

Document of the Inter-American Development Bank and
the Inter-American Investment Corporation

IDB Group Corporate Results Framework, 2020-2023

Approved Version

December 2019

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ACRONYMS

ABR	Annual Business Review
CRF	Corporate Results Framework
DEF	Development Effectiveness Framework
DELTA	Development Effectiveness, Learning, Tracking, and Assessment Tool
DEO	Development Effectiveness Overview
GDP	Gross Domestic Product
GPEDC	Global Partnership for Effective Development Cooperation
IDB	Inter-American Development Bank
IDB-9	Ninth General Capital Increase
iDELTA	Innovation DELTA
LAC	Latin America and the Caribbean
MDB	Multilateral Development Bank
MSME	Micro, Small, and Medium Enterprise
NPS	Net Promoter Score
NSG	Non-Sovereign Guaranteed
OVE	Office of Evaluation and Oversight
PMR	Progress Monitoring Report
PPP	Purchasing Power Parity
QBR	Quarterly Business Review
RBB	Results Based Budget
SDG	Sustainable Development Goal
SG	Sovereign Guaranteed
UIS	Update to the Institutional Strategy
TC	Technical Cooperation

Note: All dollar amounts are in U.S. dollars, unless otherwise noted.

I. INTRODUCTION

- 1.1 This document presents the proposed Corporate Results Framework (CRF) for the Inter-American Development Bank Group (IDB Group) for the period 2020-2023.¹ Consistent with the vision articulated by IDB Governors as part of the Ninth General Capital Increase (IDB-9),² the CRF is intended to be a key tool for measuring and monitoring results achieved during the 2020-2023 period.³ The CRF is used to monitor development progress in Latin America and the Caribbean, track the IDB Group's contribution to the region's development challenges and cross-cutting issues, and assess the IDB Group's operational and organizational performance. It serves an important function of accountability to the IDB Group's stakeholders and provides data to frame strategic discussions and resource allocation to support the achievement of strategic priorities and institutional objectives. The CRF is also a way to monitor IDB Group's support for the Sustainable Development Goals (SDGs) as each level of the CRF contains indicators that support specific SDGs.
- 1.2 Given the CRF's central purpose of measuring the IDB Group's progress on the delivery of the institutional strategy, its indicators aim to capture the key elements set forth therein. These include three development challenges: social inclusion and equality, productivity and innovation, and economic integration; and three cross-cutting issues: gender equality and diversity, climate change and environmental sustainability, and institutional capacity and the rule of law established as part of the Update to the Institutional Strategy (UIS) in 2015. It also includes the six guiding principles of the UIS that inform how the IDB Group works: responsiveness; multi-sectorality; effectiveness and efficiency; leverage and partnerships; knowledge and innovation; and strategic alignment (see Figure 1.1).
- 1.3 In addition to capturing the priorities and principles of the UIS, the CRF 2020-2023 also aims to capture the areas of emphasis laid out in the Second Update to the IDB Group institutional strategy (Second UIS), covering the period beginning in 2020. It includes specific indicators to measure each of the following operational areas of emphasis: technology and innovation; resource mobilization; and strengthening the IDB Group's work on the cross-cutting issues of the UIS. The CRF 2020-2023 also includes indicators to measure the following corporate areas of emphasis laid out in the Second UIS: continuing to strengthen the institutional dimension and shareholder support; strengthening the value proposition and effectiveness of the Group; and strengthening knowledge programs. To see how

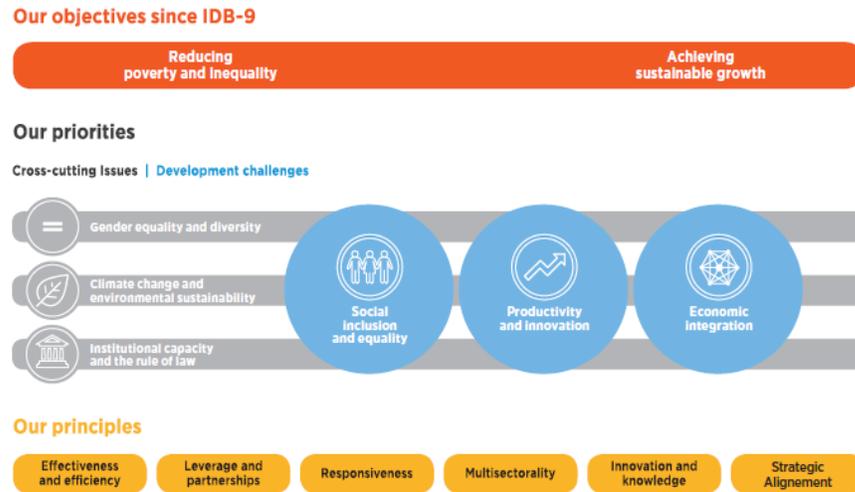
¹ The IDB Group is comprised of two separate legal entities: the Inter-American Development Bank (IDB) and the Inter-American Investment Corporation, which was rebranded as IDB Invest in 2017. The Multilateral Investment Fund, recently rebranded as the IDB Lab, is a trust fund administered by the IDB, which is treated as a separate entity in this document due to its unique function as the IDB Group's innovation laboratory.

² The Ninth General Increase in the Resources of the Inter-American Development Bank (AB-2764, Annex 1, paragraph 6.2) established that the CRF should be updated every four years. The proposal to update the CRF for the period 2016-2019 was submitted for consideration and approved by the Board of Executive Directors of the IDB and, subsequently, by the Board of Executive Directors of IDB Invest.

³ The CRF "serve[s] as the primary tool for monitoring and measuring the IDB's performance and the achievement of its strategic objectives," and is both an "integral part of the Bank's efforts to use empirical evidence to manage for development results" and "central to ensuring] accountability for delivering results" ([AB-3008](#), paragraph 4.29).

specific CRF 2020-2023 indicators align to the areas of emphasis of the Second UIS, see [Annex C](#).

Figure 1.1 Structure of the Institutional Strategy of the IDB Group



- 1.4 Including this introduction, this document is divided into six sections. Section II contains a reflection on lessons learned from the previous CRFs. Section III outlines a series of principles that guided the development of the CRF and the selection of indicators, based on lessons learned under the previous CRFs as well as from peer organizations and other sources. Section IV describes the proposed structure of the CRF 2020-2023, which includes three distinct levels of indicators: Level 1 Regional Context, Level 2 IDB Group Contributions to Development Results, and Level 3 IDB Group Performance. Section V presents an overview of the processes for CRF reporting and use. Section VI contains the corresponding recommendation to the Boards of Executive Directors to approve the specific CRF indicators as listed in Appendix I. In addition, five electronic links to Annexes are included for information purposes only. [Annex A](#) presents the definitions for each CRF indicator. [Annex B](#) provides a summary of the process undertaken to develop the CRF. [Annex C](#) presents the alignment of CRF 2020-2023 indicators to the areas of emphasis of the Second UIS. [Annex D](#) compares the indicators in the CRF 2020-2023 to those included in the CRF 2016-2019. [Annex E](#) provides an illustrative example of the drill-down capabilities contemplated in the CRF 2020-2023 for the IDB Group Performance indicators.

II. LESSONS LEARNED

- 2.1 The CRF 2020-2023 draws upon lessons learned from the previous CRFs (covering 2012-2015 and 2016-2019) as well as a number of other sources. Inputs from peer institutions, the Boards of Executive Directors, the Office of Evaluation and Oversight (OVE), and IDB Group leadership and staff were all considered in the CRF development process. The most critical of these lessons are highlighted in the following paragraphs. See [Annex B](#) for more information on the process to

develop this CRF and the [2019 DEO](#) for information on progress to date under the CRF 2016-2019.

- 2.2 **The CRF should contain a manageable number of indicators and simple structure.** Experience with the prior CRFs has shown that having too many indicators or a complex structure can distract focus from the most critical metrics. Including the auxiliary indicators, the CRF 2016-2019 contained a total of 104 indicators. Focusing on a more limited set of key indicators can allow for greater depth in understanding and addressing the factors driving performance on those critical metrics.
- 2.3 **The CRF must be complemented by other indicators, studies, and reports.** A single set of indicators cannot answer all questions about the IDB Group's performance and the impact of the operations the IDB Group supports. Given the breadth of areas in which the IDB Group works and on which performance can be measured, the CRF aims to provide an overview of key areas. For example, in the case of gender equality the CRF includes a few critical indicators to highlight the Group's work in this area. At the IDB, these indicators are complemented by additional metrics that form part of the Gender Action Plan for Operations. In other cases, performance may be better tracked not through quantitative indicators, but rather qualitative studies that assess impact across a number of dimensions and/or cover a longer time period.
- 2.4 **Ownership throughout the institution is critical for the CRF's effectiveness as a management tool.** In order to guide decision-making and improve the IDB Group's performance, indicators must be relevant and targets must be both ambitious and achievable. The CRF must be viewed as a tool for the entire IDB Group, rather than the responsibility of select business units. Collaboration with technical experts from throughout the IDB Group that have deep understanding of the technical areas being measured is, therefore, critical to develop relevant and high-quality indicators and targets that reflect the Group's future ambition. As OVE noted in its Final Evaluation of IDB-9, engaging closely with a wide range of technical experts for the CRF 2016-2019 was beneficial to instilling a sense of ownership over that CRF.
- 2.5 **Presenting performance data by sector and country for key indicators is valuable in understanding patterns and driving actions.** The creation of a website for the CRF 2016-2019 to present more detailed information on many of the indicators was an important step forward in understanding the underlying data for many CRF indicators—primarily those at Level 2. Addressing gaps in performance at Level 3 often requires digging deeper into what is driving (or hindering) performance. Thus, it is necessary to systematically present information on Level 3 indicators broken down by sector, country, and other variables. The understanding of performance on Level 3 indicators can be further strengthened by identifying related indicators that can contribute to performance and tracking these on a more frequent basis (e.g., through quarterly reports).
- 2.6 **Target-setting should be strategic.** Setting performance targets is a critical part of the IDB Group's efforts to assess performance and drive actions. However, experience from previous CRFs (see OVE's Mid-Term Evaluation of IDB-9) and

other MDBs has shown that targets are not suitable for all aspects of the Group's work. Specifically, targets should be set for areas over which the IDB Group has direct influence and care should be taken to avoid creating perverse incentives. Furthermore, targets should be ambitious, yet realistic and should be used to drive resource allocation and work planning. Therefore, target-setting is critical for the Level 3 indicators of the CRF, but targets should not be set for aggregate portfolio results. Setting targets for these type of indicators (the Level 2 indicators of the CRF) is problematic for three key reasons:

- a. *Corporate targets may conflict with country priorities.* The level of achievement of aggregate portfolio results is highly dependent upon the composition of the portfolio and the demand of borrowing member countries (particularly larger countries for many indicators). As a result, setting top-down targets for these aggregate portfolio results and driving corporate efforts to meet them can conflict with the Group's commitment to align its support with country priorities.
- b. *Lagging performance is often not actionable.* Given the time required to prepare a project and for a project to report results after approval, the achievement of results for Level 2 indicators is highly dependent on the results of projects designed and approved prior to the CRF period. As such, there is limited opportunity for the IDB Group to adjust course when indicators are not on track.
- c. *Corporate targets may create a perverse incentive to focus on quantity rather than quality.* Setting targets for Level 2 indicators can create pressure to place greater emphasis on output targets across the portfolio (which are more suitable for aggregation across projects), rather than the achievement of longer-term results and can distract attention from more critical metrics.

- 2.7 **Level 3 indicators are the most suited for use as a management tool.** Board discussions of the CRF as well as OVE evaluations have frequently highlighted the question of the extent to which the CRF influences institutional decision-making. Experience has shown that the Level 3 indicators are those that are most relevant for use in driving work planning, resource allocation, and decision-making as these are the indicators over which the IDB Group entities have the greatest degree of influence and it is at this level that critical concepts are measured, such as the achievement rate of projects, compliance with environmental and social safeguards, and alignment of resources to key strategic priorities.

III. GUIDING PRINCIPLES FOR CRF UPDATE

- 3.1 A set of guiding principles based on the lessons learned discussed in the previous section were used in the identification of indicators and business processes associated with the CRF to maximize its utility. These principles are described in the following paragraphs.
- 3.2 **Alignment:** First and foremost, the CRF 2020-2023 has as its purpose to measure progress on the delivery of the Second UIS. As such, its indicators must be fully aligned with the institutional priorities expressed therein. Furthermore, the CRF is a critical tool for external reporting and must also be fully aligned with the global development agenda as expressed in the SDGs. This includes incorporating SDG indicators directly into the CRF where possible and aligning other indicators to the

SDGs. Finally, the IDB Group recognizes the value in harmonizing indicators with those used by other MDBs wherever possible and relevant. As such, this proposal also takes into consideration the IDB Group's collaboration with other MDBs on value for money and incorporates many of the harmonized indicators included in the MDB response to the G-7 and G-20 on value for money.⁴

- 3.3 **Ownership:** The CRF 2020-2023 was developed collaboratively with technical experts from throughout the IDB Group in order to ensure the quality of the indicators proposed and to foster a sense of ownership throughout the Group.
- 3.4 **Simplicity:** Simplicity in terms of both the number and type of indicators is essential to focusing the CRF on the measurement of key priorities and facilitating an understanding of its high-level messages, enabling more effective decision making and oversight. The CRF 2020-2023 was designed with an aim of further advancing a process of simplification that began with the CRF 2016-2019, by proposing a streamlined set of indicators and simplifying the CRF structure. Where relevant, indicators from the previous CRF(s) were maintained as this type of continuity can be useful to observe trends over time and to decrease the costs associated with deploying the CRF 2020-2023.
- 3.5 **Actionability:** OVE and the Boards of Directors have consistently cited the importance of making the CRF a useful management tool. As each level of the CRF serves a distinct purpose, making the CRF actionable works differently at each level of the CRF (see Section IV). As noted in Section II, indicators at Level 3 are best suited to driving actions. As such, part of the development of the CRF 2020-2023 included documenting how the IDB Group could or should take action based on changes in performance on each type of indicator. For each IDB Group Performance indicator, an initial analysis of factors contributing to performance was conducted and, in several cases, dedicated action plans exist or are being developed (with consideration for required resources) in order to drive performance toward the intended targets or ensure progress stays in line with targets over the CRF period.
- 3.6 **Granularity:** The level of granularity gained from the CRF 2016-2019 website helped elevate the quality of the dialogue on progress on CRF indicators by allowing all interested parties to have easy access to more detailed information about an indicator's progress. This has been emphasized as a benefit of recent CRF reporting at Board discussions of the Development Effectiveness Overview (DEO), though Board members have expressed a desire for greater granularity at Level 3. As such, an increased capacity to drill down into progress on Level 3 indicators will be an important feature of the 2020-2023 CRF. Understanding the specific projects, business units, countries, and/or lines of business that contribute to strong or lagging performance on a particular indicator plays an important role in making the CRF indicators more actionable.
- 3.7 **Complementarity:** Management tracks a broad range of indicators that contribute to the CRF at the level of its vice presidencies, departments, and other business

⁴ Specifically, the following value for money indicators have been included in this proposal: cost to income, cost to portfolio, climate finance, support for fragile situations, gender equality, quality during implementation, success rates, private direct mobilization, and private indirect mobilization. The remaining value for money indicators will continue to be reported via other reporting mechanisms, including the IDB, IDB Invest, and IDB Lab financial statements and IDB's Quarterly Business Review.

units. The CRF should not strive to duplicate these reporting efforts, but rather to complement them or to use them as inputs to better understand drivers of CRF performance. Some aspects of performance may also be better suited to qualitative analysis. For example, each year the DEO provides a more in-depth look at factors driving performance on CRF indicators as well as the effectiveness of interventions supported by the IDB Group as measured through its development effectiveness tools, including impact evaluations. The 2019 DEO included a thematic review of two sectors to provide insight on outcomes achieved with IDB Group support as well as lessons learned from project design and implementation in those sectors. In addition, each of the IDB Group entities have quarterly reporting mechanisms that provide information on other critical aspects of performance, including progress in implementing key strategic initiatives. Reporting regularly on budget execution is also a useful complement to CRF reporting to identify the level of resources dedicated to specific priority areas that can support the achievement of CRF results.

IV. CRF CONTENT AND STRUCTURE

- 4.1 The CRF 2020-2023 maintains three levels of indicators as in the CRF 2016-2019, which are: (i) Regional Context; (ii) IDB Group Contributions to Development Results; and (iii) IDB Group Performance (see Table 4.1). To enhance clarity regarding how to use and interpret the data reported through the CRF, the purpose for each level has been refined for the CRF 2020-2023.

Table 4.1 Summary of CRF 2020-2023

CRF Level	Purpose	# Indicators
Level 1. Regional Context	Track the region's progress with regards to the three challenges and cross-cutting issues of the IDB Group strategy	18
Level 2. IDB Group Contributions to Development Results	Track the magnitude of IDB Group contributions to the three challenges and cross-cutting issues of the IDB Group strategy	27
Level 3. IDB Group Performance	Assess performance of the IDB Group entities against targets for operational delivery and results as well as organizational management and effectiveness	29

- 4.2 There are also several key changes to the CRF itself as part of the simplification efforts. First, the indicator list has been streamlined to focus the CRF on the most critical metrics. In total, the CRF 2020-2023 includes 74 indicators.⁵ See [Annex D](#) for a comparison of the CRF 2016-2019 and CRF 2020-2023 indicators. Second, the level of granularity in reporting on key Level 3 indicators will be increased to

⁵ The CRF 2016-2019 contained 55 main indicators and 49 auxiliary indicators. The auxiliary indicators were introduced in the 2016-2019 CRF to explore new indicators and capture data systematically on a larger set of metrics. Some of the auxiliary indicators have been incorporated into the 2020-2023 CRF. Others will continue to be tracked in other reporting tools, such as the IDB's Annual Business Review, and others have been replaced with improved indicators based on the experience of reporting on the CRF 2016-2019. See [Annex D](#) for details by indicator.

enhance the CRF's utility as a decision-making tool. Finally, the CRF 2020-2023 takes a more strategic approach to target-setting, recognizing that targets are relevant when they relate to areas over which the IDB Group has direct influence, when they can help inform planning and the allocation of resources, and when they are not likely to create perverse incentives. As such, targets are proposed exclusively for the Level 3 indicators of the CRF 2020-2023.⁶

- 4.3 All of the proposed CRF indicators at Levels 1 and 2 of the CRF are aligned to at least one SDG as are many of the Level 3 indicators. The CRF tables in Appendix I note those SDGs for which there is the most direct relationship between the CRF indicator and an SDG. Given the interrelated nature of the SDGs and the region's development challenges they are intended to be illustrative rather than a comprehensive inventory of all SDGs that could conceivably be related to a specific CRF indicator.⁷

A. LEVEL 1: REGIONAL CONTEXT

- 4.4 The Regional Context level (Level 1) provides information on long-term development progress in the region. There is a set of indicators for each of the three challenges and three cross-cutting issues outlined in the UIS. Many of the Level 1 indicators from the CRF 2016-2019 were retained in the CRF 2020-2023 and several new indicators were added to capture the operational areas of emphasis of the Second UIS (see [Annex C](#)).
- 4.5 The criteria used to prioritize the selection of Level 1 indicators included their relationship to the IDB Group's strategic priorities, the availability of data for the majority of borrowing member countries on an annual basis, and the cost of data collection. While there is at least one indicator to measure each development challenge and cross-cutting issue, not all subcomponents of each challenge and issue could be reflected in an indicator that met these criteria. Specifically, no suitable indicators regarding diversity are available.⁸ Where relevant, this level of the CRF takes advantage of internationally standardized indicators both to harmonize with the broader development community and to reduce the burden of data collection. For example, the indicator *proportion of the population covered by at least a 4G mobile network* is reported using the same definition and data source used to monitor the SDGs. In other cases, the indicators are tailored to be the most relevant for the LAC region. For example, the poverty threshold used is \$3.10 per day at 2011 PPP, which is the recommended poverty line used for LAC countries.⁹

⁶ This is consistent with the recommendations of a research article on donor agency results measurement. See *Holzapfel, Sarah, "Boosting or Hindering Aid Effectiveness? An Assessment of Systems for Measuring Donor Agency Results," Public Administration and Development, 2016 Feb 4.*

⁷ For example, climate action (SDG 13) can have far-reaching impacts on other development challenges such as poverty, economic growth, and migration, but the CRF tables show alignment to SDG 13 only for the areas to which there is the most direct link between the CRF indicator and an SDG 13 target.

⁸ There are no suitable metrics that provide a consolidated picture of countries across the region with regards to the inclusion of diverse populations. For more information on diversity and inclusion in the region, see the [IDB's Diversity Action Plan for Operations 2019-2021](#).

⁹ Poverty lines used to monitor poverty globally were adjusted in 2014 based on purchasing power parity (PPP) for 2011. For LAC countries, the recommended poverty line is now \$3.10 per day at 2011 PPP. For more information, see *Ferreira, Francisco HG, et al. "A global count of the extreme poor in 2012: data issues, methodology and initial results." Journal of Economic Inequality 14.2 (2016): 141-172.*

- 4.6 Indicators at this level of the CRF allow the IDB Group to track the evolution of the region on key aspects of its development throughout the life of the institutional strategy. Individual country progress on these indicators can be used to inform strategic planning and programming discussions at the country level.

B. LEVEL 2: IDB GROUP CONTRIBUTIONS TO DEVELOPMENT RESULTS

- 4.7 The IDB Group Contributions to Development Results (Level 2) indicators track the magnitude of IDB Group contributions to the three challenges and cross-cutting issues of the IDB Group by providing aggregate data on outputs and outcomes supported by IDB Group-financed projects. This level of the CRF seeks to shed light on how the IDB Group is contributing to development in the region and the SDGs by providing insight into the types of activities the IDB Group is financing, the magnitude of support for distinct areas, and the way peoples' lives are improved with IDB Group support. This level of the CRF is not intended to provide insight into the effectiveness of the IDB Group, but rather the magnitude of its contribution to particular areas of development. As such, no targets are proposed for this level of the CRF.
- 4.8 Similar to Level 1, Level 2 includes a set of indicators for each of the three challenges and three cross-cutting issues outlined in the UIS. Many of the Level 2 indicators from the CRF 2016-2019 were retained in the CRF 2020-2023, though in some cases the indicator name and/or definition was modified for increased accuracy, clarity, or alignment with the Second UIS. Several new indicators were added to capture the operational areas of emphasis of the Second UIS (see [Annex C](#)). For example, new indicators have been added to capture the IDB Group's support for the needs of diverse populations (e.g., *countries with strengthened gender equality and diversity policy frameworks*) and support for transparency and integrity (*agencies with strengthened transparency and integrity*).¹⁰ To capture IDB Group support for technology adoption, the indicator *agencies with strengthened digital technology and managerial capacity* will be disaggregated to show how many agencies were supported on digital technology specifically.
- 4.9 Data for the Level 2 indicators is collected primarily through regular project monitoring and supervision tools according to the monitoring plan established during project design.¹¹ These include the Progress Monitoring Report (PMR) at IDB, DELTA at IDB Invest, and iDELTA at IDB Lab. In cases where IDB Group financing for a project is complemented by other resources, the CRF will continue to capture the full set of relevant outputs and outcomes achieved by the project. This is consistent with past CRF reporting, the approach taken by several other MDBs,¹² and the principle of country ownership. It further captures the catalytic

¹⁰ Because these indicators were not previously captured as part of the CRF, results data for these indicators for previous years is noted as unavailable in Appendix I.

¹¹ During project design, each entity of the IDB Group uses one of its development effectiveness tools to ensure the project will allow for proper measurement of results throughout its lifecycle. These include the Development Effectiveness Matrix (DEM) at IDB, the Development Effectiveness Learning, Tracking, and Assessment tool (DELTA) at IDB Invest and the innovation DELTA (iDELTA) at IDB Lab.

¹² The World Bank Group, Asian Development Bank, and European Bank for Reconstruction and Development all use a similar approach.

- role the IDB Group plays, wherein its impact goes beyond the specific dollar amount it invests in a project.
- 4.10 The proposed indicators at Level 2 are the result of extensive dialogue and collaboration across diverse business units throughout the IDB Group. The aim was to develop indicators that were broad enough to capture a significant portion of both the current portfolio and the expected future portfolio based on the strategic direction outlined in the strategy, while remaining specific enough to be meaningful. The proposed list of indicators is expected to allow most projects to contribute to at least one Level 2 indicator, but it is not expected that all projects will contribute due to the wide range of interventions supported by the IDB Group. While an indicator may contribute to multiple areas of the strategy depending upon the specific objectives of each contributing project, each indicator is listed under the single category to which it is most closely related based on the current composition of the IDB Group's portfolio.¹³
- 4.11 As the CRF 2020-2023 covers results across the entire IDB Group, any of the three entities may contribute to each Level 2 indicator, as applicable. In some cases, all three entities will make significant contributions to indicator progress. For example, the indicator *women beneficiaries of economic empowerment initiatives* captures a range of activities supported by all three entities—from financial education and non-financial services for women entrepreneurs to vocational training and labor intermediation services. In other cases, a Level 2 indicator may primarily reflect the work of one of the entities. For example, for indicators that are focused on strengthening the capacity of governmental institutions, only IDB operations are expected to contribute.
- 4.12 By aggregating portfolio results across the IDB Group, the Level 2 indicators not only provide a sense of the magnitude of support for particular areas, but also serve as a gateway for stakeholders to dig deeper into the specific projects underlying these aggregate figures via the CRF website.¹⁴ This project-level view is particularly critical for studying intermediate outcomes and impacts, which can be challenging to aggregate into a single indicator across a diverse portfolio of operations.¹⁵ To measure the IDB Group's contribution to intermediate outcomes, specific outcome data at the project level as well as impact evaluations and sector studies are a crucial source of information.¹⁶
- 4.13 Progress on the Level 2 indicators at a portfolio level is highly dependent upon programming decisions by the IDB Group and its borrowing member countries and clients as well as the time required for projects to be executed. Given the time required for a project to generate measurable results, it is expected that many of

¹³ While the indicators have been defined with the intention to avoid counting a beneficiary of the same activity twice, it is not possible to aggregate the total number of beneficiaries across indicators as a single individual could benefit from IDB Group support in different ways as specific individuals are not tracked. In addition, several indicators by their nature capture beneficiaries already captured elsewhere. These include *women beneficiaries of economic empowerment initiatives*, *beneficiaries of initiatives that support migrants and their host communities*, and *targeted beneficiaries of public services that have been adapted for diverse groups*.

¹⁴ Subject to the respective Access to Information Policies of IDB and IDB Invest.

¹⁵ While immediate outcomes, such as the number of individuals benefiting, can often be aggregated, higher-level outcomes (e.g., maternal mortality) do not lend themselves to aggregation and annual reporting for a number of reasons. These include: (i) time lags (i.e., many intermediate and long-term outcomes take years to materialize and are best reported after project completion); (ii) heterogeneity of the portfolio; and (iii) complexity in attributing changes to IDB Group financing.

¹⁶ The IDB Group reports on project outcomes and impacts each year in the DEO and more detailed project-level information is available in project monitoring and completion reports as well as impact evaluation reports.

the results reported in the CRF 2020-2023 will inherently come from projects approved prior to 2020. As such, these indicators are included for tracking purposes only and they do not have targets.

C. LEVEL 3: IDB GROUP PERFORMANCE

- 4.14 The third and final level of the CRF is the IDB Group Performance level. The Level 3 indicators are split into two broad categories: (1) Operational Delivery and Results; and (2) Organizational Management and Effectiveness. Each of these categories is organized into three sub-categories that are associated with an operational guiding principle or comparative advantage of the UIS. Several of the Level 3 indicators are directly linked to the SDGs, while others focus on measuring broader aspects of the IDB Group's performance and efficiency.
- 4.15 Performance on the Level 3 indicators can be linked more directly to IDB Group efforts, so targets are proposed for nearly all indicators at this level in order to help drive performance in the desired direction. Indicators for which target-setting is either not appropriate or not feasible at this time but for which the IDB Group still wishes to track performance will be reported through other means, including the IDB's Annual Business Review and Budget Execution Report, both of which report on complementary indicators.¹⁷
- 4.16 Targets and the annual assessment of progress against targets is tailored to the unique circumstances of each indicator. Targets have been set based on the critical question of whether the IDB Group aims to enhance performance over the 2020-2023 period or, alternatively, to ensure that recent levels of performance are sustained. In cases where the aim is to sustain already strong performance, targets have generally been set for 2020-2023, with an aim of maintaining performance greater than or equal to that which has been observed in recent years. This approach to target-setting recognizes that it is not realistic or desirable to set targets above a certain threshold for some indicators as it may create adverse incentives. In cases where the aim is to improve performance, targets have been set either for 2023 or for 2020-2023 depending upon the circumstances surrounding each indicator as described in the following paragraphs. See the IDB Group Performance table in Appendix I for details on the targets proposed for each indicator and the timeframe to which each corresponds.
- 4.17 Baselines were established based on the most recently available data for the most relevant time period for each indicator. In cases for which the target represents a desired improvement by 2023 over current performance, a single-year baseline (usually corresponding to 2018) is used. In cases for which the target corresponds to the entire 2020-2023 period, the baseline generally covers a series of years. In these cases, data for the first three years of the current CRF period (2016-2018) was used as the baseline wherever possible since the methodology for many indicators was standardized in 2016 and that was also the year that IDB Invest

¹⁷ For example, under the framework of the IDB Group Civil Society Engagement Strategy, the Group is working on developing data collection systems to measure advances with regards to citizen participation with the aim of proposing indicators and targets for the next CRF cycle, but target-setting was not feasible for the current CRF.

was established. In cases where an appropriate baseline aligned to this general guidance is not available, that is noted in Appendix I.

- 4.18 The Level 3 indicators will play a critical role in enhancing the linkages between institutional performance and resource allocation to support the delivery on the objectives of the Second UIS. In the case of IDB, for example, Management has heeded Board feedback on the need for tighter alignment between the UIS, the CRF and the Results-Based Budgeting (RBB) framework. This will not only support a common understanding about results and the resources allocated to their achievement across each of the corresponding RBB Main Business Functions, but will also translate into a more efficient reporting process fully in line with the spirit of both Managing for Development Results and the RBB methodology in which a robust set of actionable indicators measuring progress on the strategy allows for a meaningful evaluation exercise that can in turn provide substance to inform resource allocations going forward.

(1) Operational Delivery and Results

- 4.19 The Operational Delivery and Results indicators aim to shed light on the degree to which the IDB Group is deploying its resources effectively to address the development challenges of the region. Indicators are organized under the three headers of strategic alignment, development effectiveness, and leverage and partnerships.
- 4.20 The first sub-section, *strategic alignment*, aims to provide insight into the extent to which the IDB Group is aligning resources to a key set of strategic priorities of the IDB Group, including social inclusion and equality, productivity and innovation, economic integration, gender equality, diversity, climate change mitigation and adaptation, institutional capacity and rule of law, and support to small and vulnerable countries.¹⁸ For each of these priorities, the percentage of newly approved or committed projects and/or financing that support the priority each year will be measured. With the exception of the first three indicators, each of the strategic alignment indicators have a target for the 2020-2023 period, indicating the IDB Group's ambition to provide consistent and, in most cases, increasing support to these areas throughout the CRF period. For example, in the case of climate change, the IDB has established a target that 65 percent of new projects approved over the 2020-2023 period should support climate change mitigation and/or adaptation, up from 53 percent from 2016 to 2018. By establishing a target for the four-year period the IDB aims to grow its support for this priority and sustain that support throughout the four-year period. Given the important role that certain activities play in climate change mitigation and adaptation, targets will also be established for each entity for a subset of this indicator, which is *projects supporting agriculture, forestry, land use, and coastal zone management*.

¹⁸ Consistent with the findings of OVE's Mid-Term Evaluation of IDB-9, targets have not been established for the three challenges of the UIS (social inclusion and equality, productivity and innovation, and economic integration). As such, these indicators will be tracked as part of the CRF for monitoring purposes only. Similarly, a target has not been established for technology and innovation. The Group is in the process of developing the criteria to consider a project as supporting technology and innovation and, once finalized, this will also be reported on in the IDB's Quarterly Business Review and IDB Invest's Quarterly Board Reports.

- 4.21 In addition to the alignment of approvals and commitments to key priorities in the institutional strategy, the *strategic alignment* sub-section includes an indicator to track the percentage of new approvals aligned to the applicable country strategy, reflecting the Group's ambition to maintain a high level of country strategy alignment, while remaining flexible to adjust to the evolving circumstances of each borrowing member country. A final *strategic alignment* indicator is focused on capturing the percentage of country strategies approved in the period that consider the respective country's official commitments on climate, with a target of 100 percent for the 2020-2023 period. These official commitments on climate include country's Nationally Determined Contributions (per the Paris Agreement) and/or long-term decarbonization strategies.

Development Effectiveness

- 4.22 The second sub-category of Operational Delivery and Results indicators, *development effectiveness*, aims to provide insight into the extent to which projects are effectively mitigating risks, executing according to plan, and achieving development results. Three of the indicators falling into this sub-category have formed part of the previous two CRFs and continue to be relevant given their critical importance in assessing operational performance. As such, reporting under the CRF 2020-2023 will include an increased level of disaggregation of information on these indicators to better target improvement efforts on the areas where gaps are most significant. The fourth *development effectiveness* indicator was introduced to capture the IDB's work to increase attention to climate change and disaster resilience considerations during project design. Given the critical role of these effectiveness indicators, each are discussed in detail in the following paragraphs.
- 4.23 The indicator *active projects with satisfactory performance classification* is an indicator that also formed part of the CRF 2016-2019 for IDB and IDB Invest. In the CRF 2020-2023 it has been updated to also report on IDB Lab loan and equity operations and IDB TC operations. In the case of IDB operations, the target of 80 percent for *active projects with satisfactory performance classification* represents IDB's ambition to maintain an already high level of performance, rather than to make incremental progress toward the target each year. This approach recognizes that there is a limit to the percentage of operations that can score satisfactory each year. This target is higher than the 2016-2019 target of 75 percent, and aligned with the 2016-2018 baseline value of 80 percent. The ambition for IDB TC operations on this same indicator, on the other hand, is to improve performance for the 2020-2023 period as compared to the baseline. For IDB Invest, the target intends to maintain consistency with the indicator on satisfactory development results at completion, as the percentage of active projects with satisfactory performance classification is a good predictor of the satisfactory achievement of development results. The targets for *active projects with satisfactory performance classification* apply to the 2020-2023 period.
- 4.24 The indicator *projects with satisfactory development results at completion* is an important metric to assess the level of achievement of outcomes by operations supported by IDB and IDB Invest. For this indicator, both IDB and IDB Invest have established targets that represent an improvement over performance observed in recent years and that are aligned with the benchmarks of other MDBs with

comparable evaluation methodologies. Given the critical importance of this metric, the CRF 2020-2023 will present more disaggregated information on project performance on this indicator by sector and sub-region in order to facilitate a deeper understanding of the factors driving the percentage reported at an institutional level (See [Annex E](#) for a sample dashboard to present this information). This will help enhance its utility in decision-making in order to better tailor improvement efforts to the areas in greatest need of attention. The targets for projects with satisfactory development results at completion apply to the 2020-2023 period.

- 4.25 The indicator *projects with higher environmental and social risks rated satisfactory in the implementation of mitigation measures* formed part of the CRF 2016-2019. Due to the nature of IDB Lab's work it is only applicable to IDB and IDB Invest. In the case of IDB Invest, the target represents an ambition to maintain recent levels of performance throughout the CRF period, with a target of 90 percent for 2020-2023. In the case of IDB, the target represents an ambition to improve performance over time from the baseline of 81 percent for 2016-2018 to a value of 84 percent by 2023. This increase is ambitious for IDB in light of both an expansion of the total set of projects subject to supervision by environmental and social specialists and a more systematic risk-based monitoring process. Specifically, between 2017 and 2019 there was a nearly 80 percent increase in the total number of projects subject to supervision by environmental and social specialists (from 120 to 212 projects), so that now 100 percent of all high and substantial risk projects undergo specific environmental and social monitoring. This has led to the identification of additional projects with compliance issues, in particular in countries with lower environmental and social management capacity. Efforts to improve performance of higher risk projects will continue in the upcoming years with the progressive transfer of environmental and social specialists in the region and the scaling-up of training activities to strengthen the capacity of IDB personnel and executing agencies. The targets for higher environmental and social risks rated satisfactory in the implementation of mitigation measures apply to 2020-2023 for IDB Invest and 2023 for IDB.
- 4.26 The final development effectiveness indicator is *projects with considerable disaster and climate change risk that applied risk analysis to identify resilience actions*. This indicator measures the application of the IDB's Disaster and Climate Change Risk Assessment Methodology, which recognizes that the most effective leverage point for investments related to disaster and climate change risks is upstream, by adequately accounting for these risks and increasing resilience of development investments to these risks starting in the design phase. As such, this indicator reflects the extent to which IDB operations approved in the year that have considerable disaster and climate change risk have considered disaster and climate change risk management issues. The target of 100 percent of IDB projects with considerable disaster and climate change risk that applied risk analysis to identify resilience actions corresponds to 2023 and represents an ambition to increase the percentage of high and moderate risk operations applying this analysis throughout the CRF period from the baseline of 16 percent. IDB Invest is in the process of updating its methodology for assessing climate and disaster risks with an expected starting date of implementation of January 2021. It is therefore not feasible to set a baseline and target for this indicator for IDB Invest at this time.

Leverage and Partnerships

- 4.27 The final sub-category, *leverage and partnerships*, aims to provide insight into the extent to which the IDB Group is having an impact beyond the amount of financial resources it brings to individual projects by mobilizing additional resources and/or supporting effective public-private synergies. For the first time, common definitions regarding the mobilization of third-party resources by IDB, IDB Invest, and IDB Lab have been developed and will be utilized for reporting on the CRF 2020-2023. These definitions are broadly aligned to the definitions used in the MDB joint reporting on direct and indirect mobilization of private finance (see [Annex A](#) for the detailed definitions). The IDB Group mobilizes resources in support of the region's development in a number of ways. The two CRF 2020-2023 mobilization indicators include *direct third-party resources deployed*—with a disaggregation for private resources—and *indirect third-party resources deployed*.¹⁹ Each of these mobilization indicators has a cumulative target for the 2020-2023 period.
- 4.28 In terms of public-private synergies, the IDB Group strategy focuses on its commitment to fully leverage the Group's resources in working as a group. As the objective of this collaboration is to better support the region in addressing its development challenges, a perception indicator is used to capture the extent to which IDB Group stakeholders and clients perceive this to be a strength of the IDB Group. The indicator *stakeholders that consider the Group to be effective in fostering public-private synergies* has a target for 2023.

(2) Organizational Management and Effectiveness

- 4.29 The Organizational Management and Effectiveness indicators aim to shed light on the extent to which the IDB Group is managed effectively, efficiently, and in accordance to its own principles.

Efficiency

- 4.30 The *efficiency* indicators look at the degree to which the IDB Group is financially sustainable and efficient in its use of resources. Two cost ratios forming part of the CRF 2016-2019 will continue to form part of the CRF 2020-2023: (i) the cost to income ratio, which compares administrative costs to income; and (ii) the cost to portfolio ratio, which compares administrative costs to the portfolio. The combination of both metrics provide insight on the level of operational efficiency and financial sustainability of the IDB Group entities. Given the nature of IDB Lab, the cost to income ratio is only used to measure the IDB and IDB Invest. The purpose of monitoring these ratios is to ensure that each remains within a healthy range given each institution's business model, rather than to seek specific reductions. Costs fluctuate based on management decisions to better serve the region and are influenced not only by how efficient MDBs are but also by important aspects of their development missions, such as generating and disseminating knowledge, reaching small and vulnerable countries, and applying social and

¹⁹ The definitions for these indicators are mostly aligned to the MDB methodology for reporting on mobilization of private resources, but are not identical due to the need to capture public sector resources mobilized in CRF reporting as well. For more information, see the CRF indicator definitions.

environmental safeguards. As such, these cost ratios have targets for the 2020-2023 period overall.

- 4.31 An indicator to monitor the number of credit ratings agencies granting the IDB and IDB Invest their targeted rating has been added to the CRF 2020-2023 as an additional efficiency indicator. Credit ratings are indicators of creditworthiness used by investors in making investment decisions. They help determine an entity's access to capital markets and the pricing of its debt issuance. As credit ratings underpin the IDB Group's capacity to lend and mobilize, Governors have established specific rating mandates for IDB (AAA) and IDB Invest (at least AA) and have instructed management to establish regulations, policies, guidelines, and related initiatives to maintain these ratings. Given the critical importance of these ratings and the fact that ratings can shift over time, this has been included in the CRF to indicate the IDB Group's focus on maintaining these ratings at or above current levels. The target for credit rating agencies granting IDB Group entities targeted rating applies to the 2020-2023 period.

Knowledge and Innovation

- 4.32 The *knowledge and innovation* indicators look at the extent to which the IDB Group is a leader in knowledge creation and sharing as well as innovation for the region. For each of the knowledge and innovation indicators, the CRF contemplates a 2023 target that represents an improvement over the baseline value for 2018 or 2019. The indicator *average downloads of IDB Group publications* aims to provide insight into the level of demand generated for key knowledge products by capturing the average downloads within the one-year period following the release of books, monographs, working papers, and policy briefs. On the other hand, the indicator *total IDB Group blog readership* provides insight into size of the audience consuming information released by the IDB Group. While these indicators provide insight into the reach of IDB Group knowledge products, additional indicators provide complementary insight into the perceptions of external stakeholders with regard to the IDB Group's knowledge-sharing and innovation.
- 4.33 The external perception indicators are based on a concept introduced into the CRF for the first time, which is the net promoter score. The net promoter score is a metric used in customer experience programs to measure the customers' willingness to recommend an organization to peers. The proposed net promoter scores are based on questions about stakeholders' likelihood of recommending the IDB Group and are calculated by subtracting the percentage of "detractors" – that is, those who are unhappy with the IDB Group and can damage its reputation through negative word-of-mouth (defined as those responding zero to six on a scale from zero to ten)—from the "promoters"—that is, loyal, enthusiastic supporters of the IDB Group (defined as those who answer nine and ten).²⁰ In previous perception surveys, the average scores of external stakeholders' expression of general satisfaction with the IDB Group with regards to knowledge-sharing and innovation generally yielded acceptable results, with little input as to possible actions that could be used for continuous improvement. The net promoter score was selected for the CRF 2020-2023 as it reflects the IDB Group's ambition to go beyond simple average scores, and to count on more meaningful and

²⁰ See <http://www.netpromotersystem.com/> for more information about net promoter scores.

actionable measures of stakeholder recognition of the IDB Group's value, in order to strive for standards of excellence in knowledge-sharing and innovation. The information gained from this score and associated qualitative information from respondents will be used to help the IDB Group increase the number of promoters and decrease the number of detractors to enhance the value of its brand over time.

Internal Alignment

- 4.34 Finally, the *internal alignment* indicators look at the extent to which the IDB Group is managed in a way that aligns to its strategic priorities for the region. As the IDB Group supports the region in enhancing climate change mitigation efforts, gender equality, diversity, and transparency, it is also making internal changes on each of these fronts. For climate change mitigation, gender equality, and transparency, the target represents an ambition for 2023 as compared to the most recent year for which data is available (2018). For example, for the indicator *mid and senior-level IDB Group staff who are women*, IDB Invest has set a target to increase from 33 percent in 2018 to 38 percent by 2023 to progressively grow the level of female representation in these roles. In the case of IDB, the aim is to increase from 38 percent in 2018 to 43 percent by 2023. While both IDB and IDB Invest have longer term ambitions to reach full gender parity at these levels, the 2023 targets are based on an assessment of ambitious, yet feasible, scenarios for future promotions and external hires at these grades as well as anticipated attrition and retirement rates over the CRF period. At IDB, for example, the target of 43 percent was established based on an assumption that the number of promotions from grades 5 to 4 will be kept constant with a 50 percent share among both genders and that at least 50 percent of male mandatory retirement vacancies will be filled by females and all female mandatory retirement vacancies will be filled by females.
- 4.35 In the case of diversity, the indicator *actions to promote diversity and inclusion* was added to capture the Group's efforts to attract a diverse workforce and foster an inclusive work environment. This indicator will capture a range of sourcing and recruitment events, diversity and inclusion campaigns, training events on diversity and inclusion topics for IDB Group employees (e.g., unconscious bias, cultural competence, how to be an LGBTQ+ ally), and other activities to recruit and retain a diverse workforce and promote an inclusive work environment at the IDB Group. The target for the 2020-2023 period represents a greater than 40 percent increase over recent years. The IDB Group will also continue to expand its diversity and inclusion monitoring and reporting efforts beyond this CRF indicator to deepen its understanding of the impact of its diversity and inclusion efforts and ways to continue to enhance their effectiveness. The target for *actions to promote diversity and inclusion* applies to the cumulative progress on this indicator from 2020-2023.

V. PROCESSES FOR CRF REPORTING AND USE

- 5.1 Reporting on CRF progress will occur annually through the Development Effectiveness Overview (DEO) and CRF website (<http://crf.iadb.org>). Detailed reporting guidance and definitions for each CRF indicator are contained in [Annex A](#). These definitions will form part of the CRF Technical Guidance Note for 2020-2023, which will be made publicly available throughout the CRF period and will undergo periodic updates, as needed.
- 5.2 In general terms, the Regional Context indicators will be reported based on existing data sources—both internal and external to the IDB Group. Data for the Level 2 indicators will come largely from the progress monitoring systems, including the PMR for the IDB, the DELTA for IDB Invest, the iDELTA for IDB Lab, and the TC Monitoring and Reporting System. The IDB Group Performance level will rely on a range of data sources, including the development effectiveness tools used in both public and private sector operations, the External Feedback System of stakeholder surveys, the TC monitoring and reporting system, IDB and IDB Invest Enterprise Data Warehouse, and IDB and Inter-American Investment Corporation financial statements, among others.
- 5.3 To continue to enhance the utility of the CRF data in decision-making, more granular data will be reported where feasible. For the Regional Context indicators, this will occur via links from the CRF website to the original data sources where data is presented by country. For the Level 2 indicators, data on specific contributing projects will be reported through the CRF website.²¹ In addition, disaggregation by gender, ethnicity, climate, and other topics will be presented on the CRF website, where available, and consistent with the disaggregation types listed in Appendix I. For the IDB Group Performance indicators, the capacity to drill-down into several indicators to view progress by sector, country, and/or other dimensions (as noted in Appendix I) will be added to the CRF website reporting in order to better target improvements to the areas that are lagging (see, for example, [Annex E](#)). Furthermore, the IDB's Business Reviews (Quarterly and Annual) will be updated to include sub-indicators and indicators that contribute to progress in a specific CRF indicator to support decision-making and course correction, where necessary.

VI. RECOMMENDATION

- 6.1 The Management teams of IDB and IDB Invest recommend that their respective Boards of Executive Directors approve the Corporate Results Framework 2020-2023 as specified in Appendix I of this document.

²¹ Due to client confidentiality concerns on NSG projects, reporting at the project level will not be feasible for all projects.

APPENDIX I. CRF 2020-2023 INDICATORS

Level 1. Regional Context

Indicator	Baseline Value ^a	Baseline Year	Related SDGs ^b
Social Inclusion and Equality			
1. Poverty headcount ratio (US \$3.10 per day PPP) (%)	13.8	2017	1
2. Gini coefficient	0.492	2017	10
3. Social Progress Index	69.4	2018	1, 3, 4, 6, 10, 16
Productivity and Innovation			
4. Growth rate of GDP per person employed (%)	0.2	2018	8
5. Employed workers contributing to social security (% of employed population)	43.3	2017	8
6. Research and development expenditure as a percentage of GDP (%)	0.66	2016	9
7. Proportion of the population covered by at least a 4G mobile network (%)	75.6	2017	9, 17
Economic Integration			
8. Intraregional trade in goods (%)	15.3	2017	8, 17
9. Growth rate of the value of total exports of goods and services (%)	10.4	2017	8, 17
10. Foreign direct investment net inflows as percentage of GDP (%)	3.0	2017	8, 17
Gender Equality and Diversity			
11. Global Gender Gap Index	0.72	2018	5, 10
Climate Change and Environmental Sustainability			
12. CO ₂ emissions from fuel combustion (tons)	1.6 B	2016	7, 13
13. Forest area as a proportion of total land area (%)	46.2	2016	13, 15
14. Annual reported economic losses from natural disasters (\$)	4.6 B	2018	2, 11, 13
Institutional Capacity and Rule of Law			
15. Government effectiveness (average LAC percentile)	44.9	2017	16
16. Rule of law (average LAC percentile)	38.7	2017	16
17. Control of corruption (average LAC percentile)	41.8	2017	16
18. Voice and accountability (average LAC percentile)	55.4	2017	16

^a Sources for baseline values include: Sociómetro-BID; Social Progress Imperative; World Bank Groups's World Development Indicators; IDB's Sistema de Información de Mercados Laborales y Seguridad Social (SIMS); UN's SDG

indicator database; IDB's INTrade; World Economic Forum; Emergency Events Database (EM-DAT) by the Centre for Research on the Epidemiology of Disasters (CRED); and the World Bank Group's Worldwide Governance Indicators. B = billion.

- ^b The SDGs are: SDG 1: No Poverty; SDG 2: Zero Hunger; SDG 3: Good Health and Well-being; SDG 4: Quality Education; SDG 5: Gender Equality; SDG 6: Clean Water and Sanitation; SDG 7: Affordable and Clean Energy; SDG 8: Decent Work and Economic Growth; SDG 9: Industry, Innovation and Infrastructure; SDG 10: Reduced Inequalities; SDG 11: Sustainable Cities and Communities; SDG 12: Responsible Consumption and Production; SDG 13: Climate Action; SDG 14: Life Below Water; SDG 15: Life on Land; SDG 16: Peace, Justice and Strong Institutions; and SDG 17: Partnerships for the goals.

Level 2. IDB Group Contributions to Development Results

Indicator	Results 2016-2018	Related SDGs ^a	Disaggregation
Social Inclusion and Equality			
1. Students benefited by education projects (#)	11,630,665	4	Sex; Indigenous; African descendant
2. Beneficiaries receiving health services (#)	17,195,401	3	Sex; Indigenous; African descendant
3. Beneficiaries of targeted anti-poverty programs (#)	15,696,276	1	Sex; Indigenous; African descendant
4. Households with improved access to water and sanitation (#)	1,761,168 ^b	6 11	Indigenous; African descendant; Water; Sanitation; Climate Change (resiliency measures in design; with methane capture, reduction and/or cogeneration)
5. Households with improved access to energy services (#)	182,931	7 11	Indigenous; African descendant
6. Beneficiaries of initiatives that support migrants and their host communities (#)	Unavailable ^c	10 11	Sex
Productivity and Innovation			
7. Beneficiaries of employment support initiatives (#)	834,069 ^b	8	Sex; Climate Change (jobs/skills)
8. Jobs supported (#)	Unavailable ^c	8	
9. Micro, small, medium enterprises financed (#)	1,731,533	8 9	Women-owned/led enterprises
10. Enterprises provided with technical assistance (#)	283,652 ^b	8 9 17	Women-owned/led enterprises
11. Farmers with improved access to agricultural services and investments (#)	900,196	2	Sex; Indigenous; African descendant Climate Change (adaptation and/or mitigation measures)
12. Beneficiaries with new access to at least a 4G mobile network (%)	Unavailable ^c	9 17	Sex
Economic Integration			
13. Roads built or upgraded (km)	6,075	9	Climate Change (low-carbon solutions and/or resiliency measures in design)
14. Amount of international trade supported (\$)	2.9 billion	8 17	
15. Regional integration agreements and cooperation initiatives supported (#)	80	17	

Indicator	Results 2016-2018	Related SDGs ^a	Disaggregation
Gender Equality and Diversity			
16. Women beneficiaries of economic empowerment initiatives (#)	461,299	5 10	<i>Indigenous; African descendant</i>
17. Countries with strengthened gender equality and diversity policy frameworks (#)	Unavailable ^c	5 10	
18. Targeted beneficiaries of public services that have been adapted for diverse groups (#)	Unavailable ^c	10	<i>Indigenous; African descendant</i>
Climate Change and Environmental Sustainability			
19. Emissions avoided (annual tons CO ₂ equivalent)	12,156,188	7 12 13	
20. Beneficiaries of enhanced disaster and climate change resilience (#)	Unavailable ^c	2 11 13	Sex
21. Habitat that is sustainably managed using ecosystem-based approaches (hectares)	Unavailable ^c	14 15	<i>Forest and forest dominated; Grasslands; Wetlands and freshwater systems; Coastal & marine; Other</i>
22. Installed power generation capacity from renewable sources (MW)	4,448	7 13	
23. Value of investments in resilient and/or low-carbon infrastructure (\$)	Unavailable ^c	9 13	<i>Resilient; Low-carbon</i>
Institutional Capacity and Rule of Law			
24. Countries with strengthened tax and expenditure policy and management (#)	18 ^b	16 17	
25. Public officials trained on citizen security and justice (#)	Unavailable ^c	16	Sex
26. Agencies with strengthened digital technology and managerial capacity (#)	257 ^b	16	<i>Digital technology</i>
27. Agencies with strengthened transparency and integrity practices (#)	Unavailable ^c	16	

^a The SDGs are: SDG 1: No Poverty; SDG 2: Zero Hunger; SDG 3: Good Health and Well-being; SDG 4: Quality Education; SDG 5: Gender Equality; SDG 6: Clean Water and Sanitation; SDG 7: Affordable and Clean Energy; SDG 8: Decent Work and Economic Growth; SDG 9: Industry, Innovation and Infrastructure; SDG 10: Reduced Inequalities; SDG 11: Sustainable Cities and Communities; SDG 12: Responsible Consumption and Production; SDG 13: Climate Action; SDG 14: Life Below Water; SDG 15: Life on Land; SDG 16: Peace, Justice and Strong Institutions; and SDG 17: Partnerships for the goals.

^b Results data reported for 2016-2018 is based on related indicator(s) from the CRF 2016-2019 as follows: *Households with improved access to water and sanitation* is based on CRF 2016-2019 indicators *Households with new or upgraded access to drinking water* and *Households with new or upgraded access to sanitation*. *Beneficiaries of employment support initiatives* is based on CRF 2016-2019 indicator *Beneficiaries of on-the-job training programs*. *Enterprises provided with technical assistance* is based on CRF 2016-2019 indicator *MSME with non-financial support*. *Countries with strengthened tax and expenditure policy and management* is based on CRF 2016-2019 indicator *Countries benefited by IDB projects aimed at improving domestic resource mobilization*. *Agencies with strengthened transparency and integrity practices* is based on the CRF 2016-2019 indicator *Government agencies benefited by projects that strengthen technological and managerial tools to improve public service delivery*.

^c Results data for 2016-2018 is unavailable neither this indicator nor a closely related indicator was part of the previous CRF.

Level 3. IDB Group Performance

Operational Delivery and Results					
Strategic Alignment					
Indicator	Institution	2016-2018 Baseline ^a	2020-2023 Target	Related SDGs ^b	Disaggregation
1. Projects supporting social inclusion and equality (% of new approvals/commitments) ^c	IDB	47%	Monitor	1 2	
	IDB Invest	31%		3 4	
	IDB Lab	46%		6 10	
2. Projects supporting productivity and innovation (% of new approvals/commitments)	IDB	63%	Monitor	4 7	
	IDB Invest	79%		8 9	
	IDB Lab	84%			
3. Projects supporting economic integration (% of new approvals/commitments)	IDB	23%	Monitor	8 9	
	IDB Invest	23%		17	
	IDB Lab	16%			
4. Support for small and vulnerable countries (%) ^d	IDB	37%	≥ 35%	10	Small and island countries
	IDB Invest	38%	≥ 40%		
	IDB Lab	37% ^f	≥ 45%		
5. Climate finance in IDB Group operations (% of approved/committed amount)	IDB	25%	≥ 30%	13	Mitigation; Adaptation
	IDB Invest	26%	≥ 30%		
	IDB Lab	28%	≥ 30%		
6. Projects supporting climate change mitigation and/or adaptation (% of new approvals/commitments)	IDB	53%	≥ 65%	13	Mitigation; Adaptation
	IDB Invest	40%	≥ 40%		
	IDB Lab	34%	≥ 40%		
Projects supporting agriculture, forestry, land use, and coastal zone management (% of new approvals/commitments) ^e	IDB	8%	≥ 10 %	13	
	IDB Invest	6%	≥ 8 %		
	IDB Lab	19%	≥ 25 %		
7. Projects supporting gender equality (% of new approvals/commitments)	IDB	41%	≥ 70% ⁱ	5 10	
	IDB Invest	16% ^f	≥ 25%		
	IDB Lab	27% ^f	≥ 60%		
8. Projects supporting diversity (% of new approvals/commitments)	IDB	7%	≥ 20%	10	
	IDB Invest	0%	≥ 5%		
	IDB Lab	8% ^f	≥ 20%		
9. Projects supporting institutional capacity and rule of law (% of new approvals)	IDB	52%	≥ 60%	16	
10. Projects aligned to country strategies (% of new approvals/commitments)	IDB	90%	≥ 90%	17	
	IDB Invest	76%	≥ 79%		
	IDB Lab	92%	≥ 90%		
11. New country strategies considering country's official commitments on climate (%)	IDB Group	54%	≥ 100%	13	

Development Effectiveness				
Indicator	Institution	2016-2018 Baseline ^a	2020-2023 Target	Disaggregation
12. Active projects with satisfactory performance classification (%)	IDB loans	80%	≥ 80%	Sector/ Business area; Country; PCR/XSR dimension
	IDB Invest loans	63% ^f	≥ 70%	
	IDB Lab loan and equity	72% ^g	≥ 60%	
	IDB TC Operations	59%	≥ 75%	
13. Projects with satisfactory development results at completion (%)	IDB	59% ^f	≥ 70%	Sector/ Business area; Country; PCR/XSR dimension
	IDB Invest	47%	≥ 65%	
14. Projects with higher environmental and social risks rated satisfactory in the implementation of mitigation measures (%)	IDB	81%	≥ 84% ⁱ	Sector/ Business area; Country
	IDB Invest	91%	≥ 90%	
15. Projects with considerable disaster and climate change risk that applied risk analysis to identify resilience actions (%) ^h	IDB	16% ^f	100% ⁱ	
Leverage and Partnerships				
Indicator	Institution	2016-2018 Baseline ^a	2020-2023 Target	Related SDGs ^b and Disaggregation
16. Direct third-party financing deployed (\$)	IDB Group	\$6.0 B	≥ \$9.0 B	17
<i>Private direct third-party financing deployed (\$)</i>	<i>IDB Group</i>	<i>\$3.7 B</i>	<i>≥ \$6.0 B</i>	<i>17</i>
17. Indirect third-party financing deployed (\$)	IDB Group	\$12.5 B	≥ \$16.5 B	17
18. Stakeholders that consider the IDB Group to be effective in fostering public-private synergies (%)	IDB Group	68% ^j	75% ⁱ	17

Organizational Management and Effectiveness

Efficiency

Indicator	Institution	2016-2018 Baseline ^a	2020-2023 Target
19. Cost to income ratio (%)	IDB	37% ^k	< 40%
	IDB Invest	44.1%	< 60%
20. Cost to portfolio ratio (%)	IDB	0.75% ^k	< 0.8%
	IDB Invest	1.24%	< 1.3%
	IDB Lab	6.1%	< 7.3%
21. Credit rating agencies granting targeted ratings to IDB Group entities (#)	IDB	3	3
	IDB Invest	3	3

Knowledge and Innovation

Indicator	Institution	2018 Baseline	2023 Target	Disaggregation
22. Average downloads of IDB Group publications (#)	IDB Group	2,568	≥ 3,000	
23. Total IDB Group blog readership (#)	IDB Group	4.7 M	≥ 5.5 M	
24. Net Promoter Score: IDB Group as a provider of relevant knowledge (NPS) ^l	IDB Group	28 ^j	≥ 38	Public Private Other
25. Net Promoter Score: IDB Group as a provider of innovative solutions (NPS) ^l	IDB Group	14 ^j	≥ 27	Public Private Other

Internal Alignment to Cross-Cutting Issues

Indicator	Institution	2018 Baseline	2023 Target	Related SDGs ^b
26. IDB Group facilities and fleet emissions (tons of CO ₂ equivalent)	IDB Group	11,200	≤ 9,600	13
27. Mid and senior-level IDB Group staff who are women (%)	IDB and IDB Lab ^m	38%	≥ 43%	5
	IDB Invest	33%	≥ 38%	
28. Actions to promote diversity and inclusion at the IDB Group (#)	IDB Group	41 ⁿ	80 ⁿ	10
29. Aid Transparency Index score	IDB	83	90	16

^a Baselines for the strategic alignment, development effectiveness, leverage and partnerships, and efficiency indicators cover the period from 2016-2018 wherever possible. For indicators 13 and 14, the baseline represents cumulative progress from 2016 to 2018. For the remaining indicators, the baseline value represents the average for that period. Exceptions are noted with footnotes.

^b The SDGs are: SDG 1: No Poverty; SDG 2: Zero Hunger; SDG 3: Good Health and Well-being; SDG 4: Quality Education; SDG 5: Gender Equality; SDG 6: Clean Water and Sanitation; SDG 7: Affordable and Clean Energy; SDG 8: Decent Work and Economic Growth; SDG 9: Industry, Innovation and Infrastructure; SDG 10: Reduced Inequalities; SDG 11: Sustainable Cities and Communities; SDG 12: Responsible Consumption and Production; SDG 13: Climate Action; SDG 14: Life Below Water; SDG 15: Life on Land; SDG 16: Peace, Justice and Strong Institutions; and SDG 17: Partnerships for the goals

^c Baseline and target data for IDB and IDB Lab for indicators 1-10 are based on approvals, whereas IDB Invest uses commitments to align to other corporate metrics and to align IDB Invest with other MDBs and the private sector.

^d In the case of *Support for small and vulnerable countries*, IDB reports based on the total dollar amount of approvals, IDB Invest reports based on the total dollar amount of commitments, and IDB Lab reports based on the total number of projects, consistent with the discussion at the IDB Lab Donors Committee of the C and D action plan paper, in which Donors agreed to track approvals for C and D (small and vulnerable) countries and small and island countries as a percentage of operations rather than as a percentage of approved amounts. Small and vulnerable countries include: Barbados, Bahamas, Belize, Bolivia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Guyana, Haiti, Honduras, Jamaica, Nicaragua, Panama, Paraguay, Suriname, Trinidad and Tobago, and Uruguay. Small and island countries include: Bahamas, Barbados, Belize, Dominican Republic, Guyana, Haiti, Jamaica, Suriname, Trinidad and Tobago.

- ^e Subject to demand from borrowing countries and clients and/or access to external sources of concessional financing.
- ^f Baseline covers 2017-2018 due to unavailability of comparable data for 2016.
- ^g Baseline reflects data for 2018 due to unavailability of comparable data for prior years.
- ^h IDB Invest is in the process of updating its methodology for assessing climate and disaster risks with an expected starting date of implementation of January 2021. It is therefore not feasible to set a baseline and target for this indicator at this time. IDB Invest will establish a baseline by end-of-year 2021 and define a target for 2022-2023 at that point.
- ⁱ The target for this indicator applies only to 2023.
- ^j Baseline data was collected in 2019 as part of the External Feedback System.
- ^k Baseline covers 2015-2018 as IDB reports this indicator based on a four-year rolling average.
- ^l The Net Promoter Score is equal to the percentage of surveyed respondents (on our External Feedback Survey) that rate this characteristic of the organization as a 9 or 10 on a ten-point scale minus those that rate it as a 0 to 6. Accordingly, it measures a percentage of loyalty to the IDB Group brand, and can vary from -100 to 100.
- ^m IDB and IDB Lab are considered together for the indicator *Mid and senior-level IDB Group staff who are women* for consistency with historical reporting and due to the small size of the IDB Lab workforce.
- ⁿ The baseline covers cumulative progress 2016-2018 and the target is cumulative for the 2020-2023 period.