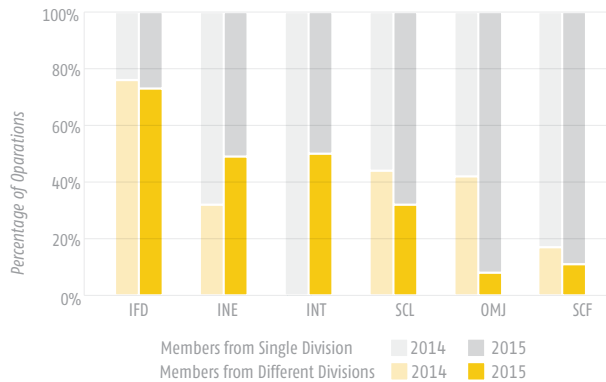
- IFD divisions shared leadership on 32% (12 ops)
- SCF divisions shared leadership on 5% (3 ops)
- INE divisions shared leadership on 20% (7 ops)
- INT divisions shared leadership on 25% (1 ops)
- OMJ divisions shared leadership on 50% (6 ops)
- SCF divisions shared leadership on 5% (3 ops)



4.10 Multidisciplinary Team compositions (Loan Operations in A Program)

Operations with registered specialists from **different Divisions as team members: 61**

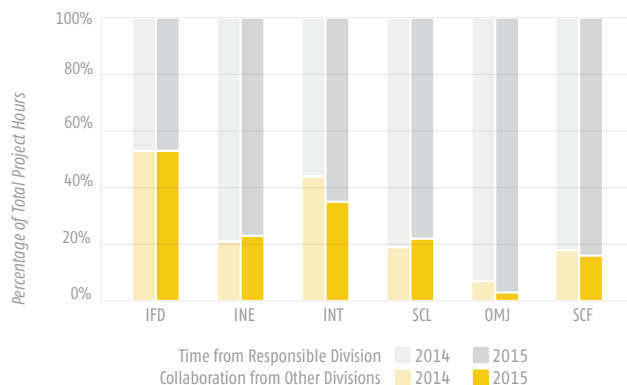
- IFD has 27 operations
- INE has 17 operations
- OMJ has 1 operation
- SCF has 7 operations
- INT has 2 operations
- SCL has 7 operations



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 as 2014 Q3

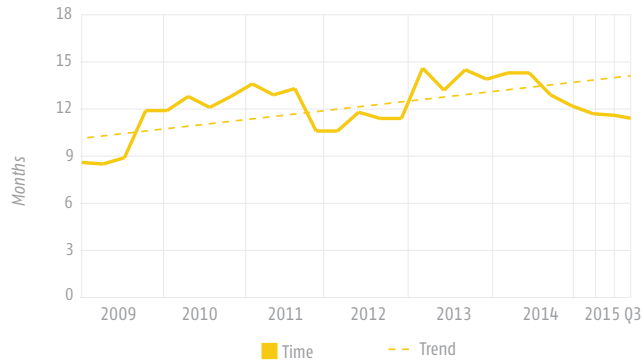


CYCLE TIMES (EFFICIENCY)

4.12 Time elapsed from Start to Approval

Time elapsed from **Start to Approval**³⁰ for **SG** investment operations: **11.3 months**

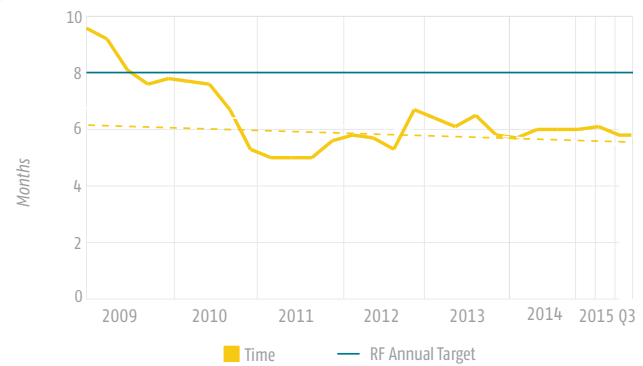
- 12% decrease from 12.9 months in 2014 Q3



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: **5.8 months**³¹

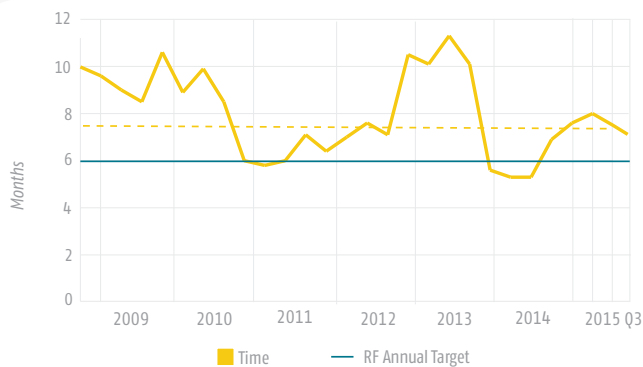
- 4% decrease from 6.0 months in 2014 Q3
- The **CRF** annual target is 8 months

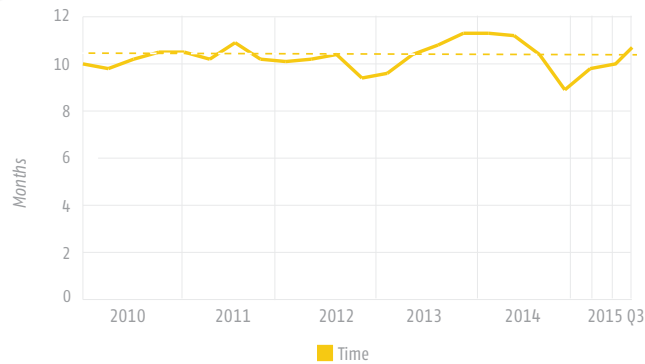


4.14 Time elapsed from Projects Profile to Approval for NSG Operations CRF

Time elapsed to prepare a project (from Profile to approval) for **NSG** operations: **7.3 months**

- 6% increase from 6.9 months in 2014 Q3
- The **CRF** annual target is 6 months

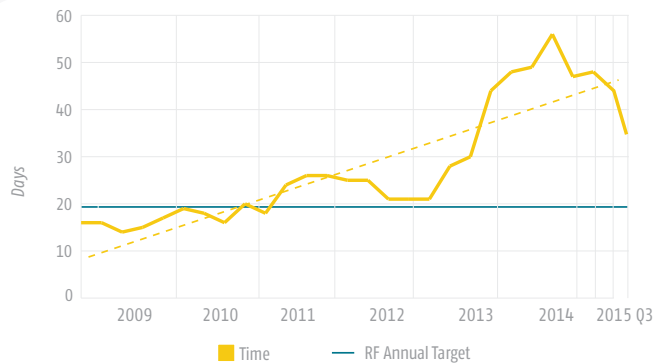




4.15 Time elapsed from Approval to Eligibility for SG Investment operations

Time elapsed from **Approval to Eligibility** for **SG** investment operations: **10.6 months**

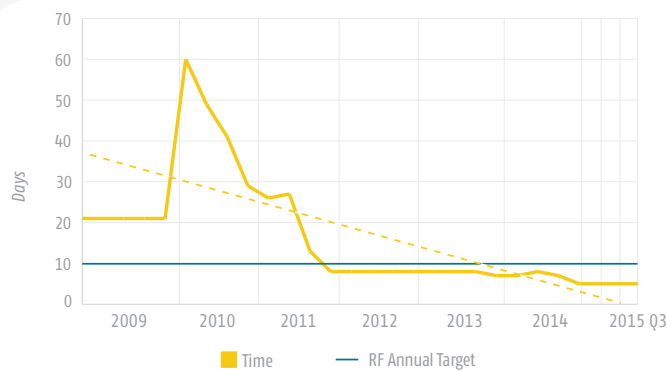
- 3% increase from 10.4 months in 2014 Q3



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

Time elapsed from **eligibility to first disbursement**³² for **SG** investment operations: **35 days**

- 38% decrease from 56 days in 2014 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: **5 days**

- 29% decrease from 7 days in 2014 Q3
- The CRF target is 10 days

B. HUMAN RESOURCES

VACANCIES AND NEW HIRES

4.18 Status of the Positions Posted and Filled - HQ

138 bankwide vacancies filled³³ as of September 30

- 156 vacancies remain unfilled (includes 16 vacant positions allocated in the Central Pool – SRE/VAC³⁴)
- 85 (62%) of vacancies filled were for Operational Vice-Presidencies (VPS, VPC, and VPP).

- 93 (67.4%) of the filled positions went to external candidates. 45 positions were filled by transfers (21 by concurso, 24 by lateral transfer). Of the 93 external hires³⁵, 49 (49.5%) were female.
- VPS filled 35 vacant positions with external candidates (34 vacancies were posted in 2015 Q1)³⁶
- 11,464 candidates

applied for 99 posted positions. 212 (1.8%) applicants were invited for interviews. Of these posted positions, more than 4,080 candidates applied to the Young Professional and Diversity Young Professional Programs posted in 2015.

- 84 (85%) of the positions to be filled were posted as international positions.

COF STRENGTHENING

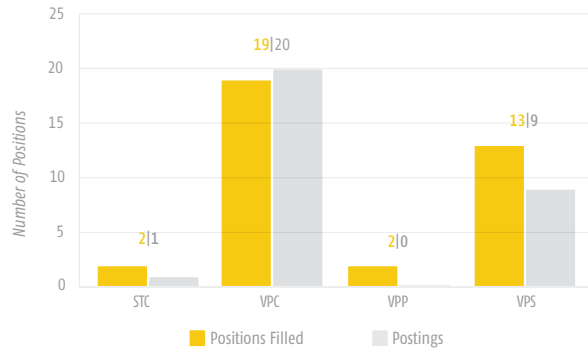
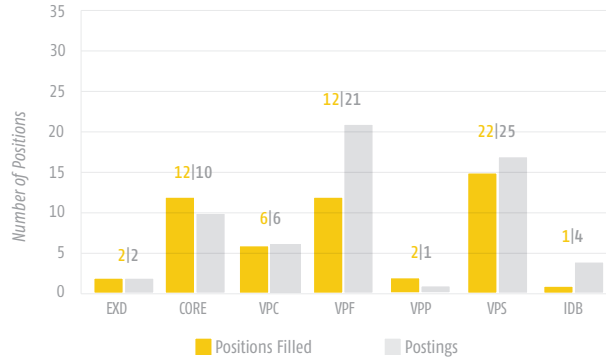
4.19 Status Positions Posted and Filled - COF

Net number of **professional³⁷ staff** on-board in COFs **increased by** 11 to 582 over 2015 Q3

- VPC professional staff on board in COF increased by 13, VPF increased by 1, Strategic Core and VPS remained the same, and VPP decreased by 1.

- Of the 35 external hires of professionals in COFs, 19 were national professionals and 16 were international

- Local professional staff in COFs increased by 2



4.20 Country Office Staff Composition

16 (38%) **VPS** professional **vacancies** as of September 30 are **assigned to COFs**

- 38% of professional staff on-board in VPS is in COFs
- 35% of VPS professional staff on-board in COFs is local
- 6 (27%) of 21 vacant positions in VPC/COF are for Operations Analysts (local professionals – Grades 9 to 6) while 17 vacancies are for professional staff.

COMPLEMENTARY WORKFORCE

4.21 Number of professional Staff and Consultants (excluding firms)

There are **443** active **consultants in COFs** with contracts over 150 days

- Equivalent to 506.8 FTEs
- 23.7% increase from 358 (equivalent to 346.1 FTEs) in 2014 Q3

There are **29** active professional **contractors** (working from firms) in **COFs**

- 3.3% decrease from 30 in 2014 Q3
- Additionally there are 89 Tata contractors and 20 system contractors in Costa

Rica at the end of 2015 Q3.

There are **759** active **DTCs** on board across the **Bank**

- 22.4% increase from 620 in 2014 Q3
- 631 are located in HQ, 126 in COFs, and 2 in ORP/EUR

EXECUTIVE AND MANAGERIAL WOMEN

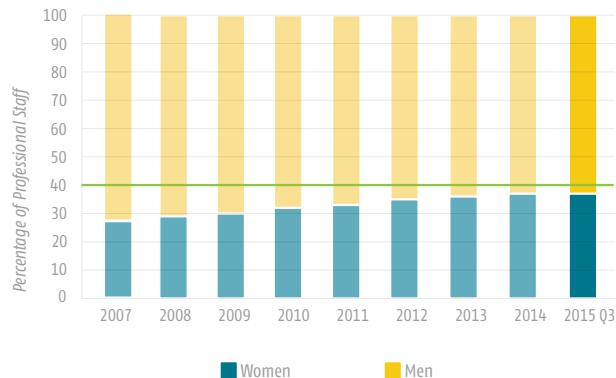
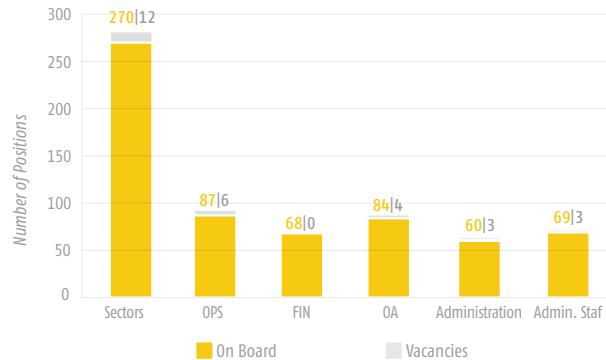
4.22 Percentage of professional and executive staff who are women, Grade 4 and above CRF

Women in grades 4 and above: 37%

- Same as 2014 Q3
- The **CRF** target is 40% by 2015.

Women in executive and representative positions: **31%**

- 2 percentage points decrease since 2014 Q3
- The **CRF** target is 38% by 2015



STAFF COMPOSITION

4.23 Percentage of Professional Staff Based in COF

Professional Staff in COF: 32%

- 1 percentage point increase from 31% in 2014 Q3
- The CRF target is 40% by 2015³⁸

Female professional staff in COF: 44%

- 3 percentage points increase since 2014 Q3
- 6 percentage points increase since 2011

Female in VP positions: 25%

- No change from 25% in 2014

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

- Same as in 2014 Q3

Staff from borrowing countries: 66% of all staff

- Same as in 2014 Q3

Staff with Doctorate degrees:

- 23.7% of the Executive level
- 26.7% of the Management level
- 15.5% of the Technical level
- Of these Staff holding a PhD:
 - 58% have an academic background from US & Canada
 - 16.1% from borrowing countries
 - 25.9% from non-regional countries

Average time of service at the Bank:

10.2 years

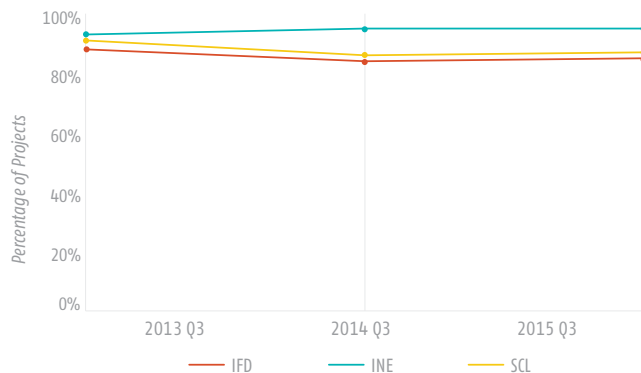
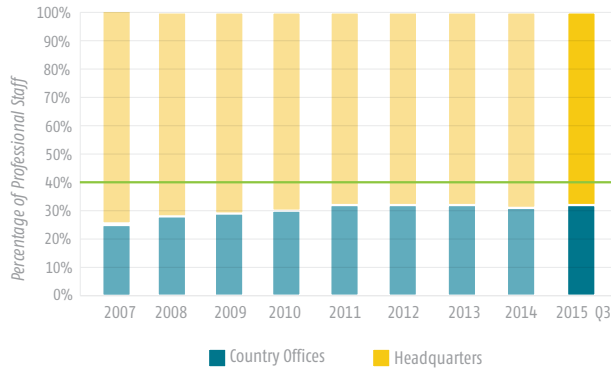
- 18.3% have less than 3 years of service
- 38.5% have 3 to 10 years of service
- 30.8% have 10 to 20 years of service
- 12.4% have 20 years of service or more

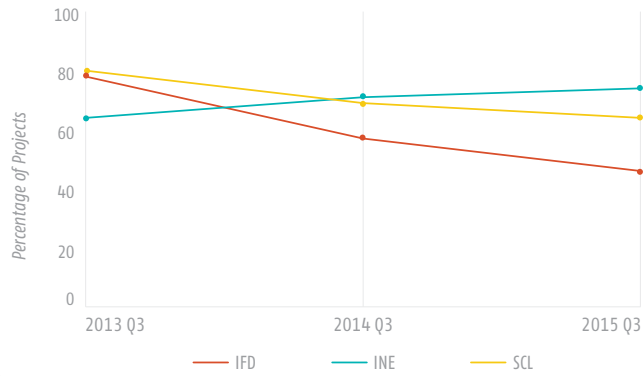
TEAM LEADERS IN COFS

4.24 Projects in Portfolio

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

- 1 percentage point less than 90% in 2015 Q3
- By Region the levels are: CSC 96%, CAN 90%, CDH 87%, CID 86% and CCB 70%





4.25 Projects in Preparation

60% of **Team Leaders** for projects in preparation³⁹ are located **in COFs**

- 3 percentage points increase from 57% registered in 2015 Q3
- By Region the levels are: CSC 79%, CDH 80%, CID 56%, CAN 61% and CCB 23%

V. KNOWLEDGE & LEARNING |

2015 **Q1Q2Q3**
**BUSINESS
REVIEW**

A. PROGRAM EXECUTION: TRAINING AND KNOWLEDGE SHARING

LEARNING ACTIVITIES - INTERNAL CLIENTS

5.1 Registrations & Participants enrolled in KNL activities

In 2015 Q3, 3,832 unique participants enrolled in at least one training and Knowledge Sharing activities

- 4.1% increase from 3,682 participants in 2014 Q3
- 26,335 registrations and 172,532 participant hours were reported in the KNL System.

65% of the 172,532 participant hours correspond to staff members

- 32% of that portion was staff from COF (down from 40% in 2014)

5.2 Average training hours per career track & location

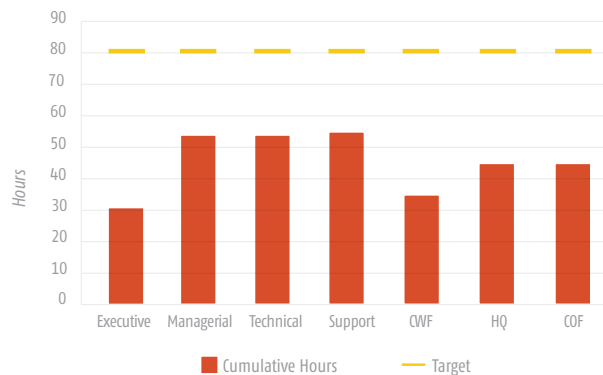
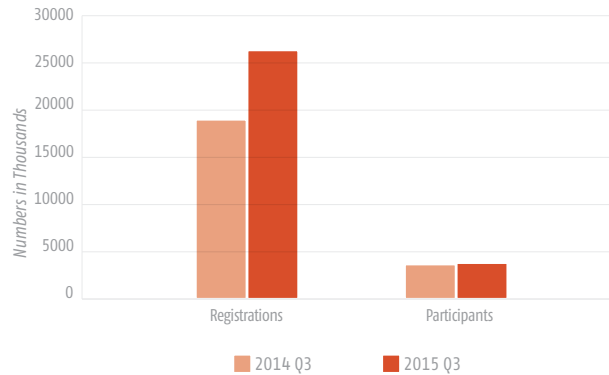
EVALUATION

KNL evaluated 201 internal events with end-of-event satisfaction surveys

- The average response rate was 73% and the average utility rate⁴⁰, 81%.
- The average composite Quality Index⁴¹ was 4 based on a five point scale.

Four follow-up evaluations were carried out for K&L programs that had occurred in 2015

- 77% response rate and a result that suggests that 85% of the participants had applied the knowledge gained



CAPACITY BUILDING ACTIVITIES - EXTERNAL CLIENTS

5.3 Average Training Hours per Participant

5,816 registered participants from the Region received 259,131 hours of training

- 6% increase when compared to 245,535 in 2014 Q3
- 86% of the hours were delivered through online courses while 14% were face-to-face events.

B. PROGRAM EXECUTION: DISSEMINATION AND COMMUNICATION

As of September 30, KNL had performed 24 level 1 evaluations⁴², of which the response rate for the events was 62% with utility rate of 90% and a Quality Index rate of 4.2.

EVALUATION ACTIVITIES FOR EXTERNAL CLIENTS

5.4 Number of views per dissemination tool

A total of **7,332 IDB Knowledge products were available in BRIK**

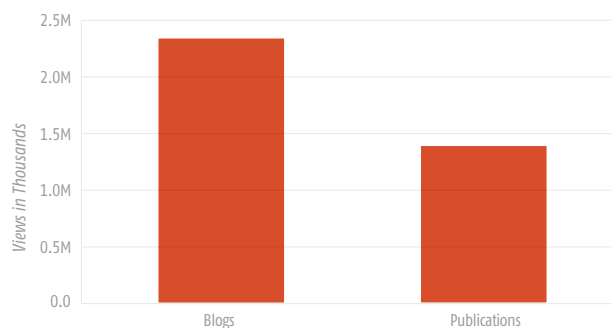
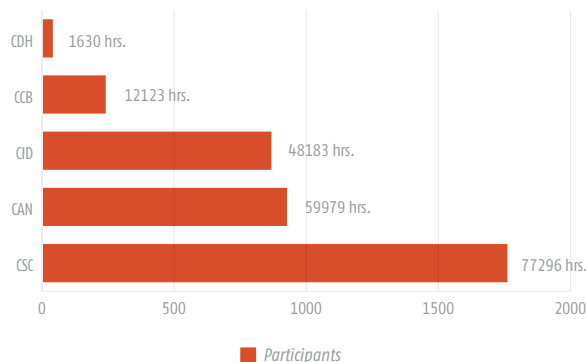
- Total visits to these publications were 999,532 yielding an average of 136 visits per publication
- As of September 30, KNL had produced technical notes that document the lessons learned from the Bank's experience, for 5 sector framework documents: Subnational Governments & Decentralization; Fiscal Management; Energy; Environment & Biodiversity and Climate Change.
- KNL has interacted with sector departments to elaborate and implement dissemination strategies for the sector framework documents produced by IFD, the 2014 Development in the Americas report on Productive Development Policies, the 2015 Development in the Americas report on Early Childhood Development and the Bank's knowledge on Violence against Women.

At the end of 2015 Q3, there were **22 Blogs** with more than 2,350,791 views

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

C. BUDGET PROGRAMMING AND EXECUTION

- Of the total resources assigned to the K&L Fund (\$6.99m) and Info fund (\$1.3m), 100% were programed and 92% committed.



VI. EXTERNAL FEEDBACK SYSTEM

A. PARTNER SATISFACTION

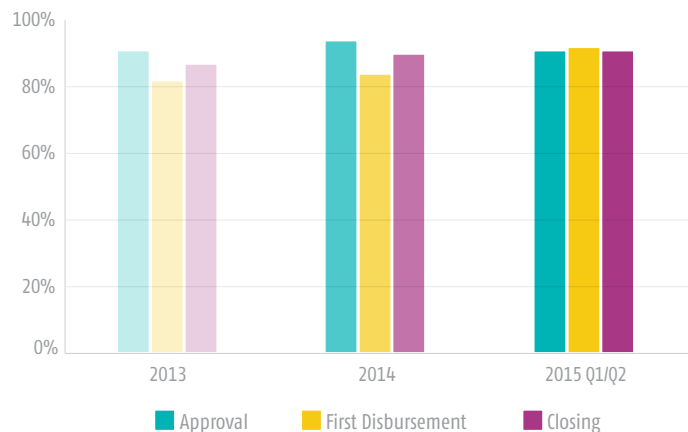
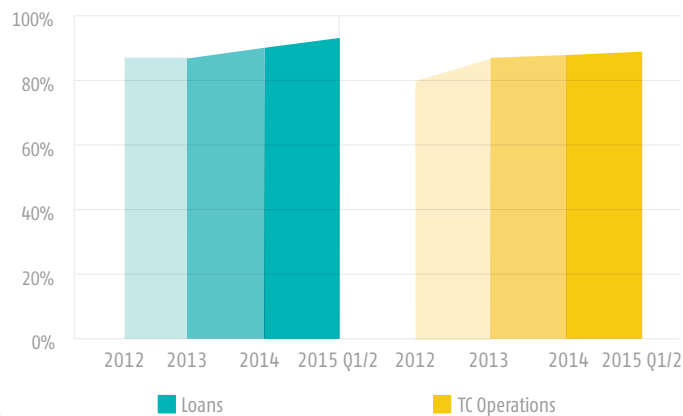
In the first semester of 2015, the IDB conducted the EFS SG Product Surveys involving a total of 739 individuals for SG Loan and TC Operations that hit the milestones of approval, first disbursement, half-disbursement or closing from October 2014 to June 30, 2015. Of these participants, 497 individuals completed the surveys for an overall response rate of 67% (229 individuals completed a loan operations survey and 268 a TC operations survey).

6.1 Partners' satisfaction with IDB delivery of Services for Loans and TCs

SG Loan Operations: 93% of external partners reported being "satisfied" (43%) or "very satisfied" (50%) with IDB delivery of services.

TC Operations: 89% of external partners reported being "satisfied" (40%) or "very satisfied" (49%) with IDB delivery of services for TC operations.

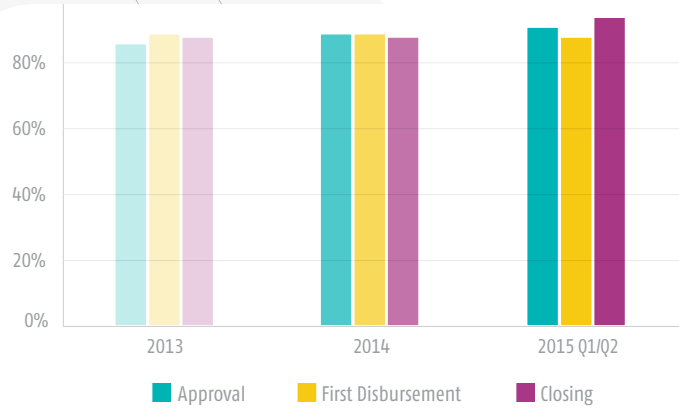
- The **CRF** target for both products is 70%



6.2 Partner Satisfaction by Milestone (SG Loans)

Loan Operations: Satisfaction at approval is 94%, 93% at first disbursement and 91% at closing.

The analysis by milestone describes the experience of partners across the project cycle. Partner satisfaction at approval was the highest (94%)



6.3 Partner Satisfaction by Milestone (TCs)

TC Operations: Satisfaction at approval is 94%, 90% at first disbursement and 88% at closing.

In 2015, partner satisfaction at approval was the highest with (94%).

AFS	Audited Financial Statements	IDB-9	9th General Capital Increase	SPD	Office of Strategic Planning and Development Effectiveness
BDA	Budget and Administrative Services Department	IIC	Inter-American Investment Corporation	SPH	Social Protection and Health Division
C&D	Countries from Group C & Group D	INE	Infrastructure and Environment Sector	T&L	Time and Labor System
CAN	Country Department Andean Group (Colombia, Peru, Venezuela, Bolivia and Ecuador)	INT	Integration and Trade Sector	TC	Technical Cooperation
CCB	Country Department Caribbean Group (Jamaica, Trinidad and Tobago, Suriname, Guyana, Barbados and Bahamas)	IFD	Institutions for Development	TFFP	Trade Finance Facilitation Program
CCLIP	Conditional Credit Line for Investment Projects	INV	Investment Operations	VPC	Vice Presidency for Countries
CID	Country Department Central America (Guatemala, Belize, El Salvador, Honduras, Nicaragua, Costa Rica), Mexico, Panama and Dominican Republic	KCP	Knowledge and Capacity Building Products	VPF	Vice Presidency for Finance and Administration
COF	Country Office	KNL	Knowledge and Learning Sector	VPP	Vice Presidency for Private Sector and Non-Sovereign Guaranteed Operations
CPD	Country Programming Document	NFP	Non-Financial Products	VPS	Vice President for Sectors and Knowledge
CSC	Country Department Southern Cone (Argentina, Brazil, Chile, Uruguay and Paraguay)	LPGS	Liquidity Program for Growth Sustainability	WSA	Water and Sanitation Division
DTF	Donor Trust Funds	NPC	Non-Personnel Costs	AR	Argentina
DEM	Development Effectiveness Matrix	NSG	Non-Sovereign Guaranteed	BA	Barbados
EDU	Education Division	OC	Ordinary Capital	BH	Bahamas, The
EME	Financial Emergency Loans	OLB	Outstanding Loan Balance	BL	Belize
EFS	External Feedback System	OMJ	Opportunities for the Majority Sector	BO	Bolivia
ESW	Economic and Sector Work	OPUS	Operations Update System	BR	Brazil
FSO	Fund for Special Operations	ORP	Office of Outreach and Partnerships	CH	Chile
FTE	Full Time Equivalents	PBL	Policy-Based Lending	CO	Colombia
FMM	Fiscal and Municipal Management Division	PC	Personnel Cost	CR	Costa Rica
FOB	Funds of the Bank (ORC, FSO, GRF)	PCR	Project Completion Report	DR	Dominican Republic
FUA	Funds under Administration	PDP	Operations Procurement Office	EC	Ecuador
GCM	Grants and Co-Financing Management Unit	PFM	Portfolio Monitoring Unit	ES	El Salvador
GEF	Global Environment Fund	PI	Performance Index	GU	Guatemala
GRF	IDB Grant Facility	PMR	Progress Monitoring Report	GY	Guyana
HQ	Headquarters	PRG	Programming Product	HA	Haiti
HRD	Human Resources Department	REG	Regional	HO	Honduras
HRG	Haiti Response Group	RES	Department of Research and Chief Economist	JA	Jamaica
ICF	Institutional Capacity and Finance Sector	CRF	Corporate Result Framework	ME	Mexico
IDB-8	8th General Capital Increase	RMG	Office of Risk Management	NI	Nicaragua
		RND	Environment, Rural Development Disaster Risk Management Division	PE	Peru
		SCF	Structured and Corporate Finance Department	PN	Panama
		SCL	Social Sector	PR	Paraguay
		SECCI	Sustainable Energy and Climate Change Initiative	SU	Suriname
		SG	Sovereign Guaranteed	TT	Trinidad and Tobago
		SMO	Strategy Monitoring Division	UR	Uruguay
				VE	Venezuela, Rep. Bol.
				RG	Regional

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- 1 Disbursement projections are as of February 28th, 2015
- 2 Program figures include OC, FSO, GRF and CTF
- 3 Approvals planned in Pipeline as of February 28th, 2015
- 4 "Multiple booked" operations refer to operations prepared 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, 2015
- 7 DSL replaces the Emergency Lending (EME) (AB-2890, 2012)
- 8 Disbursements from investment operations active at the beginning of 2015
- 9 Disbursements from FSO and IDB Grant Facility operations active at the beginning of 2015
- 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, 2015 pending eligibility is 10.4 months, the median is 8 months.
- 14 All PCR's required to be approved by June 30, 2015
- 15 Panama replaced Costa Rica as the fifth largest in 2015 Q1
- 16 Approvals projections are as of February 28th, 2015
- 17 Approved Budget 2015. Includes ORC, FSO, and GRF
- 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 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 The Evaluation Recommendation Tracking System (ReTS) was launched by the Bank in 2013 to facilitate the monitoring of recommendations stemming from the evaluation work of the Office of Evaluation and Oversight (OVE). The system requires that Management develop concrete action plans to implement the recommendations and track their progress, as a way to strengthen the Bank's accountability, as well as its ability to systematically apply lessons learned to its future activities.
A protocol governing the process and the system through which the implementation by Management of OVE's recommendations is tracked has been approved by the Board of Executive Directors in August of 2013 (GN-2607-2). As specified in the protocol, the ReTS tracks only the formal recommendations made by OVE that the Board of Executive Directors instructs Management to implement.
With the ReTS, the IDB has taken an important step towards strengthening its evaluation function. Tracking and reporting on the implementation of evaluation recommendations is considered a good practice for Multilateral Development Banks (MDBs) and is strongly encouraged by the MDB Evaluation Cooperation Group (ECG) and the Organization for Economic Co-operation and Development (OECD).
- 21 Reported by VPC as of October 22, 2015.
- 22 FTE - Full Time Equivalent
- 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, actual plus commitments.
- 26 Budget Execution - Actual plus commitments
- 27 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.
- 28 Moving average of four last quarters
- 29 Moving average of four last quarters
- 30 Measurement based on registered Start date
- 31 Note that the methodology has been fine tuned to better reflect the trend
- 32 Only operations which actually disbursed. Moving average of four last quarters
- 33 Filled with external and internal candidates. Includes postings with closing date in 2014 and hires in 2014 from postings with closing date in 2013.
- 34 Board approved Positions: 140 remain vacant
- 35 Includes 7 Young Professionals.
- 36 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.
- 37 Professional Staff: Grades 9 and above (Bankwide)
- 38 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) Includes 7 Young Professionals.
- 39 Projects in Pipeline A as of February 28th, 2015
- 40 % who answered 4 or 5 out of all respondents (on a 1-5 scale)
- 41 A weighted Index based on the ratings for the Content, Methodology, Materials and Instructor for each event
- 42 The Kirkpatrick Model of Training Evaluation: Level 1 measures Reaction, Level 2 measures Learning, Level 3 measures Behavior and Level 4 measures Results