IDB EXTERNAL FEEDBACK SYSTEM

2012–2014 REPORT

LISTENING | ENGAGING | IMPROVING

IDB
Inter-American Development Bank

The IDB supports efforts by Latin America and the Caribbean countries to reduce poverty and inequality. We aim to bring about development in a sustainable, climate-friendly way.

Established in 1959, we are the leading source of development financing for Latin America and the Caribbean, with a strong commitment to achieve measurable results, increased integrity, transparency, and accountability. We have an evolving reform agenda that seeks to increase our development impact in the region.

While we are a regular bank in many ways, we are also unique in some key respects. Besides loans, we also provide grants, technical assistance and do research. Our shareholders are 48 member countries, including 26 Latin American and Caribbean borrowing members, who have a majority ownership of the IDB.

Since 1987, GlobeScan has helped clients measure and build value-generating relationships with their stakeholders, and to work collaboratively in delivering a sustainable and equitable future.

Uniquely placed at the nexus of reputation, brand, and sustainability, GlobeScan partners with clients to build trust, drive engagement, and inspire innovation within, around, and beyond their organizations.

This report has been prepared by GlobeScan Incorporated for the Inter-American Development Bank.

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ACRONYMS

CAN	Country Department Andean Group
CCB	Country Department Caribbean
CDH	Country Department Haiti
CID	Country Department Central America, Mexico, Panama & Dominican Republic
CRF	Corporate Results Framework
CSC	Country Department Southern Cone
CSO	Civil Society Organization
DEO	Development Effectiveness Overview
DK/NA	Don't know/No answer
EFS	External Feedback System
FFF	Flexible Financing Facility
FSO	Fund for Special Operations
GCI-9	Ninth General Capital Increase in Resources
GPS	General Perceptions Survey
HMIC	Higher- and Middle-Income Countries
IDB	Inter-American Development Bank
IDBG	Inter-American Development Bank Group
IIC	Inter-American Investment Corporation
LAC	Latin American and the Caribbean
MDB	Multilateral Development Bank
MIF	Multilateral Investment Fund
NGO	Non-Governmental Organization
NSG	Non-sovereign Guaranteed
OMJ	Opportunities for the Majority
RF	Results Framework
SCF	Structured and Corporate Finance
SG	Sovereign Guaranteed
TC	Technical Cooperation

MESSAGE FROM VERÓNICA ZAVALA
GENERAL MANAGER, OFFICE OF STRATEGIC PLANNING & DEVELOPMENT EFFECTIVENESS

The Inter-American Development Bank implemented the External Feedback System (EFS) with the goal of capturing the perception of its diverse partners throughout government, civil society, and the public and private sectors about the Bank's products and services. The EFS has provided valuable insights that allow us to make informed strategic decisions about the Bank's future, as well as shape our day-to-day business practices and improve our products and processes.

By listening to our partners, we are continually identifying ways to improve "what" we do and "how" we do it. For example, our partners have emphasized the need for greater flexibility, country customization, faster processing times, and more knowledge sharing. This feedback was used to inform the update to the Bank's Institutional Strategy, which will guide our work over the next four years.

We are proud to share in this comprehensive report the findings drawn from the EFS during the 2012–2014 period. Not only are we listening, engaging, and improving, but we are also reaffirming our commitment to increased transparency and accountability about the Bank's performance.

We hope you will take the time to read our report and that you will continue to support us on this journey of continuous learning and improvement.

And finally, thanks to all of you who participated in our surveys and telephone interviews. It is by working together that we can catalyze and facilitate development in a way that improves lives throughout Latin America and the Caribbean.

Verónica Zavala
General Manager
Office of Strategic Planning and Development Effectiveness
Inter-American Development Bank

KEY FINDINGS

OVERALL IMPRESSIONS OF THE IDB

A large majority of stakeholders believes that the IDB has a positive impact on the overall development of countries in Latin America and the Caribbean. More than 8 out of 10 partners report satisfaction with the IDB's delivery of services such as loans, technical cooperation, or financial products, and 99% of all partners would recommend the IDB as a development partner for other projects.

The majority of stakeholders see the IDB as being effective in supporting sustainable development. Government stakeholders report the highest levels of satisfaction regarding the IDB's effectiveness in supporting sustainable development, likely due to their greater familiarity with the Bank, particularly its financial support. One of the IDB's top strengths among stakeholders is its contribution to poverty reduction. Eight out of 10 survey respondents consider the IDB to be the partner of choice to help address development needs. Overall, stakeholder perceptions indicate that the Bank is making good progress toward achieving its two overarching objectives of the GCI-9 mandate: contributing to reducing poverty and inequality, and contributing to achieving sustainable growth.

PERCEIVED STRENGTHS OF THE IDB

The IDB's predominant strength is its deep regional and country-level knowledge. Partners value the IDB's understanding of country priorities and context. The technical expertise and experience of the Bank in implementing projects is also highly valued and countries want to have more access to this knowledge. In particular, partners think that expert knowledge in the design and implementation of good projects, flexibility in project execution, and a deep understanding of the country are among the most important attributes for selecting a development institution with which to partner.

The knowledge and responsiveness of IDB staff is recognized and highly valued. Stakeholders are confident that IDB staff have the knowledge to help solve development challenges. This is reflected by the fact that respondents want more in-person interaction with IDB staff through workshops, seminars, or as consultants throughout project implementation.

Stakeholders describe the Bank's key attributes as competent, collaborative, and a partner for problem solving. These attributes were selected by stakeholders as some of the most important attributes in a development institution. The IDB is recognized for being particularly collaborative with government stakeholders. Overall, findings show that the IDB is not just viewed as a bank, but as a trusted advisor.

PERCEIVED AREAS FOR IMPROVEMENT

Reducing bureaucratic procedures is one potential area where the IDB can improve performance. Partners perceive IDB staff to be very responsive and accessible, but some perceive the process of approving loans or technical cooperation to be slow. That said, bureaucratic procedures and slowness are common complaints about international financial institutions and GlobeScan's advanced analysis indicates that bureaucracy is not considered to be of high importance in terms of shaping stakeholders' views of the IDB's development impact. Despite concerns about bureaucratic procedures and slowness, satisfaction ratings in relation to timeliness are still moderately high for most IDB products, and there has been an improvement in perceptions of the IDB's performance since 2012.

Being more flexible, primarily in project processes, is also an area that can be improved. "Flexibility of project execution" is cited as one of the most important attributes for a partner and the IDB is perceived to have made good progress, with an increase in levels of satisfaction with the Bank's flexibility and ability to adapt to change since 2012.

There is an opportunity for the IDB to benefit from being more proactive with its knowledge sharing. Adopting more proactive approaches to sharing knowledge and experiences is mentioned as an area that can drive up awareness and increase familiarity with the IDB's product offerings. Many respondents mention the need for more seminars and workshops. There is also a perceived demand for more in-person engagement and two-way interaction to facilitate greater sharing of best practice examples and information on the IDB's work in other regions.

PERCEIVED REGIONAL PRIORITIES

Stakeholders believe social policy, in particular education, health, and social security, to be the highest strategic priorities and they consider the IDB to be contributing greatly in these areas. Infrastructure development, such as roads, airports, and drinking water/sewage systems, is also considered a very important priority and an area where the IDB's contribution is thought to be substantial. Partners believe the IDB is focused on the right areas and should "do more of what it's doing," which is good news, as social policy and infrastructure development are two of the five sector priorities of the IDB's institutional strategy.

THE IDB GROUP AND THE PRIVATE SECTOR

Overall, private sector partners value their relationship with the IDB Group (IDBG). The private sector arm of the IDBG is composed of four entities: the Structured and Corporate Finance Department (SCF), the Inter-American Investment Corporation (IIC), the Multilateral Investment Fund (MIF), and Opportunities for the Majority (OMJ). For purposes of this study, when the IDBG is mentioned, it refers to the private sector arm of the IDBG. The IDBG finances private sector projects or projects without a sovereign guarantee that contribute to development. Overall satisfaction with IDBG's products is very high and nearly 9 out of 10 partners think of the IDBG as a partner that supports efforts to provide financial returns while increasing social or environmental impact. Partners mention that the time to access financing, pricing, and the flexibility of financial products are the most important attributes when selecting a development finance institution with which to partner. Satisfaction among these partners regarding the IDB's flexibility and pricing is high with, on average, 7 out of 10 indicating satisfaction. Conversely, time to access financing is one area where the IDB could improve, as only 44% of partners indicate that they are "Satisfied" or "Very satisfied."

Partners see opportunities for greater engagement between the IDBG and the private sector. Government partners mention that there is a potential opportunity for the IDBG to improve and deepen its engagement with the private sector. Partners would like to see more private sector involvement via public-private partnerships (PPPs), through which the private sector can help not only help to finance development projects but also to share best practices and be a positive force for innovation and process modernization. In PPPs, the IDBG is seen as playing an important role as a facilitator or mediator between government and the private sector. Being considered both "collaborative" and a "partner for problem solving," it is likely well placed to fill this role. This is also a key strategic goal supported by the IDB's GCI-9 to foster development through the private sector.

SOVEREIGN GUARANTEED LOAN OPERATIONS SURVEY HIGHLIGHTS

Nine out of 10 partners have a favorable impression of the IDB as a partner for development. Satisfaction is highest with the IDB's understanding of country priorities, the context in which projects are executed, its sector knowledge, and technical expertise.

With regard to the contractual aspects of loans, partners report the highest satisfaction levels with the loan amounts, financial requirements in the loan agreement, and financial terms of the loans. Satisfaction is relatively lower regarding the relevance of project indicators to measure expected outcomes and environmental reporting requirement provisions in the loan agreement.

The IDB is also highly rated for its collaboration with government, but satisfaction is lower on collaboration with groups outside of government. This could be due to a lack of awareness of the Bank's activities with other donors and groups outside of government.

TECHNICAL COOPERATION SURVEY HIGHLIGHTS

Impressions of the IDB as a partner for development are very high, with 9 out of 10 partners rating the Bank favorably. Three-quarters of partners believe that the Bank has contributed toward building institutional capacity. More than half say that the IDB has increased their knowledge on specific topics, and half consider it to have improved their organization's work practices.

Partners are highly satisfied with the IDB's ability to understand the priorities of a country, its sector knowledge, and the relevance of outputs delivered from technical cooperation.

Stakeholder perceptions suggest that there is room for the IDB to further improve the quality of services by being more proactive in sharing other country's experiences and by improving the usefulness of reporting requirements.

COUNTRY STRATEGY SURVEY HIGHLIGHTS

Satisfaction with the country strategy preparation process is high overall. Participants rate their satisfaction with the IDB's performance as highest in the areas of understanding the country context, as well as national priorities and development challenges.

When asked to indicate their level of agreement with statements relating to the Bank's performance on a number of key objectives, the highest levels of agreement are associated with the IDB's ability to focus on priority areas that contribute to the achievement of a country's development objectives. The lowest levels of agreement are in using lessons learned from previous country strategies.

FINANCIAL PRODUCTS SURVEY HIGHLIGHTS

Overall, the IDB enjoys strong levels of satisfaction from partners on all measures related to financial products and options to manage debt. Almost all partners believe IDB's Flexible Financing Facility (FFF) offers a broad array of financial instruments to better manage debt with the IDB.

The performance of IDB staff is rated very high overall, with partners showing the highest levels of satisfaction with the professionalism and accessibility of IDB staff as well as their timely responses to inquiries.

In terms of financial product options, satisfaction is highest with the financial terms of loans, the Bank's offering of tailor-made amortization schedules, and the options to manage interest rate risk in loans. Although still high, satisfaction is relatively lower in the areas of lending charges and loan currency risk management.

NON-SOVEREIGN GUARANTEED OPERATIONS SURVEY HIGHLIGHTS

Partners are highly satisfied (92%) with the IDBG's products. When examining specific measures, satisfaction is highest among partners with regard to the authority given to team leaders, the clarity of processes, and the IDBG's technical expertise.

In terms of the IDBG's project cycle, partners are most satisfied with the disbursement process, portfolio management, and the project design or due diligence phase. At the other end of the scale, respondents are less satisfied with the IDBG's ability to mobilize additional resources, its fees, and the time it takes to access financing.

Respondents are, on the whole, positive about their ability to make investments that increase both financial returns and social and/or environmental impact.

GENERAL PERCEPTIONS SURVEY HIGHLIGHTS

Overall, perceptions of the IDB's effectiveness in supporting sustainable development are positive, particularly among government and public enterprise stakeholders. Perceptions among stakeholders in the private sector and knowledge-producing groups are also generally positive overall. However, a minority (about 10%) of these two groups was unable or unwilling to rate the Bank's effectiveness, which may be due to lack of familiarity.

Overall, stakeholders are most familiar with the IDB's work related to financial support, such as loans and technical cooperation, and least familiar with non-financial support, such as strategic dialogue or programming.

The statements that stakeholders agree with the most are that IDB staff have the knowledge to help solve development challenges, and that the IDB is the partner of choice to help address development needs. Agreement is somewhat lower with the statement that the IDB is easy to do business with or that IDB-financed operations are processed in a timely manner.

Three in four stakeholders agree that the IDB's processes to prevent fraud and corruption in IDB-financed operations are communicated effectively, while 44% agree that the IDB's safeguards enhance development impact.

Overall, stakeholders perceive the IDB's performance on the various measures to align very well with what matters most to them, such as its knowledge to solve development challenges, its efforts in capacity building, being a partner of choice, and having staff who know how to get things done.

INTRODUCTION

The Inter-American Development Bank (IDB) is the largest source of development financing in Latin America and the Caribbean and is committed to achieving measurable results while adhering to high standards of transparency, integrity, and accountability. In line with these principles, the IDB has published the following public report to share perceptions of the Bank with stakeholders, showing not just its strengths and positive impact but also its weaknesses and potential areas for improvement.

The IDB has an ever evolving reform agenda that aims to increase its development impact in the region. In 2010, the Governors of the IDB gave the Bank a mandate to become more effective in its efforts to reduce poverty and inequality in its 26 Latin American and Caribbean borrowing member countries. This mandate comprises a set of commitments and principles that were approved during the Ninth General Capital Increase in Resources (GCI-9) and are being implemented over a four-year period beginning in 2012. The Corporate Results Framework (CRF) was created shortly thereafter to provide the IDB with an accountability mechanism to measure progress in achieving results in the various institutional priorities. The CRF comprises four components, as shown in figure 1.1.

The External Feedback System (EFS) is a tool to measure progress in achieving the fourth component of the CRF: operational effectiveness and efficiency. The EFS was created in 2012 to capture external feedback from partners in government, civil society, and public and private sectors regarding the IDB's products, services, and comparative advantages. This systematic approach to evaluating operational effectiveness and efficiency is aimed at enhancing performance and improving the way the Bank responds to the evolving needs of borrowing member countries.

RESULTS FRAMEWORK FIG 1.1

- Operational effectiveness and efficiency
- Lending program estimates
- Output contributions
- Regional development goals

Performance

Results

The EFS approach includes a family of online surveys that gather information and conduct analysis at specific milestones across the project cycle. It consists of a General Perception Survey (GPS), Latinobarómetro, and product-specific surveys.

The IDB product surveys are an essential component of the EFS and are implemented by the Office of Strategy Planning Development Effectiveness (SPD) and governed by the EFS Coordination Committee comprised of senior staff from different Bank departments. The product surveys measure the perceptions of partners on specific IDB products such as country strategies, sovereign guaranteed (SG) loan operations, technical cooperation (TC) operations, financial products, and non-sovereign guaranteed (NSG) operations.

In 2012, the IDB conducted its first round of online surveys with the Country Strategy Survey, Sovereign Guaranteed Loan Operations Survey, and Technical Cooperation Operations Survey. Findings from these surveys can be found in the 2012 Development Effectiveness Overview (DEO) report. In 2013, the Non-sovereign Guaranteed Survey and Financial Products Survey were added to the above-mentioned surveys. With the exception of the Financial Products Survey, all the surveys were administered again in 2014.

The Latinobarómetro is another element of the EFS. It is an annual public opinion survey that captures views from 18 Latin American countries on issues such as democracy, attitudes, behaviors, and values. It is implemented by the Latinobarómetro Corporation, which is a non-profit NGO based in Santiago, Chile.

The GPS is the remaining component of the EFS and is sent to a wide range of stakeholders to identify the priorities of the borrowing member countries and understand how well the IDB is addressing development needs. It also provides a series of high-level analyses that highlight the strengths and weaknesses of the IDB's performance, and underlines areas of improvement for the Bank. In 2013, the IDB commissioned GlobeScan, a global stakeholder and reputation research consultancy, to conduct the IDB's first GPS.

The GPS engaged 2,679 stakeholders across all 26 borrowing member countries and was conducted between November and December 2013. To further explore themes and issues that emerged from the GPS and increase engagement with stakeholders, the IDB commissioned GlobeScan to conduct in-depth follow-up telephone interviews between July and August 2014 with 26 survey participants.

As part of its efforts to share knowledge and deepen dialogue with stakeholders, the IDB has engaged GlobeScan to prepare the following executive summary, which details key findings from the GPS and IDB product surveys.

EXTERNAL FEEDBACK SYSTEM

FIG 1.2

OUTLINE

This report consists of an introduction, executive summary, and seven sections that describe key findings from the various surveys. An appendix follows these sections, and includes the sample composition and methodology for each survey as well as the question wording for the GPS and SG Loan Operations Survey.

Section 1 reviews the results of the IDB's Sovereign Guaranteed Loan Operations Survey. It assesses partner opinions on the quality of the IDB as a development partner and on its technical assistance. It further measures partner views on contractual terms, timeliness, collaboration, and coordination with key stakeholders.

Section 2 assesses perceptions from the IDB Technical Cooperation Operations Product Survey. Similar to section 1, it evaluates partner opinions on the quality of the IDB as a development partner and on its technical assistance. It also assesses satisfaction related to contractual terms, timeliness, and collaboration and coordination with key stakeholders.

Section 3 describes findings from the IDB Country Strategy Product Survey. It examines feedback from partners on various aspects of the country strategy, such as the strategy preparation process, timeliness of loan approval, and satisfaction.

Section 4 examines the results of the IDB's Financial Products Survey. It measures satisfaction levels based on partner use of IDB's financial products and debt management options, delivery of such products, technical assistance, timeliness, managerial support, and financial product information.

Section 5 examines responses from the IDB's Non-Sovereign Guaranteed Product Survey. It evaluates private sector partner satisfaction with the IDBG's performance, project style, responsiveness, and legal process. It also looks at their legal framework preference, risk appetite, and what they feel are the Bank's most useful instruments.

Section 6 reports the results of the General Perception Survey (GPS) conducted with key stakeholders from the public and private sectors, knowledge-producing groups, and Civil Society Organizations. It examines stakeholder perceptions of the IDB's strengths and weaknesses, as well as its strategic priorities. It also assesses perceptions on specific aspects of the Bank's performance.

Section 7 summarizes key findings from the follow-up qualitative in-depth telephone interviews with GPS respondents in the public sector. Key themes touched on include the ease of doing business with the Bank; country priorities; the role of the private sector; views on knowledge sharing; and how the IDB can foster innovation and improve its performance.

Notes to Readers: *Unless stated otherwise, all results in the charts and tables are conveyed as percentages. These results may not always add up to 100% due to rounding.*

The majority of questions in the IDB product surveys ask respondents to rate their level of satisfaction with various aspects of the Bank. The scale for these questions ranges from "Very dissatisfied" (1), "Dissatisfied" (2), "Somewhat dissatisfied" (3), "Somewhat satisfied" (4), "Satisfied" (5) to "Very satisfied" (6). To measure levels of awareness of IDB activities as they relate to specific measures, participants were also given the option to answer "Don't know/No answer" (DK/NA) and "Not applicable" for most questions.

The IDB has set the bar for measuring progress on the CRF high. It has set and surpassed a target of 70% for those who are overall "Satisfied" or "Very satisfied" with the delivery of IDB products or services. For this reason, the reporting on product surveys primarily focuses on these two ratings.

2014 SURVEYS

SOVEREIGN GUARANTEED LOAN OPERATIONS PRODUCT SURVEY

The Bank makes loans and guarantees to governments, as well as governmental entities, enterprises, and development institutions of its borrowing member countries to help meet their development needs. In the case of loans and guarantees to borrowers other than national governments or central banks, the Bank follows the policy of requiring a joint and several guarantee engaging the full faith and credit of the national government.

In this section we report on the results of the IDB's 2012–2014 SG Loan Operations Survey, which measures satisfaction levels on a six-point scale based on partner experiences working with the Bank in specific areas, such as the following:

- Delivery of services related to SG loan operations
- Quality of the IDB as a development partner
- Quality of technical assistance
- Contractual terms
- Timeliness
- Collaboration and coordination with key stakeholders

The sample for this survey is composed of 573 participants across 26 countries. Participants represent various offices from the public, private, and non-government sectors. For a detailed breakdown of this sample, please refer to Appendix A.

MAJOR FINDINGS FOR SG LOAN OPERATIONS

- Partners are highly satisfied with the IDB's delivery of services, and there has been a general improvement in satisfaction ratings compared to 2012 data, with the highest improvements related to perceptions of the IDB's sector knowledge, flexibility, and time to approve loans. The only area where there has been a notable drop in satisfaction relative to 2012 is in sharing experiences of other countries.

- Partners are highly satisfied with the quality of the IDB as a development partner, in particular with the Bank's sector knowledge and its ability to understand country context and priorities.

- The ability to be flexible during project execution and having expert advice in designing and implementing projects are the two most important attributes that partners consider when selecting a development institution.

- The best perceptions of the IDB are in the quality of technical assistance, particularly with the Bank's sector knowledge and technical expertise.

- Participants are highly satisfied with all aspects of the IDB's contractual terms, especially with the loan amounts and the financial requirements of SG loans.

- Satisfaction with timeliness of IDB staff in providing responses is notably high, while satisfaction with the actual time in giving non-objections regarding procurement and in approving the loans is somewhat lower.

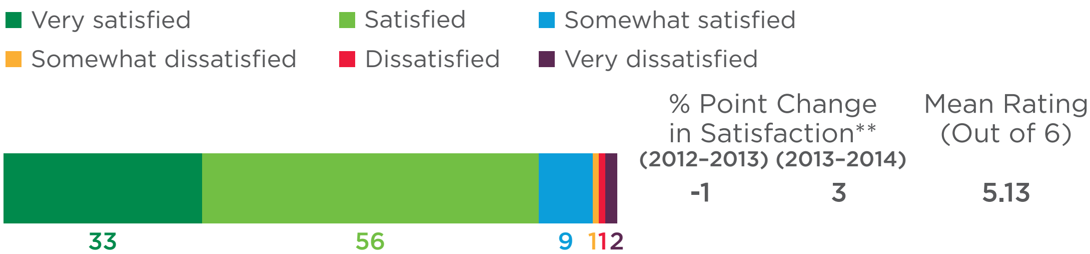
- The IDB's collaboration and coordination with government is well regarded, but cooperation with donors and institutions outside of this group is seen less positively.

SATISFACTION WITH THE IDB'S DELIVERY OF SERVICES

Almost 9 out of 10 respondents report a high level of satisfaction with the IDB's delivery of services (33% are "Very satisfied"). A very small minority is "Somewhat dissatisfied" (1%), "Dissatisfied" (1%), or "Very dissatisfied" (2%).

SATISFACTION WITH IDB DELIVERY OF SERVICES* FIG 2.1

All Partners, Cumulative Ratings, 2012–2014



*For this question 1% of respondents selected DK/NA. Data represented in this chart is only for those who rated their level of satisfaction.

**Refers to a change in percentage points for satisfaction ("Very satisfied" + "Satisfied") between 2012–2013 and 2013–2014 data. The percentage point change comparison excludes DK/NA answers.

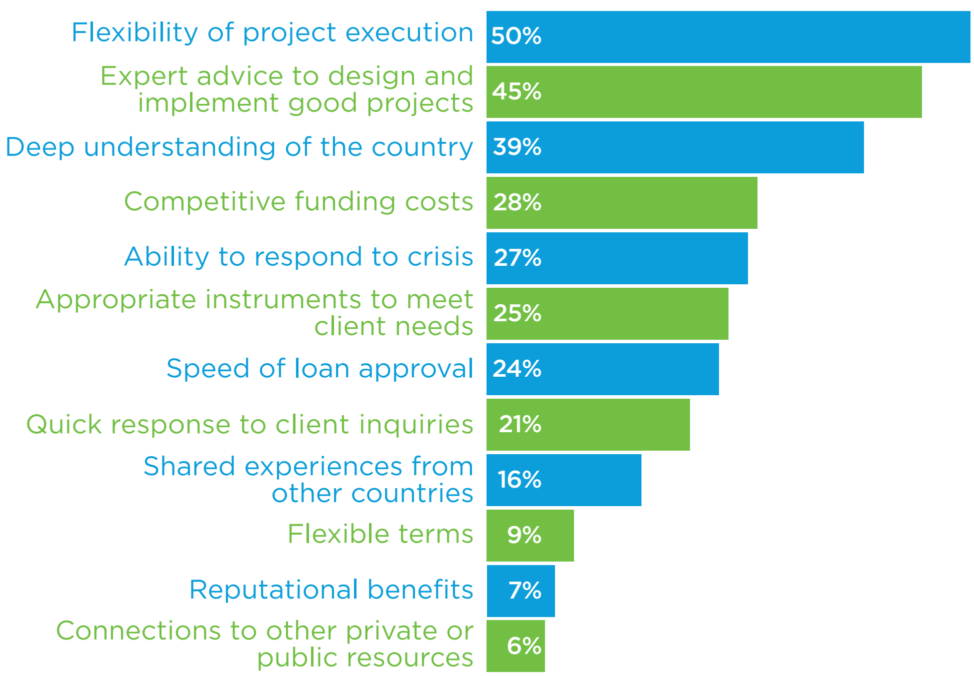
MOST IMPORTANT ATTRIBUTES FOR PARTNERS

Respondents were asked to choose up to three attributes that they consider important when selecting a development institution with which to partner. Fifty percent of respondents state that flexibility of project execution is one of the most important attributes in selecting a development partner. This is followed by providing expert advice to design and implement good projects (45%) and having a deep understanding of the country (39%).

Connections to other private/public resources, reputational benefits, and flexible terms are the least selected attributes, with fewer than 10% of partners considering each to be among the most important.

MOST IMPORTANT ATTRIBUTES FOR PARTNERS FIG 2.2

Prompted, Up to Three Selections, All Partners, 2012–2014



OVERALL IMPRESSION & PERCEPTIONS OF QUALITY AS A DEVELOPMENT PARTNER

The overall impression of the IDB as a partner for development is very positive, with 91% reporting a favorable impression (of which 45% are "Very favorable"). Furthermore, almost all partners (99%) answered "yes" to a question on whether they would recommend the IDB as a development partner for other projects.

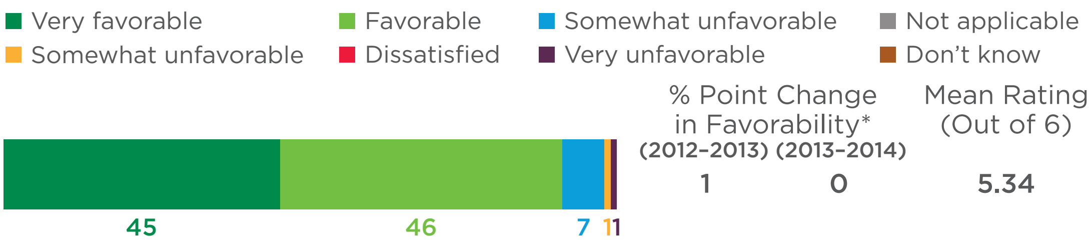
Respondents were also asked to rate their satisfaction with the quality of the IDB as a development partner based on their experiences in three key areas noted in the chart below.

The IDB is most positively rated for its understanding of a country's priorities, with 87% reporting satisfaction (40% of which are "Very satisfied"). Ratings on understanding the context in which the project is/was executed are also high, with satisfaction ratings of 85% (of which 39% are "Very satisfied"). Flexibility in adapting to change, while receiving somewhat lower satisfaction ratings, is still rated high overall with a satisfaction level of 77% (with 29% being "Very satisfied"). Additionally, between 2012 and 2014, positive ratings of flexibility have increased by 8 percentage points among those who report satisfaction.

> **"The bank needs to be more flexible with regards to change and the adjustment of results (i.e., to enable revisions with less time and with less bureaucracy). This is mainly for projects in which there was too much time between the design and project approval."**
>
> **—SG Loan Operations Survey, Brazil**

OVERALL IMPRESSION OF IDB AS A PARTNER FOR DEVELOPMENT (%) FIG 2.3

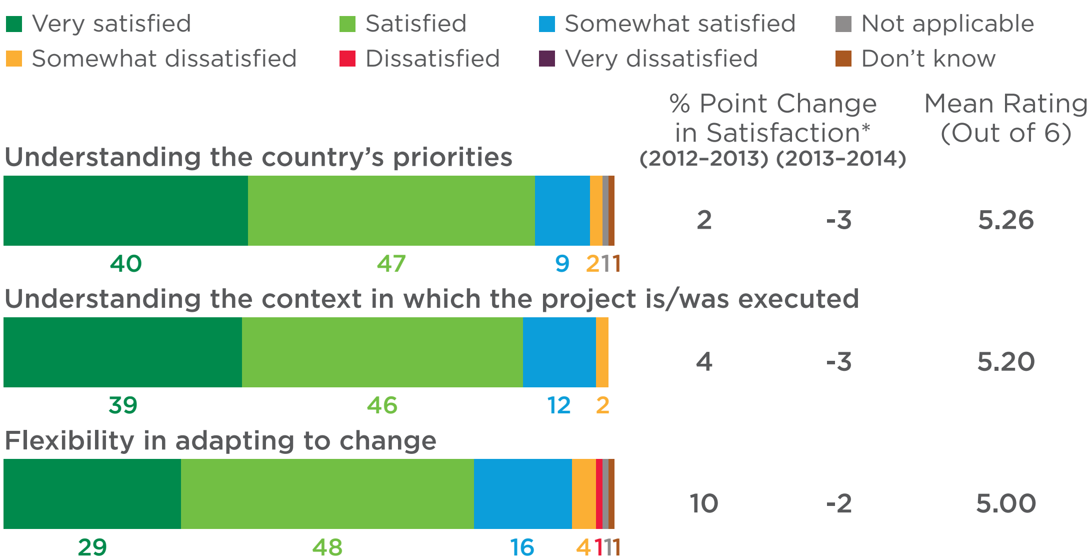
All Partners, Cumulative Ratings, 2012–2014



*Refers to a change in percentage points for favorability ("Very favorable" + "Favorable") between 2012–2013 and 2013–2014 data. The percentage point change comparison excludes DK/NA answers.

PERCEPTIONS OF QUALITY AS A DEVELOPMENT PARTNER (%) FIG 2.4

All Partners, Cumulative Ratings, 2012–2014



*Refers to a change in percentage points for satisfaction ("Very satisfied" + "Satisfied") between 2012–2013 and 2013–2014 data. The percentage point change comparison excludes DK/NA answers.

PERCEPTIONS OF QUALITY OF TECHNICAL ASSISTANCE

Partners rated satisfaction levels for the quality of technical assistance provided by the IDB based on their experiences in six areas detailed in the chart below.

The IDB's sector knowledge is rated the highest, with 88% reporting satisfaction (44% of which are "Very satisfied"). Furthermore, between 2012 and 2014 there has been a 10 percentage point increase in satisfaction ratings with the Bank's sector knowledge. Partners also view the IDB's technical expertise positively, with 8 out of 10 partners expressing satisfaction (with 34% stating they are "Very satisfied").

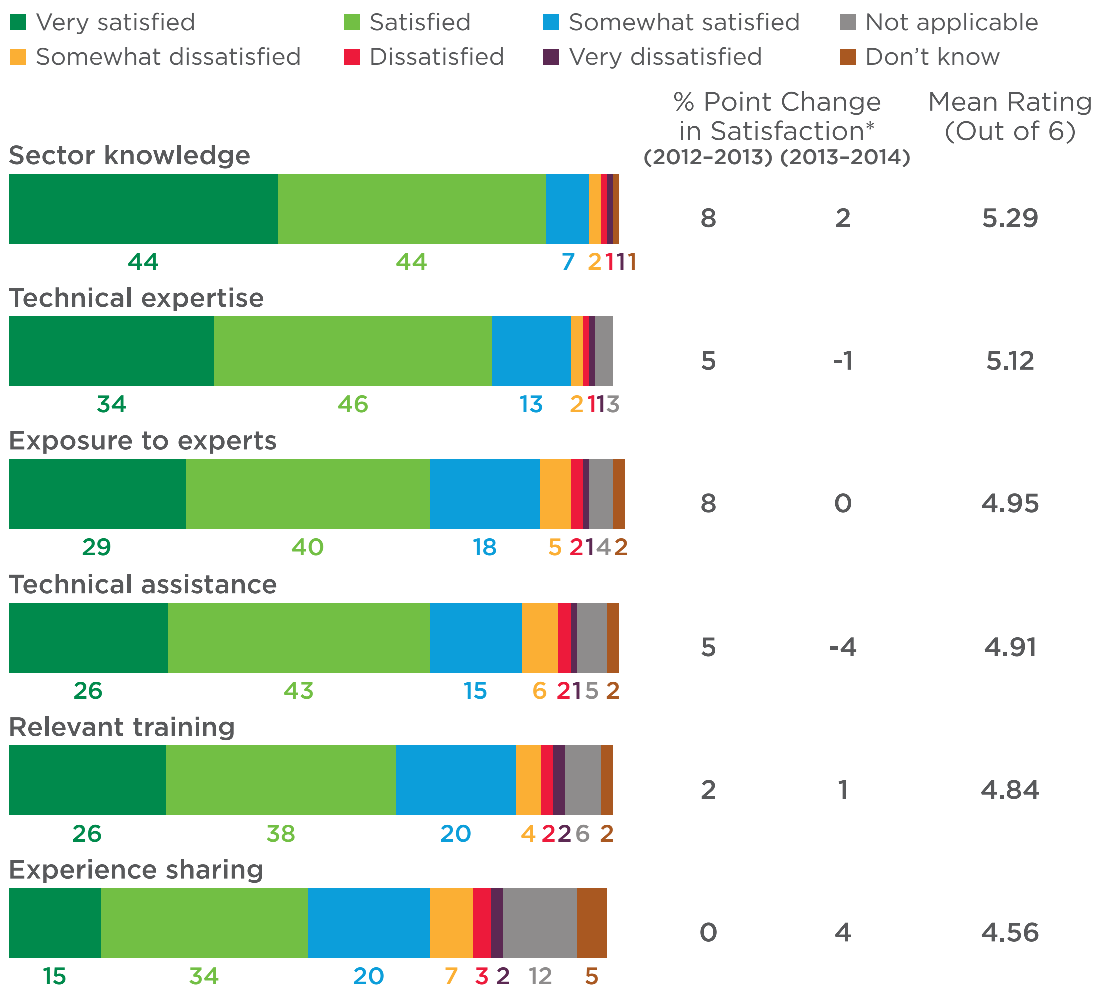
> "I enjoy working with IDB particularly because of the technical support and collaborative nature of the Bank reps in meeting the objectives of the borrower."
>
> —SG Loan Operations Survey, Bahamas

Although still highly rated, satisfaction with experience sharing is lowest at 49% (15% of which are "Very satisfied"). Similarly, satisfaction levels with the training provided are lower compared with the other attributes at 64% (out of which 26% are "Very satisfied").

There may be room for the IDB to further improve the quality of its technical assistance by being more proactive in sharing its experiences and in offering more relevant training to its partners.

PERCEPTIONS OF QUALITY OF TECHNICAL ASSISTANCE (%) FIG 2.5

All Partners, Cumulative Ratings, 2012–2014



*Refers to a change in percentage points for satisfaction ("Very satisfied" + "Satisfied") between 2012–2013 and 2013–2014 data. The percentage point change comparison excludes DK/NA answers.

SATISFACTION WITH CONTRACTUAL TERMS

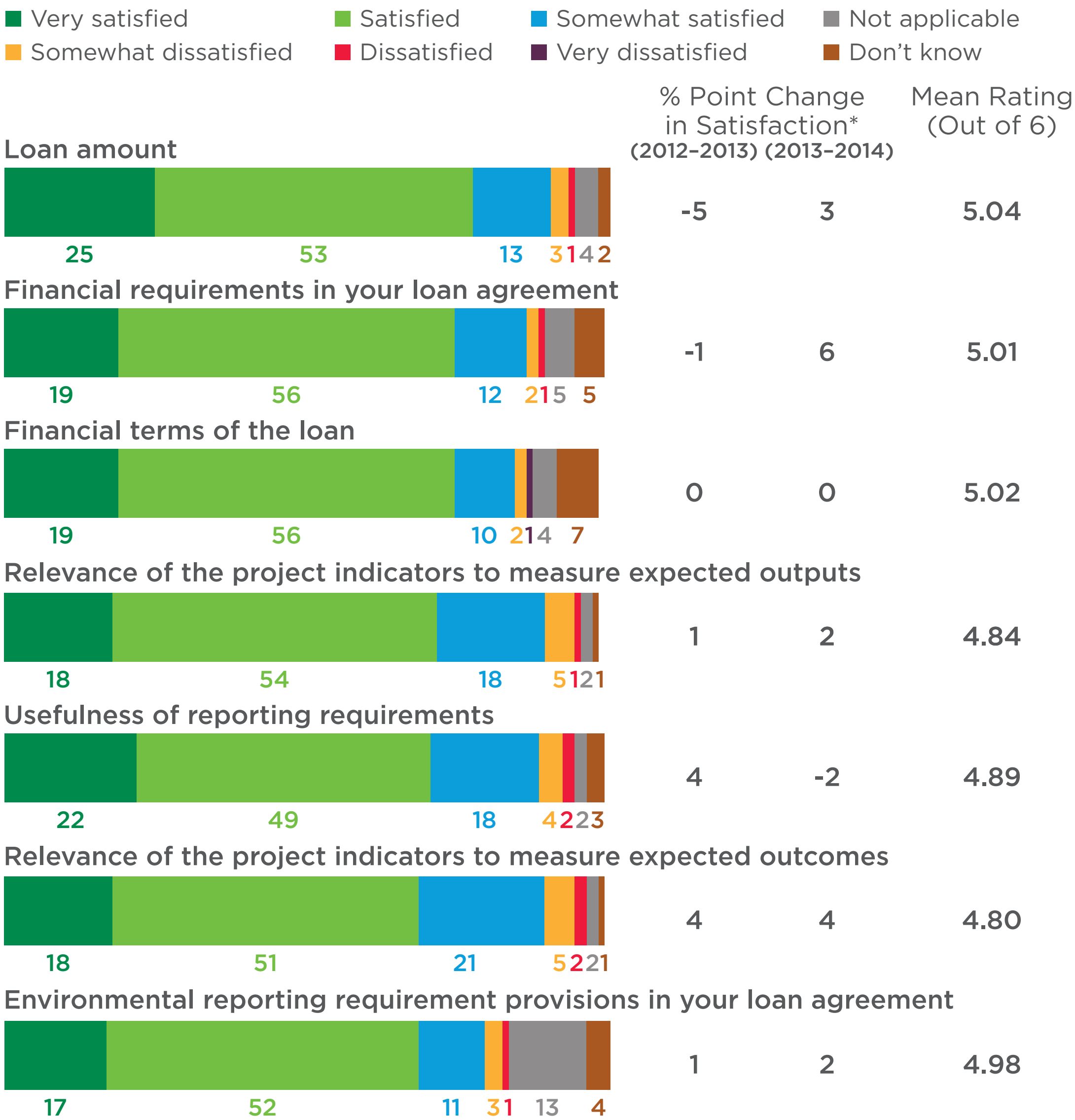
Satisfaction with the contractual terms offered by the IDB is high overall, with over 69% reporting satisfaction with the IDB's performance on all measures in this area.

> "The IDB should continue to strengthen its periodic inspections of projects, and working meetings with the coordinators in monitoring projects."
>
> —SG Loan Operations Survey, Haiti

The IDB's performance on loan amounts is highly rated, with 78% of partners reporting satisfaction (25% being "Very satisfied"). Following closely behind is satisfaction with the financial requirements in loan agreements at 75% (of which 19% say that they are "Very satisfied"). While all contractual terms are positively perceived, partner ratings suggest that the relevance of project indicators to measure expected outcomes, with a satisfaction level of 69% (of which 18% are "Very satisfied"), and environmental reporting requirement provisions, also at 69% (of which 17% are "Very satisfied"), are two areas that may benefit the most from improvements. However, it should be noted that there has been an 8 percentage point increase in the satisfaction ratings between 2012 and 2014 regarding the relevance of project indicators.

SATISFACTION WITH CONTRACTUAL TERMS (%) FIG 2.6

All Partners, Cumulative Ratings, 2012–2014



*Refers to a change in percentage points for satisfaction ("Very satisfied" + "Satisfied") between 2012–2013 and 2013–2014 data. The percentage point change comparison excludes DK/NA answers.

SATISFACTION WITH TIMELINESS

Respondents were asked to rate satisfaction levels with the IDB's timeliness based on their experiences in four areas listed in the chart below.

Overall timeliness of IDB staff responses is rated highest compared with other attributes, with 86% reporting satisfaction (51% say that they are "Very satisfied").

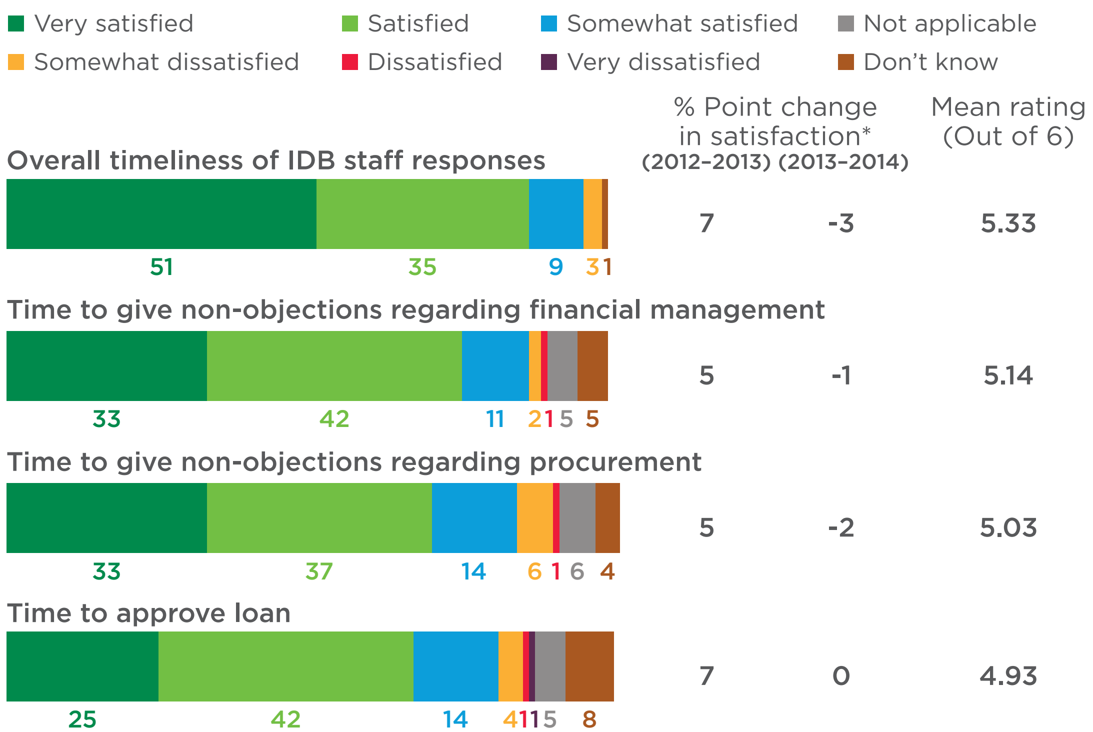
The time to give non-objections regarding financial management is also highly rated, with a satisfaction rating of 75% (33% of which are "Very satisfied"). Satisfaction with the time to give procurement non-objections (70% overall, with 33% being "Very satisfied") and with the time taken to approve loans (67% overall, with 25% saying that they are "Very satisfied") is somewhat lower. However, between 2012 and 2014 there has been a 7 percentage point increase in ratings among those who express satisfaction with the IDB's time to approve loans.

> "It has been and still is a very good experience to work with the IDB. As developers we often would wish that the whole process was faster, but I understand that project financing takes time, especially when it is the first solar project financed in Chile."
>
> —SG Loan Operations Survey, Chile

SATISFACTION WITH TIMELINESS (%)

All Partners, Cumulative Ratings, 2012–2014

FIG 2.7



*Refers to a change in percentage points for satisfaction ("Very satisfied" + "Satisfied") between 2012–2013 and 2013–2014 data. The percentage point change comparison excludes DK/NA answers.

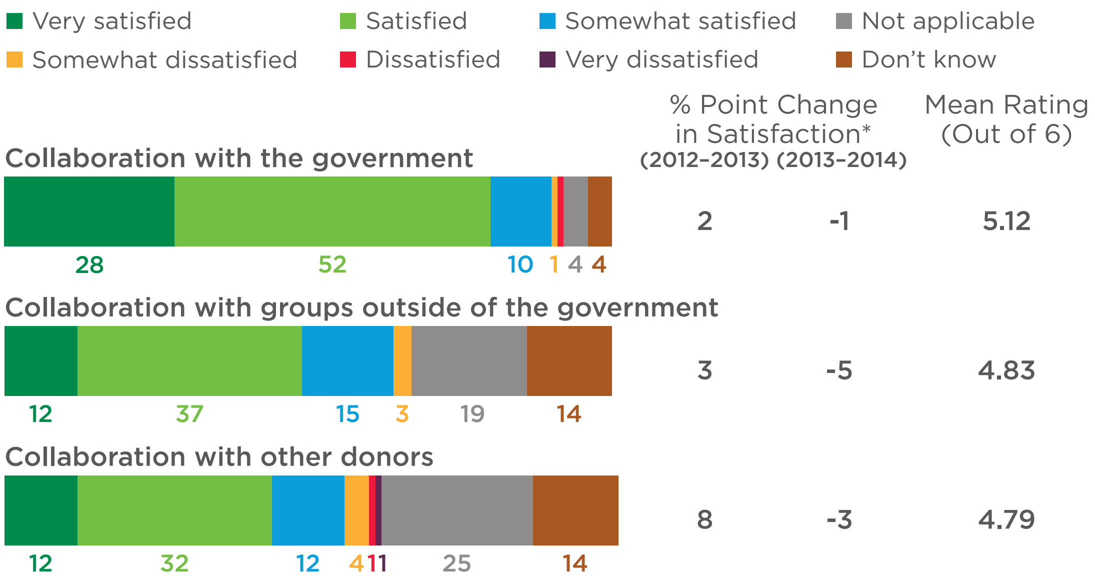
COLLABORATION AND COORDINATION WITH KEY STAKEHOLDERS

Partners rated their satisfaction with the IDB's collaboration and coordination efforts based on their experiences in three key areas detailed in figure 2.8 below.

The IDB receives high marks for its collaboration efforts with government and receives the highest satisfaction rating, by a large margin, relative to other groups, with 80% of partners expressing satisfaction (28% being "Very satisfied").

Satisfaction with the IDB's collaboration with groups outside of the government is somewhat lower at 49% (of which 12% are "Very satisfied"). The IDB receives similar ratings on collaboration with other donors, with 44% of partners expressing satisfaction (of which 12% are "Very satisfied"). However, 33% of surveyed partners were not able to assess satisfaction of IDB collaboration with groups outside the government, and 39% did not evaluate satisfaction of IDB collaboration with other donors. These findings may indicate the need for more communication about IDB collaboration with non-government partners.

SATISFACTION WITH IDB COLLABORATION EFFORTS (%) FIG 2.8
All Partners, Cumulative Ratings, 2012–2014



*Refers to a change in percentage points for satisfaction ("Very satisfied" + "Satisfied") between 2012–2013 and 2013–2014 data. The percentage point change comparison excludes DK/NA answers.

TECHNICAL COOPERATION OPERATIONS SURVEY

The IDB finances technical cooperation (TC) activities to transfer expertise for the purpose of supplementing and strengthening the technical capacity of entities such as national governments and civil society organizations in developing member countries. Financing is determined largely on the basis of the field of activity into which a project falls and the relative development status of the region, country, or countries involved.

In this section we report on the results of the Bank's 2012–2014 TC Operations Survey, which measures satisfaction levels in specific areas based on partners' experience of working with the IDB, such as the following:

- Quality as a development partner
- Delivery of services
- Outcomes of TC operations funding
- Quality of technical assistance
- Contractual terms
- Satisfaction with timeliness
- Collaboration with key stakeholders

The sample for this survey comprises of 745 respondents across 26 countries. Participants represent various organizations at different levels within line ministries, the president/prime minister's office, public enterprise, civil society, private sector, and knowledge-producing groups, among others. For a detailed breakdown of this sample, please refer to Appendix A.

MAJOR FINDINGS FOR TECHNICAL COOPERATION OPERATIONS

- Partners' overall satisfaction levels with TC operations are very high, and almost all partners would recommend the IDB as a development partner for other projects.
- Participants express high satisfaction with the IDB's understanding of their country's priorities, its development challenges, and the context in which projects are executed.
- Partners greatly appreciate the IDB's technical expertise and sector knowledge, but are slightly less satisfied with their access to expert knowledge gained from working with partners in other countries, and with training.
- Partners are very satisfied with the relevance of outputs delivered and deliverables resulting from technical cooperation.
- Partners perceive IDB employees to be quick and responsive, but satisfaction ratings are relatively lower with respect to IDB processes, such as the time to approve TC operations. Partners perceive IDB as collaborating to collaborate well with government, but somewhat less so with other donors and other groups outside of government.
- Partners believe that expert advice to design and implement good projects, flexibility in project execution, and a deep understanding of the country are important attributes when selecting a development partner, and these are all areas where the IDB's performance is rated highly.

EXTERNAL PARTNERS' SATISFACTION LEVELS

More than 8 out of 10 respondents report a high level of satisfaction with the IDB's delivery of services (38% of which are "Very satisfied"). Furthermore, satisfaction ratings have increased by 8 percentage points since 2012 (see fig. 3.1 below).

Impressions of the IDB as a partner for development are very high with 91% rating the Bank favorably (of which 54% rate the IDB as "Very favorable") (see fig. 3.2 below).

The vast majority of partners (97%) would recommend the IDB as a development partner for other projects.

> "I am very satisfied with IDB in my projects. The specialists and the team are great, comprehensive of the particular needs I face during their implementation."
>
> —TC Operations Survey, El Salvador

SATISFACTION WITH IDB DELIVERY OF SERVICES* — FIG 3.1

All Partners, Cumulative Ratings, 2012–2014

Very satisfied · Satisfied · Somewhat satisfied · Somewhat dissatisfied · Dissatisfied · Very dissatisfied

% Point Change in Satisfaction** (2012–2013)	(2013–2014)	Mean Rating (Out of 6)
7	1	5.12

*For this question 1% of respondents selected DK/NA. Data represented in this chart is only for those who rated their level of satisfaction.

**Refers to a change in percentage points for satisfaction ("Very satisfied" + "Satisfied") between 2012–2013 and 2013–2014 data. The percentage point change comparison excludes DK/NA answers.

OVERALL IMPRESSION OF IDB AS A PARTNER FOR DEVELOPMENT (%) — FIG 3.2

All Partners, Cumulative Ratings, 2012–2014

Very favorable · Favorable · Somewhat unfavorable · Somewhat unfavorable · Dissatisfied · Very unfavorable

% Point Change in Favorability* (2012–2013)	(2013–2014)	Mean Rating (Out of 6)
3	0	5.40

*Refers to a change in percentage points for favorability ("Very favorable" + "Favorable") between 2012–2013 and 2013–2014 data. The percentage point change comparison excludes DK/NA answers.

When partners are asked about the outcomes of the IDB's technical cooperation funding, 75% believe that it has contributed toward building institutional capacity. More than half (65%) say that it has increased knowledge on specific topics and about half (51%) consider it to have improved their organization's work practices, a similar proportion to those who believe it has improved policy design and implementation (46%).

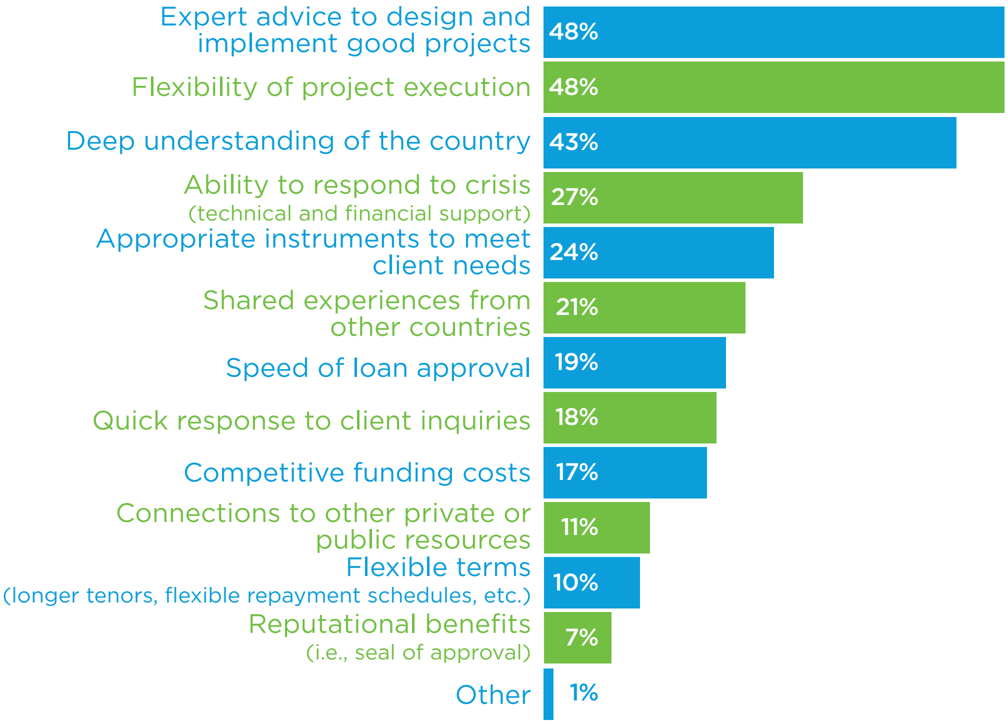
> "[IDB Technical Cooperation has contributed to] setting the stage for bioenergy projects implementation."
>
> —TC Operations Survey, Dominican Republic

MOST IMPORTANT ATTRIBUTES IN A DEVELOPMENT INSTITUTION

Respondents were asked to choose up to three attributes that they consider important when selecting a development institution with which to partner. Partners value flexibility of project execution (48%), advice on designing and implementing projects (48%), and a deep understanding of the country (43%). These are all areas where the IDB is perceived to be performing very well. Partners are less interested in reputational benefits (7%) and connections to other private or public resources and institutions (11%).

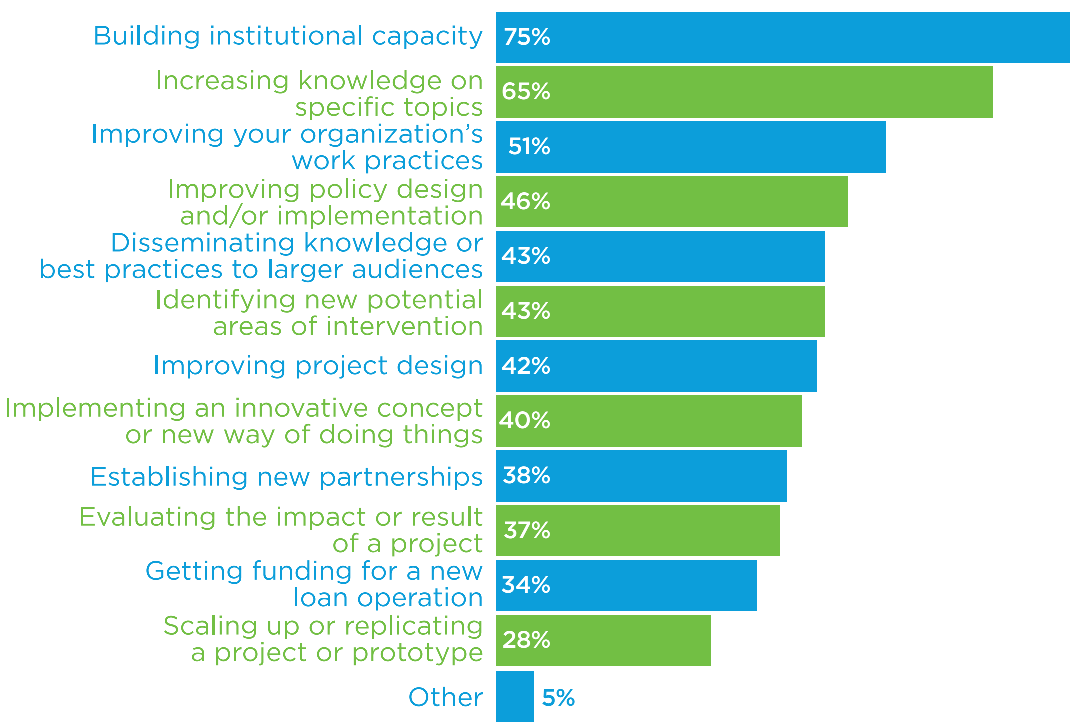
MOST IMPORTANT ATTRIBUTES FOR PARTNERS FIG 3.3

Prompted, Up to Three Selections, All Partners, 2012–2014



OUTCOMES OF IDB'S TECHNICAL COOPERATION (%) FIG 3.4

Prompted, Multiple Selections Allowed, All Partners, 2012–2014



PERCEPTIONS OF IDB AS A DEVELOPMENT PARTNER

Respondents were asked to rate their level of satisfaction with the IDB as a development partner based on their experiences in four key areas as listed in the chart below.

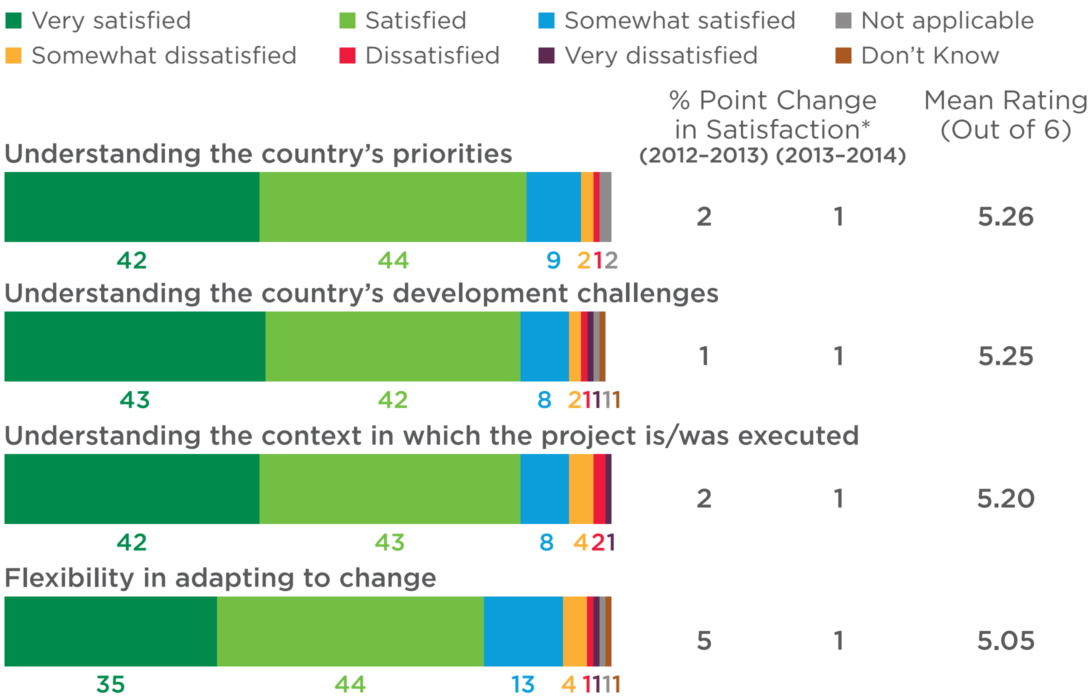
> "The bank must be more flexible in the procurement process."
>
> —TC Operations Survey, Haiti

Understanding national priorities is where the IDB scores highest, with 86% of respondents reporting satisfaction (of which 42% are "Very satisfied"). This is followed closely by understanding the context in which a project is executed, with 85% reporting satisfaction (of which 42% are "Very satisfied"), and understanding the country's development challenges, where again 85% report satisfaction (with 43% being "Very satisfied").

Although very few partners are dissatisfied with the IDB's performance in any of these areas, the lowest satisfaction level is in the Bank's perceived ability to be flexible in adapting to change, with 79% of partners expressing satisfaction (35% of which are "Very satisfied"). However, the data indicates that the IDB is making improvements on this measure, as the percentage of those who chose "Very satisfied" or "Satisfied" has increased by 6 percentage points since 2012.

SATISFACTION WITH IDB AS A DEVELOPMENT PARTNER (%) FIG 3.5

All Partners, Cumulative Ratings, 2012–2014



*Refers to a change in percentage points for satisfaction ("Very satisfied" + "Satisfied") between 2012–2013 and 2013–2014 data. The percentage point change comparison excludes DK/NA answers.

PERCEPTIONS OF QUALITY OF TECHNICAL ASSISTANCE

Satisfaction levels regarding the quality of technical assistance provided by the IDB are rated based on experiences in six key areas outlined in the chart below.

Satisfaction with the IDB's sector knowledge is the highest at 81% (of which 38% of partners are "Very satisfied"). Additionally, there has been an 8 percentage point increase in satisfaction since 2012.

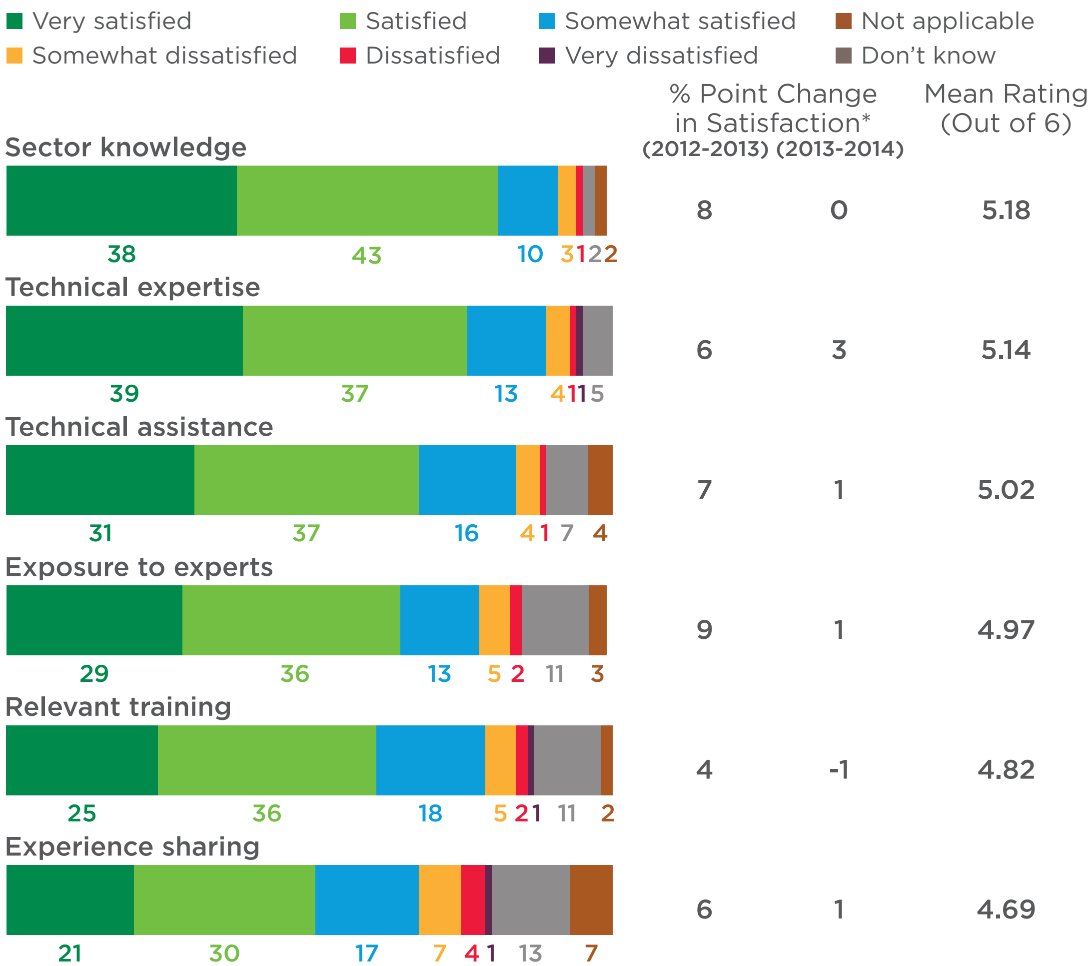
The IDB's technical expertise is also rated highly, with 76% of partners reporting satisfaction (of which 39% are "Very satisfied"). Although slightly lower, satisfaction ratings with the IDB's technical assistance and exposure to relevant experts have increased considerably since 2012, with a respective rise of 8 and 10 percentage points among those who express satisfaction.

> "It is important that experts relate more with their counterparts in the respective countries and ensure exchange of knowledge and best practices. Information sharing seems limited and this tends to constrain the quality of the expected output. IDB could improve in these areas."
>
> —TC Operations Survey, Jamaica

Stakeholder perceptions suggest that there is room for the IDB to further improve the quality of services by better sharing other countries' experiences and providing training relevant to projects. Satisfaction levels with the training provided by the Bank have the second lowest rating, with 61% of partners reporting satisfaction (of which 25% are "Very satisfied"). Sharing experiences from other countries is rated lowest, with 51% of partners noting satisfaction (21% of which are "Very satisfied").

QUALITY OF TECHNICAL ASSISTANCE (%) FIG 3.6

All Partners, Cumulative Ratings, 2012–2014



*Refers to a change in percentage points for satisfaction ("Very satisfied" + "Satisfied") between 2012–2013 and 2013–2014 data. The percentage point change comparison excludes DK/NA answers.

SATISFACTION WITH CONTRACTUAL TERMS

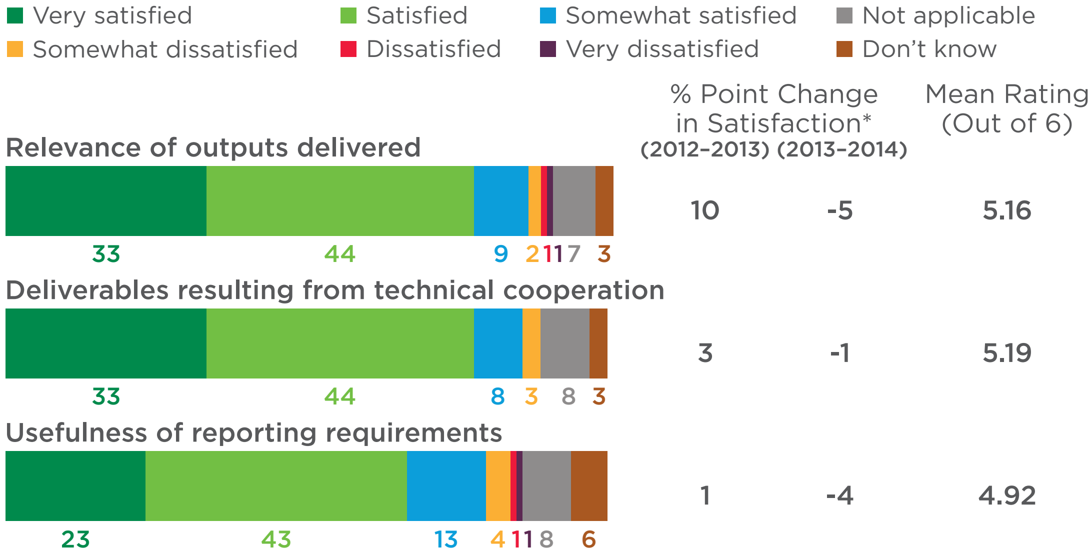
With regards to contractual terms offered by the IDB, partners are most satisfied with the relevance of outputs delivered and the deliverables resulting from technical cooperation, with 77% of partners (of which 33% are "Very satisfied") expressing satisfaction in each area.

The usefulness of reporting requirements is rated lower, with 66% indicating satisfaction (23% of which are "Very satisfied").

> "Technical Cooperation should not require the same monitoring instruments as loans, for example PMRs [Programming Mission Report] or PEP [Project Execution Plan]. Technical Cooperation should focus on quick execution, as in many cases they result in inputs for new loan operations that have tight timeframes for approvals."
>
> —TC Operations Survey, El Salvador

SATISFACTION WITH CONTRACTUAL TERMS (%) FIG 3.7

All Partners, Cumulative Ratings, 2012–2014



*Refers to a change in percentage points for satisfaction ("Very satisfied" + "Satisfied") between 2012–2013 and 2013–2014 data. The percentage point change comparison excludes DK/NA answers.

SATISFACTION WITH TIMELINESS

Respondents were asked to rate their satisfaction with the timeliness of the IDB based on their experiences in the four areas detailed in the chart below.

> "The process of 'No objection' from the Bank becomes cumbersome in terms of the time that it takes to ensure that there will be no delay in scheduling the planned activities."
>
> —TC Operations Survey, Peru

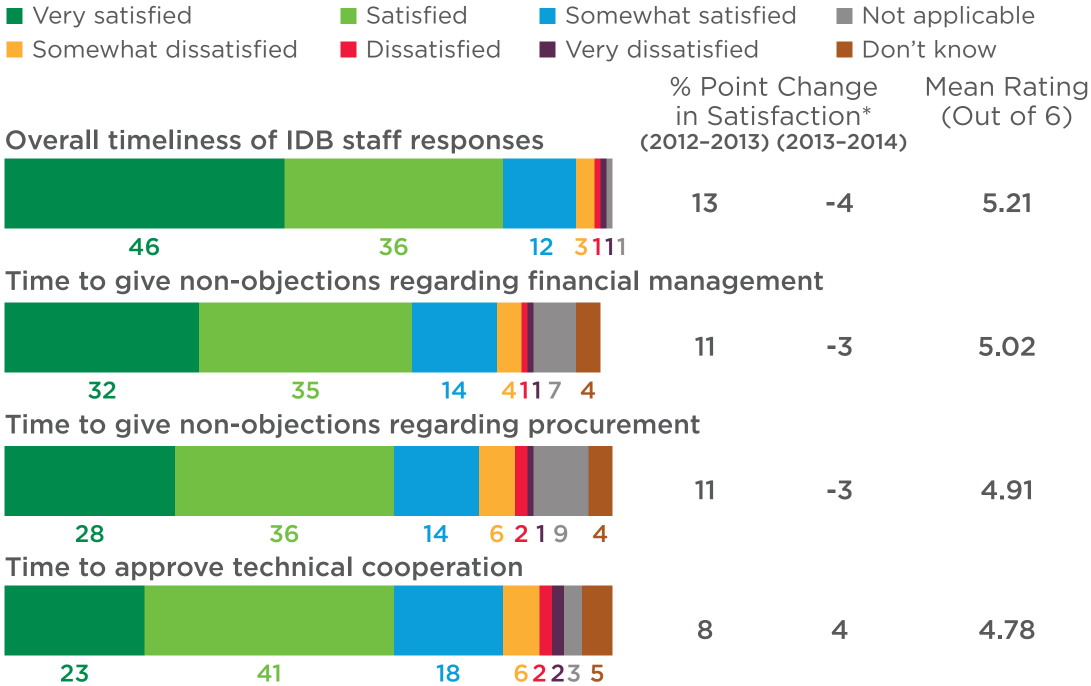
Overall timeliness of IDB staff responses is highly rated, with 82% expressing satisfaction (of which 46% are "Very satisfied"). Furthermore, there has been a 9 percentage point increase in satisfaction since 2012.

Satisfaction with the time to give financial non-objections is slightly lower at 67% (of which 32% are "Very satisfied").

The lowest rating is on the time that it takes to approve technical cooperation, with 64% reporting satisfaction (with 23% "Very satisfied"). However, it should be noted that since 2012 there has been a 12 percentage point increase in satisfaction for this dimension.

SATISFACTION WITH TIMELINESS (%) FIG 3.8

All Partners, Cumulative Ratings, 2012–2014



*Refers to a change in percentage points for satisfaction ("Very satisfied" + "Satisfied") between 2012–2013 and 2013–2014 data. The percentage point change comparison excludes DK/NA answers.

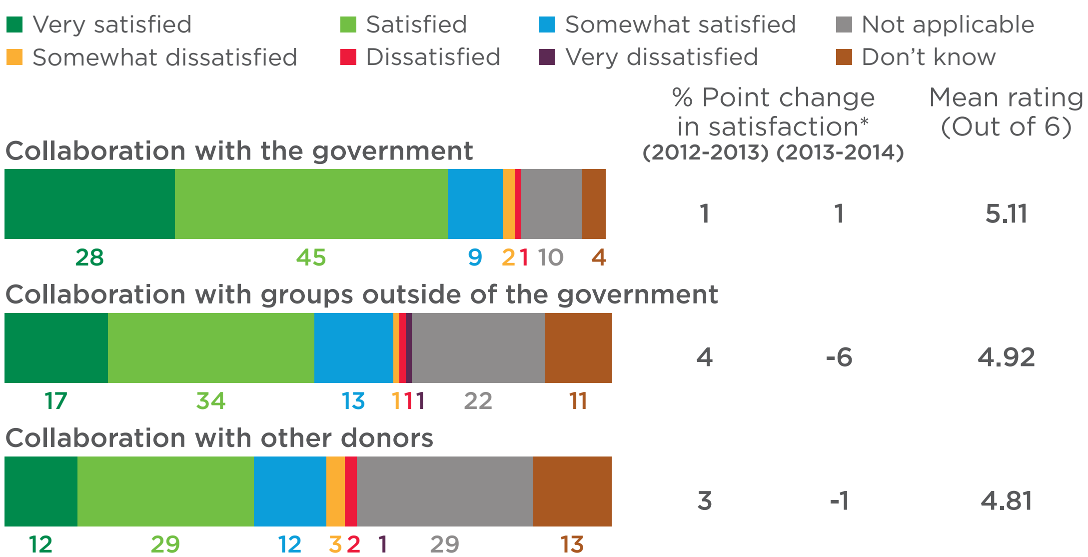
COLLABORATION WITH KEY STAKEHOLDERS

Satisfaction levels with the IDB's collaboration with key stakeholders are rated based on experiences in the three areas included in the chart below.

Respondents are most satisfied with the IDB's collaboration with government, where just over 7 out of 10 partners (73%) express satisfaction (of which 28% are "Very satisfied"). Satisfaction is somewhat lower with the IDB's collaboration with groups outside of the government (51% overall, with 17% "Very satisfied") and with other donors (41% overall, of which 12% are "Very satisfied"). It should be noted, however, that a number of partners (22% and 29%, respectively) did not deem these measures applicable to them.

SATISFACTION WITH IDB COLLABORATION EFFORTS (%) FIG 3.9

All partners, cumulative ratings, 2012–2014



*Refers to a change in percentage points for satisfaction ("Very satisfied" + "Satisfied") between 2012–2013 and 2013–2014 data. The percentage point change comparison excludes DK/NA answers.

COUNTRY STRATEGY SURVEY

Country strategies refer to the set of key parameters that are the subject of Bank-country agreements. These parameters are the guideposts for programming decisions throughout the strategy period. Country strategies include an overview of a country's current economic situation. They are based on analytical work conducted by the IDB and other parties on a wide range of economic and social sectors.

In this section we report on the results of the IDB's 2012–2014 Country Strategy Survey, which measures satisfaction levels on various aspects of the IDB's country strategies in specific areas such as:

- Country strategy preparation process
- Satisfaction with time to approve country strategy
- Satisfaction with IDB
- Satisfaction with country strategy

The Country Strategy Product Survey is conducted upon approval of the country strategy, which is typically every four to six years. Therefore, the countries surveyed will vary from year to year.

The sample for this survey is composed of 92 participants across 15 countries. Participants represent various capacities across government, public enterprise, private industry, and civil society organizations. For a detailed breakdown of this sample, please refer to Appendix A.

MAJOR FINDINGS FOR COUNTRY STRATEGIES

- Partner satisfaction with the IDB's country strategies is high overall.
- Satisfaction with the country strategy preparation process is also very high.
- Partners greatly appreciate the IDB's for its understanding of the country context, as well as national priorities and development challenges. Partners are somewhat less satisfied with the quality of the dialogue with country authorities to define priority areas.
- A majority of partners are happy with the time taken to approve the country strategy.
- Nearly all partners agree that IDB country strategies focus on priority areas that contribute to the achievement of their country's development objectives.

PERCEPTIONS OF IDB COUNTRY STRATEGY AND PREPARATION PROCESS

Respondents were asked to rate their overall level of satisfaction with the IDB's country strategy preparation process. A majority of partners (77%) report satisfaction (of which 29% are "Very satisfied"). Furthermore, between 2012 and 2014, satisfaction with the IDB's country strategy preparation process increased by 11 percentage points.

"The process to prepare the country strategy was very participatory. I also think that the results, materialized in the country strategy are well suited to the needs of the country."

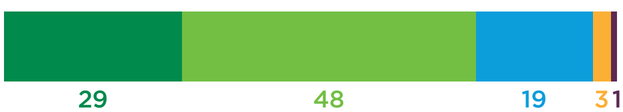
—Country Strategy Survey, Dominican Republic

"We share goals, teamwork, mutual recognition of skills and knowledge about the issues, etc." —Country Strategy Survey, Dominican Republic

SATISFACTION WITH COUNTRY STRATEGY PREPARATION PROCESS* FIG 4.1

All Partners, Cumulative Ratings, 2012–2014

■ Very satisfied ■ Satisfied ■ Somewhat satisfied
■ Somewhat dissatisfied ■ Dissatisfied ■ Very dissatisfied



% Point Change in Satisfaction** (2012–2013)	(2013–2014)	Mean Rating (Out of 6)
1	10	4.99

*For this question 1% of respondents selected "not applicable" and 1% selected "don't know." Data represented in this chart is only for those who rated their level of satisfaction.

**Refers to a change in percentage points for satisfaction ("Very satisfied" + "Satisfied") between 2012–2013 and 2013–2014 data. The percentage point change comparison excludes DK/NA answers.

PERCEPTIONS OF THE IDB'S TIME TO APPROVE COUNTRY STRATEGY

Satisfaction with the time that the IDB takes to approve country strategies is rated very positively, with 60% of participants expressing satisfaction (17% of which are "Very satisfied").

"Complicated internal guidelines affect the Bank's ability to respond quickly to the needs of the country."

—Country Strategy Survey, Mexico

SATISFACTION WITH TIME TO APPROVE COUNTRY STRATEGY FIG 4.2

All Partners, Cumulative Ratings, 2012–2014

■ Very satisfied ■ Satisfied ■ Somewhat satisfied ■ Not applicable
■ Somewhat dissatisfied ■ Dissatisfied ■ Very dissatisfied ■ Don't know

% Point Change in Satisfaction* (2012–2013)	(2013–2014)	Mean Rating (Out of 6)
-2	3	4.82

*Refers to a change in percentage points for satisfaction ("Very satisfied" + "Satisfied") between 2012–2013 and 2013–2014 data. The percentage point change comparison excludes DK/NA answers.

PARTICIPANT SATISFACTION WITH THE IDB

Respondents were asked to rate satisfaction levels on the four areas shown in the chart below.

Satisfaction with each of these areas is very positive overall. Participants rate the IDB's performance high for understanding a country's context, with 90% of respondents reporting satisfaction (of which 41% are "Very satisfied").

The second highest rating is on understanding country priorities and development challenges, with 83% of participants showing satisfaction (34% of which are "Very satisfied").

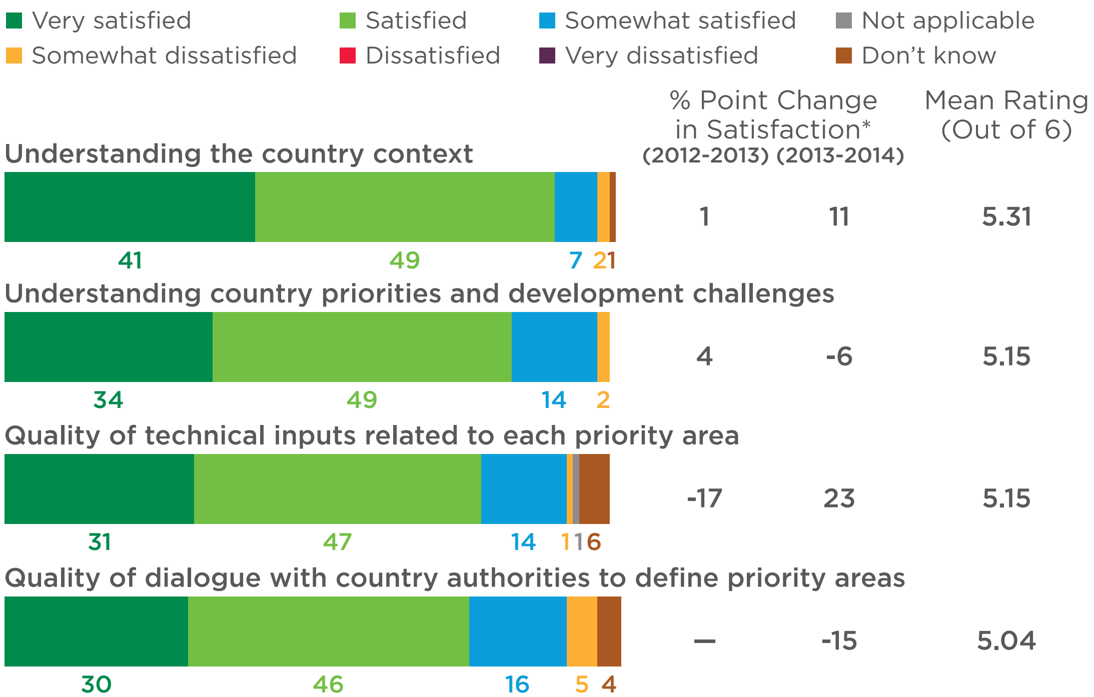
> "We need more time for debate and feedback because we have a very short time to discuss the materials and contents. This represents a barrier to the dialogue and to provide better feedback."
>
> —Country Strategy Survey, Mexico

The quality of technical inputs related to each priority area is also rated highly at 78% (with 31% of partners "Very satisfied").

The quality of dialogue with country authorities is also highly rated, but scores are relatively lower than other ratings, with 76% of participants expressing satisfaction (of which 30% are "Very satisfied").

SATISFACTION WITH THE IDB (%) FIG 4.3

All Partners, Cumulative Ratings, 2012–2014



*Refers to a change in percentage points for satisfaction ("Very satisfied" + "Satisfied") between 2012–2013 and 2013–2014 data. The percentage point change comparison excludes DK/NA answers.

SATISFACTION WITH COUNTRY STRATEGY

Respondents were asked to indicate their level of agreement with statements that describe the IDB's actions in relation to six key objectives detailed in the chart below.

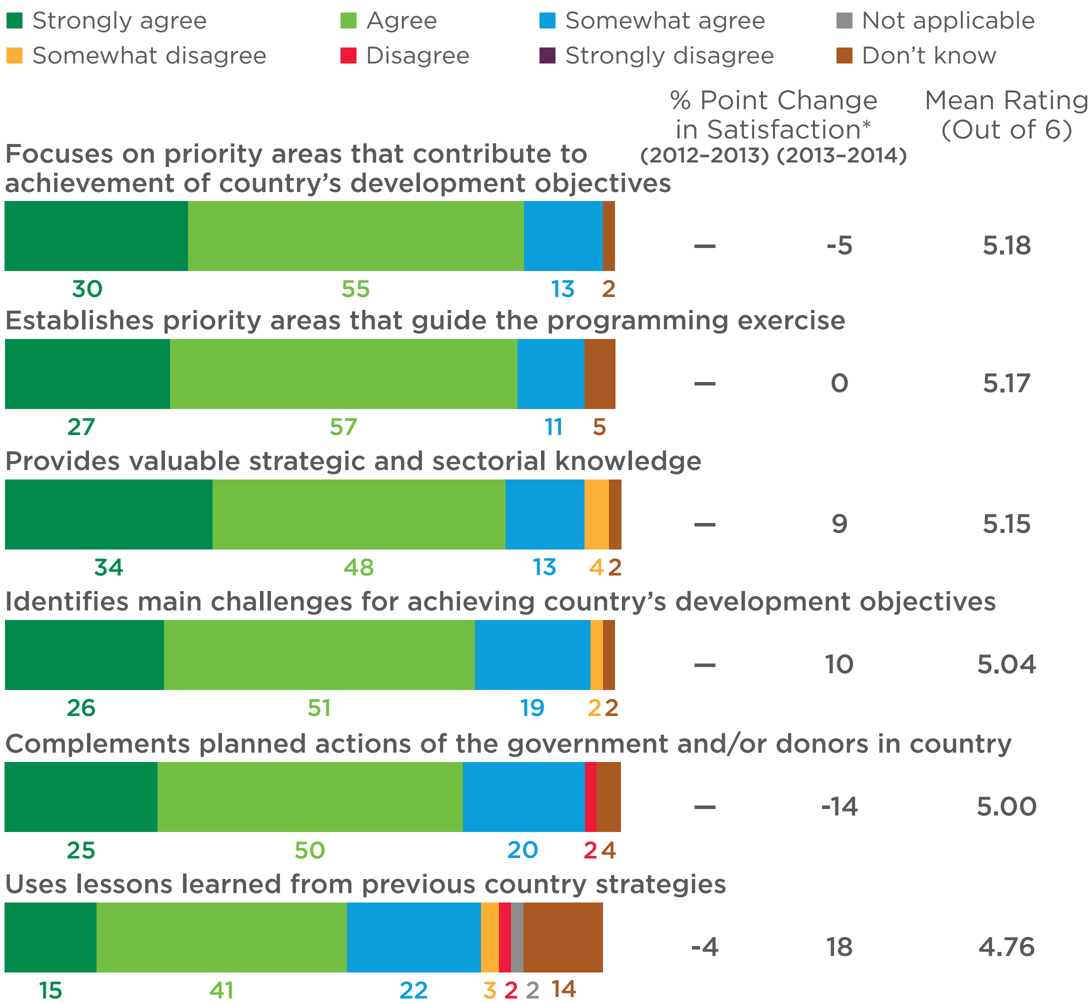
> "I recommend even more thorough analysis of lessons learned from previous country strategies."
>
> —Country Strategy Survey, Jamaica

The highest levels of agreement are associated with the IDB's ability to focus on priority areas that contribute to the achievement of the country's development objectives, with 85% of respondents reporting agreement (of which 30% "Strongly agree"). Levels of agreement are also high regarding the Bank's ability to establish priority areas that guide the programming exercise, with 84% showing agreement (of which 27% "Strongly agree").

The lowest levels of agreement are on using lessons learned from previous country strategies, with 56% of partners reporting agreement (of which 15% "Strongly agree"). However, since 2013 there has been an 18 percentage point increase among those who agreed with this measure.

LEVEL OF AGREEMENT WITH STATEMENTS ON IDB OBJECTIVES (%) FIG 4.4

All Partners, Cumulative Ratings, 2012–2014



*Refers to a change in percentage points for Agreement ("Strongly agree" + "Agree") between 2012–2013 and 2013–2014 data. The percentage point change comparison excludes DK/NA answers.

FINANCIAL PRODUCTS SURVEY

The IDB, through the finance department, provides financial products and services to counterparts working at ministries of financial planning and public debt management. These products and services include loan financial terms and conditions, and options to manage debt with the IDB.

In this section, we report on the results of the Bank's 2013 Financial Products Survey, which uses a six-point scale to measure satisfaction with the IDB's loan financial terms and conditions and options to manage debt with the Bank. This is based on partners' experience working with the IDB in specific areas, such as the following:

- Satisfaction with delivery of services related to financial products
- Perceptions of IDB's service delivery and support on specific measures
- Satisfaction with IDB's financial product options
- Satisfaction with financial product information

The sample for this survey is composed of 46 public sector participants across 22 countries. Participants represent various offices within ministries of finance, such as the public credit office and risk management office, as well as other related government offices. For a detailed breakdown of this sample, please refer to Appendix A.

MAJOR FINDINGS FOR FINANCIAL PRODUCTS SURVEY

- Partner satisfaction levels with the IDB's financial products and options to manage debt are generally very high.
- In terms of support, the IDB receives its highest performance ratings for the professionalism and accessibility of its staff.
- Although highly satisfied, partners would like more access to expert knowledge gained from working with partners in other countries.
- Partners report high satisfaction with the IDB's financing options, in particular the financial terms of loans and the management of loan interest rate risk.
- Satisfaction is also high with the Financial Portal. Partners consider it a useful tool for navigating financial products and options to manage debt offered by the IDB.
- Partners believe that competitive rates, appropriate financial terms, and the flexibility for managing currency risk in a loan are the most important factors to consider when selecting a multilateral development bank (MDB).

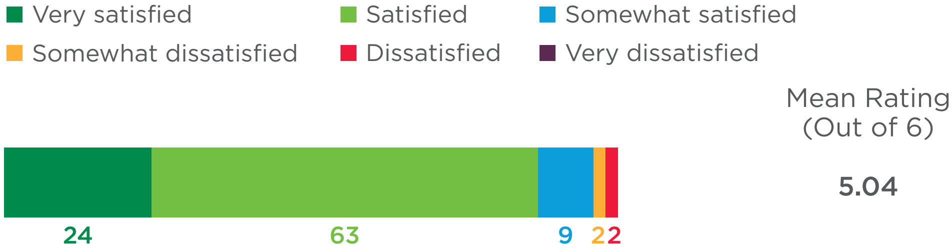
EXTERNAL PARTNERS' SATISFACTION LEVELS

Overall, the IDB enjoys strong ratings of satisfaction from partners on all measures related to financial products and options to manage debt. Perceived performance of the IDB as a partner for development is highly ranked, with 87% of partners reporting satisfaction (of which 24% are "Very satisfied") with IDB's delivery of services related to financial and debt management options. Only 4% indicate that they are "Dissatisfied" (2%) or "Somewhat dissatisfied" (2%). Furthermore, 96% of partners believe the IDB's Flexible Financing Facility (FFF) offers a broad array of financial instruments to better manage debt with the IDB.

SATISFACTION WITH IDB DELIVERY OF SERVICES*

All Partners, 2013

FIG 5.1



*For this question 0% of respondents selected DK/NA.

MOST IMPORTANT ATTRIBUTES FOR PARTNERS

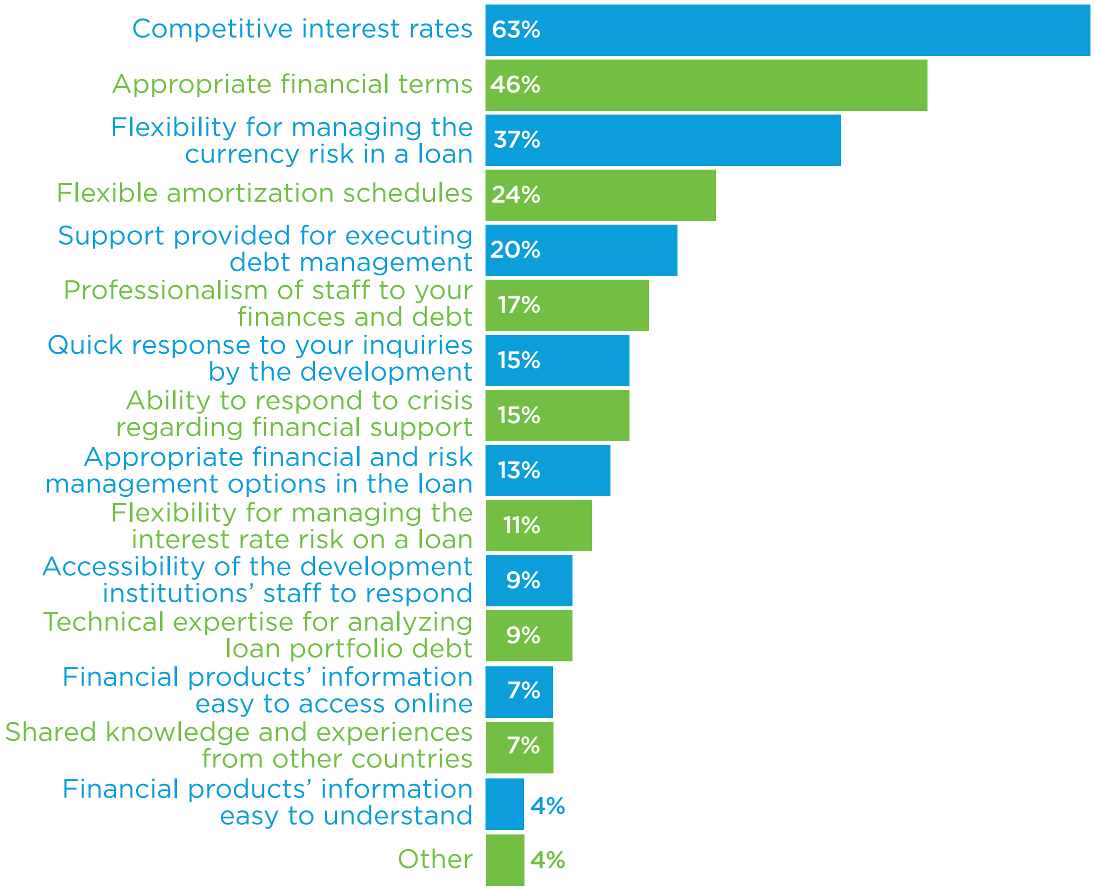
The three attributes that partners believe are most important in selecting a development bank are competitive rates (63%), appropriate financial terms (46%), and flexibility for managing the currency risk in a loan (37%). Other attributes such as the ease of understanding financial products (4%) and shared knowledge and experiences from other countries (7%) are somewhat less important.

When comparing the most important attributes that partners seek in a multilateral development bank, it becomes evident that many of these attributes are in areas where the IDB receives high satisfaction ratings.

MOST IMPORTANT ATTRIBUTES FOR PARTNERS (%)

Prompted, Up to Three Allowed, All Partners, 2013

FIG 5.2



PERCEPTIONS OF IDB SERVICE DELIVERY AND SUPPORT

The performance of IDB staff is highly rated overall. Satisfaction is highest with the professionalism of IDB staff at 82% (of which 52% are “Very satisfied”).

Employees are also perceived to be highly accessible, with 79% of partners expressing satisfaction (44% of which are “Very satisfied”). Perceived performance of the Bank’s timely response to inquiries is also highly rated at 77% satisfaction (out of which 30% are “Very satisfied”).

> “As a suggestion, it would be beneficial to further strengthen the IDB dissemination of financial services that it provides, especially to midlevel authorities.”
>
> —Financial Products Survey, Peru

The level of support for debt management provided by IDB staff is similarly rated positively, with 72% expressing satisfaction (28% of which are “Very satisfied”).

Almost 7 out of 10 partners (68%) report satisfaction with the IDB’s technical expertise for analyzing loan portfolio debt management options (22% of which are “Very satisfied”).

The results show that there is an opportunity for the Bank to improve the way it shares knowledge gained from its experiences dealing with other countries, with 50% of partners reporting satisfaction (9% of which are “Very satisfied” on this measure). In addition, 22% are either unwilling or unable to rate the Bank on this measure. This may indicate a lack of awareness of the Bank’s activities in this area and may partly be explained by the fact that not all options to manage debt under the FFF are applicable to FSO countries.

PERCEPTIONS OF IDB SERVICE DELIVERY & SUPPORT (%) FIG 5.3

All Partners, 2013

PERCEPTIONS OF IDB FINANCIAL PRODUCT OPTIONS

Partners not only have positive perceptions of IDB staff but are also generally very positive regarding the IDB's financial product options. The highest level of satisfaction among partners for the IDB's financial products is with the Bank's financial terms of the loans at 85% (of which 28% are "Very satisfied").

Satisfaction with the Bank's offering of tailor-made amortization schedules for loans is also high, with 83% of partners expressing satisfaction (35% of which are "Very satisfied").

"Their service is excellent, we appreciate the support and willingness to clearly explain the financial terms and conditions. We ask that they continue to keep costs low to make the lock in of rates or exchange rates feasible."

—Financial Products Survey, Mexico

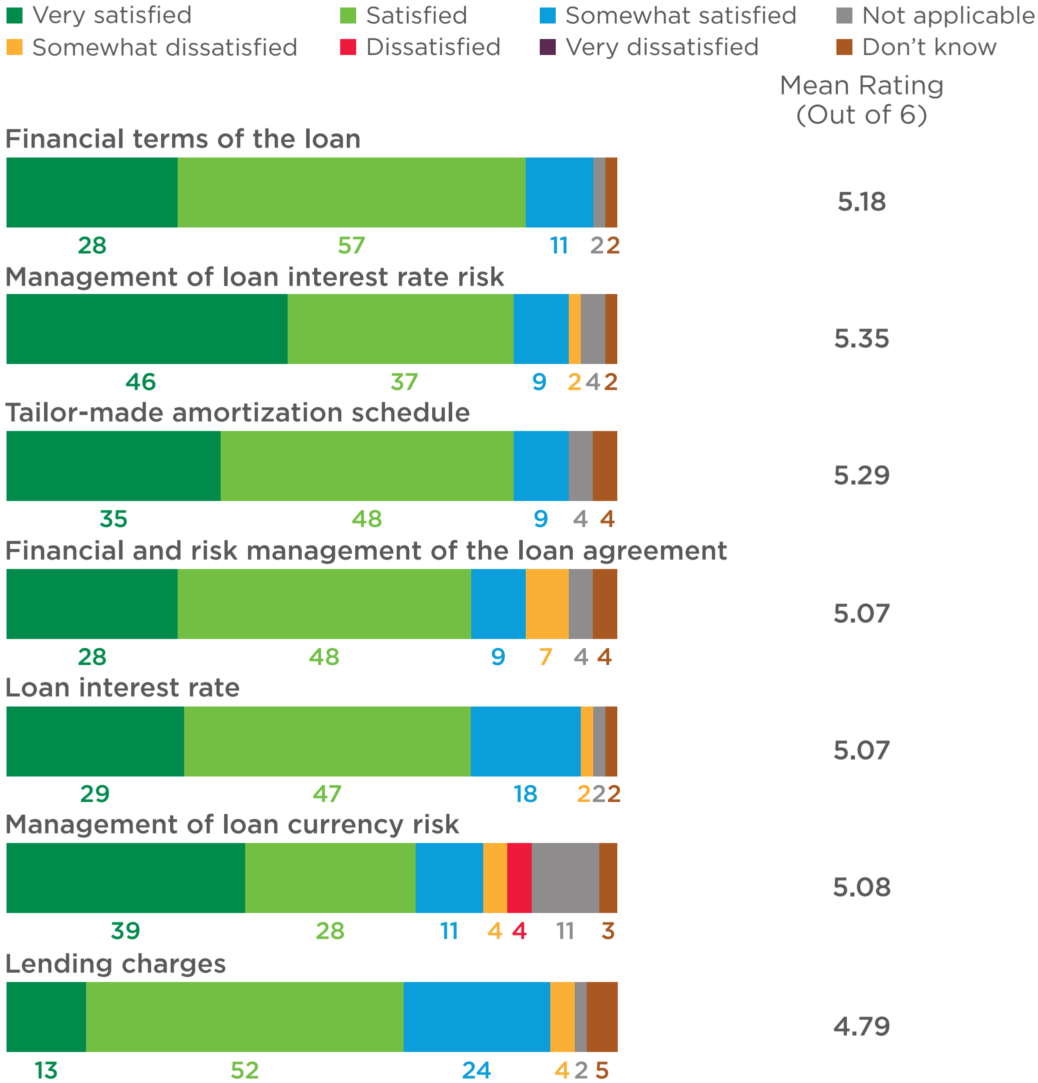
83% of partners also report satisfaction (46% of which are "Very satisfied") with the options to manage interest rate risk in loans.

Although all ratings are generally high, satisfaction ratings for the IDB's options to manage currency risk in loans is slightly lower overall, relative to most other measures, at 67% (with 39% "Very satisfied").

The proportion of partners indicating satisfaction is lowest (65%) with regard to lending charges (13% of which are "Very satisfied").

SATISFACTION WITH IDB PRODUCTS (%) FIG 5.4

All Partners, 2013

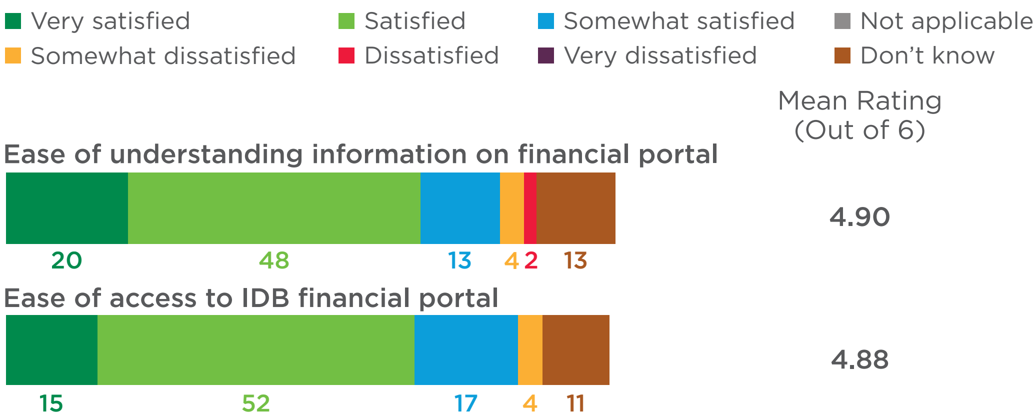


FINANCIAL PRODUCT INFORMATION

Partners have very favorable impressions of the IDB Financial Portal. Two-thirds (67%) of partners express satisfaction (15% of which are "Very satisfied") with the ease of access to the Portal.

When it comes to the ease of understanding information on the IDB's Financial Portal, nearly 7 out of 10 (68%) of partners report satisfaction (20% of which are "Very satisfied"). However, despite high satisfaction ratings, there is room for improvement. Thirteen percent of partners responded "Don't know" or "Not applicable" to this particular metric.

SATISFACTION WITH FINANCIAL PRODUCT INFORMATION (%) FIG 5.5
All Partners, 2013



NON-SOVEREIGN GUARANTEED OPERATIONS SURVEY

Non-sovereign guaranteed loans (NSG) refer to financing that the private sector arm of the Inter-American Development Bank Group (herein referred to as IDBG) provides to private sector projects or projects without a sovereign guarantee that contribute to development in member countries. The IDBG is composed of four entities: the Structured and Corporate Finance Department (SCF), the Inter-American Investment Corporation (IIC), the Multilateral Investment Fund (MIF), and the Opportunities for the Majority (OMJ).

In this section we report on the results of the Bank's 2013–2014 NSG Operations Product Survey, which measures satisfaction levels on partner experiences working with the IDBG, such as the following:

- Satisfaction with IDBG products and specific measures
- Satisfaction with IDBG project cycles
- Satisfaction with legal processes
- Preferred legal frameworks
- Responsiveness of IDBG
- Risk appetite
- Views on financial returns and social/environmental impact

The sample for this survey is composed of 278 private sector participants across the 26 countries. Participants represent the main IDB Group private sector departments (IIC, MIF, SCF, and OMJ). For a detailed breakdown of this sample, please refer to Appendix A.

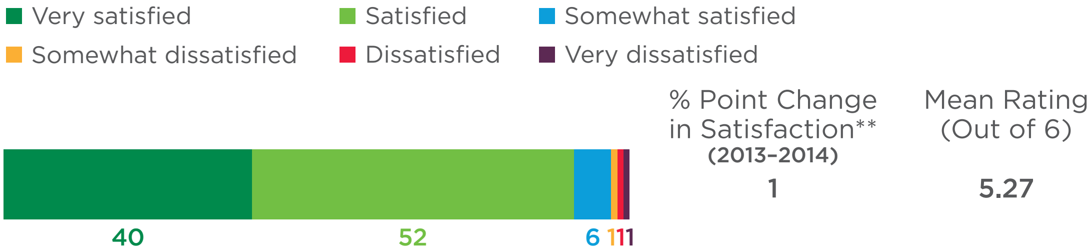
MAJOR FINDINGS FOR NON-SOVEREIGN GUARANTEED OPERATIONS

- Partners are highly satisfied with the IDBG's products. Satisfaction with the IDBG on specific factors, such as the authority given to team leaders and the clarity of processes, is also high.
- In terms of the IDBG's project cycle, partners are most satisfied with the disbursement process, portfolio management, and the project design or due diligence phase.
- Satisfaction with the IDBG's legal process is quite high with most partners preferring the use of their local laws, instead of New York law, for project documentation purposes. Nearly all partners believe IDBG staff is responsive, with the Multilateral Investment Fund (MIF) specialists perceived to be most responsive.
- More than 8 out of 10 respondents see the IDBG as a partner to support their efforts to provide financial returns while increasing social and/or environmental impact.
- When partners seek information about development finance institutions, they favor IDBG representatives and conferences, followed by sources such as websites and online news.
- The time to access financing and pricing are considered the two most important attributes when selecting a development finance institution.

EXTERNAL PARTNERS' SATISFACTION LEVELS

More than 9 out of 10 (92%) report satisfaction with the IDBG's products (40% of which are "Very satisfied"). Only a small minority of respondents express any ambivalence about IDBG products.

SATISFACTION WITH IDBG'S PRODUCTS* FIG 6.1
All Partners, Cumulative Ratings, 2013–2014



*For this question 1% of respondents selected DK/NA. Data represented in this chart is only for those who rated their level of satisfaction.

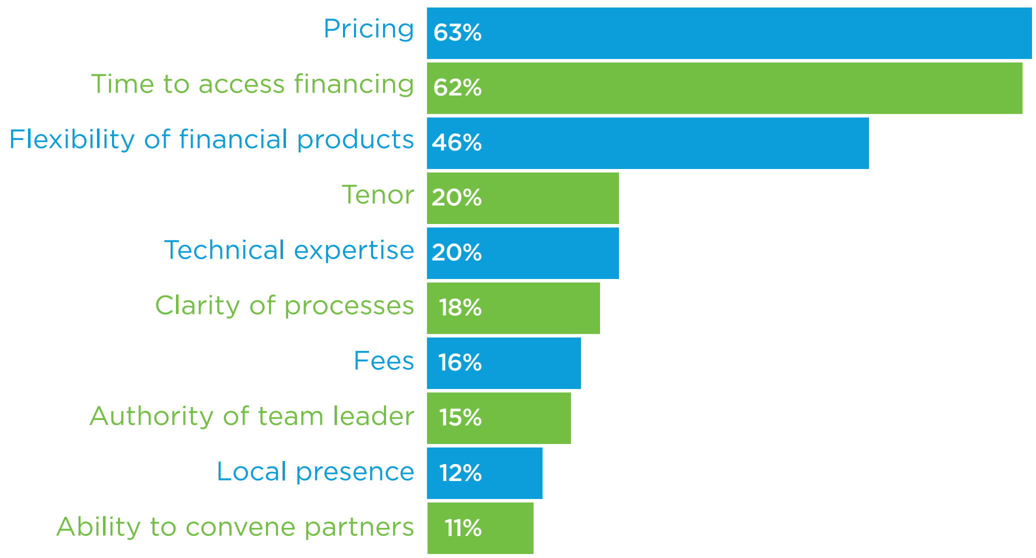
**Refers to a change in percentage points for satisfaction ("Very satisfied" + "Satisfied") between 2013–2014 data. The percentage point change comparison excludes DK/NA answers.

MOST IMPORTANT ATTRIBUTES IN A DEVELOPMENT INSTITUTION

Respondents consider pricing as the most important attribute when selecting a development institution (63%). More than half of partners (62%) also see time to access financing as important, and 46% think flexibility of financial products is key. Other attributes considered less important are local presence and the ability to convene partners (12% and 11%, respectively).

> "[Communication with IDB] has been great in our experience, except for when having to communicate with a third-party local legal counterpart on behalf of the IDB."
>
> —NSG Operations Survey, Peru

THREE MOST IMPORTANT ATTRIBUTES WHEN SELECTING A DEVELOPMENT FINANCE INSTITUTION FIG 6.2
Total Mentions, All Partners, Cumulative Ratings, 2013–2014



SATISFACTION WITH THE IDBG ON SPECIFIC MEASURES

Partners are pleased with the level of authority the IDBG gives to team leaders, with 8 of 10 expressing satisfaction (of which 45% are "Very satisfied"). Slightly fewer respondents (76%) are happy with the clarity of the IDBG's processes (of which 33% are "Very satisfied").

> **"IDB should try to repeat IFC's [International Finance Corporation] local presence by putting investment officers also in the field for both origination and deal execution purposes."**
>
> **—NSG Operations Survey, Brazil**

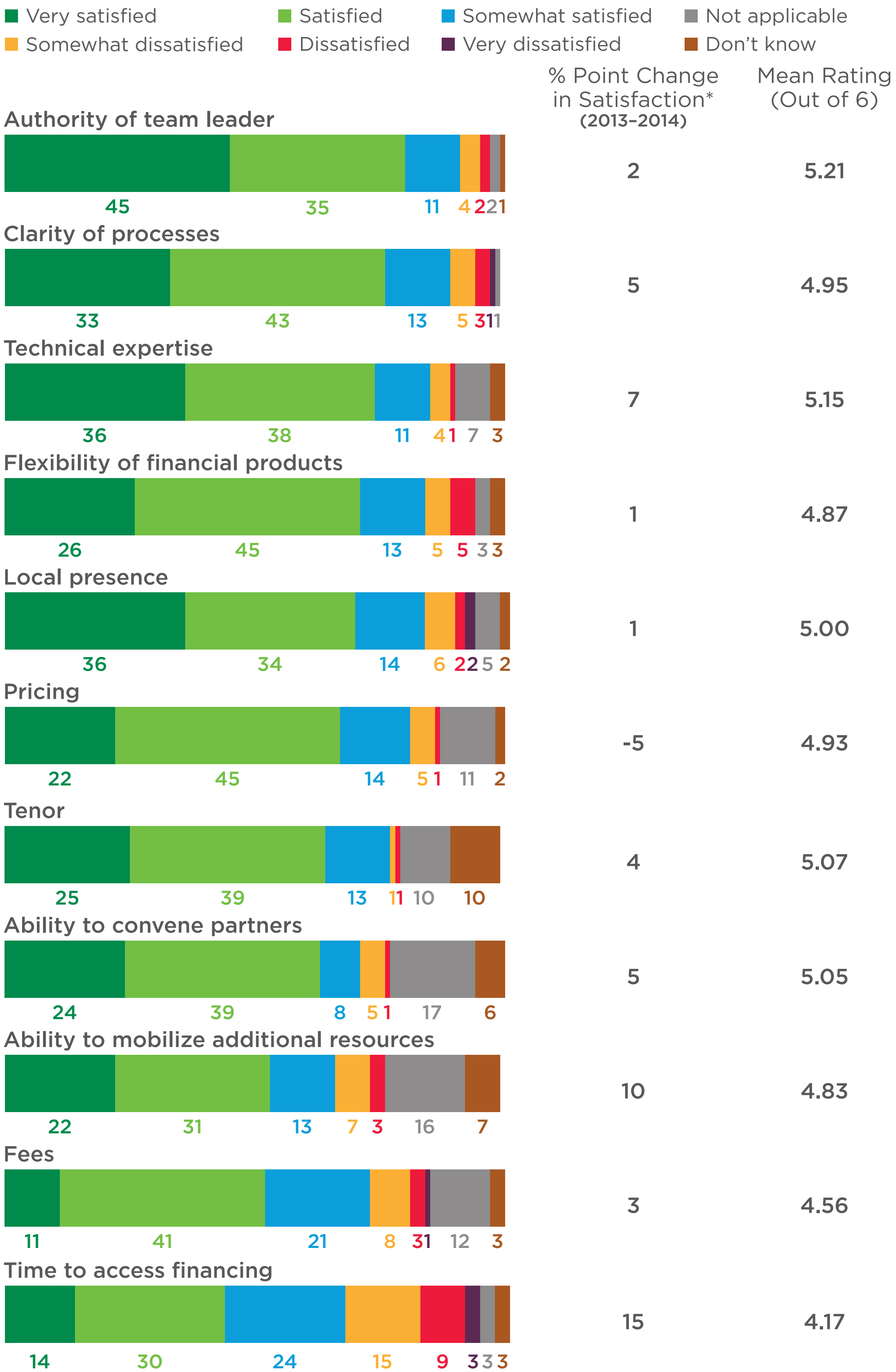
The IDBG is also rated positively on technical expertise, with 74% of partners reporting satisfaction (with 36% "Very satisfied"). Flexibility of financial products is also highly rated, with 71% of partners indicating satisfaction (of which 26% are "Very satisfied").

At the other end of the scale, respondents are less satisfied with IDBG's ability to mobilize additional resources, its fees, and the time it takes to access financing. Regarding the mobilization of additional resources, just over half of partners (53%) report satisfaction (of which 22% are "Very satisfied"). When it comes to fees, 52% indicate satisfaction (11% of which are "Very satisfied"). Finally, some 44% of partners note satisfaction with the time it takes to access financing (14% of which are "Very satisfied"). The time it takes to access financing is an area where the IDBG can strengthen stakeholder perceptions. However, it is important to note that between 2013 and 2014, satisfaction ratings have increased by 15 percentage points on this measure.

SATISFACTION WITH IDBG ON SPECIFIC MEASURES (%)

FIG 6.3

All Partners, Cumulative Ratings, 2013–2014



*Refers to a change in percentage points for satisfaction ("Very satisfied" + "Satisfied") between 2013–2014 data. The percentage point change comparison excludes DK/NA answers.

SATISFACTION WITH THE IDBG'S PROJECT CYCLE

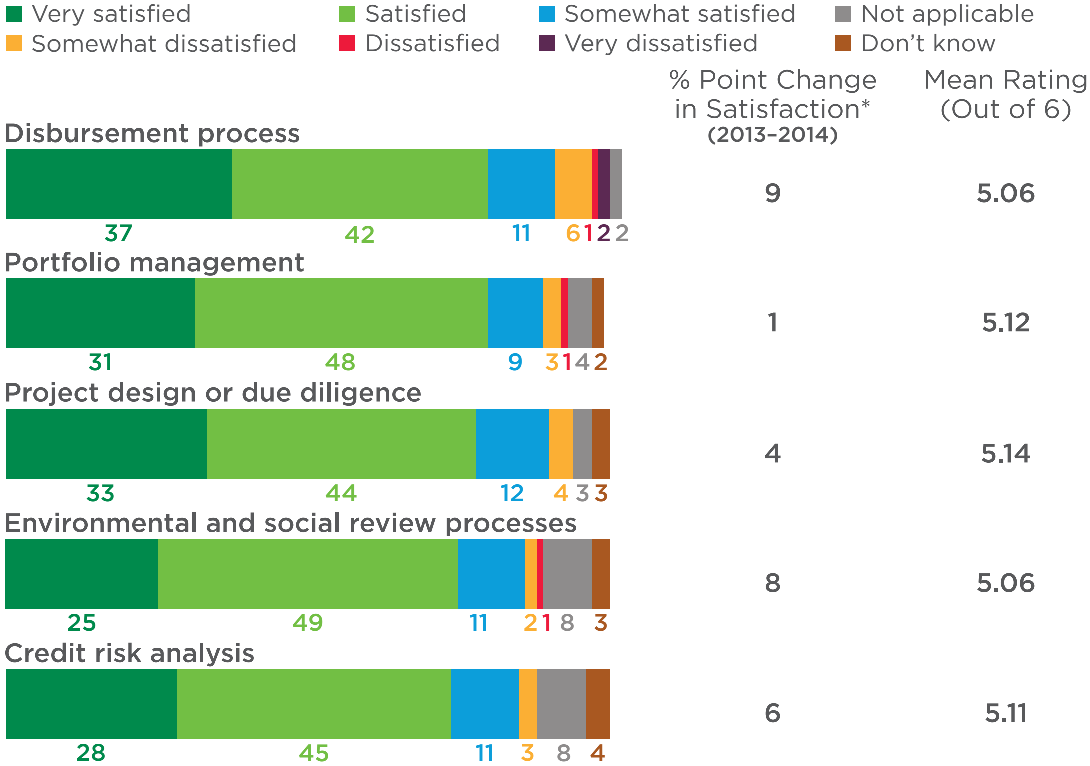
Respondents rate the IDBG well on all stages of the project cycle. Satisfaction is highest with the IDBG's disbursement process at 79% (of which 37% are "Very satisfied") and the IDBG's portfolio management (also 79%, of which 31% are "Very satisfied").

> "The process of credit approval helped me to better organize the company and the interest rate is competitive."
>
> —NSG Operations Survey, Nicaragua

Somewhat lower ratings are reported by respondents on IDBG credit risk analysis, with a satisfaction level of 73% (of which 28% are "Very satisfied").

SATISFACTION WITH IDBG PROJECT CYCLE (%) FIG 6.4

All Partners, Cumulative Ratings, 2013–2014



*Refers to a change in percentage points for satisfaction ("Very satisfied" + "Satisfied") between 2013–2014 data. The percentage point change comparison excludes DK/NA answers.

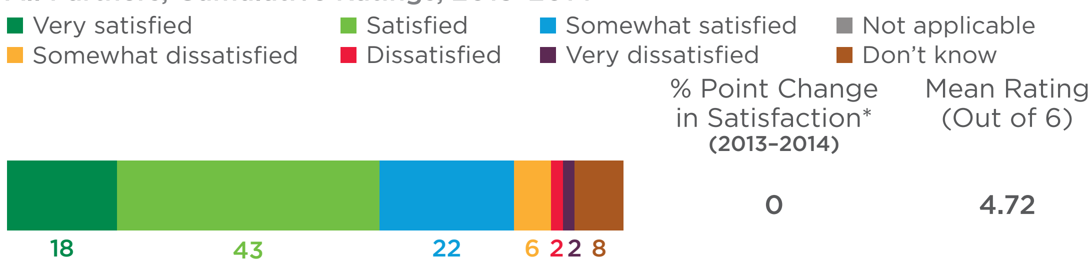
SATISFACTION WITH THE IDBG'S LEGAL PROCESS

More than 6 out of 10 (61%) report satisfaction with IDBG's legal process (of which 18% are "Very satisfied").

> "Increase knowledge of the local laws and market in order to understand the operation's adaptability to a country's conditions." —NSG Operations Survey, El Salvador

SATISFACTION WITH IDBG'S LEGAL PROCESS (%) FIG 6.5

All Partners, Cumulative Ratings, 2013–2014



*Refers to a change in percentage points for satisfaction ("Very satisfied" + "Satisfied") between 2013–2014 data. The percentage point change comparison excludes DK/NA answers.

PREFERRED LEGAL FRAMEWORK

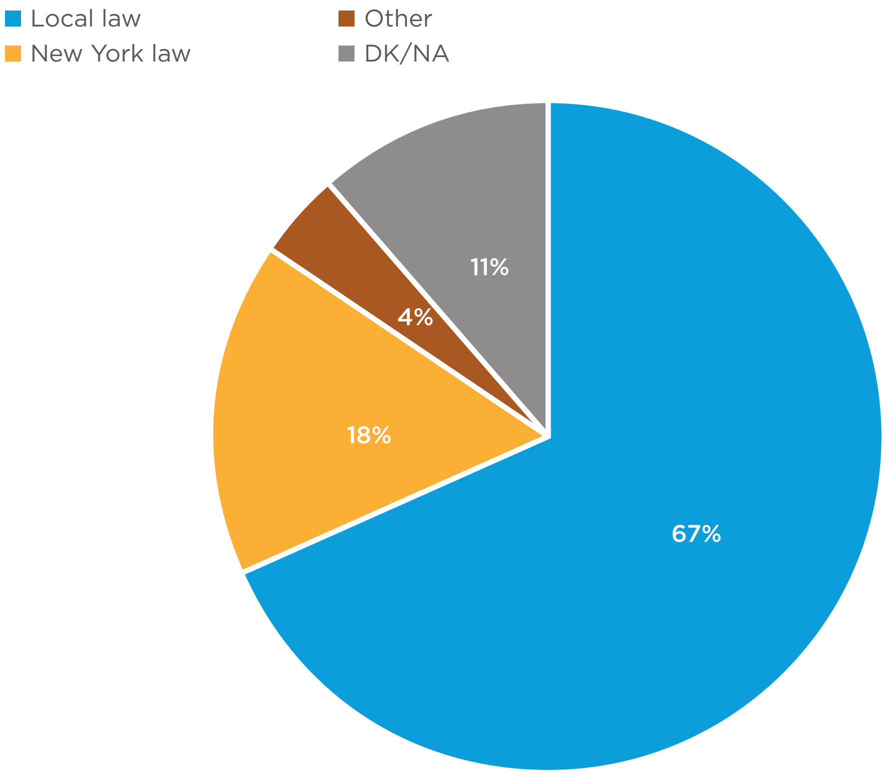
Two-thirds of respondents prefer to use the laws of their local jurisdiction for documentation purposes, while 18% prefer New York law.

"So far we are very pleased with the service and treatment received from the IDB. Perhaps an opportunity for improvement is that the contracts, whether signed based on the laws of New York [or the local law], could have an official translation into Spanish to make it easier for our local legal counsel to review. Thank you!"

—NSG Operations Survey, Honduras

PREFERRED LEGAL FRAMEWORK (%) FIG 6.6

All Partners, Cumulative Ratings, 2013–2014



RESPONSIVENESS OF THE IDBG

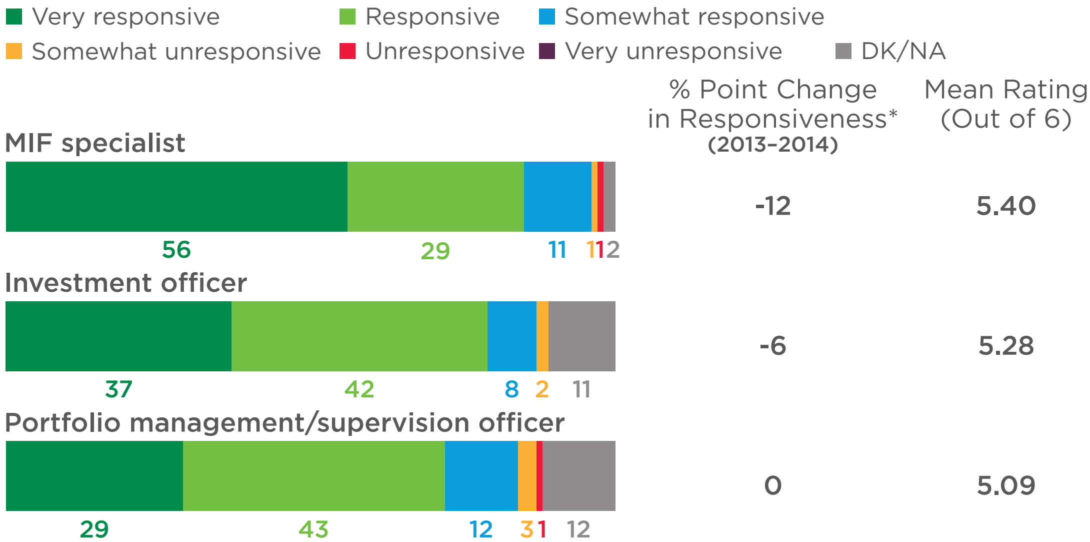
Respondents were asked to rate the responsiveness of IDBG staff. Specialists working in the MIF (the business unit of the IDB Group, which is primarily grant-providing), are considered the most responsive. More than 8 out of 10 partners (85%) perceive this group as "Very responsive" (56%) or "Responsive" (29%). Investment officers are perceived to be equally responsive, with almost 79% rating them as "Very responsive" or "Responsive" (37% and 42%, respectively). A slightly lower proportion says the same thing about portfolio management/supervision officers, with 72% who see this group as "Very responsive" (29%) or "Responsive" (43%). Among these latter two groups, however, there is a lower degree of awareness, with higher numbers who do not or cannot provide a rating.

"In all the areas we have dealt with, IDB staff are distinguished by teamwork, personalized and immediate attention to our concerns, being proactive, and always offering alternatives."

—NSG Operations Survey, Honduras

RESPONSIVENESS OF IDBG (%)
All Partners, Cumulative Ratings, 2013–2014

FIG 6.7



*Refers to a change in percentage points for satisfaction (“Very responsive” + “Responsive”) between 2013–2014 data. The percentage point change comparison excludes DK/NA answers.

RISK APPETITE

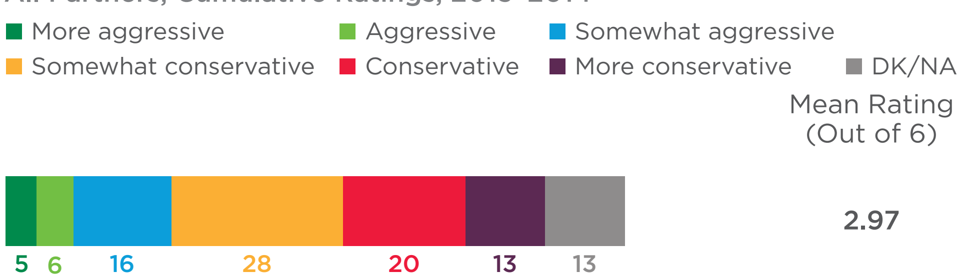
The largest proportion of partners (28%) sees the IDBG as somewhat conservative with regard to its appetite for risk, followed by those who rate the Bank as conservative (20%). Those who rate the Bank as somewhat aggressive (16%) or more conservative (13%) come next, followed by those who believe the Bank is either aggressive (6%) or more aggressive (5%). These findings suggest that the Bank is more likely to be seen as a risk-averse institution.

“I feel IDB Group should change its attitude toward risk and see the future of projects more than the past. Because of the current volatility of the global markets, a company could have an excellent past performance but its future is uncertain and risky, because it has not adjusted its business model to market changes. The ability of the IDB decision makers is to evaluate that business model and its future potential and offer flexible finance products for such companies. By making this change, the opportunities for IDB will multiply.”

—NSG Operations Survey, Honduras

PERCEPTIONS OF IDBG’S RISK APPETITE (%)
All Partners, Cumulative Ratings, 2013–2014

FIG 6.8



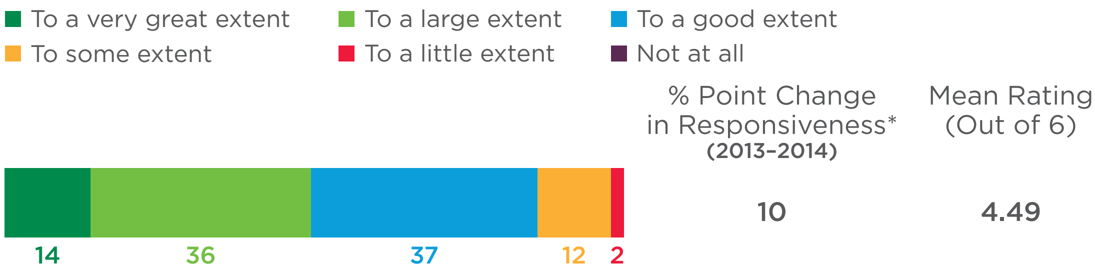
VIEWS ON FINANCIAL RETURNS AND SOCIAL AND ENVIRONMENTAL IMPACT

Respondents are, on the whole, optimistic about their ability to make investments that provide financial returns and also enable them to increase their social or environmental impact, with 14% saying they are able to do this "To a very great extent" and more than one-third (36%) expressing that they can do this "To a large extent." Over a third (37%) say that they are able to do this "To a good extent."

EXTENT ABLE TO MAKE INVESTMENTS WITH FINANCIAL, SOCIAL AND ENVIRONMENTAL IMPACT (%)

FIG 6.9

All Partners, Cumulative Ratings, 2013–2014



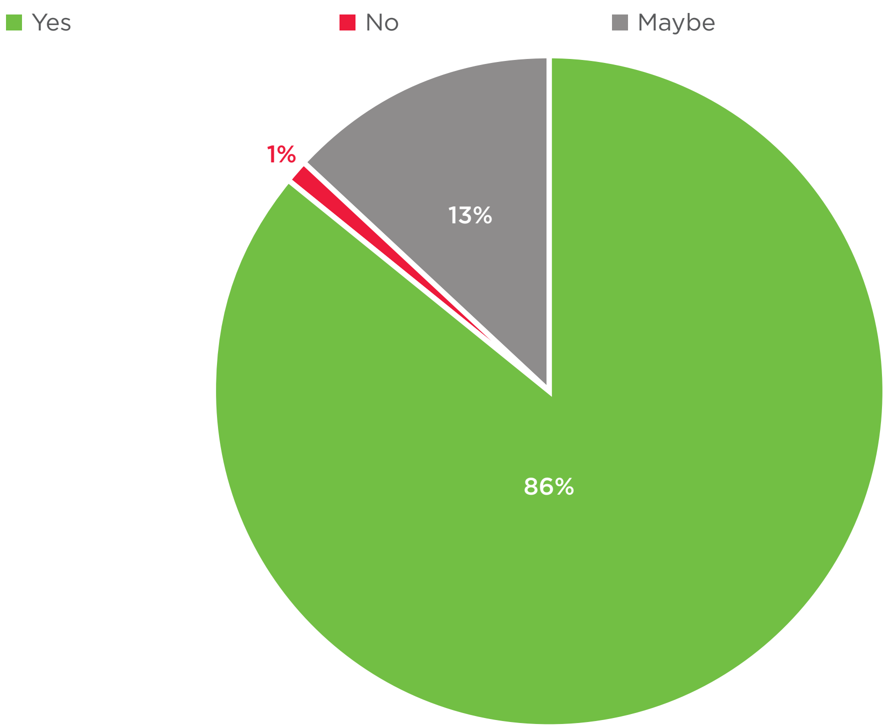
*Refers to a change in percentage points for satisfaction ("To a Very Great Extent" + "To a Large Extent") between 2013–2014 data. The percentage point change comparison excludes DK/NA answers.

More than 8 out of 10 (86%) think of the IDBG as a partner that supports efforts to provide financial returns while increasing social or environmental impact.

VIEWS ON WHETHER IDB GROUP IS A PARTNER TO SUPPORT FINANCIAL AND SOCIAL/ENVIRONMENTAL EFFORTS (%)

FIG 6.10

All Partners, Cumulative Ratings, 2013–2014



SATISFACTION WITH INFORMATION ABOUT DEVELOPMENT FINANCE INSTITUTIONS

More than half of respondents (51%) say that IDBG representatives are a source that they frequently consult, with a somewhat lower proportion (43%) saying that they mostly get information from websites.

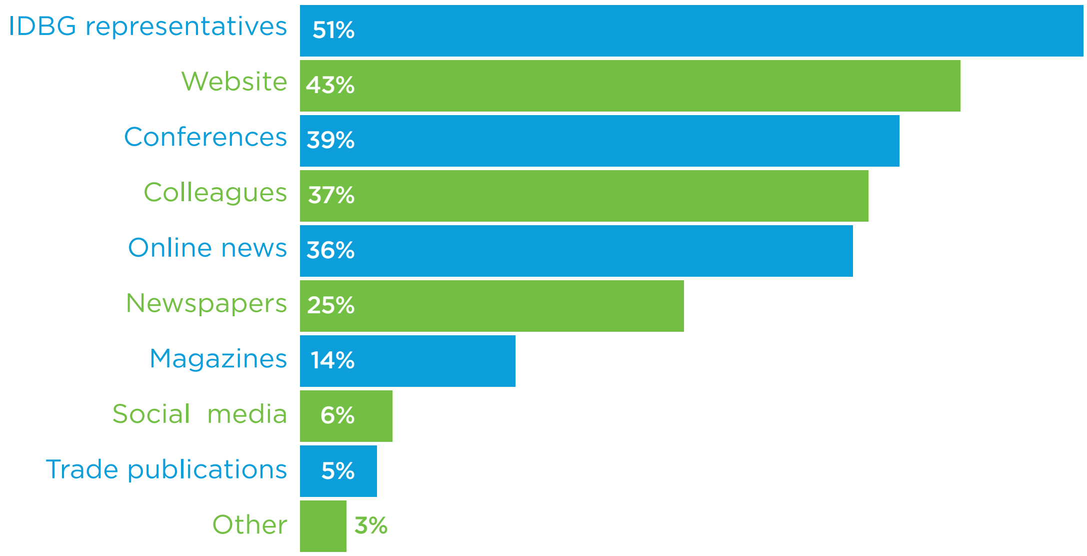
Partners regularly use conferences (39%), colleagues (37%), and online news (36%) to get information about the organization.

Respondents use less frequently what can be seen as the more traditional methods of publication, such as magazines (14%) and trade publications (5%). Only 6% of respondents surveyed regularly use social media as a source of information.

SOURCES USED MOST FREQUENTLY TO STAY INFORMED ABOUT DEVELOPMENT FINANCE INSTITUTIONS (%)

FIG 6.11

Total Mentions, All Partners, Cumulative Ratings, 2013–2014



GENERAL PERCEPTIONS SURVEY

To provide a comprehensive understanding of stakeholder perspectives, the IDB engaged GlobeScan, an international research consultancy, to carry out a General Perceptions Survey (GPS) with key stakeholders in both borrowing and non-borrowing countries. The objective of the GPS is to identify views on current and emerging development priorities, as well as perceptions of the IDB's strengths and weaknesses and its ability to support countries in addressing their unique development challenges.

In this section we report on the results of the Bank's 2013 GPS, which measures perceptions of stakeholder experiences of working with the IDB in specific areas, such as the following:

- IDB's effectiveness
- Familiarity with IDB work
- Strengths and weaknesses of the IDB
- IDB performance on specific measures
- Strategic priorities
- IDB products and services

The sample for this survey is composed of 2,679 stakeholders across the IDB's five country departments. Participants represent various organizations at different levels within government, civil society organizations, private sector, public enterprises, and both multi- and bilateral development institutions. Participants were given the option to answer "Don't know/No answer" (DK/NA) for most questions. For a detailed breakdown of this sample, please refer to Appendix A.

MAJOR FINDINGS OF THE GENERAL PERCEPTIONS SURVEY

- Overall, perceptions of the IDB's effectiveness are high, particularly among government and public enterprise stakeholders.
- Stakeholders are most familiar with IDB work related to financial support and least familiar with non-financial support such as strategic dialogue or programming.
- The majority of characteristics that stakeholders associate with the IDB are positive, such as being competent and collaborative.
- The IDB's greatest perceived strengths are its regional/country-level knowledge and employees.
- Areas for improvement include reducing bureaucratic procedures and being faster to respond.
- Stakeholders believe that social policy is the most important strategic priority for the IDB, followed by infrastructure.
- The IDB has an opportunity to improve perceptions regarding the time it takes to process requests for borrowers, and the ease with which borrowers can work with the IDB.
- Discussion papers, technical notes, and workshops are the most commonly used IDB knowledge products.
- When seeking information about the IDB, stakeholders rely foremost on the IDB website and direct contact with IDB staff.

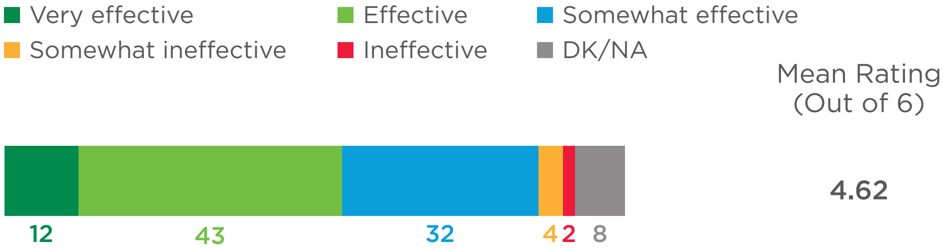
OVERALL PERCEPTIONS OF THE IDB

Overall, perceptions of the IDB are quite positive. More than half (55%) consider the Bank to be “Effective” (43%) or “Very effective” (12%) in supporting sustainable development, while a further 32% see it as “Somewhat effective.”

PERCEIVED EFFECTIVENESS IN SUPPORTING SUSTAINABLE DEVELOPMENT (%)

FIG 7.1

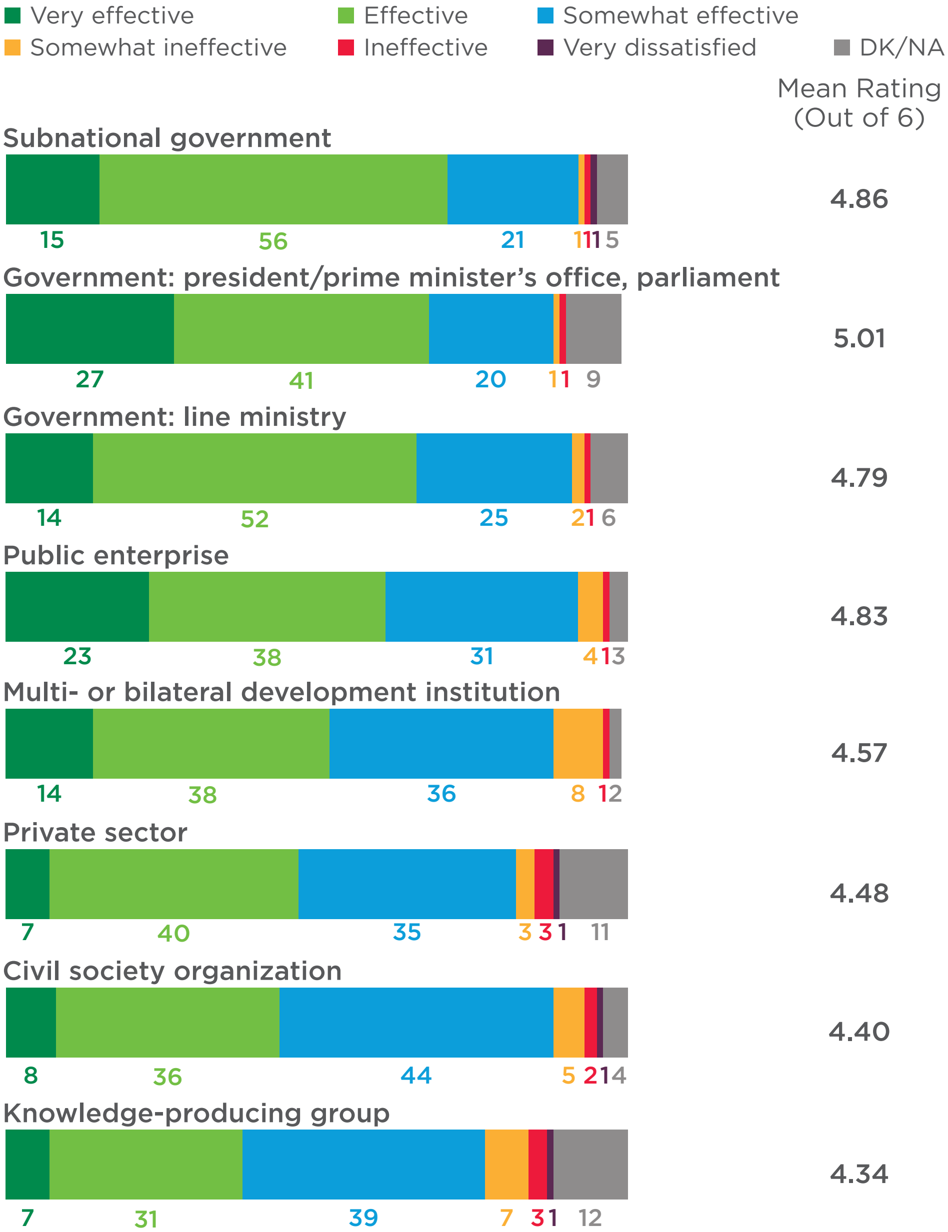
All Stakeholders, 2013



Subnational government stakeholders are the most positive, with 71% rating the Bank as “Effective” (56%) or “Very effective” (15%). Members of the government from the president/prime minister’s office or parliament also rate the IDB highly, with 68% believing it is “Effective” or “Very effective” (41% and 27%, respectively). Civil society stakeholders are somewhat less positive, with under half (44%) considering the Bank to be “Effective” (36%) or “Very effective.” Stakeholders from knowledge-producing groups give the lowest ratings with 38% rating the Bank to be “Effective” (31%) or “Very effective” (7%). One in ten stakeholders from the private sector (11%) and knowledge-producing groups (12%) either don’t know how effective the Bank is or chose not to answer this question. This suggests that awareness of the Bank’s sustainable development strategy may be lower among these stakeholder groups.

PERCEIVED EFFECTIVENESS IN SUPPORTING SUSTAINABLE DEVELOPMENT (%)
By Stakeholder Type, 2013

FIG 7.2

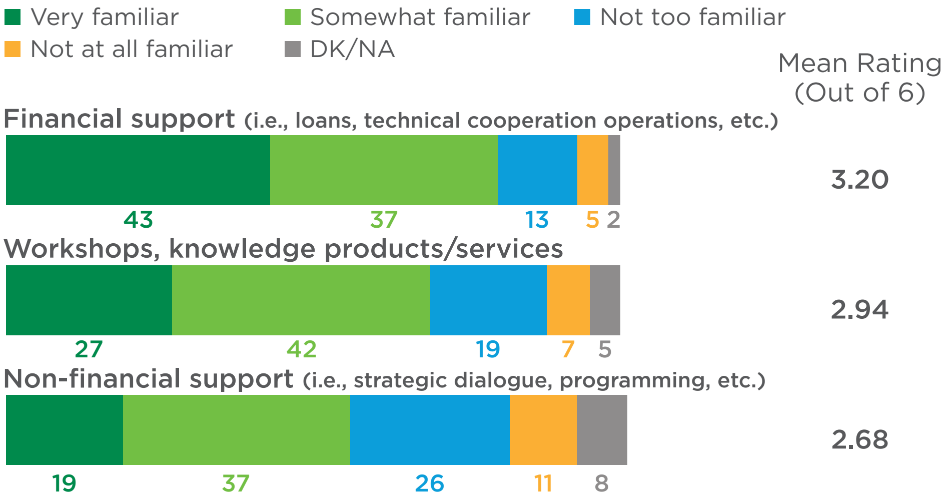


FAMILIARITY WITH THE IDB'S WORK

Stakeholders are most familiar with the IDB's work related to financial support such as loans and technical cooperation; 80% are either "Very familiar" (43%) or "Somewhat familiar" (37%) with the Bank's work in these areas. Familiarity with IDB workshops and knowledge products and services is slightly lower but remains high, with 69% indicating that they are "Very familiar" (27%) or "Somewhat familiar" (42%). Stakeholders are least familiar with non-financial support that the IDB offers, such as strategic dialogue and programming, with slightly more than half (56%) noting that they are "Somewhat familiar" or "Very familiar" (37% and 19%, respectively).

FIG 7.3

FAMILIARITY WITH IDB WORK (%)
All Stakeholders, 2013

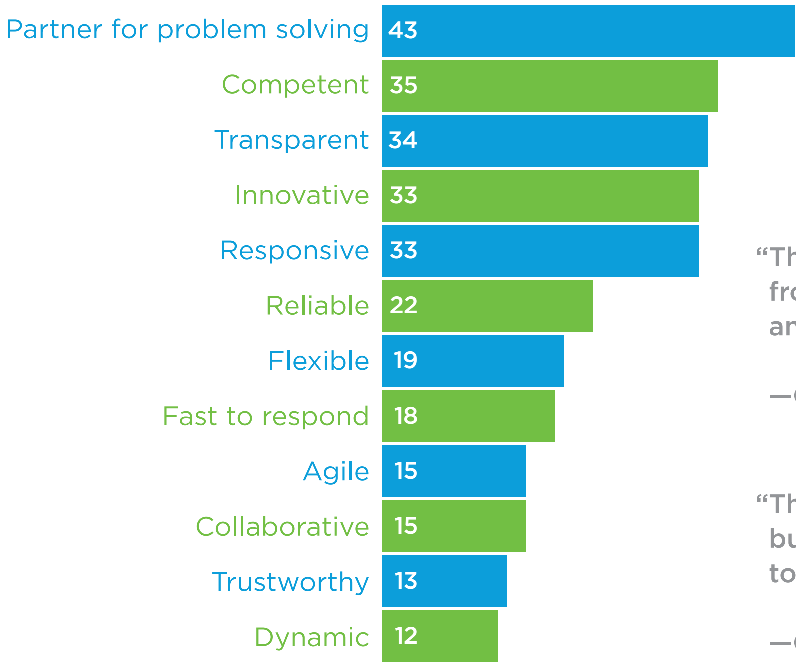


PERCEIVED STRENGTHS AND WEAKNESSES OF THE IDB

Stakeholders were asked to share their opinion on what they consider to be the most important characteristics of a development institution. Being a partner for problem solving was mentioned by almost half of all stakeholders (43%). Being competent (35%), transparent (34%), innovative (33%), and responsive (33%) were also selected by a third or more of respondents as important characteristics of a development institution.

FIG 7.4

MOST IMPORTANT CHARACTERISTICS OF A DEVELOPMENT INSTITUTION (%)
Total Mentions, All Stakeholders, 2013



"The collaboration and support given from the IDB team is commendable and very much appreciated."

—GPS, Belize

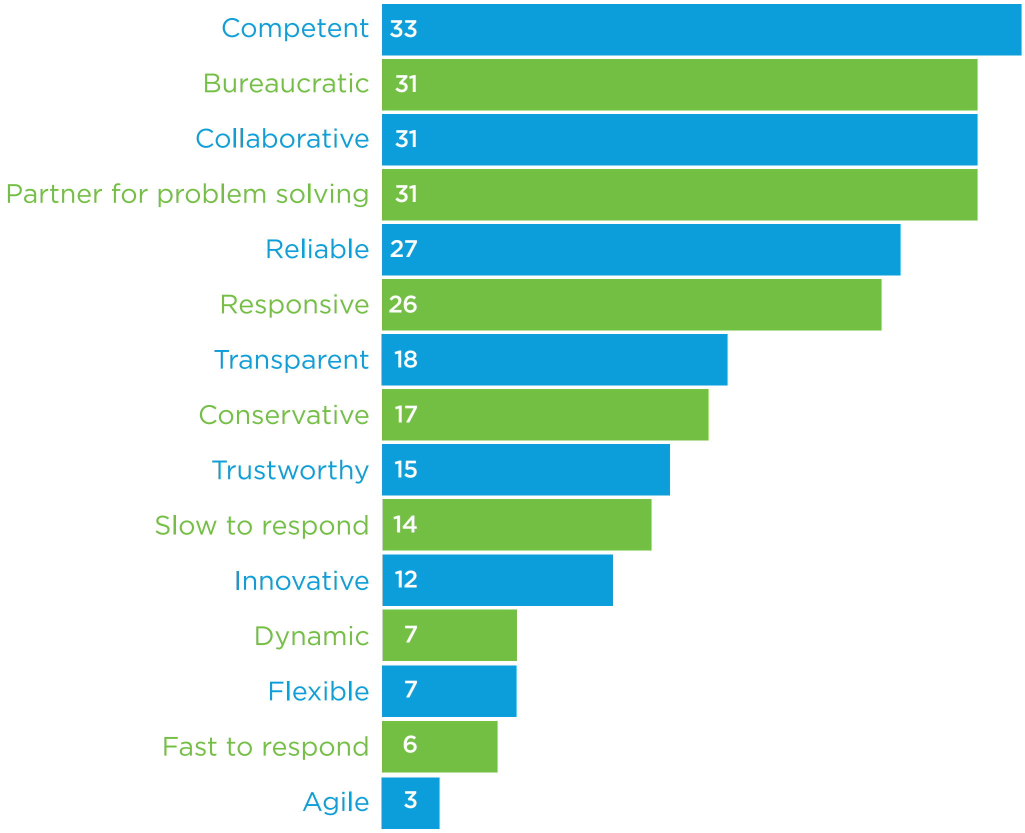
"The bank still needs to be less bureaucratic and more responsive to realities on the ground."

—GPS, Nicaragua

Stakeholders were then asked to select up to three characteristics, positive or negative, that they associate with the IDB. The majority of selections by stakeholders were positive characteristics. One-third (33%) characterize the Bank as competent, and 31% associate it with being collaborative and a partner for problem solving. Being bureaucratic (31%) and slow to respond (14%) were the only negative characteristics associated with the Bank by more than 3% of stakeholders. However, it should be noted that the IDB is least associated with being agile (3%), fast to respond (6%), flexible (7%), and dynamic (7%).

CHARACTERISTICS ASSOCIATED WITH IDB (%)
Total Mentions, All Stakeholders, 2013

FIG 7.5



Finally, stakeholders were asked to state what they consider to be the IDB's greatest strengths in their own words. The top four mentions were the Bank's regional and country-level knowledge (10%), the quality of its employees (8%), its collaborativeness (6%) as well as its contributions to poverty reduction (6%).

> "[Greatest strength] is its collaborative approach in providing training, advice, and flexibility in ensuring that projects are implemented."
>
> —GPS, Brazil

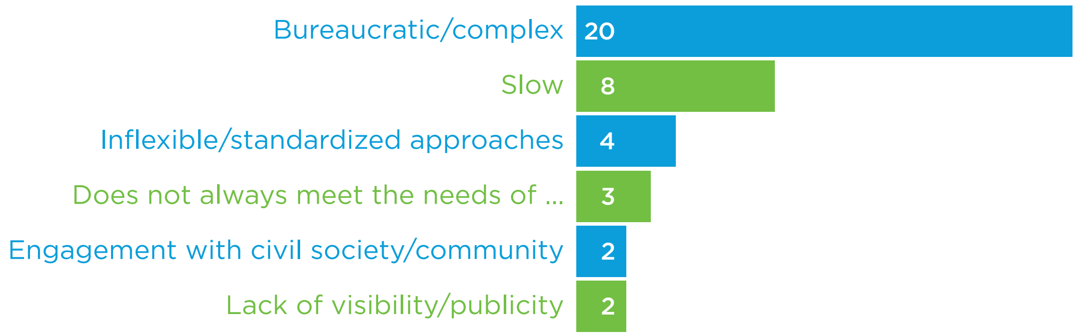
PERCEIVED STRENGTHS OF THE IDB (%)
Total Mentions, All Stakeholders, Unprompted, 2013

FIG 7.6

When asked to state in their own words what they consider to be the IDB's greatest weaknesses, stakeholders describe the IDB as bureaucratic/complex (20%), slow (8%), or inflexible (4%).

> "In many respects, the IDB can be a little too cautious. Although this is understandable when it comes to dealing with the government, it can slow things down considerably."
>
> —GPS, Belize

PERCEIVED WEAKNESSES OF THE IDB (%) FIG 7.7
Total Mentions, All Stakeholders, Unprompted, 2013



PERCEIVED PERFORMANCE OF THE IDB IN SPECIFIC DIMENSIONS

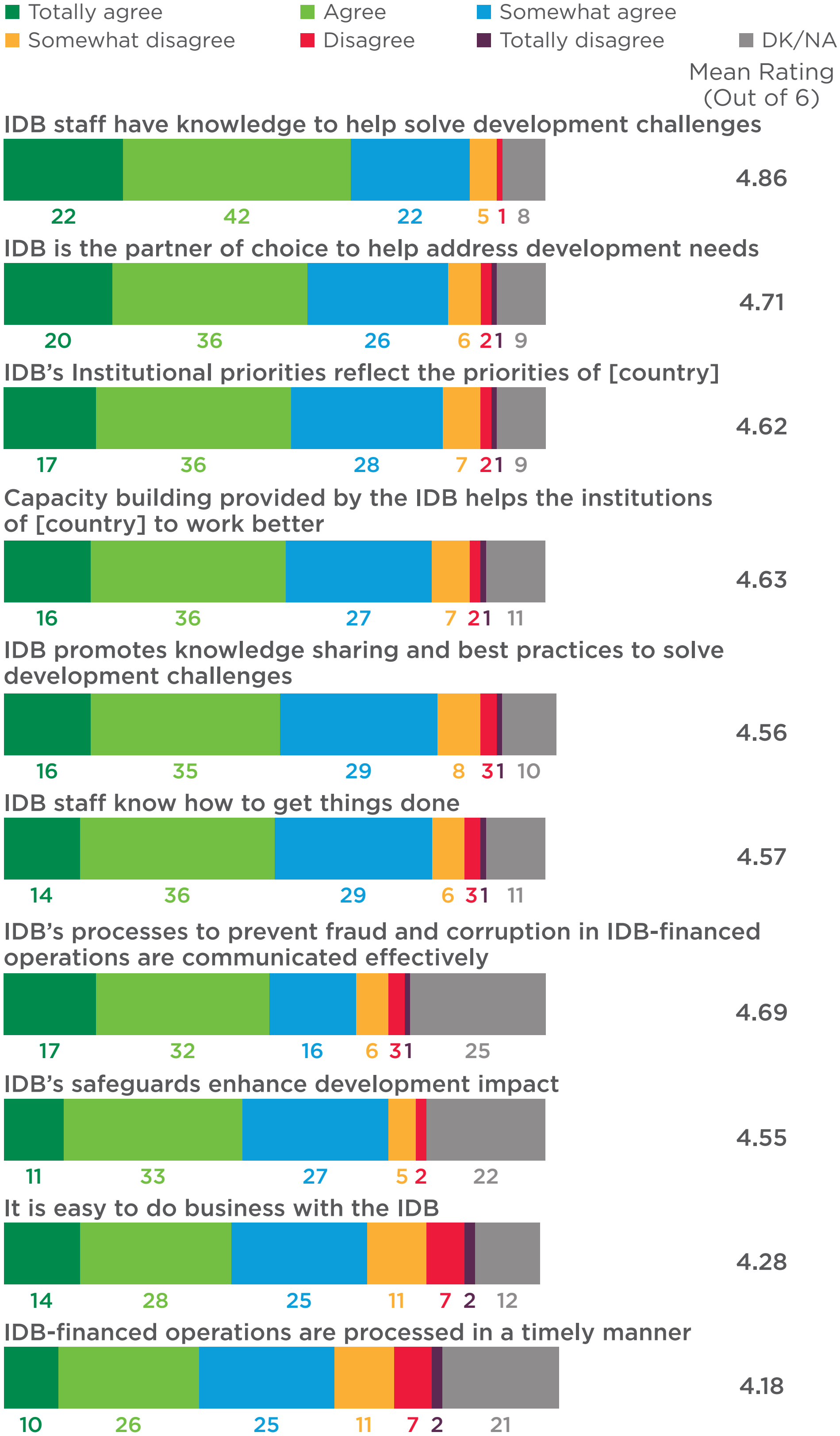
Stakeholders were asked to indicate their level of agreement with a number of statements relating to the IDB's performance in specific areas. Agreement is highest with the statement that IDB staff have the knowledge to help solve development challenges, with 64% in agreement (22% "Totally agree" and 42% "Agree"). More than half of all stakeholders (56%) "Totally agree" (20%) or "Agree" (36%) with the idea that the IDB is the partner of choice to help address development needs, while an additional 26% "Somewhat agree." Agreement is somewhat lower with the statement that the IDB is easy to do business, with less than half (42%) saying they "Totally agree" (14%) or "Agree" (28%), while an additional 25% "Somewhat agree." Agreement is lowest with the statement that IDB-financed operations are processed in a timely manner, with 36% indicating that they "Totally agree" (10%) or "Agree" (26%) and an additional 25% "Somewhat agree."

> "I think [IDB's greatest strength] is the study and knowledge of many Latin American economic problems, and the capacity to provide solutions with great experience in the area. Also it has good staff involved in research, labor markets, and fiscal policy."
>
> —GPS, Argentina

Although 25% of survey respondents answered "Don't know/Not applicable," 49% agree that the IDB's processes to prevent fraud and corruption in IDB-financed operations are communicated effectively; 44% of respondents agree that IDB's safeguards enhance development impact, and 22% answered "Don't know/Not applicable".

PERCEPTIONS ON SPECIFIC ASPECTS OF IDB'S PERFORMANCE (%) FIG 7.8

All Stakeholders, 2013



STRATEGIC MATRIX ANALYSIS: COMPARING IMPORTANCE WITH PERFORMANCE

Understanding stakeholders' perceptions of the IDB's performance is essential. However, understanding which areas of the IDB's performance are important in shaping stakeholder opinions of the Bank is also invaluable. Using advanced statistical methods, GlobeScan has developed a matrix that compares importance versus perceived performance (see figure 7.9). This analysis enables the IDB to reflect on whether it is performing well (according to its stakeholders) on things that really matter to stakeholder overall impressions of the organization and its impact.

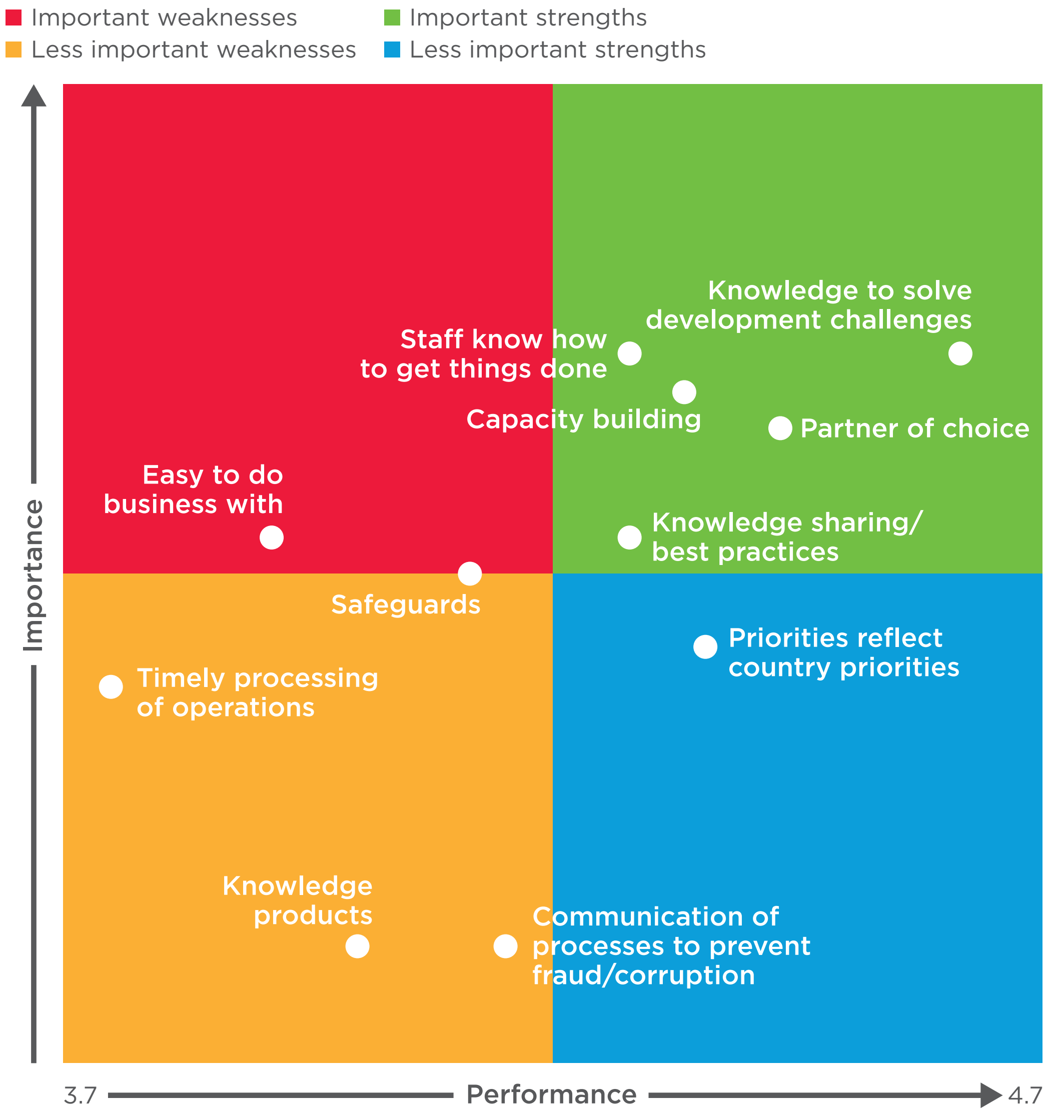
"Importance" figures have been derived using regression analysis while, "performance" figures are simply the averages of the ratings assigned by stakeholders on specific questions in the survey.

Overall, the IDB's performance on the various measures is perceived to align very well with what matters most to the stakeholders, such as the Bank's ability to solve development challenges, its efforts at capacity building, being a partner of choice, and having staff that knows how to get things done.

Ease of doing business with the IDB is the only area that is relatively important to stakeholders where the IDB's performance is rated relatively weaker compared to the other areas.

COMPARING IMPORTANCE WITH PERFORMANCE

FIG 7.9



PERCEPTIONS OF THE IDB'S STRATEGIC PRIORITIES

Respondents were asked to rank the following strategic priorities in the order in which the IDB should focus on them:

- Environment, climate change, renewable energy and food security
- Infrastructure (e.g., transport, water, and sanitation)
- Institutions (e.g., government, enterprises, citizen security, urban development, and financial markets)
- Regional and global integration (e.g., exports, trade)
- Social policy (e.g., education, health, social security, gender, and diversity)

> **"In the past, significant focus was placed on infrastructure development. There was some institutional strengthening. However, there is need for increased attention to the strengthening of the social sector, institutions and ensuring enforcement of regulations."**
>
> **—GPS, Guyana**

Stakeholders were then asked to evaluate their top-ranked priority in relation to how important it is for sustainable development in their country and how well the IDB is contributing to the following subarea(s) in their country.

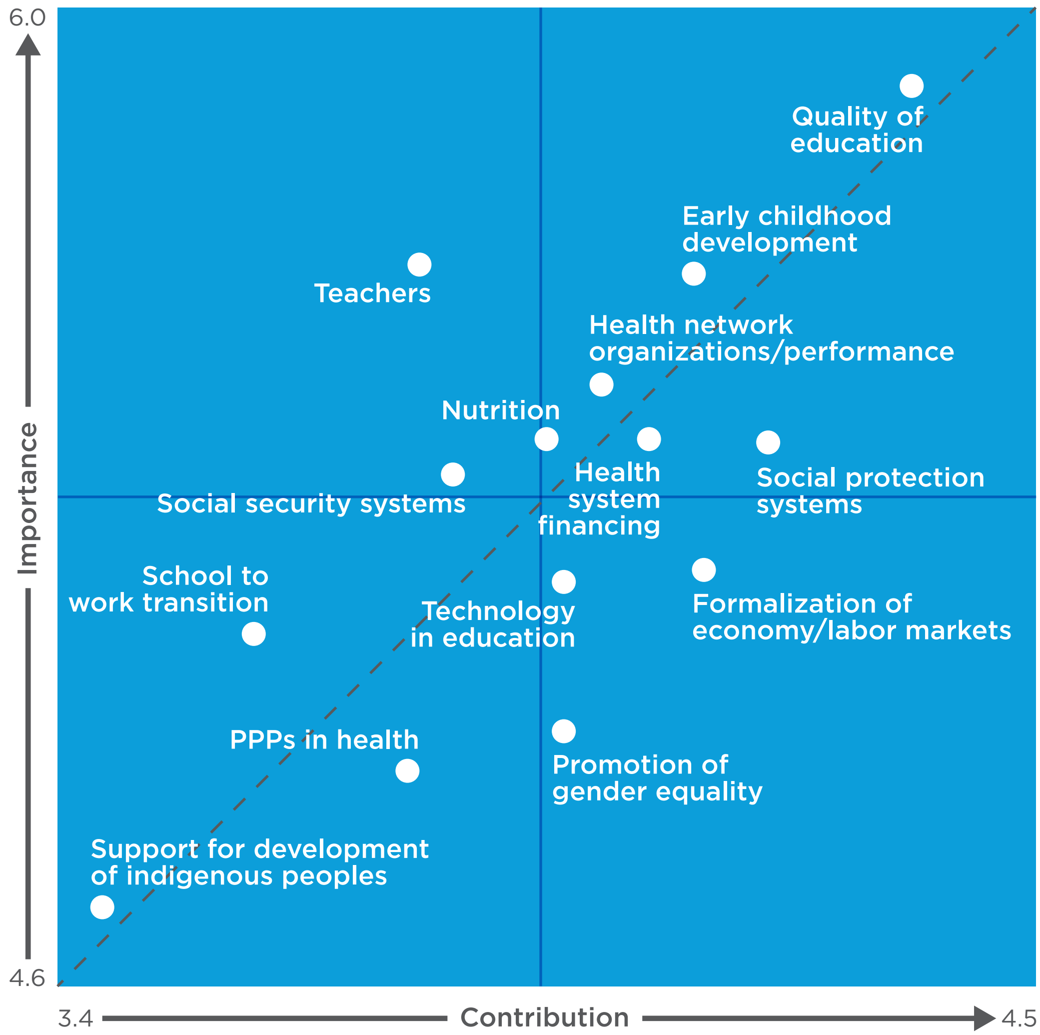
Overall, stakeholders believe that social policies with regards to education, health, social security, gender and diversity should be of the highest strategic importance for the IDB. Policies related to infrastructure (e.g., transport, water, and sanitation) and institutions (e.g., government, enterprises, citizen security, urban development, and financial markets) are ranked as the second and third most important, respectively. Policies related to the environment, climate change, renewable energy and food security are ranked as the fourth most important priority while regional and global integration (e.g., exports and trade) is lowest in strategic importance.

Strategies Related to Social Policy

For stakeholders who select social policy as a strategic priority for the IDB, quality of education is rated as the most important subarea, and the subarea in which the IDB is perceived to make the strongest contribution. Early childhood development, social protection systems, and systems that finance health are also considered to be of high importance, and are also perceived to receive a strong contribution from the IDB.

> "The Bank should continue to serve the development of education, in particular, the management and accountability mechanisms for the teaching profession."
>
> —GPS, Jamaica

PERCEIVED IMPORTANCE VS. CONTRIBUTION: SOCIAL POLICY FIG 7.10
Subsample, 2013



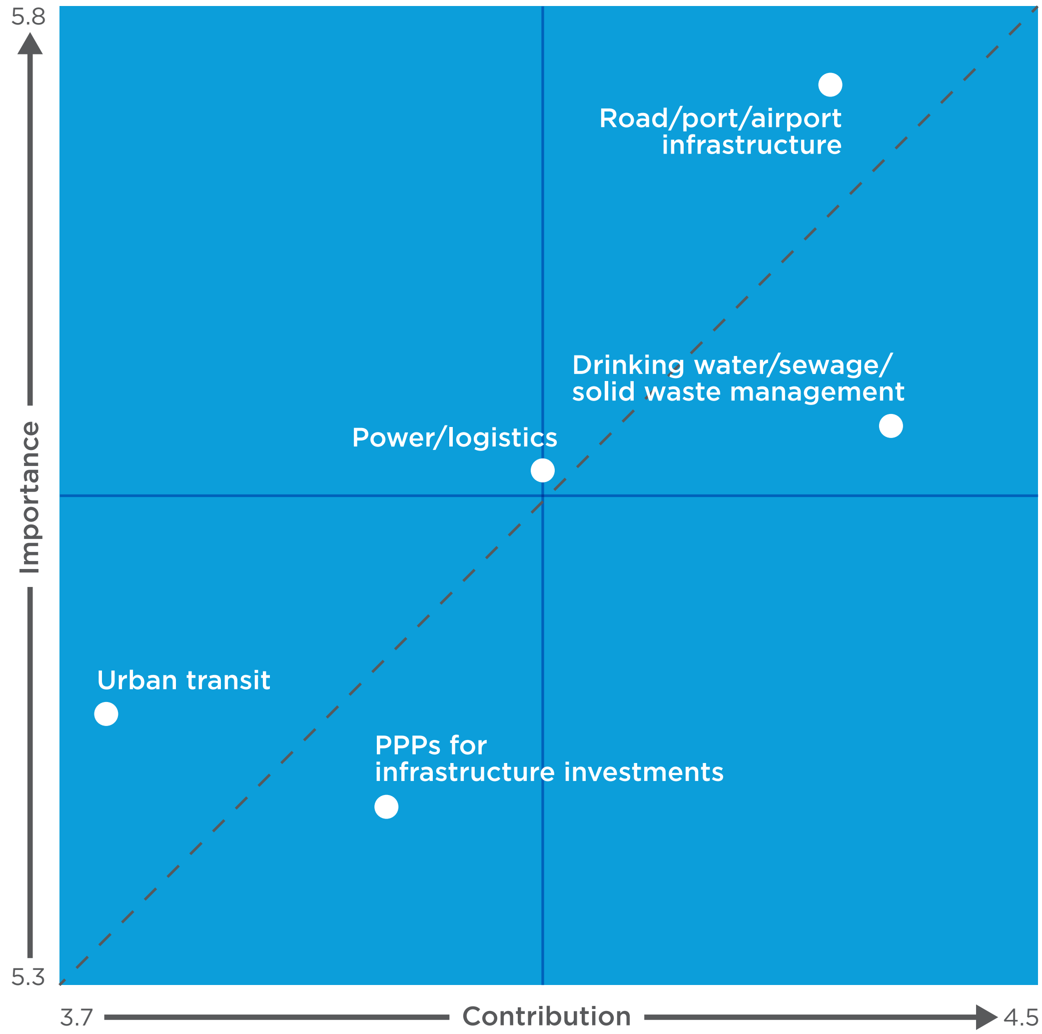
Strategies Related to Infrastructure

For the stakeholders who believe infrastructure is the most important IDB strategic priority, the topics of road, port, and airport infrastructure are rated as the most important areas of focus for sustainable development, and these are areas where the IDB is perceived to contribute greatly. Drinking water, sewage, and solid waste management are also considered high areas of importance, and are also perceived to receive a strong contribution from the IDB.

"The IDB plays an important role in the development of various projects of our country; we need greater impact on drinking water and sanitation."

—GPS, Guatemala

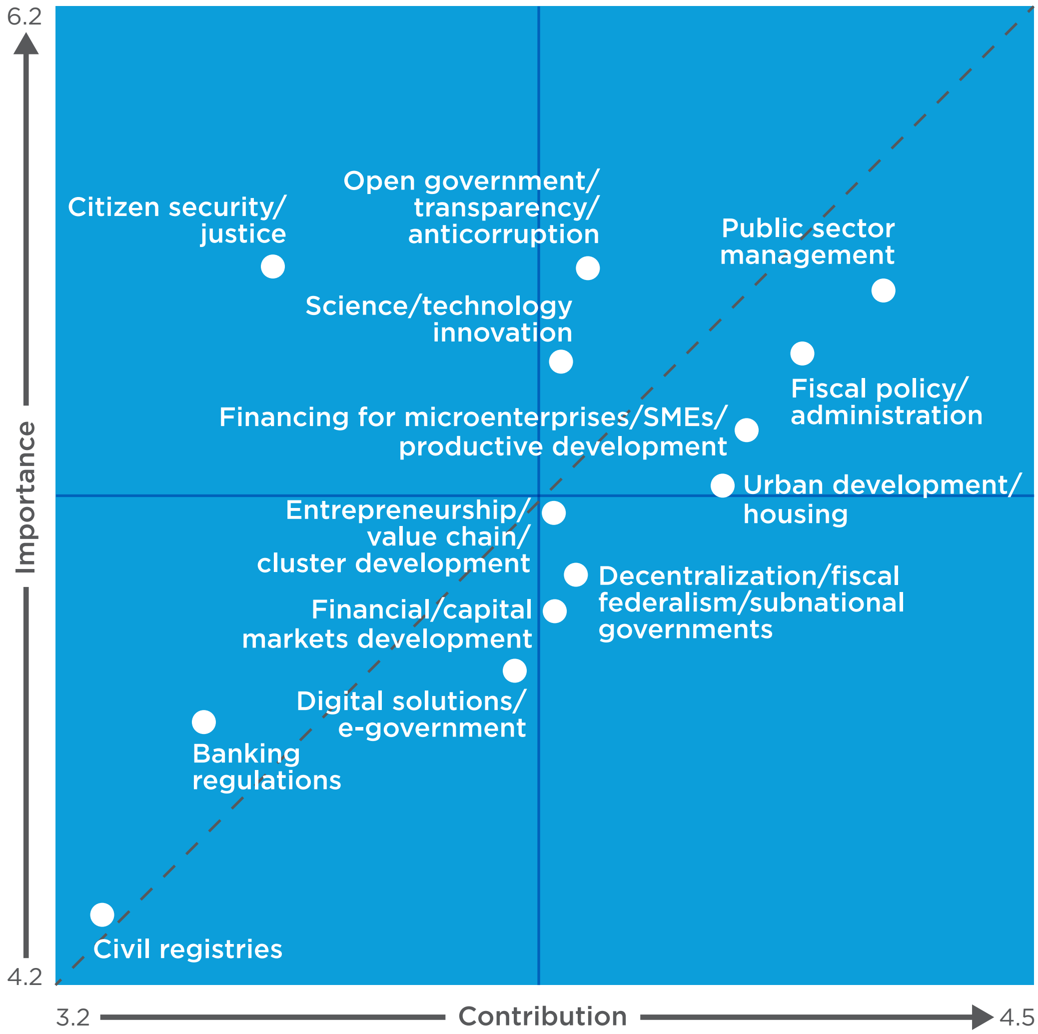
PERCEIVED IMPORTANCE VS. CONTRIBUTION: INFRASTRUCTURE FIG 7.11
Subsample, 2013



Strategies Related to Institutions

Generally, there are a variety of possible institution-related areas that stakeholders believe are important to ensure sustainable development. Of the areas that are of the highest importance, the IDB is perceived to significantly contribute to those that can be heavily influenced by financial institutions, such as public sector management, fiscal and policy administration, and financing for microenterprises and small-to-medium enterprises (SMEs). Open government and transparency, anticorruption, and scientific/technology innovation, while just as important, are perceived to receive less of a contribution from the IDB.

PERCEIVED IMPORTANCE VS. CONTRIBUTION: INSTITUTIONS FIG 7.12
Subsample, 2013



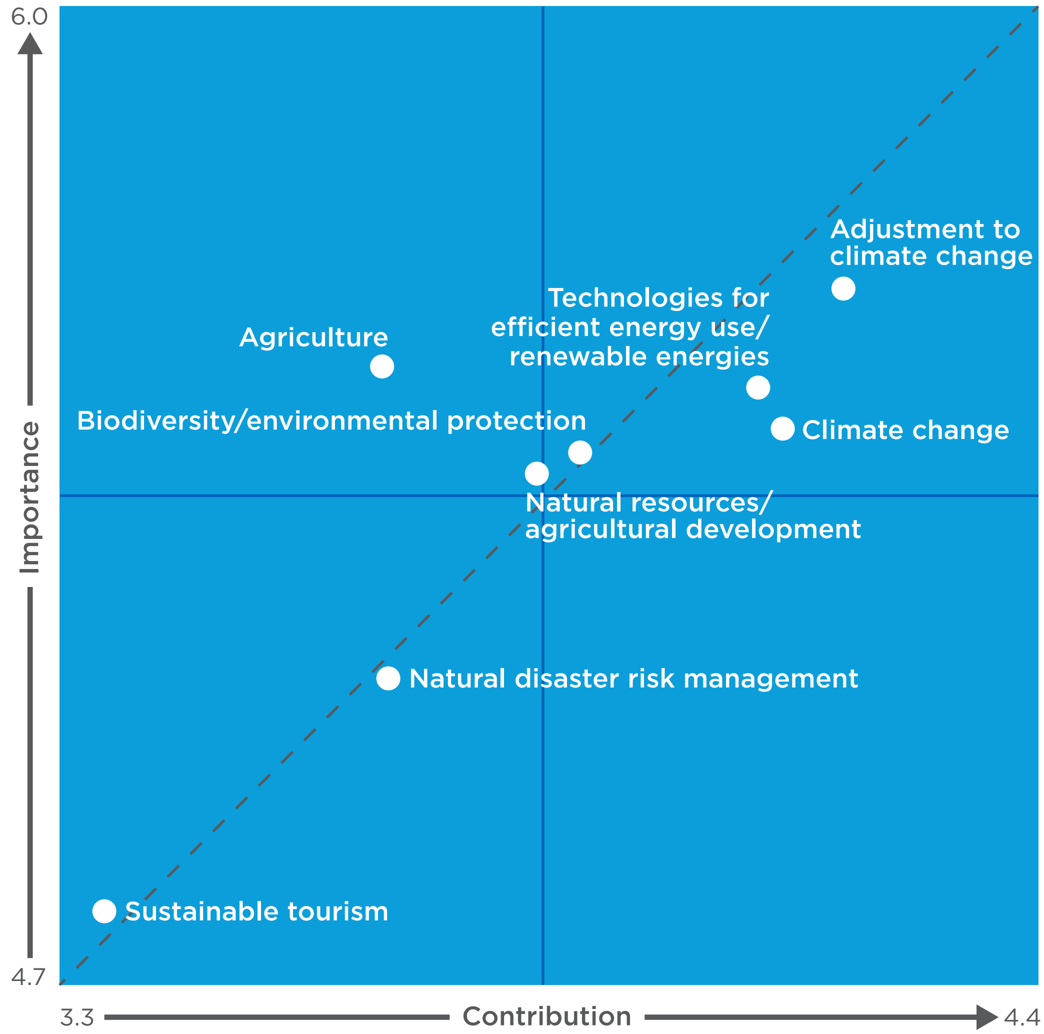
Strategies Related to the Environment

For those stakeholders who rate the environment, climate change, renewable energy, and food security as the priority areas for sustainable development, policies related to adjustment to climate change, agriculture, and technologies for efficient energy use are considered to be most important. Aside from agriculture, the IDB is seen as contributing to these areas.

"I like working with the IDB and believe that IDB can be a game changer in the LAC with green/ sustainable development."

—GPS, United States

PERCEIVED IMPORTANCE VS. CONTRIBUTION: ENVIRONMENT FIG 7.13
Subsample, 2013



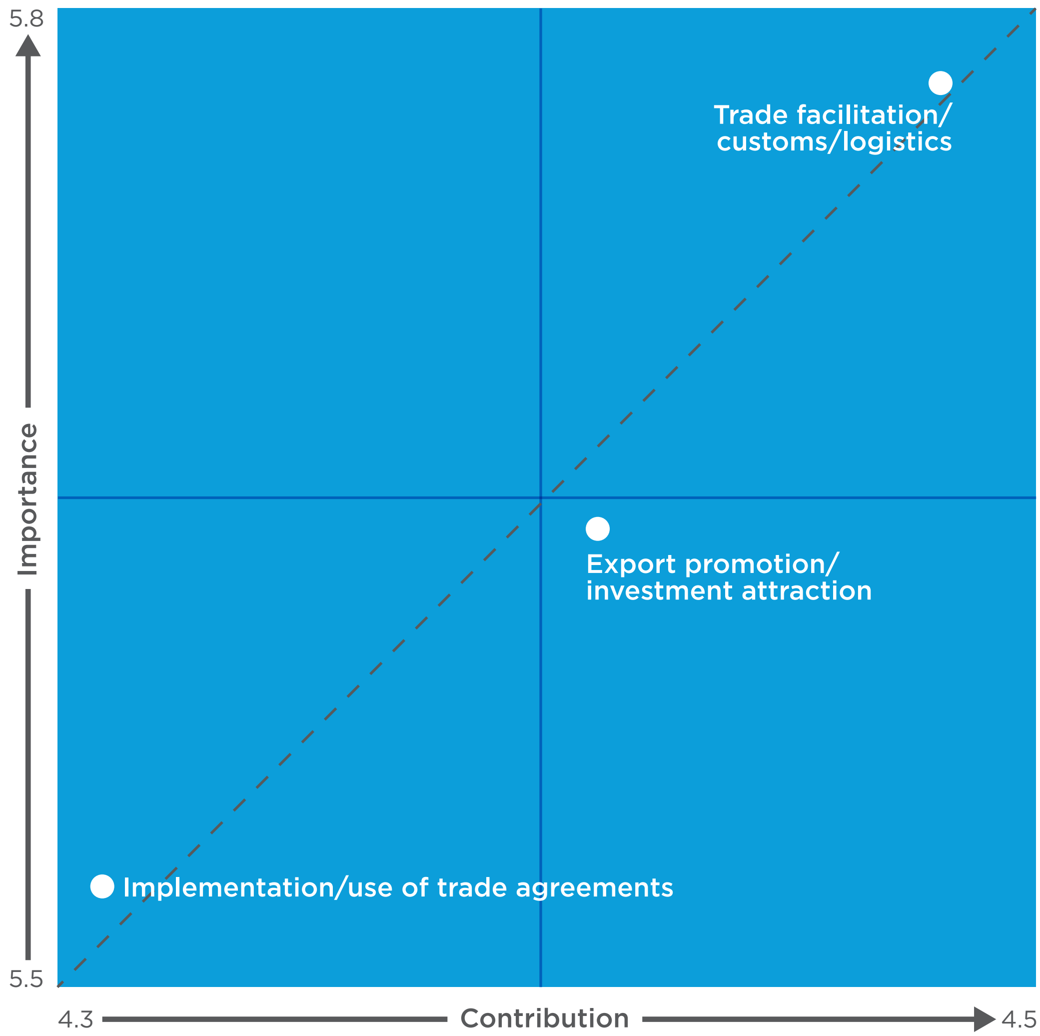
Strategies Related to Regional and Global Integration

Stakeholders who consider a focus on regional and global integration to be a strategic priority believe that trade facilitation, customs, and logistics are the most important subareas for achieving sustainable development, and that the IDB acts as a strong contributor here.

PERCEIVED IMPORTANCE VS. CONTRIBUTION: REGIONAL & GLOBAL INTEGRATION

FIG 7.14

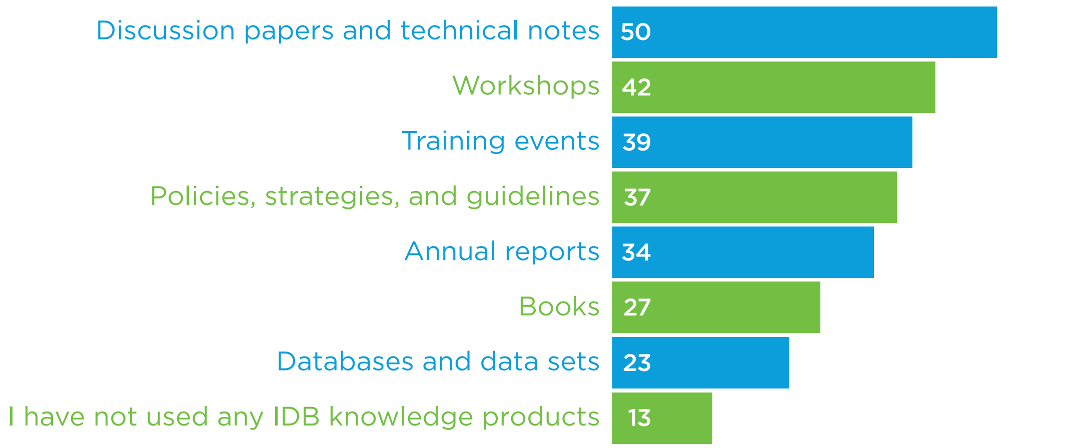
Subsample, 2013



IDB PRODUCTS USED IN THE LAST TWO YEARS

When asked to identify which IDB knowledge products they have used in the last two years, stakeholders most often point to discussion papers and technical notes (50%), followed by their attendance at workshops (42%) and training events (39%). Policies, strategies, and guidelines (37%), as well as annual reports produced by the IDB (34%), are used by just over a third of respondents.

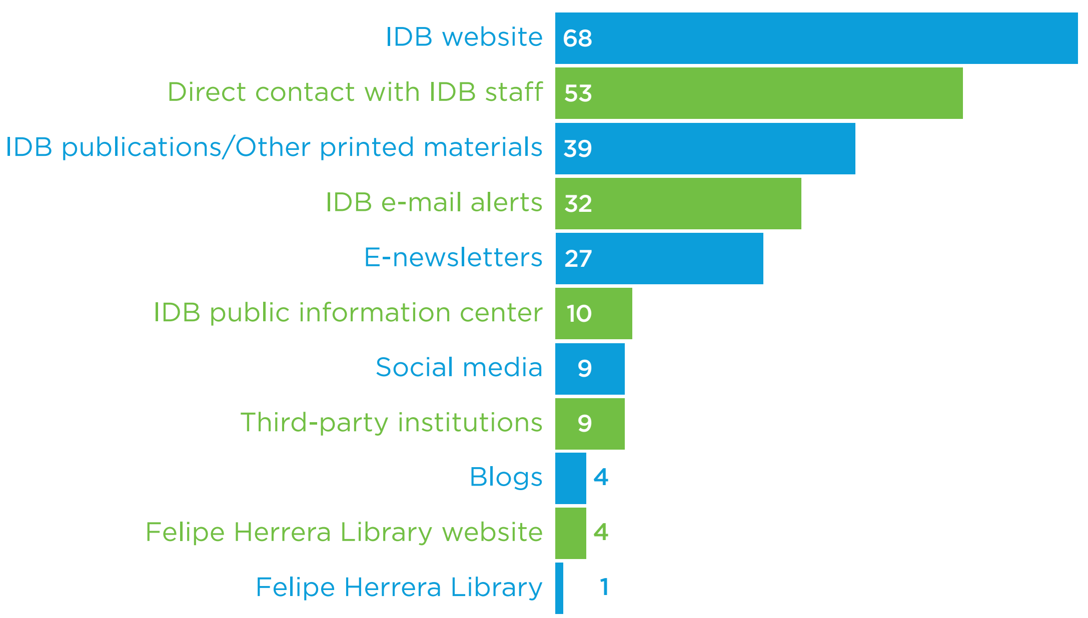
IDB PRODUCTS USED IN THE LAST TWO YEARS (%) FIG 7.15
All Stakeholders, 2013



IDB INFORMATION CHANNELS

The most commonly used channel by stakeholders for information on the Bank is the IDB website, with 68% of respondents acquiring information from this source. Direct contact with IDB staff (53%) is the second most common way that they get information from the IDB. Publications (39%) and e-mail alerts (32%) from the IDB are sources of information for roughly a third (32%) of stakeholders, while just over a quarter (27%) receive information from e-newsletters.

MOST COMMONLY USED INFORMATION CHANNELS (%) FIG 7.16
All Stakeholders, 2013



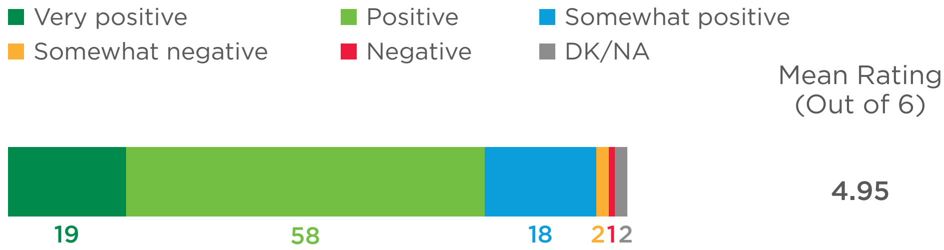
PERCEPTIONS OF IDB WEBSITE

Over three-quarters (77%) of stakeholders respond that they have had an overall positive experience navigating the IDB's website, with 19% of respondents reporting a very positive experience and more than half (58%) rating their experience as positive. A further 18% rate their experience as somewhat positive.

EXPERIENCE OF NAVIGATING IDB WEBSITE (%)

All Stakeholders, 2013

FIG 7.17



IN-DEPTH TELEPHONE INTERVIEWS

In this section we report on the results of 26 in-depth telephone interviews with high-level public sector stakeholders in Latin America and the Caribbean.

The majority of participants are current clients of the Bank. GlobeScan conducted all interviews and the identity of all stakeholders was kept confidential.

All stakeholders are high-level government representatives such as vice ministers, permanent secretaries, and directors within various ministries that interact with the IDB. For a detailed breakdown of this sample, please refer to Appendix A.

KEY FINDINGS FROM IN-DEPTH INTERVIEWS

On Country Priorities

There is a general consensus among stakeholders that the Bank should continue to work on projects similar to those it works on now. The Bank's depth of experience is widely appreciated and it is generally trusted to know what the priorities are in each of the countries.

When probed further, participants generally share the same opinions with regard to priority areas—in particular education, and infrastructure—and also healthcare, transportation and sanitation. Respondents generally want to see the IDB support more projects in all of these areas. This mirrors findings of the GPS, which show that stakeholders rank social policy issues as the greatest strategic priority for the IDB (see Figure 7.10, page 50).

"The IDB has a lot of experience and has taken part in designing and implementing different programs throughout the region, which has given them expert knowledge of what has and has not worked in other countries. This allows us to learn from this experience."

—In-depth interview, Mexico

"The priority in my opinion, is education, because it promotes the development of all fields and it is the mainstay of economic development throughout the country." —In-depth interview, Brazil

On Innovation

For stakeholders who participated in the GPS, being innovative is one of the most important characteristics of a development institution (see fig. 7.4, page 44). When stakeholders in the in-depth interviews were asked how the Bank can foster innovation, opinion was divided, with some insisting that the IDB should be more innovative in the way that it shares best-practice examples, while others insist that the IDB should find more innovative ways of adopting a more country-specific focus. Those interviewed believe that the IDB would benefit from investing in resources that can innovatively compile country experiences and better identify country needs. When probed further, stakeholders provide several examples of how to foster innovation, such as actively involving IDB staff in innovation sessions and introducing an innovation program with awards for member countries.

"Many of the situations arise in other countries as well, and in this sense the Bank could have mechanisms that feed these processes more directly and spontaneously, so that they can use previous processes or projects from other countries to move forward here."

—In-depth interview, Colombia

On Involvement of the Private Sector

Increasing private sector involvement in development projects is also perceived as a potential way for the IDB to become more innovative if best practices in public-private partnerships (PPPs) are shared. All interviewees agree that the private sector should be more involved in development projects.

> **"I think the private sector has much to contribute to the public sector. Modernity always happens first in the private sector; you have few islands of excellence in public sector that promote innovation."**
>
> **—In-depth interview, Brazil**

Those interviewed think that another key benefit of involving the private sector in development projects is the ability of businesses to help finance development projects and play an important role in PPPs. Stakeholders believe the government should be responsible for involving the private sector and that the IDB should act as a facilitator or mediator between government and the private sector.

> **"[Private sector] participation should be qualified, improved, and amplified, and I believe that here the Bank also has a very important role in acting as an interlocutor between the private sector and the state." —In-depth interview, Colombia**

On Knowledge Sharing

In terms of knowledge sharing, stakeholders appreciate the efforts the IDB has made to date, but would like the Bank to be more proactive in this regard. In particular, stakeholders want more seminars and workshops from the IDB and increased interaction with the the IDB's experts and specialists through training sessions, preferably in person, and via consultancy throughout the project. Here again, stakeholders would like to have access to more best-practice examples and more information about the IDB's ongoing programs in other regions.

> **"I feel that a lot of what we got in the past came from us asking rather than them sharing. They need to be more proactive in sharing knowledge."**
>
> **—In-depth interview, Jamaica**

On the Ease of Doing Business with the IDB

For the most part, stakeholders state that it is easy to do business with the IDB, and satisfaction with the Bank in this area is generally high. Many who were interviewed have been working with the IDB for many years and believe that long-term cooperation has made it easier to work with the Bank. IDB staff are also commended for their responsiveness and accessibility, whether in-country or not.

> **"It is a stable and permanent relationship, a good interface, where both sides know each other."**
>
> **—In-depth interview, Brazil**

Some stakeholders, however, stress the need for the Bank to speed up its pace and reduce bureaucratic procedures, which are perceived to delay project completion. Respondents also mention the need for the Bank to be more flexible in its approach to development. While some respondents observe that improvements in flexibility have been achieved in recent years, they call for more progress. However, overall stakeholders are quite positive about the IDB and many see the organization as not only a Bank but as a trusted advisor that can add real value to projects by sharing its knowledge and experience.

APPENDIX A: SAMPLE COMPOSITION & METHODOLOGY

SAMPLE COMPOSITION AND SURVEY METHODOLOGY FOR IDB SOVEREIGN GUARANTEED LOAN OPERATIONS SURVEY

Sample Composition

The sample for the Sovereign Guaranteed Loan Operations Product Survey was derived from IDB's internal databases and comprises high-level IDB partners from across five country departments (see table 1).

Countries are classified as Higher and Middle Income (HMIC), Fund for Special Operations (FSO), and non FSO/HMIC based on several factors, such as income level, level of access to international financial markets, and weight of the country in IDB´s lending portfolio. Representation by each of these groups is also shown in Table 1.

Survey respondents are the main point of contact for IDB-financed operations; they represent various offices from the public, private and non-governmental sectors. The largest representation is from line ministries such as transport, energy, agriculture, health, education, industry, trade, etc. The president/prime minister's office and the ministries of finance, economy, development, planning, and parliament are also well represented (see table 2).

Survey Methodology

The survey was conducted online by the IDB via Qualtrics, a global enterprise survey technology provider.

The majority of questions in this survey ask respondents to rate their level of satisfaction with various aspects of the Bank. The scale for these questions ranges from "Very dissatisfied" (1), "Dissatisfied" (2), "Somewhat dissatisfied" (3), "Somewhat satisfied" (4), "Satisfied" (5), and "Very satisfied" (6). To measure levels of awareness of IDB activities as they relate to specific measures, participants were also given the option to answer "Don't know/No answer" (DK/NA) and "Not applicable" for most questions.

In 2012, the survey was conducted in November and captures feedback for operations that achieved a milestone between October 2011 and September 2012.

In 2013 and 2014, the survey was administered three times to capture feedback on an ongoing basis. The aim is to capture feedback on three milestones in the project cycle: approval, first disbursement, and closing.

The first survey was initiated in April and captured feedback for operations that achieved a milestone between October of the previous year and March of the current year. The second survey was initiated in July to capture feedback on operations that achieved a milestone between April and June. The third survey was initiated in November and examines operations with milestones between July and October.

Table 1 | SG Loan Operations		
Country	Number/ % Completed	By Country Department
Bolivia	31 (5%)	CAN 122 (21%)
Colombia	26 (5%)	
Ecuador	24 (4%)	
Peru	30 (5%)	
Venezuela	11 (2%)	
Belize	5 (1%)	CID 191 (33%)
Costa Rica	22 (4%)	
Dominican Republic	16 (3%)	
El Salvador	24 (4%)	
Guatemala	12 (2%)	
Honduras	21 (4%)	
Mexico	25 (4%)	
Nicaragua	42 (7%)	
Panama	24 (4%)	
Argentina	46 (8%)	CSC 168 (29%)
Brazil	46 (8%)	
Chile	12 (2%)	
Paraguay	22 (4%)	
Uruguay	42 (7%)	
Bahamas	13 (2%)	CCB 55 (10%)
Barbados	7 (1%)	
Guyana	14 (2%)	
Jamaica	6 (1%)	
Suriname	11 (2%)	
Trinidad & Tobago	4 (1%)	
Haiti	37 (6%)	CDH 37 (6%)
Total	**573**	**573**
FSO	108 (19%)	
HMIC	266 (46%)	
Non-FSO/HMIC	199 (35%)	
Total	**573**	

Table 2 | SG Loan Operations	
Stakeholder Group	Number/ % Completed
Ministries of finance, economy, development, planning, parliament	176 (31%)
Line ministries	156 (27%)
President's/prime minister's office	77 (13%)
Public enterprises	76 (13%)
Knowledge-producing group	35 (6%)
Subnational government	22 (4%)
Private sector	13 (2%)
Civil society organization	4 (1%)
Media	2 (<1%)
Other	11 (2%)
Total	**572***

**The total number of responses was 573. The total is different because one respondent did not answer this question.*

SAMPLE COMPOSITION AND SURVEY METHODOLOGY FOR IDB'S TECHNICAL COOPERATION OPERATIONS PRODUCT SURVEY

Sample Composition

The sample for the Technical Cooperation Operations Survey was derived from IDB's internal databases and comprises high-level IDB partners from across five country departments (see table 3).

Countries are classified as Higher and Middle Income (HMIC), Fund for Special Operations (FSO) and non-FSO/HMIC based on several factors such as income level, level of access to international financial markets, and weight of the country in IDB´s lending portfolio. Representation by each of these groups is also shown at the bottom of table 3.

Survey respondents are the main point of contact for IDB-financed operations; they represent various organizations at different levels within line ministries, the president/prime minister's office, public enterprise, civil society, private sector, and knowledge-producing groups, among others (see table 4).

Survey Methodology

The survey was conducted online by the IDB via Qualtrics, a global enterprise survey technology provider.

The majority of questions in this survey ask respondents to rate their level of satisfaction with various aspects of the Bank. The scale for these questions ranges from "Very dissatisfied" (1), "Dissatisfied" (2), "Somewhat dissatisfied" (3), "Somewhat satisfied" (4), "Satisfied" (5), and "Very satisfied" (6). To measure levels of awareness of IDB activities as they relate to specific measures, participants were also given the option to answer "Don't know/No answer" (DK/NA) and "Not applicable" for most questions.

The survey was administered three times to capture feedback on an ongoing basis. The aim is to capture feedback on three milestones in the project cycle: approval, first disbursement, and closing.

In 2013, the first survey was initiated in April and captured feedback for operations that achieved a milestone between October 2012 and March 2013. The second survey was initiated in July to capture feedback on operations that achieved a milestone between April and June 2013. The third survey of 2013 was initiated in November and examines operations with milestones between July and October 2013.

Table 3 | TC Operations		
Country	Number/ % Completed	By Country Department
Bolivia	38 (5%)	CAN 189 (25%)
Colombia	64 (9%)	
Ecuador	30 (4%)	
Peru	49 (7%)	
Venezuela	8 (1%)	
Belize	24 (3%)	CID 321 (43%)
Costa Rica	38 (5%)	
Dominican Republic	30 (4%)	
El Salvador	40 (5%)	
Guatemala	34 (5%)	
Honduras	47 (6%)	
Mexico	36 (5%)	
Nicaragua	56 (8%)	
Panama	16 (2%)	
Argentina	33 (4%)	CSC 123 (17%)
Brazil	22 (3%)	
Chile	23 (3%)	
Paraguay	18 (2%)	
Uruguay	27 (4%)	
Bahamas	13 (2%)	CCB 85 (11%)
Barbados	11 (2%)	
Guyana	18 (2%)	
Jamaica	22 (3%)	
Suriname	12 (2%)	
Trinidad & Tobago	9 (1%)	
Haiti	27 (4%)	CDH 27 (4%)
Total	**745**	**745**
HMIC	287 (38%)	
FSO	159 (21%)	
Non-FSO/HMIC	299 (40%)	
Total	**745**	

Table 4 | TC Operations	
Stakeholder Group	Number/ % Completed
Line ministries	212 (29%)
Ministries/parliament	136 (18%)
President's/prime minister's office	102 (14%)
Civil society organization	74 (10%)
Public enterprises	69 (9%)
Subnational government	44 (6%)
Knowledge-producing group	37 (5%)
Donor partner	24 (3%)
Private sector	18 (2%)
Media	7 (1%)
Other (please specify)	19 (3%)
Total	**742***

**The total number of responses was 745. The total is different because some respondents did not answer this question.*

SAMPLE COMPOSITION AND SURVEY METHODOLOGY FOR IDB COUNTRY STRATEGY SURVEY

Sample Composition

The sample for the Country Strategy Product Survey included key country stakeholders involved in the dialogue and preparation process of the country strategy. The Country Strategy Product Survey is conducted upon approval of the country strategy, which is typically every four to six years on average for each country. The list of countries with an IDB country strategy prepared from 2012 to 2014 is included in table 5.

Countries are classified as Higher and Middle Income (HMIC) and non-Fund for Special Operations (FSO)/HMIC based on several factors such as income level, level of access to international financial markets, and weight of the country in IDB´s lending portfolio. Representation by each of these groups is also shown in table 5.

Surveyed participants are from various capacities in government, public enterprise, private industry, and civil society organizations, as shown in table 6.

Survey Methodology

The survey was conducted online by the IDB via Qualtrics, a global enterprise survey technology provider.

The majority of questions in this survey ask respondents to rate their level of satisfaction with various aspects of the Bank. The scale for these questions ranges from "Very dissatisfied" (1), "Dissatisfied" (2), "Somewhat dissatisfied" (3), "Somewhat satisfied" (4), "Satisfied" (5), and "Very satisfied" (6). To measure levels of awareness of IDB activities as they relate to specific measures, participants were also given the option to answer "Don't know/No answer" (DK/NA) and "Not applicable" for most questions.

This survey is run once a year at the approval stage, with 2012 being the baseline year.

Table 5 | Country Strategy		
Country	Number/ % Completed	By Country Department
Colombia	2 (2%)	CAN 13 (14%)
Ecuador	2 (2%)	
Peru	9 (10%)	
Belize	7 (8%)	CID 51 (55%)
Guatemala	6 (7%)	
Honduras	9 (10%)	
Nicaragua	12 (13%)	
Mexico	9 (10%)	
Dominican Republic	8 (9%)	
Brazil	2 (2%)	CSC 14 (15%)
Chile	3 (3%)	
Paraguay	9 (10%)	
Bahamas	8 (9%)	CCB 14 (15%)
Guyana	1 (1%)	
Jamaica	5 (5%)	
Total	**92**	**92**
FSO	22 (24%)	
HMIC	25 (27%)	
Non-FSO/HMIC	45 (49%)	
Total	**92**	

Table 6 | Country Strategy	
Stakeholder Group	Number/ % Completed
Civil society organization	30 (35%)
Ministries of finance, economy, development, planning, parliament	19 (22%)
Line ministries	11 (13%)
President's/prime minister's office	8 (9%)
Private sector organization	8 (9%)
Public enterprises	1 (1%)
Subnational governments	1 (1%)
Other (please specify)	9 (10%)
Total	**87***

**The total number of responses was 92. The total is different because some respondents did not answer this question.*

SAMPLE COMPOSITION AND SURVEY METHODOLOGY FOR IDB'S FINANCIAL PRODUCTS SURVEY

Sample Composition

The sample for the Financial Products Survey was derived from IDB's internal databases and comprises high-level IDB partners from across four country departments (see table 7).

Countries are classified as Higher and Middle Income (HMIC), Fund for Special Operations (FSO), and non-FSO/HMIC based on several factors, such as income level, level of access to international financial markets, and weight of the country in IDB's lending portfolio. Representation by each of these groups is also shown in table 7.

Survey respondents include IDB counterparts working at various offices within the ministries of finance, such as the public credit office and risk management office, as well as other organizations (see table 8).

Survey Methodology

The survey was conducted online by the IDB via Qualtrics, a global enterprise survey technology provider.

The majority of questions in this survey ask respondents to rate their level of satisfaction with various aspects of the Bank. The scale for these questions ranges from "Very dissatisfied" (1), "Dissatisfied" (2), "Somewhat dissatisfied" (3), "Somewhat satisfied" (4), "Satisfied" (5), and "Very satisfied" (6). To measure levels of awareness of IDB activities as they relate to specific measures, participants were also given the option to answer "Don't know/No answer" (DK/NA) and "Not applicable" for most questions.

This survey is conducted every two to three years, with 2013 being the baseline year.

Table 7 | Financial Products		
Country	Number/ % Completed	By Country Department
Bolivia	2 (4%)	CAN 11 (24%)
Colombia	1 (2%)	
Ecuador	4 (9%)	
Peru	4 (9%)	
Costa Rica	1 (2%)	CID 13 (28%)
Dominican Republic	1 (2%)	
El Salvador	2 (4%)	
Guatemala	2 (4%)	
Honduras	1 (2%)	
Mexico	4 (9%)	
Nicaragua	1 (2%)	
Panama	1 (2%)	
Argentina	2 (4%)	CSC 9 (20%)
Chile	1 (2%)	
Paraguay	4 (9%)	
Uruguay	2 (4%)	
Bahamas	4 (2%)	CCB 13 (28%)
Barbados	1 (2%)	
Guyana	2 (4%)	
Jamaica	3 (7%)	
Suriname	1 (2%)	
Trinidad & Tobago	2 (4%)	
Total	46	46
HMIC	17 (37%)	
FSO	6 (13%)	
Non-FSO/HMIC	23 (50%)	
Total	46	46

Table 8 | Financial Products	
Stakeholder Group	Number/ % Completed
Public credit office at the ministry of finance (MOF)	23 (50%)
External debt management office at MOF	4 (9%)
Multilateral financing office at MOF	3 (7%)
Risk management office at MOF	2 (4%)
Other	14 (30%)
Total	46

SAMPLE COMPOSITION AND SURVEY METHODOLOGY FOR IDBG NSG PRODUCT SURVEY

Sample Composition

The sample for the Non-Sovereign Guaranteed Product Survey was derived from IDBG's internal databases and comprises high-level IDBG partners from across three IDBG departments (see table 9).

Survey respondents are the main point of contact for IDBG-financed operations; they represent various private sector partners from IDBG financed operations across the region (see table 10).

Survey Methodology

The survey was conducted online by the IDBG via Qualtrics, a global enterprise survey technology provider.

The majority of questions in this survey ask respondents to rate their level of satisfaction with various aspects of the Bank. The scale for these questions ranges from "Very dissatisfied" (1), "Dissatisfied" (2), "Somewhat dissatisfied" (3), "Somewhat satisfied" (4), "Satisfied" (5), and "Very satisfied" (6). To measure levels of awareness of IDB activities as they relate to specific measures, participants were also given the option to answer "Don't know/No answer" (DK/NA) and "Not applicable" for most questions.

The survey was administered three times to capture feedback on an ongoing basis. The aim is to capture feedback on three milestones in the project cycle: approval, first disbursement, and closing.

This survey is run once a year and includes operations that achieve the milestones of approval, two years after approval, and full repayment during the year. 2013 was the baseline year.

Table 9 | NSG Product	
IDBG Departments	Number/ % Completed
IIC	100 (36%)
MIF	67 (24%)
OMJ	19 (7%)
SCF	92 (33%)
Total	278

Table 10 | NSG Product	
Country	Number/ % Completed
Argentina	11 (4%)
Barbados	1 (<1%)
Bolivia	12 (4%)
Brazil	19 (7%)
Chile	20 (7%)
Colombia	5 (2%)
Costa Rica	20 (7%)
Dominican Republic	4 (1%)
Ecuador	26 (9%)
El Salvador	11 (4%)
Guatemala	9 (3%)
Guyana	1 (<1%)
Haiti	3 (1%)
Honduras	13 (5%)
Jamaica	5 (2%)
Mexico	21 (8%)
Nicaragua	24 (9%)
Panama	6 (2%)
Paraguay	17 (6%)
Peru	20 (7%)
Suriname	1 (<1%)
Trinidad & Tobago	1 (<1%)
Uruguay	13 (5%)
Regional (more than one country)	15 (5%)
Total	**278**
HMIC	116 (42%)
FSO	50 (18%)
Non-FSO/HMIC	97 (35%)
Regional (more than one country)	15 (5%)
Total	**278**

SAMPLE COMPOSITION AND SURVEY METHODOLOGY FOR GENERAL PERCEPTIONS SURVEY (GPS)

Sample Composition

The sample for the General Perceptions Survey was derived from IDB's internal databases and comprises high-level IDB stakeholders in borrowing and non-borrowing countries, whether or not they have previously used the Bank's products and services.

Participants represent various organizations at different levels within government, civil society organizations, private sector, public enterprises, and both multi- and bilateral development institutions, as shown in table 12.

Survey Methodology

The survey was administered online by GlobeScan, an international research consultancy, and offered in English, French, Portuguese, and Spanish from November to December 2013.

The survey data has been weighted by country based on IDB's lending volume from 2008 to 2013 to each country. Data shown throughout the report is weighted unless indicated otherwise. This survey will be implemented every three to four years, with 2013 being the baseline year.

Table 11 | GPS		
Country	Number/ % Completed	By Country Department
Bolivia	54 (2%)	CAN 507 (19%)
Colombia	201 (8%)	
Ecuador	91 (3%)	
Peru	71 (3%)	
Venezuela	90 (3%)	CID 949 (35%)
Belize	3 (<1%)	
Costa Rica	91 (3%)	
Dominican Republic	91 (3%)	
El Salvador	75 (3%)	
Guatemala	65 (2%)	
Honduras	41 (2%)	
Mexico	445 (17%)	
Nicaragua	38 (1%)	
Panama	100 (4%)	
Argentina	294 (11%)	CSC 1035 (39%)
Brazil	564 (21%)	
Chile	43 (2%)	
Paraguay	42 (2%)	
Uruguay	92 (3%)	
Bahamas	12 (<1%)	CCB 137 (5%)
Barbados	14 (<1%)	
Guyana	7 (<1%)	
Jamaica	60 (2%)	
Suriname	15 (<1%)	
Trinidad & Tobago	29 (1%)	
Haiti	40 (1%)	CDH 40 (1%)
Other	11 (<1%)	
Total	**2,679**	**2,679**
HMIC	1,929 (72%)	
FSO	140 (5%)	
Non-FSO/HMIC	599 (22%)	
Other	11 (<1%)	
Total	**2,679**	

Table 12 | GPS	
Stakeholder Group	Number/ % Completed
Civil society organization	312 (12%)
Government: line ministry	755 (28%)
Government: president's office, prime minister's office, parliament	76 (3%)
Knowledge-producing group	477 (18%)
Multilateral/bilateral development institution	92 (3%)
Private sector	456 (17%)
Public enterprise	105 (4%)
Subnational government	270 (10%)
Other	136 (5%)
Total	**2,679**

SAMPLE COMPOSITION AND SURVEY METHODOLOGY FOR IN-DEPTH INTERVIEWS

Sample Composition

The sample for the in-depth telephone Interviews was derived from IDB's internal databases and comprises high-level IDB public sector partners from across four country departments (see table 13).

Participants are high-level government stakeholders from the ministries of finance, economic affairs, planning and development.

Survey Methodology

The survey was conducted by GlobeScan, an international research consultancy. All interviews were conducted by telephone by senior researchers at GlobeScan and its field partner, MROPS. Interviewers followed a semistructured interview guide containing a number of open-ended questions on various topics. Interviews typically lasted between 20–30 minutes each. All responses from stakeholders were recorded in confidence.

Table 13 | In-depth Interviews		
Country	**Number/ % Completed**	**By Country Department**
Bolivia	1 (4%)	**CAN 7 (4%)**
Colombia	2 (8%)	
Peru	4 (15%)	
Dominican Republic	2 (8%)	**CID 4 (8%)**
Honduras	1 (4%)	
Mexico	1 (4%)	
Brazil	7 (27%)	**CSC 10 (27%)**
Chile	2 (8%)	
Paraguay	1 (4%)	
Jamaica	1 (4%)	**CCB 5 (4%)**
Suriname	1 (4%)	
Trinidad & Tobago	3 (12%)	
Total	26	
FSO	2 (8%)	
HMIC	19 (73%)	
Non-FSO/HMIC	5 (19%)	
Total	26	

APPENDIX B: IDB SURVEY QUESTIONS

IDB SOVEREIGN GUARANTEED LOAN OPERATIONS SURVEY

1. Within the last year, have you been involved with a project funded with an IDB loan?

• Yes • Yes, partially • No • I don't know

2. In which country?

- Argentina
- Bahamas
- Barbados
- Belize
- Bolivia
- Brazil
- Chile
- Colombia
- Costa Rica
- Dominican Republic
- Ecuador
- El Salvador
- Guatemala
- Guyana
- Haiti
- Honduras
- Jamaica
- Mexico
- Nicaragua
- Panama
- Paraguay
- Peru
- Suriname
- Trinidad and Tobago
- Uruguay
- Venezuela
- Other (Please specify) ________________

Section I: About You and Your Organization

3. Which of the following best describes the organization you work for? (Choose one option.)

- President's/prime minister's office
- Ministries of finance, economy, development, planning, parliament
- Line ministries— (e.g., transport, energy, agriculture, health, education, industry and trade, etc.)
- Public enterprises (i.e., companies owned by the government and engaged in industrial and commercial tasks)
- Subnational governments
- Civil society organization (i.e., community-based organizations, indigenous peoples' organizations, and non-government organizations)
- Private sector
- Media
- Knowledge-producing group (i.e., university, think tank, academia)
- Other (please specify) ____________________

4. Which of the following best describes your position? (Choose one option.)

- High-level official/management (e.g., minister, vice minister, office director)
- Mid-level official/management
- Project manager/technical program coordinator
- Other (please specify)____________________

5. What is the role of your organization in that project?
• Executing agency/executing unit
• Executing/government entity (IDB´s counterpart)
• Borrower
• Guarantor
• Other (please specify)____________________

6. How many years have you worked on projects financed by the IDB?
• Less than one • One to two years • Three to five years • More than five years

7. On how many different projects financed by the IDB have you personally worked?
• One • Two • Three • Four • More than five

Section II: About Your Experience Working with the IDB

8. Based on your experience, how satisfied are you with the IDB's delivery of services related to loan operations?
• Very dissatisfied • Dissatisfied • Somewhat dissatisfied • Somewhat satisfied
• Satisfied • Very satisfied • Don't know

9. We appreciate your comments to help us understand the causes of your dissatisfaction.

10. Based on your experience, how satisfied are you with the IDB regarding each of the following areas?

Respondents were asked to use the following rating scale for questions 14, 15, 16, 17, 18: Very dissatisfied (1), Dissatisfied (2), Somewhat dissatisfied (3), Somewhat satisfied (4), Satisfied (5), Very satisfied (6), Don't know (7), Not applicable (8)

11. Quality as a Development Partner
• Understanding the context in which the project is/was executed
• Understanding the country's priorities
• Flexibility in adapting to change

12. Quality of Technical Assistance
• Technical expertise provided by the IDB
• Sector knowledge of the IDB relevant to the project
• Experiences from other countries that the IDB shares with you
• Technical assistance to produce relevant tools, methods, and technologies
• Exposure to relevant experts brokered by the IDB
• Training provided by the IDB relevant to the project

13. Contractual Terms
• Loan amount
• Financial terms of the loan
• Financial requirements in your loan agreement
• Environmental reporting requirement provisions in your loan agreement
• Relevance of the project indicators to measure expected outputs
• Relevance of the project indicators to measure expected outcomes
• Usefulness of reporting requirements (e.g., PMR, progress reports)

14. Timeliness
• Time to approve your loan
• Time to give non-objections regarding procurement
• Time to give non-objections regarding financial management
• Overall timeliness of IDB staff responses to your inquiries

15. Collaboration and coordination with key stakeholders
• Collaboration with the government
• Collaboration with groups outside of the government (i.e., civil society, academia, private sector)
• Collaboration with other donors (e.g., World Bank, CAF etc.)

16. What is your overall impression of the IDB as a partner for development?
• Very unfavorable • Unfavorable • Somewhat unfavorable • Somewhat favorable
• Favorable • Very favorable • Don't know

17. Would you recommend the IDB as a development partner for other projects?
• Yes • No, please indicate the reason(s) ______________

Section III: About Your Opinion of Multilateral Organizations

18. From the following list, check the multilateral organizations you have worked with (check all that apply).
• The World Bank (WB)
• Development Bank of Latin America (CAF) (formerly Corporación Andina de Fomento)
• Caribbean Development Bank (CDB)
• Central American Bank for Economic Integration (CABEI)
• Other (please specify) ______________
• None of the above

19. Based on your experience working with development institutions, how do you rate these institution(s) in the support provided during the preparation and execution of loan operations?

Respondents were asked to use the following rating scale for Q23: Very ineffective (1) , Ineffective (2), Somewhat ineffective (3), Somewhat effective (4), Effective (5), Very effective (6), Don't know (7)

• Inter-American Development Bank (IDB)
• The World Bank (WB)
• Development Bank of Latin America (CAF) (formerly Corporación Andina de Fomento)
• Caribbean Development Bank (CDB)
• Central American Bank for Economic Integration (CABEI)
• Other (please specify) ______________
• None of the above

20. What are the three most important attributes for you when selecting a development institution to work with? (Please select up to three options)
• Deep understanding of the country
• Ability to respond to crisis (technical and financial support)
• Connections to other private or public resources and institutions
• Shared experiences from other countries
• Expert advice to design and implement good projects
• Competitive funding costs

- Flexible terms (longer tenors, flexible repayment schedules, etc.)
- Appropriate instruments to meet client needs
- Quick response to client inquiries
- Flexibility of project execution
- Speed of loan approval
- Reputational benefits (i.e., seal of approval)
- Other (please specify) _______________

21. If you have any additional comments or feedback to improve loan operations, please provide them in the space below.

22. Your opinion about this survey

Respondents were asked to use the following rating scale for Q26: Very dissatisfied (1), Dissatisfied (2), Somewhat dissatisfied (3), Somewhat satisfied (4), Satisfied (5), Very satisfied (6)

- Clarity of questions
- Length of survey
- Ease of completion

23. Other comments or suggestions about the survey

24. We would like to randomly select external partners for a brief phone interview, would you be interested in participating?

- Yes
- No

GENERAL PERCEPTIONS SURVEY QUESTIONNAIRE

Please select the language in which you would like to complete this survey:
S'il vous plaît choisir la langue dans laquelle vous souhaitez participer à ce sondage:
Por favor, selecione o idioma no qual gostaria de completar esta pesquisa:
Por favor seleccione el idioma en el que desea completar esta encuesta:

- English
- Français
- Português
- Español

Section I: You and Your Organization

1. In which country do you live?

1. Argentina
2. Austria
3. Bahamas
4. Barbados
5. Belgium
6. Belize
7. Bolivia
8. Brazil
9. Canada
10. Chile
11. China, People's Republic of
12. Colombia
13. Costa Rica
14. Croatia
15. Denmark
16. Dominican Republic
17. Ecuador
18. El Salvador
19. Finland
20. France
21. Germany
22. Guatemala
23. Guyana
24. Haiti
25. Honduras
26. Israel
27. Italy
28. Jamaica
29. Japan
30. Korea, Republic of
31. Mexico
32. Netherlands
33. Nicaragua
34. Norway
35. Panama
36. Paraguay
37. Peru
38. Portugal
39. Slovenia
40. Spain
41. Suriname
42. Sweden
43. Switzerland
44. Trinidad and Tobago
45. United Kingdom
46. United States
47. Uruguay
48. Venezuela
49. Other (please specify) ___________

2. Which of the following best describes the organization for which you work? (Choose one option)

- Civil society organization (e.g., non-governmental organization, community-based organization, indigenous peoples' organization, etc.)
- Knowledge-producing group (i.e., university, think tank, academia)
- Government: line ministry (e.g., finance, development, planning, economy, transport, energy, agriculture, health, education, industry and trade, etc.)
- Multilateral/bilateral development institution
- Government: president's office, prime minister's office, parliament
- Private sector [Please note: if selected, go to 2a and 2b]
- Public enterprise (i.e., companies owned by the government and engaged in industrial and commercial tasks)
- Subnational government (e.g., state/provincial or municipal government)
- Other (please specify) ______________________

2a. What type of entity do you represent? (Choose one option) *Randomize order, except other. Asked only if answer to Q2 = Private Sector*

- Financial institution
- Investment fund
- Large corporation
- Small or medium enterprise
- Microenterprise
- Other (please specify) ______________________

2b. In which sector do you work? (Choose one option)
Asked only if answer to Q2 = Private Sector

- Financial and capital markets
- Housing
- Insurance
- Energy
- Energy efficiency
- Renewable energy
- Biofuels
- Recycling
- Transportation and logistics
- Water and sanitation
- Agriculture
- Manufacturing
- Tourism
- Education
- Health
- Consulting services
- Information communications technology (ICT)
- Other (please specify) ______________________

3. Gender

- Female
- Male
- Prefer not to respond

Section II: Your Knowledge of the IDB

4. To what extent are you familiar with the work of the IDB in these areas?

Respondents were asked to use the following rating scale for Q4: Very familiar, Somewhat familiar, Not too familiar, Not at all familiar

- Financial support (e.g., loans, technical cooperation operations, etc.)
- Non-financial support (e.g., strategic dialogue, programming, etc.)
- Workshops, knowledge products/services

4a. How long have you been involved with IDB-supported projects?
Asked only if answer to Q4 Financial support = Somewhat familiar OR Very familiar

- Less than one year
- One to two years
- Three to five years
- More than five years
- Not applicable—not involved with IDB-supported projects

5. In your opinion, how effective is the IDB in supporting sustainable development in the Latin American and Caribbean region?
Asked only to respondents living outside the LAC region in Q1, so if Q1 = 2, 5, 9, 11, 14, 15, 19, 20, 21, 26, 27, 29, 30, 32, 34, 38, 39, 40, 42, 43, 45, 46, or 97.

- Very effective
- Effective
- Somewhat effective
- Somewhat ineffective
- Ineffective
- Very ineffective
- Don't know

6. For the rest of the survey, please choose one of the following countries with which you are most familiar.
Asked only to respondents living outside the LAC region in Q1, so if Q1 = 2, 5, 9, 11, 14, 15, 19, 20, 21, 26, 27, 29, 30, 32, 34, 38, 39, 40, 42, 43, 45, 46, or 97.

- Argentina
- Bahamas
- Barbados
- Belize
- Bolivia
- Brazil
- Chile
- Colombia
- Costa Rica
- Dominican Republic
- Ecuador
- El Salvador
- Guatemala
- Guyana
- Haiti
- Honduras
- Jamaica
- Mexico
- Nicaragua
- Panama
- Paraguay
- Peru
- Suriname
- Trinidad and Tobago
- Uruguay
- Venezuela
- None of the above

If "None of the above" was selected, respondents were taken directly to Section V: About Multilateral Development Institutions

7. Based on your knowledge of [INSERT COUNTRY SELECTED IN Q6 (if asked) or else Q1], how effective is the IDB in supporting sustainable development?
- Very effective
- Effective
- Somewhat effective
- Somewhat ineffective
- Ineffective
- Very ineffective
- Don't know

Section III: Opinion of the Strategic Priorities of the Country with Which You Are Most Familiar

8. In [INSERT COUNTRY SELECTED IN Q6 (if asked) or else Q1], what do you think are the strategic priorities on which the IDB should focus?
Respondents were asked to drag and drop their selections into a box. Then, rank them as 1 = Most important, 2 = Second most important, 3 = Third most important, 4 = Fourth most important and 5 = Fifth most important.
- Environment, climate change, renewable energy, and food security
- Infrastructure (e.g., transport, water and sanitation)
- Institutions (e.g., government, enterprises, citizen security, urban development, and financial markets)
- Regional and global integration (e.G., Exports, trade)
- Social policy (e.g., education, health, social security, gender and diversity)

Respondents were then asked to rate only the priority that they ranked as most important in Q8 in terms of IDB's contribution to the area and in terms of the importance of the area for sustainable development. See exact wording below.

8a. Environment, climate change, renewable energy, and food security
Asked only if "Environment, climate change, renewable energy, and food security" was selected as "Most important" priority for Q8

Respondents were asked to evaluate the following subareas in Q8a–e in relation to the following: Importance in the Country: How important are the following subareas for the sustainable development of [INSERT COUNTRY SELECTED IN Q6 (if asked) or else Q1]? IDB's Contribution: How well is the IDB contributing to the following sub-areas in

[INSERT COUNTRY SELECTED IN Q6 (if asked) or else Q1]?

Respondents were asked to use the following rating scales for 8a-e:
Importance in Country: Very important, Important, Somewhat important, Somewhat unimportant, Very unimportant, Don't know/Not applicable
IDB's Contribution: Very high contribution, High contribution, Somewhat high contribution, Somewhat low contribution, Low contribution, Very low contribution, Don't know/Not applicable
• Adjustment to climate change in water, agricultural, transport, and energy sectors
• Agriculture
• Biodiversity and environmental protection
• Climate change
• Natural disaster risk management
• Natural resources and agricultural development
• Sustainable tourism
• Technologies for efficient energy use and renewable energies

8b. Infrastructure
Asked only if "Infrastructure" was selected as "Most important" priority in Q8
• Drinking water, sewage, and solid waste management
• Power and logistics
• Public-private partnerships for infrastructure investments
• Road, port, and airport infrastructure
• Urban transit

8c. Institutions
Asked only if "Institutions" was selected as "Most Important" priority in Q8
• Banking regulations
• Citizen security, and justice
• Civil registries
• Decentralization, fiscal federalism, and sub-national governments
• Digital solutions and e-government
• Entrepreneurship, value chain, and cluster development
• Financial and capital markets development
• Financing for microenterprises, small and medium-size enterprises, and productive development
• Fiscal policy and administration
• Open government, transparency, and anticorruption
• Public sector management
• Science, technology, and innovation
• Urban development and housing

8d. Regional and Global Integration
Asked only if "Regional and Global Integration" was selected as "Most Important" priority in Q8
• Export promotion and investment attraction
• Implementation and use of trade agreements
• Trade facilitation, customs, and logistics

8e. Social Policy
Asked only if "Social Policy" was selected as "Most Important" priority in Q8
• Support for the development of indigenous peoples and afrodescendants (respecting their culture and identity)
• Early childhood development

- Promotion of gender equality and the empowerment of women
- Formalization of the economy and labor markets
- Health network organizations (all levels of care) and performance (quality, efficiency, etc.)
- Health system financing
- Nutrition
- Public-private partnership in health
- Quality of education
- School to work transition
- Social protection systems
- Social security systems
- Teachers
- Technology in education

9. If you have any comments regarding the strategic priorities in [INSERT COUNTRY SELECTED IN Q6 (if asked) or else Q1] and the role of the IDB to support them, please provide them in the space below.

Section IV: IDB's Products and Services

10. Based on your knowledge about the work of the IDB in [INSERT COUNTRY SELECTED IN Q6 (if asked) or else Q1], to what extent do you agree or disagree with the following statements?

Respondents were asked to use the following rating scale for Q10: Totally agree, Agree, Somewhat agree, Somewhat disagree, Disagree, Totally disagree, Don't know

- The IDB is the partner of choice to help address development needs
- IDB's institutional priorities reflect the priorities of [insert selected country at Q6 or Q1 if Q6 is not answered] (to access IDB's priorities, click here)
- IDB staff know how to get things done
- IDB staff have the knowledge to help solve development challenges
- IDB's safeguards enhance development impact
- IDB's processes to prevent fraud and corruption in IDB-financed operations are communicated effectively
- IDB-financed operations are processed in a timely manner
- Capacity building provided by the IDB helps the institutions of [insert selected country at Q6 or Q1 if Q6 is not answered] to work better
- It is easy to do business with the IDB
- IDB promotes knowledge sharing and best practices to solve development challenges

11. Which, if any, of the following IDB knowledge products have you used in the last two years? (Please check all that apply.)
- Databases and data sets
- Training events
- Discussion papers and technical notes
- Books
- Annual reports
- Policies, strategies, and guidelines
- Workshops
- I have not used any IDB knowledge products [if this option is selected, skip next question (11a)]
- Other (please specify) ______________________

11a. To what extent do you disagree or agree with each of the following statements about knowledge products prepared by the IDB?

Respondents were asked to use the following rating scale for Q11: Totally agree, Agree, Somewhat agree, Somewhat disagree, Disagree, Totally disagree, Don't know

- IDB knowledge products are a valuable source of knowledge for [insert selected country at Q6 or Q1 if Q6 is not answered]
- IDB knowledge products are easy to understand
- IDB knowledge products are easy to obtain
- IDB knowledge products are focused on important development challenges facing [insert selected country at Q6 or Q1 if Q6 is not answered]
- IDB knowledge products include best-practice examples
- The format of IDB knowledge products makes them appealing

12. How do you usually get information from the IDB? (Please check all that apply.)
- IDB website (www.iadb.org)
- IDB Public Information Center
- Direct contact with IDB staff
- E-newsletters
- Third-party institutions
- IDB publications or other printed materials
- Blogs
- Social media (Facebook, Twitter, YouTube)
- IDB e-mail alerts
- Felipe Herrera Library
- Felipe Herrera Library website
- Other (please specify) ______________________
- None of the above/not applicable

12a. How would you rate your experience navigating the IDB's website?
Asked only if IDB Website was selected at Q12
- Very positive
- Positive
- Somewhat positive
- Somewhat negative
- Negative
- Very negative
- Don't know

13. Prior to receiving this survey, were you aware that the IDB has an Access to Information Policy, which indicates that all information that is not included in a list of exceptions must be made available to the public?
- Yes • No

Section V: About Multilateral Development Organizations

14. In your opinion, what are the most important characteristics of a development institution? (Please select up to three options.)
- Agile
- Collaborative
- Competent
- Trustworthy
- Conservative

- Flexible
- Innovative
- Fast to respond
- Reliable
- Responsive
- Partner for problem solving
- Transparent
- Dynamic
- Other (please specify) ______________________

15. From the following list, select the multilateral organizations with which you are very familiar (Check all that apply.)
- Inter-American Development Bank (IDB)
- The World Bank (WB)
- The International Finance Corporation (IFC)
- Development Bank of Latin America (CAF) (formerly Corporación Andina de Fomento)
- Caribbean Development Bank (CDB)
- Central American Bank for Economic Integration (CABEI)
- Other (please specify) ______________________
- None of the above

15a. In your opinion, how would you rate the effectiveness of the following multilateral organization(s) in each of these three areas of activity? (Providing competitive financial services, providing effective technical assistance, generating and sharing relevant knowledge)

Only the institutions that are selected at Q15 are included in Q15a. If none were selected, then respondents were taken directly to Q15a (IDB). Respondents were asked to use the following rating scale for Q15: Very effective, Effective, Somewhat effective, Somewhat ineffective, Ineffective, Very ineffective, Don't know

- Inter-American Development Bank (IDB)
- The World Bank (WB)
- The International Finance Corporation (IFC)
- Development Bank of Latin America (CAF) (formerly Corporación Andina de Fomento)
- Caribbean Development Bank (CDB)
- Central American Bank for Economic Integration (CABEI)
- [Other: Insert from Q15]

Section VI: About the IDB

16. Which of the following characteristics would you associate with the IDB? (Please select up to three options.)
- Bureaucratic
- Agile
- Collaborative
- Competent
- Trustworthy
- Conservative
- Flexible
- Innovative
- Slow to respond

- Fast to respond
- Reliable
- Responsive
- Partner for problem solving
- Transparent
- Dynamic
- Other (please specify) ______________________

"Fast to respond" and "Slow to respond" cannot be selected together

17. In your own words, what do you consider to be the greatest strength of the IDB?

18. In your own words, what do you consider to be the greatest weakness of the IDB?

19. In your opinion, how well do the following statements describe the IDB?
Respondents were asked to use the following rating scale for Q19: Very well, Well, Somewhat well, Somewhat badly, Badly, Very badly, Don't know

- The Inter-American Development Bank is the key partner in designing and implementing innovative and sustainable solutions that contribute to improving the quality of life of people in Latin America and the Caribbean
- The IDB is an expert in the Region
- The IDB understands the reality of each country in which it is working

20. We would like to randomly recontact a small number of survey participants for a brief telephone interview. Would you be willing to be contacted for possible participation?

- Yes (Please enter your name and telephone number, including area code) _________
- No

21. Finally, if you have any additional comments or feedback, please provide them in the space below.

To download a copy of the Country Strategy Product Survey, please click here or visit http://www.iadb.org/projectDocument.cfm?id=39909503.

To download a copy of the Technical Cooperation Operations Product Survey, please click here or visit http://www.iadb.org/projectDocument.cfm?id=39909495.

To download a copy of the Financial Products Survey, please click here or visit http://www.iadb.org/projectDocument.cfm?id=39924448.

To download a copy of the Non-Sovereign Guaranteed Operations Product Survey, please click here or visit https://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=39909575.

To download a copy of the in-depth telephone interview discussion guide, please click here or visit http://www.iadb.org/projectDocument.cfm?id=39909562.

Cataloging-in-Publication data provided by the
Inter-American Development Bank
Felipe Herrera Library

IDB External Feedback System 2012-2014 report/, Globescan.

p. cm

1. Feedback control systems. 2. Development banks—Surveys. 3. Strategic planning—Surveys. I. Globescan. II. Inter-American Development Bank. Office of Strategic Planning and Development Effectiveness.

IDB-AR-118

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