

Background Note

MANAGEMENT'S IMPLEMENTATION OF OVE RECOMMENDATIONS

March 2018

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Office of Evaluation and Oversight
1350 New York Avenue, N.W.
Washington, D.C. 20577
www.iadb.org/evaluation

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This background note was prepared by a team consisting of Ana Maria Linares (team leader), Odette Maciel, Claudia Figueroa, Regina Legarreta, Melanie Putic, Loreto Setien and Alejandro Ahumada, under the general direction of Cheryl Gray, OVE Director.

ACRONYMS AND ABBREVIATIONS

CPE	Country Program Evaluation
IDB	Inter-American Development Bank
IDBG	Inter-American Development Bank Group
IIC	IDB Invest, formerly the Inter-American Investment Corporation
OVE	Office of Evaluation and Oversight
PPPs	Public-private Partnerships
ReTS	Evaluation Recommendation Tracking System
SCF	Structured and Corporate Finance Department
SMEs	Small and Medium Enterprises
TC	Technical Cooperation
XPSR	Expanded Supervision Report

I. INTRODUCTION

- 1.1 This note presents the results of OVE's 2017 validation of management actions in response to Board-endorsed recommendations. This is OVE's second full validation exercise, following a full validation in 2016 and a validation of the Evaluation Recommendation Tracking System (ReTS) pilot conducted in 2014. This validation exercise covers a period of 12 months, beginning in November 2016.
- 1.2 Recommendations made by OVE and endorsed by the Board of Executive Directors are tracked in the ReTS. IDB has been using the ReTS since 2013, and IDB Invest began a similar process in 2016 but does not formally use the ReTS.¹
- 1.3 By endorsing a recommendation, the Boards of both IDB and IDB Invest instruct their management to fully implement all actions necessary to adopt the recommendation. Management prepares an action plan for each recommendation and updates progress annually. OVE validates both the relevance of the action plan and the extent of its implementation, using information available in the ReTS and otherwise made available by IDB Invest. Although the validation does not assess the outcome of management actions – only a new evaluation could do that – it does provide the Boards with a measure of accountability in terms of how well IDB and IDB Invest apply Board decisions on evaluation matters. In the process, validation also fosters learning, thereby completing the evaluation loop. For these reasons, validation of management actions is current good practice among multilateral development banks.²
- 1.4 To ensure comparability, OVE followed the same methodology used in previous validations; however, the process for the 2017 validation incorporated lessons learned from the 2016 exercise. First, to avoid the implementation of non-relevant actions, OVE agreed with management to assess the relevance of proposed new actions at the time the action plan is prepared, rather than at the end of the year. Second, management revised some of the actions that OVE had deemed partially or not relevant in 2016, and OVE reviewed these again, along with new actions issued in 2017. Finally, OVE provided informal feedback to management teams preparing new action plans or modifying existing plans, allowing management the opportunity to improve relevance ratings before they became final. Actions still undergoing informal feedback review were excluded from the 2017 validation exercise.

¹ A full description of the ReTS can be found in the ReTS Protocol ([GN-2707-5](#)) and IDB [AM-140-1 Procedures to Review, Respond and Follow-Up on Evaluations prepared by The Office of Evaluation and Oversight](#),

² With some variations, the World Bank, the Asian Development Bank, the European Investment Bank, the Global Environment Fund, and the International Fund for Agriculture Development have all created monitoring systems to track actions in response to the recommendations issued by their independent evaluation offices. All include annual validation of management's progress by the independent office.

Box 1.1. Informal Feedback Process

OVE's informal feedback covered the review of management drafts of new action plans and any revisions introduced by management to plans presented in 2016. The feedback consisted of written comments indicating issues to be addressed by management, as well as OVE's likely relevance rating. OVE then met with the teams to discuss ways to address the comments. Following the meetings, management had the opportunity to introduce additional changes before submitting the plans to OVE for a final relevance rating. In 2017, eight evaluations benefitted from informal feedback (CPEs for Perú 2012-2016, Guatemala 2012-2016, Suriname 2011-2015, the Dominican Republic 2013-2016 (still in process), and Trinidad and Tobago 2011-2015 (still in process), as well as the Independent Assessment of Macroeconomic Safeguards, PPPs in Infrastructure, and IDB Group's Work through Financial Intermediaries).

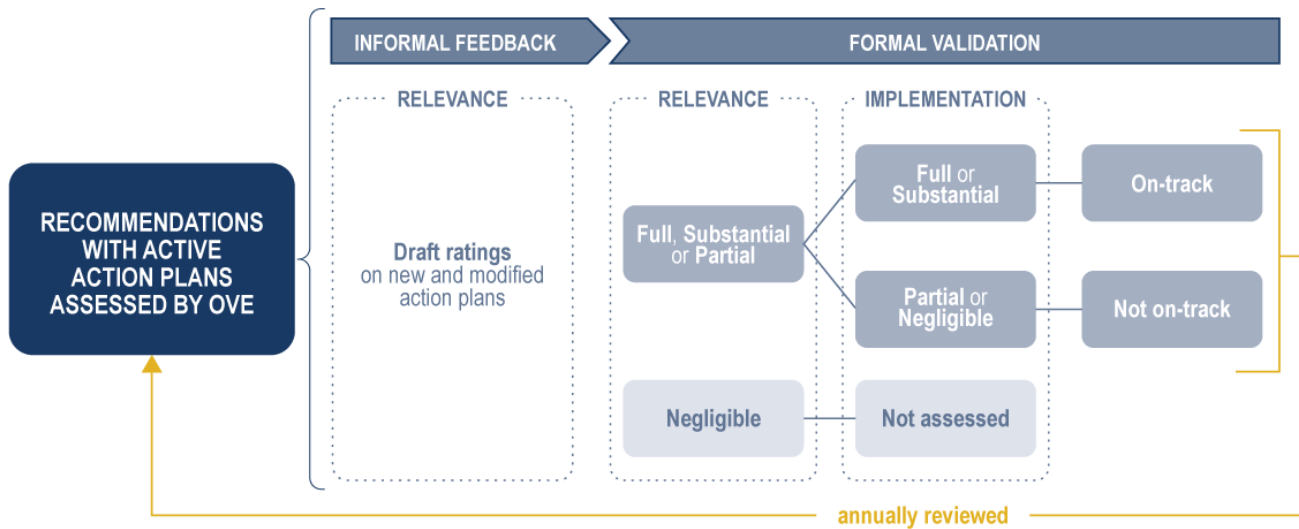
II. METHODOLOGY

- 2.1 OVE validated management's progress on the basis of evidence available in the ReTS as of the end of November 2017.³ A team of three OVE evaluators conducted the first round of validations; they examined the means of verification provided by management to support progress and, as necessary, contacted action plan team leaders to obtain missing information. Each evaluation team leader was then asked to validate the action plans pertaining to their evaluations for a second round of validation. To ensure consistency across validations, each validation was then reviewed by a panel of OVE evaluators. Draft validations were shared with management for review and comments before ratings were finalized.
- 2.2 The unit of analysis is the recommendation itself, as each Board-endorsed recommendation requires a management action plan describing how and by when management intends to implement it. Action plans contain several actions that, once implemented, should lead to the adoption of the recommendation. OVE examines all individual actions to support the assessment of action plans and the determination of each recommendation's adoption level. Under the ReTS protocol,⁴ OVE monitors recommendations for four years, or until the date management has set for completion of the corresponding action plan. Figure 2.1 describes the validation cycle for recommendations and their corresponding action plans, while they remain active in the ReTS during the four-year period.

³ For recommendations directed at IDB Invest alone and endorsed by its Board, IDB Invest prepared action plans outside the ReTS platform and submitted them to OVE for validation.

⁴ According to the ReTS Protocol and AM-140-1, recommendations and their action plans are to be monitored through the ReTS for four years.

Figure 2.1. Annual Validation Cycle of Action Plans



Source: OVE.

2.3 In 2017, as in 2016, OVE assessed the **relevance** of all actions proposed and the **degree of implementation** of those actions with at least partial relevance. OVE rated recommendations and action plans using the same four-point scale as in 2016 (see Table 2.1).

Table 2.1. OVE’s Four-Point Rating Scale

CRITERION	WHAT IS EXAMINED	FULL	SUBSTANTIAL	PARTIAL	NEGLIGIBLE
RELEVANCE OF ACTION PLAN	<i>Extent to which action plan addresses the recommendation</i>	Action plan addresses the recommendation completely	Action plan addresses the recommendation with minor shortcomings	Action plan has considerable shortcomings in addressing the recommendation	Action plan largely fails to address the recommendation
DEGREE OF IMPLEMENTATION OF ACTION PLAN	<i>Extent to which actions due or expected to make progress in 2017 were implemented as planned</i>	All actions were completed as planned	Most actions were completed as planned	Few / minor actions were completed as planned	Virtually no actions were completed as planned
LEVEL OF ADOPTION OF RECOMMENDATION	<i>Extent to which IDBG has adopted the recommendation</i>	Action plan was fully relevant AND fully implemented	Action plan was at least substantially relevant AND at least substantially implemented	Action plan was at least partially relevant AND at least partially implemented	Either relevance of action plan OR level of implementation was negligible

Source: OVE.

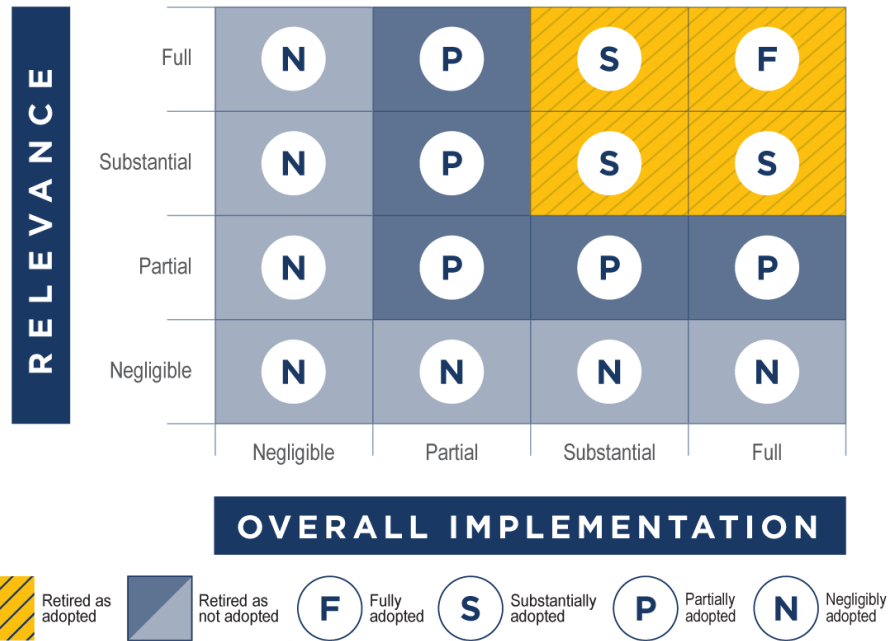
2.4 As in 2016, OVE also determined the level of adoption⁵ for each recommendation with an action plan that had reached its management-set completion date⁶ or had been under ReTS monitoring for four years. These recommendations will be retired following the 2017 validation, either as adopted (those with a rating of full or

⁵ Level of adoption is measured by combining the individual ratings for relevance and cumulative degree of implementation of action plans.

⁶ Unless management requests additional time to complete implementation.

substantial adoption) or as not adopted (those with a rating of partial or negligible adoption), as illustrated in Figure 2.2.

Figure 2.2. Level of Adoption of Recommendations



Source: OVE.

- 2.5 Finally, for the 2017 validation, OVE used the same standardized questionnaire that was used in 2016, with a few additional questions (see Table 2.2), concerning;
- (i) Outputs, to determine whether measurable targets were included for all outputs;
 - (ii) Proposed actions, to determine whether any adjustments made by management led to a change in the relevance rating with respect to 2016;
 - (iii) Overall level of implementation at the end of the action plan period.

Table 2.2. Additional Questions Included in OVE’s Template for the 2017 Validation

Dimension/category	New questions
Quality in the definition of actions	Does the action plan include output targets for all actions?
	Are output targets measurable?
Relevance	Does the action plan include changes in relation to the 2016 version?
	Did OVE’s rating of the action plan change, in relation to 2016?
Implementation	For recommendations that will be retired following the 2017 validation exercise, what is the overall level of implementation?

Source: OVE.

III. PORTFOLIO OVERVIEW

- 3.1 OVE has issued a total of 208 recommendations since the ReTS was launched in 2013, of which 56 originate from evaluations delivered to the Board in 2017. Of the total 208, 51% stemmed from Country Program Evaluations (CPEs), 22% from sector and thematic evaluations, 20% from corporate evaluations, and the rest from project evaluations.
- 3.2 The Board has endorsed 194 recommendations (93%), has partially endorsed three, and has not endorsed 11.⁷ Of the 197 Board-endorsed recommendations, OVE assessed the action plans for 102 recommendations tracked in the ReTS. Ninety-five recommendations were excluded from assessment because (i) they were retired following the 2016 validation (33); (ii) they lacked an action plan (36), though in more than half of these cases management was still within the 90-day period for preparing an action plan (see Appendix II for the complete list); (iii) the action plan was still undergoing informal feedback review (15); or (iv) management actions had been reviewed in the context of a full OVE evaluation, as in OVE’s *Evaluation of IDB-9 Commitments* (11).⁸
- 3.3 Following the categories OVE developed in 2016, OVE classified the recommendations covered in this year’s ReTS, as shown in Table 3.1 (see Appendix III for the classification and specific examples under each category). More than 50% of the validated recommendations refer to the IDB Group’s organization structure, procedures, and personnel; project design and/or implementation; and strategic focus.

Table 3.1. Classification of Validated Recommendations by Type

Type of recommendation	Number of recommendations	%
IDBG organizational structure , procedures, and personnel	18	18%
Improving project design and/or Implementation in specific settings	17	17%
Enhancing strategic focus of IDBG’s work – at the sector, thematic, or country level	16	16%
Enhancing and/or expanding IDBG’s work in particular substantive areas	16	16%
Expanding IDBG’s client engagement in the countries – with the private sector, subnational governments, or policy-making processes at the national level	14	14%
Reconsidering the design and/or use of the Bank’s knowledge and technical cooperation instruments	9	9%
Reconsidering the design and/or use of the Bank’s lending instruments	8	8%
Improving the monitoring and measurement of results	4	4%
Grand total	102	100%

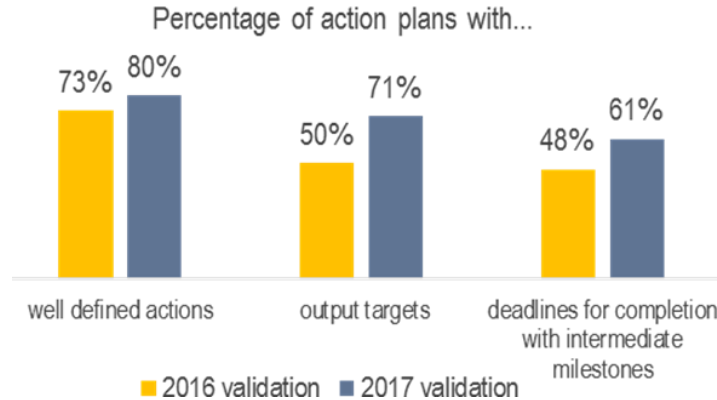
Source: OVE.

⁷ Appendix I lists the recommendations not endorsed by the Board to date.

⁸ Of these, nine recommendations came from OVE’s *Midterm Evaluation of IDB-9 Commitments* and two from OVE’s evaluation *How is IDB Serving Higher-Middle-Income Countries?*

3.4 OVE found significant improvement in the quality of action plans compared to those prepared in 2016 (Figure 3.1), due in part to management’s introduction of new templates to capture management actions and progress in implementation.⁹ Actions were better defined, and more action plans had output targets and intermediate milestones. OVE was able to validate progress achieved for all action plans for which the extent of implementation was assessed.¹⁰

Figure 3.1. Quality of Action Plans in 2016 and 2017



Note: percentages from 2017 validation include only action plans that had 75% or more of their actions well defined, with output targets and with deadlines for completions with intermediate milestones.

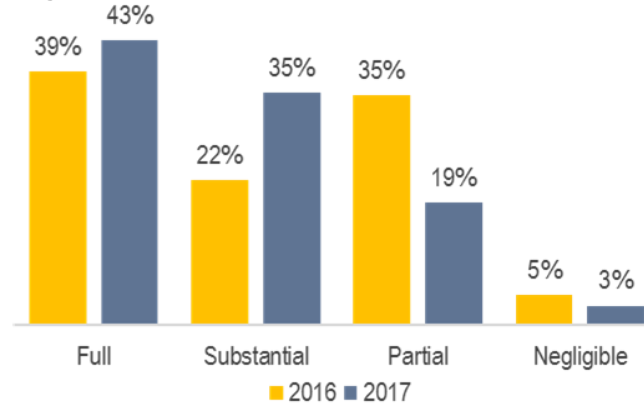
Source: OVE.

IV. VALIDATION RESULTS

A. Relevance

4.1 Of the 102 action plans assessed by OVE, more than three-quarters (78%) were considered to be fully or substantially relevant to address the recommendation, while fewer than one-quarter were only partially relevant or not relevant at all (negligible relevance). This represents a significant improvement over 2016, when 61% of action plans were assessed as fully or substantially relevant (Figure 4.1).

Figure 4.1. Relevance of Action Plans in 2016 and 2017



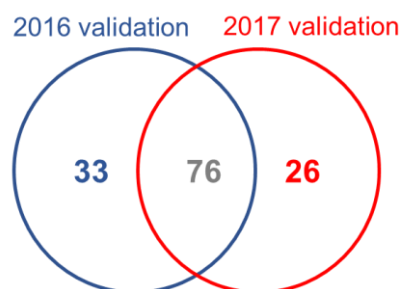
Source: OVE.

⁹ All actions must now include intermediate milestones and means of verification to report progress.

¹⁰ In 2016 OVE was unable to assess implementation for 24 actions plans (out of 109) because they lacked intermediate milestones to track progress and the breakdown of activities did not permit inferring intermediate deliverables.

- 4.2 Of the 102 action plans assessed in 2017, 76 had also been validated in 2016 (Figure 4.2). OVE reviewed all 76 action plans from last year for relevance. When management had not made any changes, ratings from last year were maintained. When management had made changes, OVE assessed whether they were substantial enough to warrant a change in rating. Action plans ending in December 2017 were not permitted to change actions or introduce new milestones after September 2017.

Figure 4.2. Overlap between 2016 and 2017 Validation Exercises



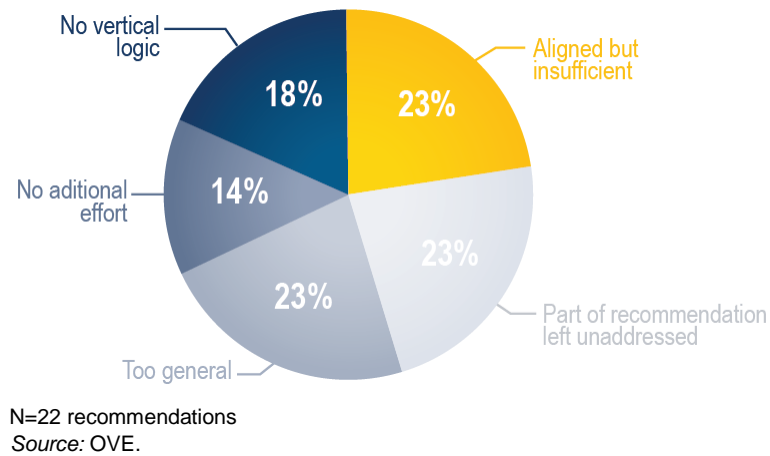
Source: OVE.

- 4.3 Of the 76 action plans carried over from 2016, management adjusted 37 and changes were significant enough to improve the relevance rating in 16 of those. The 16 included actions plans for the *Evaluation of IDB Group's Work through Financial Intermediaries* and CPEs for El Salvador, Suriname, Bolivia, Uruguay, Haiti, and Brazil. The action plans for the financial intermediaries evaluation, which had the lowest relevance score in the 2016 validation, had the most improvement in the 2017 exercise.
- 4.4 Thirty-nine action plans that carried over from 2016 were not changed and therefore maintained their relevance ratings from the prior year.¹¹ These include 24 action plans ending in December 2017 that were not allowed to be changed after September 2017 because they were about to be retired.¹² In total, 22 action plans were rated partially relevant or not relevant in the 2017 validation (see Appendix IV for ratings by recommendation).
- 4.5 The main reasons behind low (partial or negligible) relevance ratings are that (i) actions are aligned with the recommendation but are insufficient to address it (23%); (ii) actions tackle only part of the recommendation, leaving significant elements unaddressed (23%); (iii) actions are too general, making it difficult to determine whether they will lead to the specific, intended result (23%); (iv) actions lack vertical logic—that is, they do not seem to lead to the recommendation's adoption (18%); and (v) actions are essentially a continuation of existing Bank practices preceding the recommendation (14%) (Figure 4.3).

¹¹ Of the 39, 26 (67%) were either fully or substantially relevant; 11 (28%) partially relevant; and two (5%) not relevant to address the recommendation.

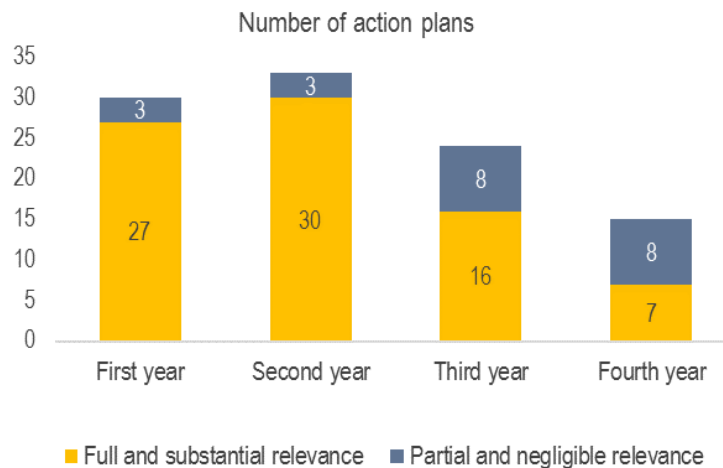
¹² Of these 24, 14 (59%) were either fully or substantially relevant, eight (33%) partially relevant, and two (8%) not relevant to address the recommendation.

**Figure 4.3. Relevance shortcomings:
Main reasons for Partial or Negligible Relevance Ratings**



4.6 The relevance of action plans has improved with time, since the share of fully and substantially relevant action plans is greater for newer plans (i.e., those prepared 1-2 years ago) (Figure 4.4). Of action plans in their first or second year of implementation, 90% were rated as fully or substantially relevant, compared to 59% of action plans in their third or fourth year of implementation.

Figure 4.4. Relevance of Action Plans Validated in 2017 by Year of Implementation



Source: OVE.

4.7 For those action plans with low (partial or negligible) relevance that are in the early years of implementation, management can modify the action plan to seek a better relevance rating in the next validation exercise. Such is the case with five action plans that have been assessed as partially relevant and will continue to be active in 2018¹³ (Table 4.1).

¹³ There are no action plans with negligible relevance in the first two years of implementation.

Table 4.1. Action Plans with Low Relevance, Validated in 2017

Name of the evaluation	Recommendation number	Year of implementation	Relevance	Status of the action plan
Public-Private Partnerships (PPP) in Infrastructure	Rec. 3.3	First year	Partial	Active
Peru CPE 2012-2016	Rec. 3	First year	Partial	Active
Suriname CPE 2011-2015	Rec. 2	First year	Partial	Active
Brazil CPE 2011-2014	Rec. 5	Second year	Partial	Active
Haiti CPE 2011-2015	Rec. 1	Second year	Partial	Active

Source: OVE.

- 4.8 Considering relevance by type of recommendation, actions proposed by IDBG to address recommendations related to substantive areas of engagement were generally more relevant (88% fully or substantially relevant) than other types of actions (Table 4.2). These include actions to expand IDBG’s work on fiscal issues, public finance, governance, poverty, rural development, and PPPs. Action plans addressing recommendations related to lending instruments were generally less relevant (only 63% fully or substantially relevant), mostly because they tended to be too general or insufficient to address the recommendation. However, because the total number of recommendations is limited, the relevance score is highly sensitive to the introduction of new action plans and the retirement of recommendations.

Table 4.2. Share of Action Plans that were Fully or Substantially Relevant in 2016 and 2017

Type of recommendation	2016		2017	
	Total AP	% fully or substantially relevant	Total AP	% fully or substantially relevant
Substantive areas	20	65%	16	88%
Client engagement	13	69%	14	86%
IDBG organization	14	57%	18	78%
Knowledge and TCs	9	44%	9	78%
Project design and implementation	18	56%	17	76%
Results measurement	15	87%	4	75%
Strategic focus	13	38%	16	75%
Lending instruments	7	57%	8	63%
	109		102	

Source: OVE.

- 4.9 OVE calculated a relevance score for each evaluation (Table 4.3) by averaging the individual ratings of the action plans for the recommendations in that evaluation, with 1 representing not relevant and 4 representing fully relevant. The Barbados CPE, which was validated in 2016, and 2 corporate evaluations, *Direct Support to SMEs* and the *Independent Assessment of Macroeconomic Conditions*, now have the highest share of relevant action plans. *The Country Program Evaluation of Paraguay 2009-2013* contains the lowest share of relevant action plans.

Table 4.3. Relevance of Action Plans by Evaluation*

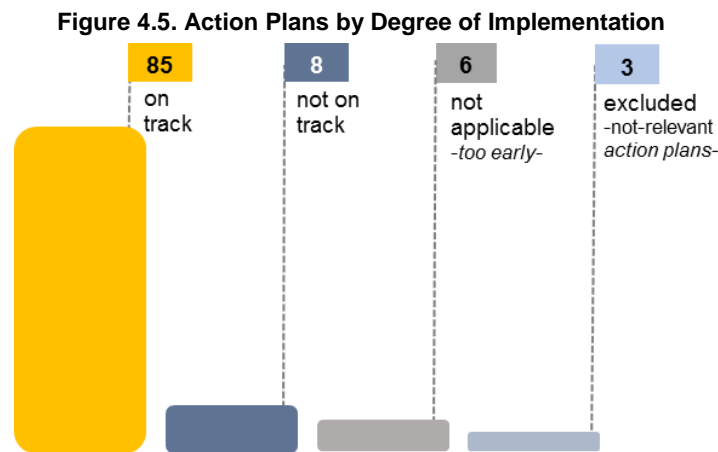
Evaluation name	Average relevance rating 2016	Average relevance rating 2017	Change
Country Program Evaluation: Barbados 2010-2013	4.0	4.0	=
Independent Assessment of Macroeconomic Conditions (IAMCs) 2017	not validated in 2016	4.0	-
Direct Support to SMEs by the IIC	not validated in 2016	4.0	-
Country Program Evaluation: Uruguay 2010-2015	3.7	3.8	↑
Review of the Bank's Support to Agriculture, 2002-2014: Evidence from Key Thematic Areas	3.6	3.6	=
Country Program Evaluation: Honduras 2011-2014	3.6	3.6	=
Country Program Evaluation: Guatemala 2012-2016	not validated in 2016	3.6	-
Country Program Evaluation: Suriname 2011-2015	2.3	3.5	↑
Public-private Partnership (PPP) in Infrastructure	not validated in 2016	3.4	-
Country Program Evaluation: Brazil 2011-2014	3.2	3.4	↑
Evaluation of IDB Group's Work through Financial Intermediaries	1.6	3.4	↑
Country Program Evaluation: El Salvador 2009-2014	2.6	3.2	↑
Country Program Evaluation: Haiti 2011-2015	2.6	3.0	↑
Country Program Evaluation: Bolivia 2011-2015	2.8	3.0	↑
IDB'S Response to Key Challenges in Citizen Security, 1998-2012	3.0	3.0	=
Country Program Evaluation: Peru 2012-2016	not validated in 2016	3.0	-
Country Program Evaluation: Argentina 2009-2015	3.0	3.0	=
Climate Change and the IDB: Building Resilience and Reducing Emissions	3.0	3.0	=
Country Program Evaluation: Chile 2011-2013	2.8	2.8	=
Country Program Evaluation: Colombia 2011-2014	2.8	2.8	=
Country Program Evaluation: Panama 2010-2014	2.6	2.6	=
Evaluation of the Results of The Realignment	2.5	2.5	=
Country Program Evaluation: Costa Rica 2011-2014	2.3	2.3	=
Country Program Evaluation: Paraguay 2009-2013	2.2	2.2	=

* Includes all recommendations (active and retired).

Source: OVE.

B. Implementation

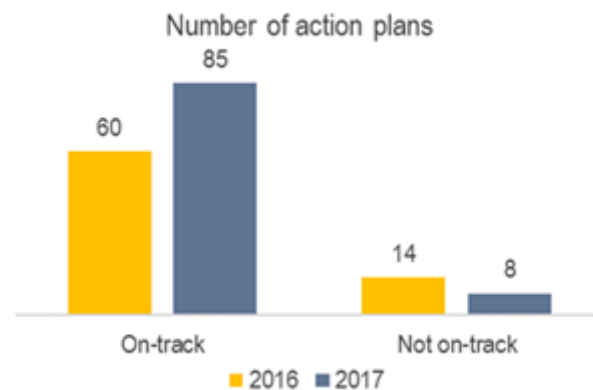
4.10 OVE validated the extent of implementation of 93 of the 102 action plans included in the 2017 validation exercise. Six were excluded because they were in an early phase of implementation, having been prepared for evaluations that OVE presented to the IDB and IDB Invest Boards in the second half of 2017 (see Appendix IV). Another 3 action plans were excluded because OVE assessed them as not relevant to address the recommendation (Chile CPE recommendation 1, Panama CPE recommendation 5, and Colombia CPE recommendation 1) (Figure 4.5).



The 102 action plans in ReTS, by status of implementation

Note: The 2016 validation included a “not trackable” category for action plans without milestones. In 2017, all action plans had milestones.
Source: OVE.

Figure 4.6. Action Plan Implementation Status in 2016 and 2017



Source: OVE.

4.11 Of the 93 action plans assessed, 91% were on track as of December 2017 (Figure 4.6), though not all of them were highly relevant (full or substantial relevance) (see Appendix V). This represents a significant improvement over last year’s assessment, which found that 81% of action plans were on track. Of the 9% of action plans not on track, three made no progress during 2017: *Guatemala CPE* (recommendation 3); *Chile CPE* (recommendation 3); and the *Review of the Bank’s Support to Agriculture* (recommendation 1).

- 4.12 Combining ratings for relevance and implementation, action plans dealing with substantive areas were more likely to be on track in implementation (100% on track), while those dealing with lending instruments were less likely (71% on track, and 60% of those being fully or substantially relevant). The increase in the percentage of on-track action plans reflects progress in implementation relative to last year.

Table 4.4. Share of Action Plans on Track for Implementation in 2017

Type of recommendation	2016	2017
Substantive Areas	71%	100%
Results Measurement	86%	100%
Project Design and Implementation	100%	94%
Strategic Focus	88%	93%
IDBG Organization	91%	92%
Knowledge and TCs	57%	89%
Client Engagement	71%	86%
Lending Instruments	67%	71%
Grand Total	81%	91%

Note: Table includes only action plans with full, substantial, and partial relevance.
Source: OVE.

- 4.13 OVE established an implementation score for the 23 evaluations with actions expected to make progress in 2017 (Table 4.5) by averaging ratings for individual action plans related to each evaluation (1 = not implemented, 4 = fully implemented).¹⁴ All expected milestones were completed on time up to 2017 for three evaluations – *Direct Support to SMEs by the IIC, Suriname CPE, and Brazil CPE*. Although Paraguay has the lowest implementation average for 2017, its rating improved compared to 2016, as the two action plans that remain active in the ReTS had full implementation ratings.¹⁵

Table 4.5. Progresses in Implementation, by Evaluation*

Evaluation name	Average implementation		
	2016	2017	Change
Direct Support to SMEs by the IIC	-	4.0	-
Country Program Evaluation: Suriname 2011-2015	-	4.0	-
Country Program Evaluation: Brazil 2011-2014	3.6	4.0	↑
Public-private Partnership (PPP) in Infrastructure	-	3.9	-
Country Program Evaluation: Haiti 2011-2015	-	3.8	-
Country Program Evaluation: Honduras 2011-2014	3.8	3.8	-
Climate Change and the IDB: Building Resilience and Reducing Emissions	3.8	3.8	-
IDB'S Response to Key Challenges in Citizen Security, 1998-2012	3.5	3.8	↑
Country Program Evaluation: Costa Rica 2011-2014	4.0	3.7	↓
Country Program Evaluation: Panama 2010-2014	-	3.5	-
Country Program Evaluation: Uruguay 2010-2015	-	3.5	-
Country Program Evaluation: El Salvador 2009-2014	4.0	3.4	↓
Country Program Evaluation: Barbados 2010-2013	3.7	3.3	↓
Country Program Evaluation: Peru 2012-2016	-	3.3	-
Evaluation of the Results of The Realignment	2.8	3.3	↑
Country Program Evaluation: Bolivia 2011-2015	-	3.3	-
Country Program Evaluation: Argentina 2009-2015	-	3.2	-
Review of the Bank's Support to Agriculture, 2002-2014: Evidence from Key Thematic Areas	2.8	3.0	↑

¹⁴ This score considers all recommendations pertaining to an evaluation, including those that were retired in 2016.

¹⁵ Its low average is due to three action plans that were retired last year as partially implemented.

Evaluation name	Average implementation		
	2016	2017	Change
Country Program Evaluation: Chile 2011-2013	2.8	3.0	↑
Evaluation of IDB Group's Work through Financial Intermediaries	-	3.0	-
Country Program Evaluation: Colombia 2011-2014	-	3.0	-
Country Program Evaluation: Guatemala 2012-2016	-	3.0	-
Country Program Evaluation: Paraguay 2009-2013	2.0	2.8	↑

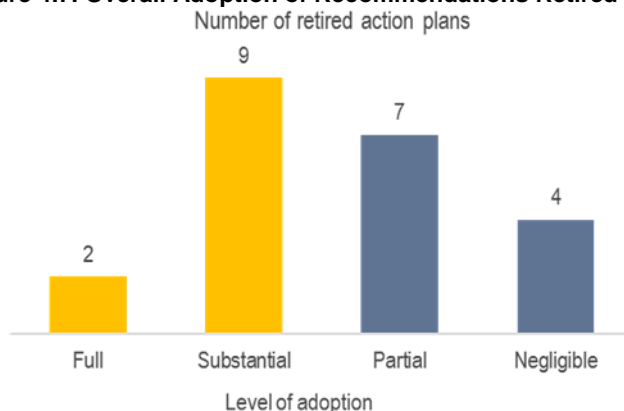
*Includes all recommendations (active and retired). Excludes recommendations with action plans rated with negligible relevance.
Source: OVE.

C. Overall adoption of OVE's recommendations

4.14 Finally, OVE assessed the overall level of adoption of 22 recommendations that reached their management-set due date¹⁶ or four years of ReTS monitoring in 2017 (Figure 4.7 and Appendix VI). The overall score was calculated by combining the individual ratings for relevance and implementation. OVE found that 11 (50%) have been fully (2) or substantially (9) adopted by IDBG management. These recommendations will be retired as “adopted.” The remaining 11 (50%) were considered to have a partial (7) or negligible (4) level of adoption, due to gaps in relevance and/or overall implementation (Appendix VI). These will be retired as “not adopted.”

4.15 In addition, OVE will retire nine recommendations from the *IDB-9 Midterm Evaluation*, two from the *Higher-Middle-Income Countries Evaluation*, and three from the *Fifth Independent Evaluation of SCF's Expanded Project Supervision Report (XPSR)*, which have been monitored for four years in the ReTS system. These recommendations were not included in the 2017 validation exercise either because they were reviewed in OVE's evaluation of IDB-9 commitments (the IDB-9 mid-term and higher-middle-income countries evaluations) or because no action plan was ever prepared (Fifth Independent Evaluation of SCF's XPSR).

Figure 4.7. Overall Adoption of Recommendations Retired in 2017



Source: OVE.

¹⁶ Management requested a one-year extension to complete its action plan in one case (Recommendation 3 of the Realignment evaluation) and a three-year extension to incorporate an action item that better addresses the recommendation in another (Recommendation 1 of the CPE for Haiti 2011-2015). These 2 recommendations were therefore not retired despite having reached their due date.

- 4.16 Action plans for five evaluations were fully completed in 2017. OVE calculated an overall score for each of those five (Table 4.6) by averaging the individual scores of the action plans under each evaluation, with 1 being not adopted and 4 fully adopted.¹⁷ As in 2016, there has been some degree of adoption in all cases, but in no case has there been full adoption of OVE’s recommendations.

Table 4.6. Average Adoption Scores for Evaluations with Completed Action Plans

Evaluation name	Overall score
Climate Change and the IDB: Building Resilience and Reducing Emissions	3.0
Review of the Bank's Support to Agriculture, 2002-2014: Evidence from Key Thematic Areas	2.8
IDB's Response to Key Challenges in Citizen Security, 1998-2012	2.5
Country Program Evaluation: Chile 2011-2013	2.4
Country Program Evaluation: Colombia 2011-2014	2.2

Source: OVE.

V. CONCLUSIONS

- 5.1 The 2017 validation exercise shows significant improvements in the relevance of actions proposed by management to address OVE’s recommendations. In 2017, 78% of action plans were considered to be fully or substantially relevant, compared to 61% in 2016. Four reasons help explain this change. First, management introduced a new template for action plans that now requires intermediate milestones and means of verification. Second, the informal feedback and review process conducted in 2017 helped achieve ratings of fully or substantially relevant for actions plans for 5 new evaluations: the Peru and Guatemala CPEs, *Independent Assessment of Macroeconomic Conditions*, *PPPs in Infrastructure*, and *Direct Support to SMEs by the IIC*. Third, management improved 16 action plans carried over from 2016, leading to a higher relevance rating in 2017. Finally, several action plans with partial relevance in the last validation were retired in 2016.
- 5.2 The degree of implementation also improved in 2017 compared to the previous year. Of the action plans with at least partial relevance and actions due to make progress in 2017, 91% were on track in their implementation, compared to 81% in 2016. All action plans assessed for degree of implementation had intermediate milestones this year, in contrast to last year, and in most cases supporting evidence for implementation was provided. Implementation ratings for several action plans improved between 2016 and 2017. For example, action plans addressing recommendations 2 and 4 from the Paraguay CPE improved from partially to fully implemented. Similarly, the action plan addressing recommendation 2 from the Brazil CPE increased from substantially to fully implemented.
- 5.3 In accordance with the ReTS protocol, 22 recommendations will be retired in 2017. Of these, 11 (50%) will be retired as adopted and 11 (50%) as not adopted. Adding the 22 recommendations that were retired as adopted last year, IDBG management has adopted 33 recommendations in total, equivalent to 60% of those reaching their end-date in the ReTS.

¹⁷ For recommendations that were retired last year, OVE used the rating obtained in 2016.

**APPENDIX I. RECOMMENDATIONS NOT ENDORSED OR PARTIALLY ENDORSED BY THE BOARD
SINCE THE LAUNCHING OF THE RETS IN 2013 UP TO 2017**

Evaluation	Recommendation not endorsed	Date
Direct Support to SMEs by the IIC	Rec.1. Do not continue providing direct loans to SMEs. Financial institutions and other intermediaries have clear comparative advantage in reaching a larger number of SMEs more efficiently and in ensuring more sustainable support.	Apr-17
Guatemala CPE 2012-2016	Rec. 4. To approve only operations with simple designs and more thorough analyses, to help minimize design problems in the current portfolio.	Nov-16
Brazil CPE 2011-2014	Rec. 1. To define a limited set of strategic thematic priorities to structure and integrate the Bank's program.	Oct-15
Evaluation of Special Programs Financed by ordinary Capital	Rec. 1. To decide how much Ordinary Capital (OC) should be allocated for grant funding for Special Programs, clearly weighing the trade-offs.	Dec-14
	Rec. 2. To limit such funding to three purposes: a) Seed funding to support the introduction of new business areas, b) Transnational work, and c) Client activities needed for project preparation, implementation, and capacity-building.	
	Rec. 3. To adjust the administrative budget as needed to fund bank upstream work and other activities that are the Bank's responsibility and currently funded by OC Special programs.	
Evaluations of the Results of the Realignment	Rec. 5. To promote effectiveness and efficiency, fill a significantly higher share of management positions through transparent competitive processes.	Feb-13
Mid-term Evaluation of IDB-9	Rec. 6. To refocus the Haiti program intensively on sustainable poverty reduction and economic growth, moderating short-term pressures for loan approvals and disbursements to take into account the country's absorptive capacity, and providing space for critical yet smaller or slower-disbursing activities.	Jan-13
Dominican Republic CPE 2009-2013	Rec. 1. To redefine the programmatic approach for sector support, so as to maintain a medium-term perspective but approving new loans only once all components of loans under execution have been substantially disbursed.	Oct-13
	Rec. 4. To approve non-sovereign guaranteed infrastructure loans in the country once the fiscal risks and implications have been analyzed jointly by the relevant units in VPC, VPS, and VPP, and discussed with the Ministry of Finance.	
Review of IDB Support to Secondary Education: Improving Access, Quality, and Institutions, 1995-2012	Rec 2. To focus Bank support more centrally on upper secondary, especially among vulnerable and disadvantaged populations.	Oct-13
Evaluation	Recommendation partially endorsed	Date
Suriname CPE 2011-2015	Rec. 2. a. (not endorsed by the Board) To complete the policy-based programs already in progress, and do fewer PBP's going forward. Once current PBP's are completed, limit the number of programmatic policy-based loans to at most two at any time. [Rec. 2.b and 2.c were endorsed by the Board]	Jul-16
Guatemala CPE 2012-2016	Rec. 3.a (not endorsed by the Board) To structure the final tranches of PBLs with policy conditions (in the policy matrix) focused on achieving results (rather than actions focused on processes or policies) that encourage the implementation of reforms and measures begun in the early tranche of the PBLs. [Rec 3. b. was endorsed by the Board]	Nov-16
Guyana CPE 2012-2016	Rec 1. (not endorsed by the Board) To prioritize the implementation of the active portfolio over new approvals. The new CS should minimize new approvals until these projects are more advanced and on track for completion. [The Board expressed support for prioritizing the implementation of the IDB's active portfolio in Guyana].	Jun-17

Source: OVE

APPENDIX II. RECOMMENDATIONS WITHOUT ACTION PLANS IN THE RETS (AS OF 2017)

Group 1: Within the 90-day period^a to develop action plan (as of the end of 2017)	
Evaluation name	Recommendation number
Review of the Implementation of the Private Sector Merge-out	Recommendations 1, 2, 3, and 4
IDB's Impact Evaluations: Production, Use and Influence	Recommendations 1, 2, 3, 4, 5, 6, and 7
Country Program Evaluation: Ecuador 2012 - 2017	Recommendations 1, 2, and 3
Country Program Evaluation: The Bahamas 2010 - 2017	Recommendations 1, 2, 3, and 4
OVE Validation of Management Self-Evaluations (PCRs/XPSRs)	Recommendations 1, 2, 3, 4, 5 and 6

Group 2: Delayed. Action plans developed after the 90-day period^a but less than a year	
Evaluation name	Recommendation number
Country Program Evaluation- Guyana 2012-2016	Recommendations 1, 2, 3, 4 and 5
Evaluation of the IDB's Emerging and Sustainable Cities Initiative	Recommendations 1, 2, 3 and 4

Group 3: Action plans delayed more than a year	
Evaluation name	Recommendation number
Fifth Independent Evaluation of SCF's Expanded Project Supervision Report (XPSR) Exercise.^b	Recommendations 1, 2, and 3

^a Period counted since the Board meeting.

^b Action plans for this evaluation were never prepared.

Source: OVE.

APPENDIX III. CLASSIFICATION OF RECOMMENDATIONS BY CATEGORY

Table III.1. Examples of OVE Recommendations by category

Category	Examples from OVE evaluations
Strategic focus	<p>Citizen Security: “Select and focus on a narrower range of interventions to facilitate the development of in-house expertise and enhance the Bank’s capacity to show results.”</p> <p>Agriculture: “Promote a comprehensive and coordinated multi-sector approach to food security through the upcoming Sector Framework Document on Food Security.”</p>
Client engagement	<p>Brazil CPE: “Seek long-term partnerships with subnational governments (both states and municipalities) where possible, and devote substantial resources to cross-learning.”</p> <p>Barbados CPE: “Strengthen the relevance and development effectiveness of the Bank’s program through a greater engagement with the private sector.”</p>
IDBG organization	<p>Realignment: “To enhance country focus, further strengthen the country program management function in country offices.”</p> <p>Climate Change (CC): Strengthen the mainstreaming of CC concerns in IDB by maintaining a highly qualified CC group whose mandate and incentives are to provide cutting-edge technical knowledge and support to divisions in all operational Vice-Presidencies.”</p>
Lending instruments	<p>Higher-Middle-Income Countries: “Review the experience with performance-driven lending in the IDB and peer institutions and consider introducing lending modalities in local currency as well as currency and interest rate swaps.”</p> <p>Panama CPE: “Strengthen the design, monitoring, and completion of future policy-based programmatic series [...]. When a PBP series is interrupted, it is recommended that the remaining operations be removed from the lending pipeline and a project completion report be prepared for the truncated series.</p>
Knowledge and technical cooperation instruments	<p>Secondary Education: “Put more emphasis on innovation and strengthen the knowledge repository to learn from and disseminate lessons of experience in secondary education.”</p> <p>Paraguay CPE: “Use concessional instruments (TCs and lending) strategically to deepen dialogue in areas not to be covered by lending operations.”</p>
Project design and/or implementation	<p>Jamaica CPE: “Ensure appropriate sizing of new investment loans.”</p> <p>Colombia CPE: “Strengthen risk analysis during project design and periodically reevaluate and reprioritize the lending program based on dialogue between the Bank and the Government of Colombia, with a view to lowering the cost of projects prepared but later removed from the pipeline or canceled.”</p> <p>Uruguay CPE: “Deepen the analysis and estimation of costs of infrastructure projects.”</p> <p>Bolivia CPE: Give more emphasis to the sustainability of Bank-financed investments by ensuring that all projects systematically incorporate mechanisms to ensure operations and maintenance of the services.”</p>
Results measurement	<p>Climate Change: “Deepen the Bank’s ability and incentive to track its activities and results related to CC mitigation and adaptation.”</p> <p>Measuring Project Performance: “Revise the PCR guidelines to further harmonize them with those for the private sector and to address shortcomings identified in this report.”</p>
Focus in particular substantive areas	<p>Dominican Republic CPE: “Promote a reactivation of the policy dialogue in the electricity sector, with the aim of promoting the reform agenda required as a complement to investment programs.”</p> <p>Argentina CPE: “Address the problems of quality and equity in Bank programs that support the delivery of basic social services.”</p>

Source: OVE.

Table III.2. Classification of Recommendations validated by OVE in 2017

Evaluation Name		Category
Direct Support to SMEs by the IIC	Rec. #2	Client Engagement
Direct Support to SMEs by the IIC	Rec. #3	Knowledge and technical cooperation instruments
Evaluation of the Results of The Realignment	Rec. #1	IDBG Organization
Evaluation of the Results of The Realignment	Rec. #3	IDBG Organization
Evaluation of the Results of The Realignment	Rec. #4	IDBG Organization
Independent Assessment of Macroeconomic Conditions (IAMCs) 2017	Rec. #1	IDBG Organization
Independent Assessment of Macroeconomic Conditions (IAMCs) 2017	Rec. #2	IDBG Organization
Independent Assessment of Macroeconomic Conditions (IAMCs) 2017	Rec. #3	IDBG Organization
Independent Assessment of Macroeconomic Conditions (IAMCs) 2017	Rec. #4	IDBG Organization
Independent Assessment of Macroeconomic Conditions (IAMCs) 2017	Rec. #5	IDBG Organization
Country Program Evaluation- Peru 2012-2016	Rec. #1	Strategic Focus
Country Program Evaluation- Peru 2012-2016	Rec. #2	Focus in particular substantive areas
Country Program Evaluation- Peru 2012-2016	Rec. #3	Client Engagement
Country Program Evaluation- Peru 2012-2016	Rec. #4	IDBG Organization
Country Program Evaluation: Argentina 2009-2015	Rec. #1	Client Engagement
Country Program Evaluation: Argentina 2009-2015	Rec. #2	Focus in particular substantive areas
Country Program Evaluation: Argentina 2009-2015	Rec. #3	Focus in particular substantive areas
Country Program Evaluation: Argentina 2009-2015	Rec. #4	Focus in particular substantive areas
Country Program Evaluation: Argentina 2009-2015	Rec. #5	IDBG Organization
Country Program Evaluation: Barbados 2010-2013	Rec. #1	Project Design and/or Implementation
Country Program Evaluation: Barbados 2010-2013	Rec. #2	Client Engagement
Country Program Evaluation: Brazil 2011-2014	Rec. #2	Client Engagement
Country Program Evaluation: Brazil 2011-2014	Rec. #3	Focus in particular substantive areas
Country Program Evaluation: Brazil 2011-2014	Rec. #4	Focus in particular substantive areas
Country Program Evaluation: Brazil 2011-2014	Rec. #5	IDBG Organization
Country Program Evaluation: Brazil 2011-2014	Rec. #6	Results Measurement
Country Program Evaluation: Chile 2011-2013	Rec. #1	Strategic Focus
Country Program Evaluation: Chile 2011-2013	Rec. #2	Lending Instruments
Country Program Evaluation: Chile 2011-2013	Rec. #3	Knowledge and technical cooperation instruments
Country Program Evaluation: Chile 2011-2013	Rec. #4	Client Engagement
Country Program Evaluation: Chile 2011-2013	Rec. #5	Knowledge and technical cooperation instruments
Country Program Evaluation: Colombia 2011-2014	Rec. #1	Lending Instruments
Country Program Evaluation: Colombia 2011-2014	Rec. #2	Project Design and/or Implementation
Country Program Evaluation: Colombia 2011-2014	Rec. #3	Knowledge and technical cooperation instruments
Country Program Evaluation: Colombia 2011-2014	Rec. #4	Client Engagement
Country Program Evaluation: Colombia 2011-2014	Rec. #5	Focus in particular substantive areas
Country Program Evaluation: Costa Rica 2011-2014	Rec. #1	Client Engagement
Country Program Evaluation: Costa Rica 2011-2014	Rec. #2	Focus in particular substantive areas
Country Program Evaluation: Costa Rica 2011-2014	Rec. #3	Project Design and/or Implementation
Country Program Evaluation: El Salvador 2009-2014	Rec. #3	Client Engagement
Country Program Evaluation: El Salvador 2009-2014	Rec. #1	Strategic Focus
Country Program Evaluation: El Salvador 2009-2014	Rec. #2	Focus in particular substantive areas
Country Program Evaluation: El Salvador 2009-2014	Rec. #4	Strategic Focus
Country Program Evaluation: El Salvador 2009-2014	Rec. #5	Project Design and/or Implementation
Country Program Evaluation: Guatemala 2012-2016	Rec. #1	Focus in particular substantive areas
Country Program Evaluation: Guatemala 2012-2016	Rec. #2	Strategic Focus
Country Program Evaluation: Guatemala 2012-2016	Rec. #3	Lending Instruments
Country Program Evaluation: Guatemala 2012-2016	Rec. #5	Knowledge and technical cooperation instruments
Country Program Evaluation: Guatemala 2012-2016	Rec. #6	Strategic Focus
Country Program Evaluation: Haiti 2011-2015	Rec. #1	Strategic Focus

Evaluation Name		Category
Country Program Evaluation: Haiti 2011-2015	Rec. #2	Client Engagement
Country Program Evaluation: Haiti 2011-2015	Rec. #3	IDBG Organization
Country Program Evaluation: Haiti 2011-2015	Rec. #4	Project Design and/or Implementation
Country Program Evaluation: Haiti 2011-2015	Rec. #5	Focus in particular substantive areas
Country Program Evaluation: Honduras 2011-2014	Rec. #1	Focus in particular substantive areas
Country Program Evaluation: Honduras 2011-2014	Rec. #3	Project Design and/or Implementation
Country Program Evaluation: Honduras 2011-2014	Rec. #4	Project Design and/or Implementation
Country Program Evaluation: Panama 2010-2014	Rec. #1	Strategic Focus
Country Program Evaluation: Panama 2010-2014	Rec. #2	Focus in particular substantive areas
Country Program Evaluation: Panama 2010-2014	Rec. #3	Project Design and/or Implementation
Country Program Evaluation: Panama 2010-2014	Rec. #4	Lending Instruments
Country Program Evaluation: Panama 2010-2014	Rec. #5	Project Design and/or Implementation
Country Program Evaluation: Paraguay 2009-2013	Rec. #2	Knowledge and technical cooperation instruments
Country Program Evaluation: Paraguay 2009-2013	Rec. #4	Focus in particular substantive areas
Country Program Evaluation: Suriname 2011-2015	Rec. #1	Strategic Focus
Country Program Evaluation: Suriname 2011-2015	Rec. #2	Lending Instruments
Country Program Evaluation: Suriname 2011-2015	Rec. #3	Project Design and/or Implementation
Country Program Evaluation: Suriname 2011-2015	Rec. #4	Focus in particular substantive areas
Country Program Evaluation: Uruguay 2010-2015	Rec. #1	Strategic Focus
Country Program Evaluation: Uruguay 2010-2015	Rec. #2	Lending Instruments
Country Program Evaluation: Uruguay 2010-2015	Rec. #3	Project Design and/or Implementation
Country Program Evaluation: Uruguay 2010-2015	Rec. #4	Knowledge and technical cooperation instruments
Country Program Evaluation: Uruguay 2010-2015	Rec. #5	Lending Instruments
Country Program Evaluation: Uruguay 2010-2015	Rec. #6	IDBG Organization
Country Program Evaluation: Bolivia 2011-2015	Rec. #1	Client Engagement
Country Program Evaluation: Bolivia 2011-2015	Rec. #2	Client Engagement
Country Program Evaluation: Bolivia 2011-2015	Rec. #3	Project Design and/or Implementation
Country Program Evaluation: Bolivia 2011-2015	Rec. #4	Client Engagement
Climate Change and the IDB: Building Resilience and Reducing Emissions	Rec. #1	IDBG Organization
Climate Change and the IDB: Building Resilience and Reducing Emissions	Rec. #2	Focus in particular substantive areas
Climate Change and the IDB: Building Resilience and Reducing Emissions	Rec. #3	IDBG Organization
Evaluation of IDB Group's Work through Financial Intermediaries	Rec. #1	Strategic Focus
Evaluation of IDB Group's Work through Financial Intermediaries	Rec. #2	Strategic Focus
Evaluation of IDB Group's Work through Financial Intermediaries	Rec. #3	Knowledge and technical cooperation instruments
Evaluation of IDB Group's Work through Financial Intermediaries	Rec. #4	Results Measurement
Evaluation of IDB Group's Work through Financial Intermediaries	Rec. #5	Project Design and/or Implementation
IDB'S Response to Key Challenges in Citizen Security, 1998-2012	Rec. #1	Strategic Focus
IDB'S Response to Key Challenges in Citizen Security, 1998-2012	Rec. #2	Project Design and/or Implementation
IDB'S Response to Key Challenges in Citizen Security, 1998-2012	Rec. #3	Project Design and/or Implementation
Public-private partnership (PPP) in infrastructure	Rec. #1.1	Strategic Focus
Public-private partnership (PPP) in infrastructure	Rec. #1.2	Strategic Focus
Public-private partnership (PPP) in infrastructure	Rec. #2.1	IDBG Organization
Public-private partnership (PPP) in infrastructure	Rec. #2.2	IDBG Organization
Public-private partnership (PPP) in infrastructure	Rec. #2.3	IDBG Organization
Public-private partnership (PPP) in infrastructure	Rec. #3.1	Client Engagement
Public-private partnership (PPP) in infrastructure	Rec. #3.2	Lending Instruments
Public-private partnership (PPP) in infrastructure	Rec. #3.3	Results Measurement
Public-private partnership (PPP) in infrastructure	Rec. #3.4	Knowledge and technical cooperation instruments
Public-private partnership (PPP) in infrastructure	Rec. #3.5	Project Design and/or Implementation
Review of the Bank's Support to Agriculture, 2002-2014: Evidence from Key Thematic Areas	Rec. #1	Strategic Focus
Review of the Bank's Support to Agriculture, 2002-2014: Evidence from Key Thematic Areas	Rec. #4	Project Design and/or Implementation
Review of the Bank's Support to Agriculture, 2002-2014: Evidence from Key Thematic Areas	Rec. #5	Results Measurement

Source: OVE.

APPENDIX IV. ACTION PLAN RATINGS BY RELEVANCE AND STATUS OF IMPLEMENTATION

Recommendation	Relevance	Implementation on track	Implementation not on track
Country Program Evaluation: Paraguay 2009-2013			
Recommendation #2	Substantial	*	
Recommendation #4	Partial	*	
Evaluation of the Results of The Realignment			
Recommendation #1	Partial	*	
Recommendation #3	Partial	*	
Recommendation #4	Partial		*
Country Program Evaluation: Barbados 2010-2013			
Recommendation #1	Full	*	
Recommendation #2	Full		*
IDB'S Response to Key Challenges in Citizen Security, 1998-2012			
Recommendation #1	Partial	*	
Recommendation #2	Partial	*	
Recommendation #3	Full	*	
Country Program Evaluation: Chile 2011-2013			
Recommendation #1	Negligible	Not validated	
Recommendation #2	Full	*	
Recommendation #3	Partial		*
Recommendation #4	Full	*	
Recommendation #5	Substantial	*	
Country Program Evaluation: Honduras 2011-2014			
Recommendation #1	Full	*	
Recommendation #3	Full	*	
Recommendation #4	Partial	*	
Climate Change and the IDB: Building Resilience and Reducing Emissions			
Recommendation #1	Substantial	*	
Recommendation #2	Substantial	*	
Recommendation #3	Substantial	*	
Country Program Evaluation: El Salvador 2009-2014			
Recommendation #1	Substantial	*	
Recommendation #2	Substantial	*	
Recommendation #3	Full	*	
Recommendation #4	Substantial	*	
Recommendation #5	Substantial	*	
Country Program Evaluation: Costa Rica 2011-2014			
Recommendation #1	Partial	*	
Recommendation #2	Partial	*	
Recommendation #3	Substantial	*	
Country Program Evaluation: Panama 2010-2014			
Recommendation #1	Full	*	
Recommendation #2	Full	*	
Recommendation #3	Partial	*	
Recommendation #4	Partial	*	
Recommendation #5	Negligible	Not validated	

Recommendation	Relevance	Implementation on track	Implementation not on track
Country Program Evaluation: Colombia 2011-2014			
Recommendation #1	Negligible	Not validated	
Recommendation #2	Substantial	*	
Recommendation #3	Partial	*	
Recommendation #4	Full	*	
Recommendation #5	Full	*	
Review of the Bank's Support to Agriculture, 2002-2014: Evidence from Key Thematic Areas			
Recommendation #1	Partial		*
Recommendation #4	Full		*
Recommendation #5	Full	*	
Country Program Evaluation: Brazil 2011-2014			
Recommendation #2	Substantial	*	
Recommendation #3	Full	*	
Recommendation #4	Full	*	
Recommendation #5	Partial	*	
Recommendation #6	Full	*	
Country Program Evaluation: Uruguay 2010-2015			
Recommendation #1	Full	*	
Recommendation #2	Full	*	
Recommendation #3	Full	*	
Recommendation #4	Full	*	
Recommendation #5	Full		*
Recommendation #6	Substantial	*	
Evaluación del Programa de País: Bolivia 2011-2015			
Recommendation #1	Substantial	*	
Recommendation #2	Substantial	*	
Recommendation #3	Substantial	*	
Recommendation #4	Substantial	*	
Evaluation of IDB Group's Work through Financial Intermediaries			
Recommendation #1	Full	*	
Recommendation #2	Full	*	
Recommendation #3	Substantial	*	
Recommendation #4	Substantial	*	
Recommendation #5	Substantial	*	
Country Program Evaluation: Argentina 2009-2015			
Recommendation #1	Substantial	*	
Recommendation #2	Substantial	*	
Recommendation #3	Substantial	*	
Recommendation #4	Substantial	*	
Recommendation #5	Substantial	*	
Country Program Evaluation: Suriname 2011-2015			
Recommendation #1	Full	*	
Recommendation #2	Partial	*	
Recommendation #3	Full	*	
Recommendation #4	Full	*	

Recommendation	Relevance	Implementation on track	Implementation not on track
Country Program Evaluation: Haiti 2011-2015			
Recommendation #1	Partial	*	
Recommendation #2	Full	*	
Recommendation #3	Substantial	*	
Recommendation #4	Substantial	*	
Recommendation #5	Substantial	*	
Country Program Evaluation- Peru 2012-2016			
Recommendation #1	Substantial	*	
Recommendation #2	Full	*	
Recommendation #3	Partial		*
Recommendation #4	Substantial	*	
Country Program Evaluation: Guatemala 2012-2016			
Recommendation #1	Full	*	
Recommendation #2	Substantial	*	
Recommendation #3	Full		*
Recommendation #5	Substantial	*	
Recommendation #6	Full	*	
Direct Support to SMEs by the IIC			
Recommendation #2	Full	*	
Recommendation #3	Full	*	
Public-private partnership (PPP) in infrastructure			
Recommendation #1.1	Full	*	
Recommendation #1.2	Substantial	*	
Recommendation #2.1	Full	*	
Recommendation #2.3	Full	*	
Recommendation #3.1	Substantial	*	
Recommendation #3.2	Substantial	*	
Recommendation #3.3	Partial	*	
Recommendation #3.4	Substantial	*	
Recommendation #3.5	Full	*	

Recommendation	Relevance	Implementation - N/A
Public-private partnership (PPP) in infrastructure		
Recommendation #2.2	Full	NA
Independent Assessment of Macroeconomic Conditions (IAMCs) 2017		
Recommendation #1	Full	too early
Recommendation #2	Full	too early
Recommendation #3	Full	too early
Recommendation #4	Full	too early
Recommendation #5	Full	too early

Not applicable: Action plan had no 2017 milestones.

Too early: from evaluations presented by OVE to the Board in the second half of 2017.

Source: OVE.

APPENDIX V. ACTION PLANS ON TRACK BUT WITH PARTIAL RELEVANCE

Recommendation	Action plan completion due date
Country Program Evaluation: Paraguay 2009-2013 <u>Rec. 4.</u> Strengthen natural resource management capacity.	12/31/2018
Evaluation of the Results of the Realignment <u>Rec. 1.</u> To enhance country focus, further strengthen the country program management function in country offices. <u>Rec. 3.</u> To enhance development effectiveness, strengthen mechanisms for quality control of Bank operational products.	<u>Rec. 1:</u> 10/12/2017 ^a <u>Rec. 3:</u> 01/31/2019 ^b
IDB'S Response to Key Challenges in Citizen Security, 1998-2012 <u>Rec. 1.</u> Select and focus on a narrower range of interventions to facilitate the development of in-house expertise and enhance the Bank's capacity to show results. <u>Rec. 2.</u> Simplify project design, pace interventions, and enhance supervision to strengthen operational performance and implementation.	Due date: 12/31/2016. Actual completion date: 10/31/2017.
Country Program Evaluation: Honduras 2011-2014. <u>Rec. 4.</u> Devote greater efforts to building management capacity in the institutions responsible for projects in execution and consider making disbursements for future PBL operations contingent on effective changes in the management capacity of key institutions and in the institutional framework of their respective sectors in order to improve their governance.	12/31/2018
Country Program Evaluation: Costa Rica 2011-2014 <u>Rec. 1.</u> Strive to deepen the Bank's support for the dialogue on the formulation and implementation of public policies, potentially including the fiscal, innovation, and local productive development domains. <u>Rec. 2.</u> Support the country in seeking alternatives for attracting private investment through public-private partnerships, particularly in infrastructure.	<u>Rec. 1:</u> 12/31/2018 <u>Rec. 2:</u> 12/31/2018
Country Program Evaluation: Panama 2010-2014 <u>Rec. 3.</u> In the context of the overall strengthening of country systems and project management capacity, continue to support the client with strong institutional components. <u>Rec. 4.</u> Strengthen the design, monitoring, and completion of future PBP series to avoid interruptions in the Bank's comprehensive support for priority sectors and to ensure the achievement of durable policy reform. When a PBP series is interrupted, it is recommended that the remaining operations be removed from the lending pipeline and a project completion report be prepared for the truncated series.	<u>Rec. 3:</u> 12/31/2019 <u>Rec. 4:</u> 12/31/2019
Country Program Evaluation: Brazil 2011-2014 <u>Rec. 5.</u> Develop a concrete plan to promote more effective cross-sector and public-private collaboration in the country program.	12/31/2018
Country Program Evaluation: Suriname 2011-2015 <u>Rec. 2.</u> Adopt a more effective instrument mix that combines policy reforms with implementation support.	12/31/2020
Country Program Evaluation: Haiti 2011-2015 <u>Rec. 1.</u> Set the next country strategy in realistic terms, focusing on building the country's long-term institutional capacity.	12/31/2017
Country Program Evaluation: Colombia 2011-2014 <u>Rec 3.</u> To lower the cost to the bank of the program technical cooperation operations (TCs), give priority to those linked to the bank's strategy and lending program and increase the proportion of new TCs executed by the client.	12/31/2017
Public-private partnership (PPP) in infrastructure Rec. 3.3 Operational level: (iii) Strengthen the results framework for PPP operations.	12/31/2020

^a Original due date: 12/31/2015.

^b Original due date: 12/31/2016

Source: OVE.

APPENDIX VI. LEVEL OF ADOPTION OF RECOMMENDATIONS TO BE RETIRED FOLLOWING 2017 VALIDATION

Recommendations	Recommendation number	Overall rating (Adoption)	Relevance of action plan	Implementation (2017)	Overall Implementation
Evaluation of the Results of the Realignment	Rec. #1	Partial	Partial	Full	Substantial
	Rec. #4	Partial	Partial	Partial	Partial
IDB'S Response to Key Challenges in Citizen Security, 1998-2012	Rec. #1	Partial	Partial	Full	Full
	Rec. #2	Partial	Partial	Full	Full
	Rec. #3	Full	Full	Full	Full
Country Program Evaluation: Chile 2011-2013	Rec. #1	Negligible	Negligible	Not analyzed	Not analyzed
	Rec. #2	Full	Full	Full	Full
	Rec. #3	Negligible	Partial	Negligible	Negligible
	Rec. #4	Substantial	Full	Substantial	Substantial
	Rec. #5	Substantial	Substantial	Full	Full
Climate Change and the IDB: Building Resilience and Reducing Emissions	Rec. #1	Substantial	Substantial	Full	Full
	Rec. #2	Substantial	Substantial	Full	Full
	Rec. #3	Substantial	Substantial	Substantial	Substantial
Country Program Evaluation: Colombia 2011-2014	Rec. #1	Negligible	Negligible	Not analyzed	Not analyzed
	Rec. #2	Substantial	Substantial	Substantial	Substantial
	Rec. #3	Partial	Partial	Substantial	Substantial
	Rec. #4	Substantial	Full	Substantial	Substantial
	Rec. #5	Substantial	Full	Substantial	Substantial
Review of the Bank's Support to Agriculture, 2002-2014: Evidence from Key Thematic Areas	Rec. #1	Negligible	Partial	Negligible	Negligible
	Rec. #4	Partial	Full	Partial	Partial
	Rec. #5	Substantial	Full	Full	Substantial
Country Program Evaluation: Uruguay 2010-2015	Rec. #5	Partial	Full	Partial	Partial

Source: OVE.

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