

'24 ANNUAL REPORT

Office of Evaluation and Oversight
of the Inter-American Development
Bank and IDB Invest



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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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Abbreviations and Acronyms

CLEAR	Centers for Learning on Evaluation and Results
CMF	Connectivity, Markets and Finance Division
CPR	Country Program Review
ECD	evaluation capacity development
ECG	Evaluation Cooperation Group
EVALAC	Evaluation Network for Latin America and the Caribbean
EVP	Executive Vice President
GEI	Global Evaluation Initiative
ICPR	Independent Country Program Review
IDB	Inter-American Development Bank
LAC	Latin America and the Caribbean
M&E	monitoring and evaluation
MDB	multilateral development bank
MSME	micro, small, and medium enterprise

OECD-DAC	Organisation for Economic Co-operation and Development– Development Assistance Committee
OVE	Office of Evaluation and Oversight
ReDeCA	Evaluation Capacity Development Network
ReTS	Recommendation Tracking System
SPD	Office of Strategic Planning and Development Effectiveness
TFFP	Trade Finance Facilitation Program
VPC	Vice Presidency for Countries and Regional Integration
VPF	Vice Presidency for Finance and Administration
VPS	Vice Presidency for Sectors and Knowledge
XCPE	Extended Country Program Evaluation



Introduction

The Office of Evaluation and Oversight (OVE) is an independent office of the Inter-American Development Bank Group (IDB Group), reporting directly to the Boards of Executive Directors of the IDB and IDB Invest (the Boards). It has the mandate to undertake (i) independent and systematic evaluations and oversight studies of IDB Group performance; (ii) evaluation capacity development (ECD) activities in Latin America and the Caribbean (LAC) countries; and (iii) cooperation with other evaluation offices. OVE reports its findings and recommendations to the Boards, supporting the Boards' institutional oversight and promoting a culture of results and learning.

Every year, OVE presents to the Boards an Annual Report that summarizes completed activities, provides the status of execution of the assigned budget, and includes a brief preview of future work.

OVE's Annual Reports complement OVE's yearly Work Program Reports, which are presented to the Boards the quarter before the Annual Reports and include brief summaries of the closing year's work, the work programs and budgets for the following year, and indicative plans for the year after.

This Annual Report presents (i) a summary of OVE's discussions with the Boards to define OVE's priorities and 2024 work program following the arrival of the new OVE director in May 2024; (ii) an overview of OVE's 2024 deliveries, including key insights from evaluations and an update on ECD activities; (iii) an overview of the 2024 budget execution; and (iv) a brief description of the 2025 work plan.



OVE's Priorities and 2024 Work Program Agreed with the Boards in the Context of the 2025-2026 Work Program Discussions

Following the arrival of OVE's new director in May 2024 and in the context of the preparation of the 2025–26 OVE work program, OVE and the Boards discussed OVE's priorities with the aim of (i) ensuring that OVE's work program for 2024 and future years was strategic and feasible; (ii) prioritizing evaluations that were critical for informing the Boards' decisions within a timely manner in charting the future direction of the institution to chart the future direction of the institution; and (iii) piloting innovative approaches to maximize the value of OVE's work for the IDB Group and increase learning from evaluations across the institution. These objectives were set in the context of the IDB Group's new strategy, *Transforming for Scale and Impact (Impact+ from now on)*, which guides the institution through 2030. The strategy focuses on maximizing scale and impact to fulfill three strategic objectives: reducing poverty and inequality, addressing climate change, and bolstering sustainable growth while strengthening development effectiveness, financial capacity, and institutional processes.

As a result of discussions between OVE and the Boards during the summer of 2024 and partly informed by a survey seeking executive directors' views on their strategic priorities for evaluation

work, the Boards and OVE agreed to (i) redefine OVE's work program to focus it on evaluations addressing strategic issues for the IDB Group and to make it feasible considering OVE's capacity and the importance of delivering high-quality evaluation work in a timely manner; (ii) improve the balance between various types of evaluations; and (iii) conduct a pilot involving IDB Group Management (Management) in the evaluation of the IDB Group's country strategies and programs (OVE Country Products) to improve learning and to applying of lessons from evaluations across the institution. In preparation for the dialogue with the Boards, OVE engaged with Management, including the Executive Vice President (EVP), the Office of Strategic Planning and Development Effectiveness (SPD), the Vice Presidency for Countries and Regional Integration (VPC), the Vice Presidency for Sectors and Knowledge (VPS), the Vice Presidency for Finance and Administration (VPF), IDB Invest and the IDB Lab, to gather their insights on the relevance of OVE's work program and on the importance and feasibility of some of OVE's specific proposals, particularly the pilot to involve Management in Country Products.

The *OVE Work Program 2024–25*, as originally approved in November of 2023 ([RE-590](#)), included 19 deliverables for 2024. As of June 2024, the program had expanded to 22 evaluations, due to the need to advance some evaluations originally planned for 2025 ([see Annex I](#)). The target was well above OVE's deliveries in the previous six years (12 evaluations per year on average). (Table 1 and [Annex II](#)). The OVE Work Program 2024–25 report indicated that “some space should be allowed for the new director to review the work program and propose new priorities or different ways of working.” Consistent with this recommendation, as part of OVE's 2025–2026 work program discussions, OVE and the Boards agreed to keep evaluations both of strategic importance and that had to be delivered in a timely manner in OVE's 2024 (and future years) work programs in order to inform the Boards' critical decisions and to drop or postpone evaluations for which we did not have sufficient evaluative evidence. This resulted in a revised work program that included 17 deliverables for 2024 (Table 1 and Table 2).

Table 1. **OVE's Completed Deliverables for 2018-23 and Planned Deliverables for 2024**

Year	Corporate Evaluations	Country Products	Sector & Thematic Evaluations	Evaluation Synthesis Notes	Sub-Total	Planning and Monitoring Reports	Total Deliverables
2018	2	5	1	0	8	4	12
2019	3	4	0	0	7	6	13
2020	2	5	0	0	7	4	11
2021	3	5	0	0	8	4	12
2022	4	5	0	0	9	4	13
2023	2	5	0	2	9	4	13
2024 Planned Deliverables	4	7	1	1	13	4	17

Source: OVE ([RE-600-3](#)). Deliveries have been categorized similarly so that they are comparable across the years, excluding for example OVE Quarterly Reports and Briefs to the Boards from the total count of deliveries. The list of evaluations submitted to the Boards in the period 2018-2023 is included in Annex II.

As a result of this process, it was decided, for example, to keep the Citizen Security Thematic Evaluation in the 2024 work program, because the topic is a key development issue in the IDB Group *Impact+* strategy, and the evaluation could provide a useful input to inform both the work of IDB's newly created Division focused on the topic and the work of the recently formed Alliance for Security, Justice and Development, a regional platform established in December of 2024

comprising eighteen member countries of the IDB Group that aims at preventing and responding to organized crime in LAC. Similarly, OVE kept (and advanced to 2024) the production of the Evaluation Synthesis Note *OVE's Independent Review of the 2018 IDB Invest Micro, Small and Medium Enterprises (MSME) Action Plan* in order to inform the Boards' September 2024 discussion with IDB Invest Management on the development of a new IDB Invest MSME Action Plan. The Boards

agreed to drop evaluations that were not strategic at this juncture, such as an assessment of IDB Group work to address the COVID-19 emergency, which could have been done as an early evaluation at the time of the pandemic or should be done in a few years, once there are a sufficient number of closed and validated COVID-19 projects to conduct a full retrospective assessment. Similarly, the Boards agreed to postpone evaluations planned for 2024 for which OVE did not have sufficient evidence for at this stage. One example was the evaluation of the Loan Based on Results instrument, for which there were only eight closed and validated projects. Another was the evaluation of IDB Invest governance, because IDB Invest is undergoing changes that would best be assessed after they have been implemented and have achieved results. The timing of these evaluations will be agreed upon in future work program discussions.

During the 2025–26 work program dialogue, OVE and the Boards also agreed to develop a new line of evaluative work focused on development effectiveness that builds on OVE’s 2024 *Evaluation of the Development Effectiveness Framework* and aims to contribute insights to the institution’s increased focus on outcomes in the context of the IDB Group’s *Impact+* strategy. The new line of work includes a mix of re-focused evaluations and the application of a development effectiveness lens to ongoing and future evaluations when feasible and appropriate. As part of this line of work, OVE has delivered or committed to deliver (i) a focused Evaluation Synthesis Note comparing development effectiveness systems across five multilateral development banks (MDBs) that will be delivered in the first quarter of 2025; (ii) evaluations that apply a development effectiveness lens—for example, *Citizen Security*, which was completed in 2024, and the *IDB Group Project Performance: The 2024 Validation Cycle* and *IDB Group Project Performance: The 2025 Validation Cycle*; and (iii) an in-depth assessment (beyond validation work) of a cluster of projects for which the Boards, Management, and OVE have outstanding questions on development

effectiveness (planned for delivery in early 2026). To the extent possible, OVE will keep this line of work flexible to address critical requests from the Boards that may emerge in the future.

In the context of the 2025–26 work program dialogue, OVE and the Boards also agreed to improve the balance between Country Products, Corporate, and Thematic Evaluations. In the past six years, OVE had delivered only one Thematic Evaluation (*Gender and Diversity*), with the rest of the evaluation portfolio allocated to Country Products (five yearly) and Corporate Evaluations (three on average per year), in addition to four yearly Planning and Monitoring Reports (Table 1). Because the new institutional strategy called for increased attention to critical development themes for the region (for example, crime and violence, productivity, climate, and synergies across the IDB Group to address development challenges), OVE increased the number of evaluations and Evaluation Synthesis Notes focused on thematic issues, including the Evaluation Synthesis Note *OVE’s Independent Review of the 2018 IDB Invest Micro, Small and Medium Enterprises (MSME) Action Plan* (which was delivered in 2024) and ongoing evaluations on transparency and climate adaptation (to be delivered in 2025), as well as adding an evaluation on private sector productivity (for delivery in 2026), a key pillar of the new IDB strategy on which OVE has not conducted evaluation work in the previous decade.

Finally, OVE and the Boards agreed to conduct a pilot aimed at involving Management in producing Country Program Reviews (CPRs)¹ to improve learning across the institution and to align the IDB Group’s evaluative work in this area to that of other MDBs, where Management conducts self-evaluations of their country work and independent evaluation offices validate them. The pilot will also free up time for OVE to conduct selected in-depth Extended Country Program Evaluations (XCPEs) and other evaluations. The

¹ OVE has been conducting Independent Country Program Reviews (ICPRs). Following the same approach, OVE will assist Management in conducting Country Program Reviews (CPRs).



CPR pilot will start in 2025 with the Bolivia and Uruguay CPRs. The pilot, which was approved by the Boards' Programming Committee in November 2024, entails a strong collaboration between OVE and Management, with OVE providing technical assistance to Management on the application of the Independent Country Program Review (ICPR) guidelines and validating Management's self-assessments when the CPRs are completed. OVE and Management will jointly present Management's self-assessments for Bolivia and Uruguay and OVE's *Validation Reports* to the Boards. Before applying the new pilot approach to other countries, OVE will assess the Bolivia and Uruguay CPRs and discuss the results of the assessment with the Boards, which will decide whether to continue the pilot or revert to OVE being responsible for conducting ICPRs.

3

OVE'S 2024 Deliveries

In 2024, OVE completed 14 deliverables, which is above OVE's historical average of 12 deliverables per year (and higher than in any year) in the period 2018–23, but below OVE's 2024 target of 17 (Tables 1 and 2). The completed deliverables are: (i) four Corporate Evaluations, including the *Private Finance Mobilization and Development Effectiveness Framework* evaluations, which address topics that are at the core of the new IDB Group strategy to increase impact and scale, the Policy-Based Lending evaluation, which is part of OVE's stream of work on the IDB Group's instruments and OVE's proposal to engage Management in the preparation of CPRs; (ii) five Country Products, including two ICPRs—Argentina and the Dominican Republic—and three XCPEs—Barbados, Guatemala, and Paraguay; (iii) one Thematic Evaluation—*Citizen Security*; (iv) one Evaluation Synthesis Note—*OVE's Independent Review of the 2018 IDB Invest Micro, Small and Medium Enterprises (MSME) Action Plan*; and (v) three Planning and Monitoring Reports: *OVE's 2023 Annual Report*, the *OVE Work Program 2025–26 Report*, and *Management's Implementation of OVE Recommendations: IDB Group's Evaluation Recommendation Tracking System Report 2023*. Because their country strategies were due to expire early in 2024, instead of in December, as initially expected, OVE advanced to 2024 the delivery of two Country Products—Dominican Republic ICPR and Guatemala XCPE—originally scheduled for delivery in early 2025.

The three evaluations that OVE did not deliver by the end of 2024 are the Panama ICPR, the El Salvador XCPE, and the *IDB Group Project Results Report 2024* (the *Validation Report*). Two of these evaluations (the Panama ICPR and the Validation Report) will have been delivered by the time we submit this Annual Report (February 2025), and the third (the El Salvador XCPE) will be delivered in March 2025.

As in the past six years, Country Products have made up for the largest share of OVE's evaluation portfolio. This is because OVE has to deliver a Country Program Evaluation upon the expiration of all country strategies; a full coverage that no other comparator institution maintains. In the case of the IDB Group, this involves the mandatory delivery of about five OVE Country Products per year. Ensuring the timely delivery of these products can be challenging. The delay in the submission of the Validation Report was due to changes in OVE's team (including hiring the team leader) and to the inclusion of project examples with an analysis of how the self-assessment and validation methodology may affect a project's ratings as part of the new development effectiveness line of work (application of a development effectiveness lens to existing evaluations).

Table 2. **OVE's 2024 Adjusted Work Program and Actual Deliverables**

Source: OVE.
 Note: ICPR = Independent Country Program Review; IDB = Inter-American Development Bank; OVE = Office of Evaluation and Oversight; XCPE = Extended Country Program Evaluation.
^a The Planned Deliverables and Coverage columns are taken from the OVE Work Program 2025-26 report (RE-590). ^b These evaluations were carried over from the end of 2023 for delivery in early 2024. ^c These evaluations were moved up to 2024 from 2025.

Planned Deliverables ^a	Coverage	Delivery Status (End of 2024)	Delivery Date: Month (Quarter)
Corporate Evaluations			
1. <i>Stocktaking of Private Finance Mobilization at the IDB Group^b</i>	IDB & IDB Invest	Completed	February (Q1)
2. <i>Evaluation of the Development Effectiveness Framework</i>	IDB	Completed	April (Q2)
3. <i>Policy-Based Lending at the Inter-American Development Bank</i>	IDB	Completed	April (Q2)
4. <i>CPR Pilot Proposal: Engaging Management in the Preparation of the CPRs for Bolivia and Uruguay</i>	IDB & IDB Invest	Completed	October (Q3)
Country Products			
5. <i>ICPR Argentina 2021–2023</i>	IDB & IDB Invest	Completed	March (Q1)
6. <i>XCPE Barbados 2015–2023^b</i>	IDB & IDB Invest	Completed	April (Q2)
7. <i>XCPE Paraguay 2014–2023</i>	IDB & IDB Invest	Completed	April (Q2)
8. <i>ICPR Dominican Republic 2021–2024^c</i>	IDB & IDB Invest	Completed	September (Q3)
9. <i>XCPE Guatemala 2017–2024^c</i>	IDB & IDB Invest	Completed	November (Q4)
10. <i>ICPR Panama 2021–2024</i>	IDB & IDB Invest	Pending	Submitted in January 2025
11. <i>XCPE El Salvador 2015–2024</i>	IDB & IDB Invest	Pending	Submission planned in March 2025
Sector and Thematic Evaluations			
12. <i>Evaluation of IDB Support in the Area of Citizen Security in the Region</i>	IDB	Completed	December (Q4)
Evaluation Synthesis Notes			
13. <i>OVE's Independent Review of the 2018 IDB Invest Micro, Small and Medium Enterprises (MSME) Action Plan^c</i>	IDB Invest	Completed	September (Q3)
Planning and Monitoring Reports			
14. <i>OVE Annual Report 2023: Contributions from Evaluation toward Improving the Bank's Development Effectiveness</i>	IDB & IDB Invest	Completed	January (Q1)
15. <i>OVE Work Program 2025–26</i>	IDB & IDB Invest	Completed	October (Q3)
16. <i>Management's Implementation of OVE Recommendations: IDB Group's Evaluation Recommendation Tracking System Report 2023</i>	IDB & IDB Invest	Completed	December (Q4)
17. <i>IDB Group Project Results Report 2024</i>	IDB & IDB Invest	Pending	Submitted in February 2025

CORPORATE EVALUATIONS

OVE's Corporate Evaluations focus on the IDB Group's own structure, strategies, policies and internal processes. They assess how these aspects affect the Group's performance and development effectiveness. Of the Corporate Evaluations that OVE delivered in 2024, three focused on the IDB Group's frameworks, instruments, and approaches that provide insights for important institutional reforms in the context of *Impact+*, and one on OVE's proposal to involve Management in conducting Country Program Reviews. OVE's *Evaluation of the Development Effectiveness Framework* has generated insights relevant to the IDB's ongoing reforms to enhance its approach to development effectiveness, including the recent IDB Group Impact Framework 2024–2030 approved in 2025 (Box 1).² The *Stocktaking of Private Finance Mobilization at the IDB Group* Corporate Evaluation has provided relevant findings to inform ongoing institutional efforts aimed at increasing resource mobilization for impact and scale (Box 2). The *Policy-Based Lending at the Inter-American Development Bank* Corporate Evaluation has offered insights relevant to the current discussions to reform the IDB lending instruments (Box 3). Finally, OVE presented a proposal for piloting, in Bolivia and Uruguay, a new approach to Country Program Reviews that aims to promote institutional learning through self-assessment (see chapter 02).

² See IDB Group Impact Framework 2024–2030, paragraphs 2.1 and 3.1.



Box 1

Evaluation of the Development Effectiveness Framework

The Inter-American Development Bank (IDB) introduced the Development Effectiveness Framework (DEF) in 2008 to enhance the effectiveness of the Bank's products by fostering an institutional culture of achieving and demonstrating development

results. In 2022, the Board of Governors mandated the Boards to direct Management to conduct in-depth analyses and initiate reforms to enhance development effectiveness. In this context, OVE's *Evaluation of the Development Effectiveness Framework* Corporate Evaluation assessed the degree to which the DEF achieved its objectives.

Key findings were that the DEF successfully provided the IDB with a structured system aligned to international standards to measure and evaluate whether projects achieve their intended results. However, project results have fallen short of institutional targets, and the institutional culture and incentives have not changed. Key underlying reasons are the following. First, the DEF started with a narrow diagnostic and limited scope, focusing on measuring results but insufficiently on improving results. It prioritized the development of DEF instruments, but these were disconnected from each other. Second, the DEF's governance

was developed in a reactive manner to address the requirements of the instruments leaving gaps in the system, and it took many years for the DEF to become fully operational. Third, strategic selectivity and the role of countries, both key to achieving results, were not properly addressed. Finally, the DEF had evaluability and monitoring and evaluation (M&E) shortcomings, which prevented the Bank from recognizing the need for improvements.

Based on these findings, OVE recommended: (1) ensuring that incentives reflect a sustained commitment from the top to prioritize development results, (2) ensuring well-defined roles and responsibilities for all stakeholders, (3) ensuring that the approach to development effectiveness includes mechanisms to foster strategic selectivity and increase borrower capacity and commitment to focus on results, (4) ensuring an appropriate theory of change and M&E framework for the new development effectiveness approach, (5) clarifying and streamlining the processes for managing changes to projects in execution, integrating principles of rigorous adaptive management, and (6) ensuring that development effectiveness instruments incorporate key elements listed in the report.



Box 2

Stocktaking of Private Finance Mobilization at the IDB Group Corporate Evaluation

Private finance mobilization (PFM) is the process by which multilateral development banks (MDBs) secure private sector financing on commercial terms for their operations. The growing development finance gap in Latin America and the Caribbean (LAC), driven by increasing development needs and constrained public resources, has made PFM essential. MDBs, including the Inter-American Development Bank (IDB) Group, have turned to PFM as a mechanism to bridge this gap. *The Stocktaking of Private Finance Mobilization at the IDB Group Corporate Evaluation* reviewed the IDB Group's experience with PFM between 2016 and 2022 at both the strategic and operational levels. The stocktaking sought to answer key questions, including how the IDB Group had defined and implemented its commitments to PFM, how effective the PFM instruments had been, and how the IDB and IDB Invest collaborated in their mobilization efforts. The evaluation found that the IDB Group has made significant progress in PFM. IDB Invest

has developed an operational framework to facilitate mobilization, including its Trade Finance Facilitation Program (TFFP), B-loan program, and Unfunded Credit Protection (UCP) instruments. IDB Invest also diversified its co-investor base and benefited from a specialized PFM unit. In this context, IDB Invest achieved substantial PFM volumes. However, these efforts are primarily concentrated in larger, lower-risk markets, leaving smaller and higher-risk economies underserved. The IDB has advanced its efforts mainly by collaborating with public development banks and using guarantees to mobilize private financing in smaller and riskier economies. Nonetheless, the mainstreaming and broader use of PFM instruments remains limited and nascent.

Based on these findings, OVE recommended: developing a Group-wide strategic framework that defines PFM development objectives and utilization criteria, incorporating PFM diagnostics in country strategies to assess investment conditions and mobilization potential, and enhancing coordination between the IDB and IDB Invest to optimize mobilization efforts.





Box 3

Policy-Based Lending at the Inter-American Development Bank Corporate Evaluation

Policy-based lending (PBL) was introduced at the Inter-American Development Bank (IDB) in 1989 to support reforms in Latin America and the Caribbean (LAC). It aims to provide countries with flexible, timely financing for debt and liquidity management while advancing critical reforms in fiscal and sectoral policies. This evaluation examined the use and effectiveness of PBLs from 2005 to 2022 and analyzed how they combine liquidity support with reform objectives, the effectiveness of policy matrices, and reform implementation. Key findings were that IDB policy-based lending fulfilled its objective of providing fast disbursement financing for budget support, debt management, diversification, and insurance. However, it was less successful at fulfilling its objective of supporting the inception or implementation of reforms. Although PBLs are widely used, challenges persist, including truncated programs, insufficient depth in policy actions, and imbalances between liquidity and reform objectives. The evaluation found mixed

outcomes in achieving reform results, with design flaws and inadequate monitoring contributing to low effectiveness.

Based on these findings, the evaluation provided recommendations aimed to better align policy-based lending with its dual objectives of financial support and sustainable reform. These included strengthening programming and approval processes by ensuring that both objectives of the instruments are met, expanding the use of complementary instruments like small investment loans and results-based lending, and considering new PBL modalities such as single-tranche operations and flexible contingent instruments. The evaluation also recommended improving policy matrix design and monitoring reform implementation through systematic reporting and periodic self-evaluations of policy-based lending.

COUNTRY PRODUCTS

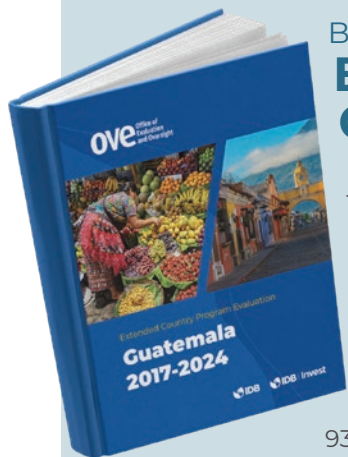
OVE prepares two complementary types of Country Products: ICPRs and XCPEs. ICPRs assess a single country strategy (CS) period, while XCPEs evaluate two strategy periods and include recommendations. Both serve accountability and learning purposes, providing the Boards and Management with assessments of the IDB Group's performance in client countries to improve future strategies and programs. ICPRs reinforce accountability at key points in time, helping identify and address issues affecting the performance of the IDB Group, while XCPEs leverage ICPRs' data sources and findings to provide a broader, longer-term perspective on what works and what needs improvement.

ICPRs assess four key dimensions of country strategies and programs: country strategy relevance, by analyzing strategic selectivity and design quality; country program relevance, by examining operational design and alignment with strategic objectives; country program implementation, by measuring execution performance both in absolute terms and against past programs and peer countries, and country program contribution to country strategy objectives, by synthesizing evidence on results and identifying key success factors. A country program refers to the portfolio of operations—loans,

technical cooperations, and other interventions—through which the IDB Group implements the objectives of a country strategy. XCPEs deepen and expand these analyses by (i) broadening the use of data sources and methods—including field missions and primary data collection—(ii) introducing a fifth dimension (the sustainability of country program results), and (iii) broadening the scope beyond operations to assess the IDB Group's contributions through staff expertise and its role as an honest broker. This comprehensive approach provides the Boards with insights into how country programs contribute to development outcomes and strengthens the IDB Group's ability to improve its development effectiveness, consistently with *Impact+*'s.

In 2024, OVE delivered six Country Products, ensuring a balanced use of ICPRs and XCPEs across all IDB Group regions. These are: ICPRs for Argentina, the Dominican Republic and Panama, and XCPEs for Guatemala, Paraguay and Barbados. Boxes 4, 5 and 6 provide a summary of key findings of the Guatemala, Paraguay and Dominican Republic reports. Several common themes emerged from these evaluations. First, gaps persist in the relevance of some country strategy objectives, particularly regarding challenges related to productivity, social inclusion,

and climate resilience. Second, there is often a mismatch between the ambition of country strategy objectives and what the IDB Group can deliver through its country program. Third, investment loans continue to face execution challenges, particularly in sectors with high social needs. Additionally, evaluations highlight the need for stronger synergies between public and private sector operations to better align support with country strategy objectives and country needs. Currently, most private sector interventions flow to small and medium enterprises (SMEs) through the Trade Finance Facilitation Program (TFFP), with limited connection to a country's broader productivity challenges. Finally, the evaluations emphasize the importance of institutional learning to inform future efforts in supporting policy reform efforts with an appropriate mix of instruments over long periods of time.



Box 4

Extended Country Program Evaluation: Guatemala 2017–2024

This evaluation assesses the relevance, effectiveness, and sustainability of the Inter-American Development Bank (IDB) Group's support to Guatemala from 2017 to 2024, covering two country strategies.

The country program comprised 93 IDB operations for US\$1.7 billion and 48 IDB Invest operations for US\$1.85 billion, totaling US\$3.5 billion. Guatemala has experienced steady economic growth for decades, but this progress has been insufficient to close structural gaps in institutional capacity (for example, governance challenges and weak tax collection), social needs (such as a 56% poverty rate and high child malnutrition), and productive development (for instance, weak business environment regulations, low firm innovation, and inadequate infrastructure).

The country strategies aimed to address institutional weaknesses, focusing on tax collection, corruption, and justice system reform, but were only partially relevant for social and productive challenges. Some of the most pressing constraints—such as child malnutrition—were omitted, and objectives under productive development were insufficient to drive productivity growth. Additionally, some objectives were too broad given the program's scope (for example, “reducing poverty”).

The country program aligned strongly with some objectives but faced limitations in scope. For example, a goal to increase primary education coverage was supported only through projects targeting pre-primary education. Implementation faced loan approval bottlenecks, with an average processing time of 1.8 years per loan. During the implementation period, the IDB nearly tripled investment loan disbursements, while IDB Invest more than doubled disbursements, driven by trade finance. The program was effective in enhancing criminal justice services, providing water and sanitation to 43,000 households, and reducing deforestation by 28% annually, but results in other areas were mixed. Justice services, water access, and deforestation reduction had sustained outcomes due to institutional improvements, while tax reforms and investment climate sustainability remain uncertain, requiring continued government commitment and long-term support.

OVE recommended that the IDB Group: (1) define future country strategy objectives based on clearer evidence of their contribution to key needs; (2) ensure greater compatibility between objectives and program scope; and (3) better adapt to the country's loan approval process by offering alternative forms of support and fostering stronger collaboration throughout the process.





Box 5

Extended Country Program Evaluation: Paraguay 2014–2023



This evaluation examines the Inter-American Development Bank (IDB) Group's support to Paraguay from 2014 to 2023, covering two country strategies and assessing their relevance, implementation, and the contributions to development goals and sustainability of the results. The country program consisted of 246 sovereign-guaranteed (SG) operations and 63 non-sovereign guaranteed (NSG) operations, amounting to US\$7.169 billion. During the evaluation period, Paraguay, a landlocked country with a natural resource-based economy, experienced strong economic growth due to favorable trade conditions and sound macroeconomic management, yet continued to face institutional, social, productivity, and fiscal challenges.

The country strategies prioritized four areas: public management, economic integration and diversification, resilient infrastructure, and human capital development. While these objectives aligned with the country's needs, their broad scope and ambitious nature created implementation challenges.

The country program comprised a large portfolio of IDB and IDB Invest operations. The IDB Group made significant contributions in public management, infrastructure, and financial services, including the

implementation of an early warning system for corruption prevention, consolidation of the National Public Investment System, expansion of the paved road network, and modernization of wastewater treatment facilities and rural water services. However, progress in productive development, energy, telecommunications, and social services was limited due to broad objectives, execution challenges, and project cancellations. Complex projects with weak execution capacity were particularly affected, and delays in legislative ratification further constrained implementation. The lack of results measurement for mature operations, particularly in technical cooperation, also hindered impact assessment.

OVE recommended: (1) ensuring future country strategies focus on key national challenges while considering the IDB Group's capacity to contribute, (2) incorporating Paraguay's institutional characteristics (slow execution, legislative delays, and sustainability risks) into project design and planning, and (3) improving technical assistance planning and effectiveness measurement.



Box 6

Independent Country Program Review: Dominican Republic 2021-2024

This review examines the Inter-American Development Bank (IDB) Group's support to the Dominican Republic from 2021 to 2024, assessing the relevance, implementation, and contributions of the strategy and country program. The country program comprised 101 sovereign-guaranteed (SG) operations and 22 non-sovereign guaranteed (NSG) operations, totaling US\$3.951 billion, including 55 operations with an undisbursed balance of US\$1.359 billion at the start of the country strategy period. Despite strong economic growth and reductions in poverty and inequality, the Dominican Republic continues to face challenges in public administration, stagnant productivity growth, and gaps in education and health.

The country strategy prioritized three key areas: fiscal responsibility, productive development, and human capital, with gender, institutional capacity, climate change, and digitalization as cross-cutting themes. The country program

included operations to support all strategic objectives, but strong alignment and feasibility of contributing were observed in only half of them—particularly in human capital development. In contrast, public management and productive sector support faced alignment weaknesses, as operations addressed development challenges in these areas only indirectly.

Although the IDB Country Office in the Dominican Republic took measures to accelerate disbursements and promote results, program implementation faced execution delays caused by design adjustments due to the pandemic, staff turnover in executing units, and shifting priorities under a new administration.

Key successes include improved tax collection and vaccination rates (3.6 million people). Contribution was higher when the program scale matched the ambition of the objectives and lower when the program was weakly aligned to the objective and experienced execution delays and when the portfolio was not sufficiently mature.





SECTOR AND THEMATIC EVALUATIONS

OVE's Sector and Thematic Evaluations aim at assessing the IDB Group's performance and identifying lessons for improving its operations in specific development areas. By analyzing the Group's engagement in sectors (such as education or infrastructure) or themes (such as private sector development or citizen security), they generate insights and provide recommendations to enhance development effectiveness in areas that are critical for growth, poverty reduction, and climate change, which are the overarching objectives of the *Impact+* strategy. These evaluations span several years and rely on mixed-method evaluation designs, encompassing a variety of methods such as portfolio analysis, structured literature reviews, surveys, case studies, statistical analyses, and interviews. OVE delivered the *Evaluation of IDB Support in the Area of Citizen Security in the Region* in 2024, the first Thematic Evaluation since the Gender and Diversity evaluation was completed in 2018. The Citizen Security evaluation provides insights into a critical challenge for the LAC region, where violence and insecurity have high economic, social, and institutional costs, representing 3.5% of regional GDP, eroding confidence in institutions responsible for the rule of law, and weakening social cohesion (Box 7).



Box 7

Evaluation of IDB Support in the Area of Citizen Security in the Region

Latin America and the Caribbean is the most violent region in the world, with a homicide rate three times higher than the global average. The Evaluation of IDB Support in the Area of Citizen Security in the

Region analyzed the relevance, effectiveness, and sustainability of the Inter-American Development Bank's (IDB's) comprehensive approach to citizen security during 2009–23 across five key areas: social and situational prevention, police professionalization, criminal justice, penitentiary system and rehabilitation, and sector governance.

The evaluation found that the Bank's program, which included 50 investment projects in the evaluation period, provided finance to the most violent countries in the region and incorporated gender approaches and interventions targeting vulnerable groups. The projects aligned with national and IDB sector priorities and with the findings of the literature on citizen security. Most operations also reflected local realities, although some, particularly the older ones in the portfolio, had very ambitious objectives

or activities that were not proportional to the objectives (weak vertical logic). The Bank played a key role in generating and disseminating knowledge on citizen security, although it lacked a formal research agenda to prioritize knowledge gaps and operational needs. The main implementation challenges were the limited capacities of executing units and the complexity of inter-institutional coordination, which was needed given the multisectoral nature of the operations. The Bank partially mitigated these obstacles through active supervision and resources such as technical cooperation.

The evaluation team could only assess the effectiveness of eight projects, which closed and were validated in the 2009–23 period. The effectiveness ratings of most of these operations were negative because they failed to demonstrate the achievement of their objectives due to weaknesses in vertical logic and results matrices. Despite this, several of these projects (plus five more closed but not validated) achieved important results. Social prevention activities reduced violent behavior among youth and children in Costa Rica and Belize and decreased criminal activity in Brazil. Police strengthening programs reduced crime in Honduras and Uruguay. In Peru, access to justice services

increased, and community courts in Jamaica facilitated more restorative justice cases. Penitentiary care models in Belize, Uruguay, and Costa Rica improved services and reduced recidivism in some cases. Programs also sought to strengthen capacities for the design of public policies, although with limited results. Achievements are more likely to be sustained when adequate financial and human resources and institutional ownership are in place.

To strengthen the IDB's ability to respond to the needs of its member countries, the report recommended: i) strengthening the design of operations by defining objectives aligned with and proportional to the Bank's activities and including results frameworks with adequate indicators to measure effectiveness, ii) enhancing implementation by strengthening the capacities of executing units with tools to manage sectoral risks and by generating lessons on the use of operational support to improve execution, and (iii) generating strategic knowledge by identifying and replicating effective interventions, deepening understanding of coordination schemes, and developing a research agenda to close knowledge gaps.



EVALUATION SYNTHESIS NOTES

Evaluation Synthesis Notes aim to provide timely insights for decisions of the Boards drawing from existing evaluative evidence with minimal novel evaluative work. They rely on streamlined review processes drawing from OVE and peer institutions' evaluations, corporate documents, and external research. In 2024, OVE used a synthesis approach to produce the *Independent Review of the 2018 IDB Invest Action Plan on MSMEs*. The review, which was prepared over the summer, assessed the design and (to the extent possible) the implementation of IDB Invest's 2018 MSME Action Plan to inform the preparation of the upcoming Action Plan (Box 8). OVE presented its review to the Boards jointly with IDB Invest's own assessment of progress to date on the implementation of the 2018 plan. The review was important because MSMEs play a key role in the region, accounting for 99% of firms and employing more than 61% of the LAC labor force and because they are a key target segment for IDB Invest, which in the 2018–23 period provided them with US\$12 billion, or 35% of its total commitments.





Box 8

OVE's Independent Review of the 2018 IDB Invest Micro, Small and Medium Enterprises (MSME) Action Plan

Micro, small, and medium enterprises (MSMEs) in Latin America and the Caribbean face significant challenges, including a financing gap four times larger than what is available now. Some other obstacles are limited knowledge and capabilities, restricted access to markets (including limited engagement in value chains and insufficient product market competition), and constraints in the business and institutional landscape (such as trade and investment policies).

The 2018–2023 Inter-American Development Bank (IDB) Invest Action Plan aimed to support MSME growth through three pillars: (1) financial intermediaries, (2) value chains, and (3) knowledge and innovation. It covered a portfolio of 215 operations totaling US\$12 billion and 153 advisory services.

OVE's review examined the Action Plan's overall relevance and theory of change, along with the relevance and implementation of each pillar. The review found that the financial intermediaries pillar was highly relevant, effective in shifting from direct to intermediary lending, and efficient at reaching more MSMEs. The value chains pillar was relevant but showed limited progress beyond reverse factoring in Mexico, while the knowledge and innovation pillar addressed knowledge solely in relation to access to finance and value chain interventions. Moreover, it did not fully reflect existing knowledge on MSME growth, it provided insufficient guidance for coordination with partner institutions on knowledge production, and it faced budget shortfalls.

The review also highlighted that, although providing access to finance—which was the focus of IDB Invest's MSME plan—is crucial, support for MSMEs also needs to address

policy constraints to address a variety of market failures, including access to markets, knowledge, and the business and institutional environment. The review further emphasized the need to identify different interventions (instruments and policies) for various types of MSMEs, including high-growth and niche ventures and dynamic, livelihood-sustaining, and subsistence enterprises. Additionally, OVE pointed out the need to develop a theory of change that is sufficiently disaggregated and covers business environment policies and institutional reforms. Finally, the review stressed that a monitoring and evaluation (M&E) framework must establish baseline measures and set targets in order to track outcomes and impact.

Evaluation Synthesis Notes do not provide recommendations. However, the review challenged IDB Invest and the IDB Group to reflect on how they can achieve outcomes and impact while focusing on their comparative advantages. It invited a discussion about how they could articulate a common framework for interventions to address MSME challenges more integrally and exploit synergies to achieve the outcomes envisioned. The review also raised questions about whether it makes sense to better target offerings to the diverse needs of MSMEs and focus primarily on those with growth potential, how to tackle challenges where the 2018–23 approach made little progress, and how to best revisit the theory of change and M&E framework for MSMEs to enhance evaluability and measure impact.

PLANNING AND MONITORING REPORTS

OVE's has two types of Planning and Monitoring Reports: (1) reports that summarize OVE's plans and progress in implementing them (OVE's Work Program Reports and OVE's Annual Reports) and (2) reports that provide OVE's assessment of Management's progress in implementing OVE's recommendations (the IDB Group's Recommendation Tracking System, or ReTS) and OVE's assessment of the IDB Group's progress in achieving development results (OVE's yearly *Validation Report*).

OVE delivered the *2023 Annual Report* in January 2024 and the *Proposed Work Program and Budget of OVE 2025-2026* report in October 2024. Like the present report, the 2023 Annual Report summarized OVE's work and deliverables completed during the previous year. The *OVE Work Program 2025-26* report includes the list of evaluations that OVE committed to deliver in 2025 (which are also included in "[The Work Ahead](#)" section of this report) and the preliminary list for 2026.

Management's Implementation of OVE Recommendations: IDB Group's Evaluation Recommendation Tracking System Report 2023 enables the Boards to monitor Management's implementation of OVE's recommendations,

ensure that they are adequately addressed, and facilitate accountability, learning, and continuous improvement within the IDB Group. Management produces Action Plans for addressing OVE recommendations endorsed by the Boards. OVE annually monitors and validates these Action Plans for evaluability, relevance, and implementation progress (Box 9).

Through the validation of project self-evaluations, OVE's yearly *Validation Reports* provide an independent assessment of the development results of the IDB Group's projects. The *IDB Group Project Results Report 2024*, which was submitted to the Boards in February 2025, examines 60 Project Completion Reports (PCRs) from the IDB and 45 Extended Supervision Reports (XSRs) from IDB Invest (PCRs and XSRs are assessments of individual projects). This Validation Report found that 47% of the IDB operations and 67% of the IDB Invest operations had positive overall outcomes (highly successful, successful, or partly successful). For the IDB, relevance was the highest-rated core criterion, with 83% of operations rated positive, followed by sustainability (73%), efficiency (52%), and effectiveness (33%). For IDB Invest, relevance was also the highest-rated core criterion, with 91% of operations rated positive, followed by sustainability (71%), efficiency (60%), and effectiveness (47%). As

an input for OVE's dialogue with the Boards on development effectiveness, the report highlighted methodological issues that may make interpreting some of the ratings difficult. For example, projects that are not restructured to adapt their objectives to changing circumstances (such as the COVID-19 pandemic) may receive negative ratings even though they achieve relevant results during implementation. Furthermore, due to the complexity of some projects in certain sectors, conducting a cost-benefit or cost-effectiveness analysis is not always appropriate. Projects that do not demonstrate that their costs were reasonable in light of the results achieved may be penalized on efficiency ratings even though performing a cost-benefit or cost-effectiveness analysis would require speculative assumptions given the available information.



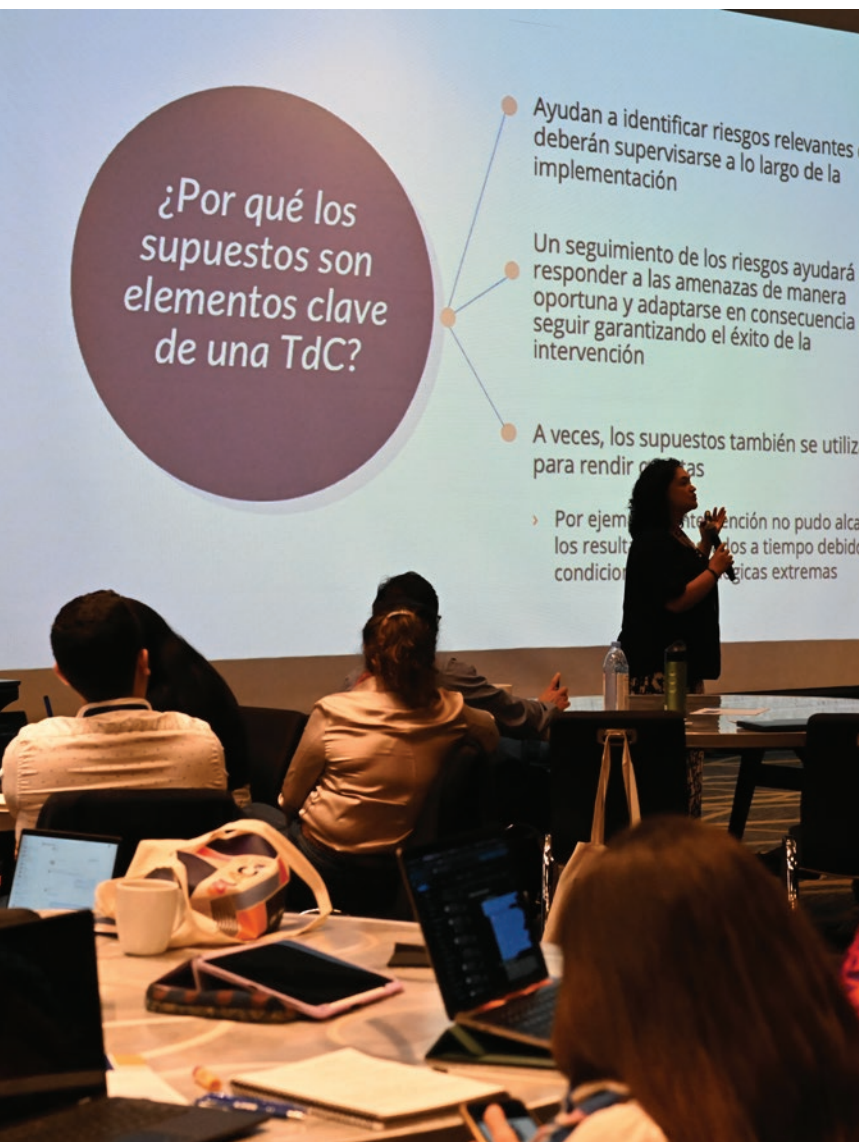
Box 9

Management's Implementation of OVE Recommendations: IDB Group's Evaluation Recommendation Tracking System Report 2023

In 2024, OVE validated 67 Action Plans (APs) from 16 evaluations that were approved between 2018 and 2023. The Recommendation Tracking System (ReTS) report found that evaluability of the APs improved across all criteria, with notable gains in the measurability of output targets. Relevance ratings reached their highest level, with 70% of APs rated as “fully relevant,” reflecting stronger alignment with OVE recommendations than in previous years. Regarding implementation, 85% of APs were on track, with 29 fully implemented. Nine recommendations were adopted, while two faced implementation challenges and were not adopted. Four recommendations were flagged as at risk of non-adoption due to relevance or implementation issues that have persisted for more than two years.

At the request of the Boards, the 2024 ReTS report also included an analysis of non-adopted recommendations, with the aim to identify criteria for considering a recommendation to be obsolete. As part of this analysis, OVE reviewed 53 recommendations that were retired from the ReTS as not adopted in the period 2016–22. OVE recommended that a recommendation be declared obsolete when it is no longer feasible or relevant, it is repeated in a subsequent evaluation, or Management has completed pending actions post-monitoring. Based on these criteria, OVE recommended classifying 39 of the 53 retired recommendations as obsolete and returning the other 14 to the ReTS for further monitoring.





EVALUATION CAPACITY DEVELOPMENT

OVE's ECD program supports the development of IDB Group member countries' monitoring and evaluation (M&E) practices and systems. Through delivering context-specific training, strengthening knowledge networks, and supporting the development of M&E practices, OVE helps foster evidence-informed decision-making and continuous learning on evaluation. OVE's mandate in ECD converges with *Impact+*'s renewed emphasis on strengthening evaluation capabilities in the region and resonates with the recent Development Effectiveness Framework's action plan item to scale up training on M&E in the region. The ECD program comprises four key initiatives: the Evaluation Network for Latin America and the Caribbean (EVALAC) training week, the Evaluation Capacity Development Network for Development Banks in Latin America and the Caribbean (ReDeCA),³ the Centers for Learning on Evaluation and Results (CLEAR), and the support to develop Guatemala's M&E system.

EVALAC is a week-long training program that aims to build a common evaluation culture and language in LAC. EVALAC offers context-specific M&E training to public officials on topics such

as introduction to M&E, outcome evaluation, evaluation design, and climate change. The EVALAC 2024 training week was held in Antigua, Guatemala, and gathered 113 officials from 17 countries—45% more participants and 4 more countries than EVALAC 2023. IDB Group counterparts also participated in the training, including the Vice-presidency for Countries (VPC) and the Connectivity, Markets and Finance Division (CMF). In 2024, the program evolved to offer both fundamental and specialized courses, with the vast majority of participants highly appreciating the training's relevance to their work. In 2024, OVE organized the EVALAC Community - an online platform for EVALAC alumni that provides multilingual resources on a biweekly basis and hosts periodic specialized workshops to support their continued learning (Box 10).

In 2024, OVE also imparted two editions of its *M&E Practical Tools* online course to 75 Salvadoran public servants from environmental national and subnational institutions. The first edition was delivered in May and the second in July. The curriculum covered an introduction to M&E and M&E indicators design. The vast majority of the participants appreciated the training's relevance to their work.

³ For its Brazilian Portuguese name: *Rede de Desenvolvimento de Capacidades de Avaliação de Bancos de Desenvolvimento da América Latina e Caribe*.

ReDeCA, a network that aims to strengthen M&E practices in LAC development banks through knowledge exchange and expert guidance, expanded significantly in 2024. Since its 2021 launch with 15 Brazilian banks, ReDeCA has grown to include 26 banks across 10 LAC countries. Members now include Argentina's Banco de Inversión y Comercio Exterior (BICE), the Bahamas Development Bank, the Development Bank of Jamaica, Chile's Production Development Corporation (CORFO), Banco de Desarrollo del Ecuador, Mexico's Nacional Financiera and Banco Nacional de Comercio Exterior, and Banco de Desarrollo de la República de El Salvador (BANDESAL). In 2024, OVE conducted a diagnostic assessment of ReDeCA members' M&E needs, identifying three priority areas for capacity development: institutionalization of the evaluation function, the definition of useful M&E indicators, and alignment of M&E frameworks and systems of development banks with the Sustainable Development Goals (SDGs). OVE established three working groups to facilitate peer-to-peer learning in these areas. The outputs of these working groups were presented and received expert feedback from CLEAR and OVE during ReDeCA's 2024 annual meeting, held in Nassau, The Bahamas. ReDeCA has been instrumental in supporting the institutionalization of the evaluation function of its members (Box 11).

OVE supports the two CLEAR in the region: LAC in Santiago for Spanish-speaking countries and the Caribbean, and LAB in São Paulo for Brazil. The CLEAR offer technical assistance to evaluation functions in governmental agencies, as well as training courses and knowledge products for independent evaluators and government officials working in evaluation. In 2024, CLEAR LAB trained over 4,600 professionals, delivered 49 technical assistance services to government agencies, produced 41 knowledge products, including evaluations and policy briefs, and organized 53 events. CLEAR LAC, after reopening in late 2023, trained 84 professionals from Ecuador, Chile, and Colombia, reached 510 participants through seven events, and initiated technical assistance for strengthening M&E systems in four countries. The Centers have also contributed to activities directly supported by OVE that are described in this section (in particular EVALAC).

OVE continued supporting the development of Guatemala's National M&E System in 2024 through three key initiatives. First, OVE helped establish an evaluation "Network of Champions" comprising 10 institutions, including IDB Group counterparts such as the Presidency's Secretariat of Planning and Programming (SEGEPLAN)⁴ and the Ministry of Finance. Second, OVE provided guidance and

advisory support to Guatemalan public institutions on needs assessment, strategic planning, and evaluation frameworks. Third, through the *Hablemos de Evaluación* community of practice in Guatemala, OVE and SEGEPLAN hosted six online events that averaged 60 participants, facilitating knowledge sharing of M&E experiences from Chile, Costa Rica, and Mexico.

⁴ For its Spanish name: *Secretaría de Planificación y Programación de la Presidencia*.



Álvaro Bermúdez-Valle

Former Policy Evaluation Director, National Institute for Public Administration in Guatemala (INAP)

Box 10

The EVALAC Ripple Effect: How Context-Specific Training is Catalyzing Guatemala's Evaluation Capacities

Álvaro, who led training initiatives at Guatemala's National Institute of Public Administration (INAP), recognized a critical challenge: public servants needed stronger evaluation skills to assess and improve government programs, but existing training approaches were not meeting their needs. The complex nature of policy evaluation, combined with the unique context of Guatemala's public sector, required more tailored and practice-oriented solutions.

At the Evaluation Network for Latin America and the Caribbean (EVALAC), Álvaro found the guidance he was seeking. The training week provided him with frameworks and methodologies that could be adapted to Guatemala's specific context. Armed with these new insights, he began transforming INAP's evaluation training programs. He introduced concepts like theory of change and outcome evaluation but did so in ways that resonated with local officials' experiences and needs. More importantly, he developed practical frameworks that made evaluation concepts accessible and immediately applicable to their daily work.

The impact of this transformation became evident as institutions across Guatemala's public sector began embracing evaluation practices. Through the knowledge and tools gained at EVALAC, Álvaro succeeded in catalyzing a shift in how public servants approached program evaluation. According to Álvaro, "what had started as a challenge in capacity building evolved into a broader institutional movement toward evidence-informed policymaking."





Alex Barreno

Program Specialist
BDE

Box 11

Transforming M&E Practice: The Development Bank of Ecuador's Journey with ReDeCA

When Ecuador's Development Bank (BDE) joined the Evaluation Capacity Development Network (ReDeCA) in 2023, its monitoring and evaluation (M&E) functions were dispersed across different areas, resulting in inconsistent information and limited use for operational improvement.

Through ReDeCA's knowledge exchange platform, BDE gained insights from peer institutions on evaluation systems and practices. This collaborative learning experience proved instrumental in shaping BDE's vision for a more integrated approach to evaluation.

Drawing from these insights, BDE is now developing a standardized M&E framework aligned with international standards. The framework will consolidate evaluation processes across departments, enabling more robust performance analysis and evidence-based decision-making. As Alex Barreno, Program Specialist at BDE, explains, "The knowledge acquired through ReDeCA will help to institutionalize evaluation to make BDE a more reliable partner for multilateral development banks."

Set to launch in 2025, this unified framework promises to transform how BDE tracks, assesses, and improves its development initiatives. By bringing consistency to previously fragmented evaluation processes, BDE aims to enhance both its operational efficiency and its capacity to demonstrate impact to international partners.





COLLABORATION WITH THE GLOBAL EVALUATION COMMUNITY

OVE actively participates in evaluation networks to remain abreast of and contribute to the development of evaluation methodologies, standards and approaches. These networks include the Evaluation Network of the Organisation for Economic Co-operation and Development's Development Assistance Committee (OECD-DAC), as well as the Evaluation Cooperation Group (ECG), the official network of independent evaluation functions in international financial institutions and MDBs.

In 2024, OVE participated in two ECG meetings: the spring meeting in London, hosted by the evaluation office of the European Bank for Reconstruction and Development (EBRD), which focused on evaluating private sector operations and corporate strategies, and the fall meeting in Tegucigalpa, hosted by the Banco Centroamericano de Integración Económica's evaluation office, which focused on the role of evaluation in MDBs' transformation agenda. At the ECG meeting in Tegucigalpa, OVE agreed to lead, together with the Independent Evaluation Group of the World Bank Group (WBG), the update of the ECG's flagship publication, the *Good Practice Standards* for evaluation. This is an important standard-setting document for the global MDB and international financial institution

evaluation and strategic planning communities. This process, which has just started, is expected to be finalized in 2027.

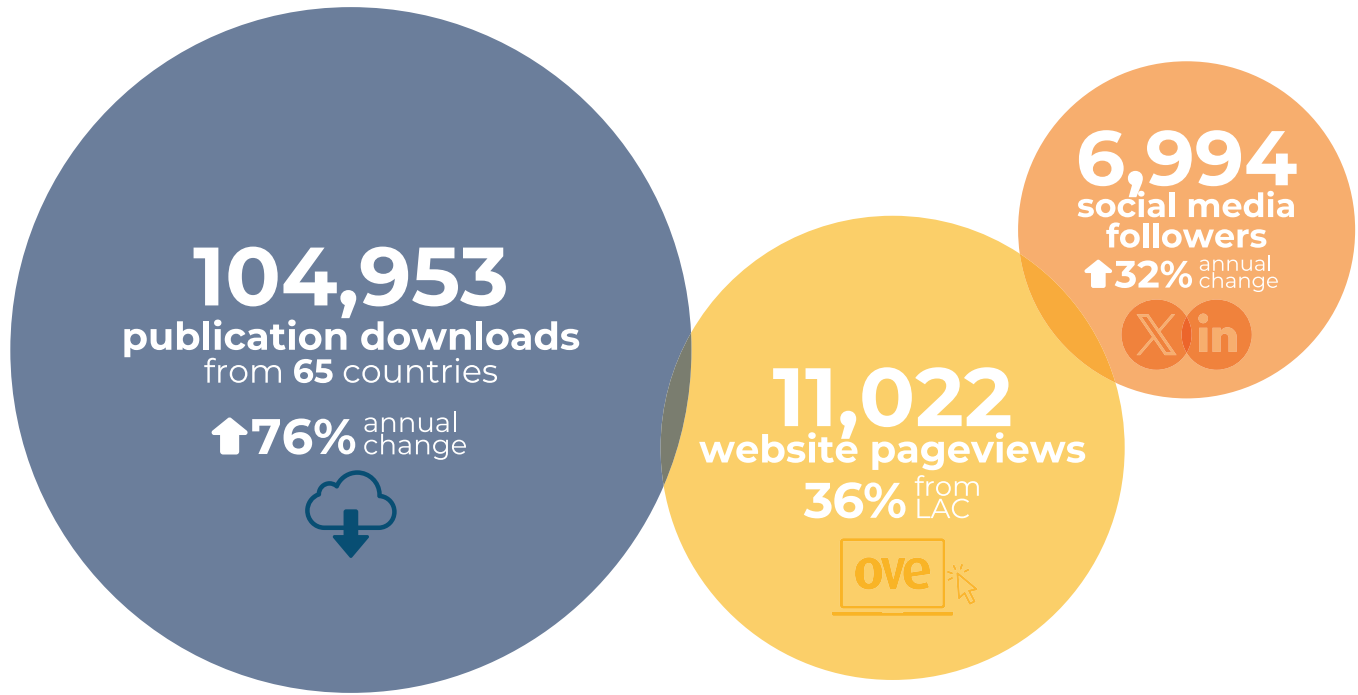
In 2024, OVE also organized three events during the gLocal Evaluation Week of the Global Evaluation Initiative (GEI) to promote strategic evaluation discussions in the international development community. The three sessions, '[Assessing Transformational Change: Evaluation Approaches to Measure Development Objectives](#)', '[Boosting Development Effectiveness with Adaptive Management](#)' and '[Moving the Needle: Regional Perspectives on Evaluation Capacity Development](#)', included speakers from OVE and from peer institutions across the globe and attracted over 230 participants. Additionally, at the National Evaluation Capacities Conference, jointly organized by the Independent Evaluation Office of the United Nations Development Programme (UNDP) and GEI, OVE shared insights on tailoring evaluation systems to regional contexts and strengthening evaluation capacities in LAC.

DISSEMINATION

In 2024, OVE employed various tools for external and internal outreach, such as a newsletter, email distribution lists, social media accounts on Twitter (now X) and LinkedIn, and Infolinks and GoDigital platforms. As a result, downloads of OVE publications increased by 75% from 58,980 to

104,953 in 2024, while OVE’s social media following grew by 32% from 5,284 to nearly 7,000 followers across LinkedIn and Twitter (X) platforms. OVE’s [external website](#) attracted over 11,000 pageviews, with 36% of the views coming from people based in LAC (Figure 1).

Figure 1. **OVE’s outreach by the numbers in 2024**



BUDGET EXECUTION

Over the past several years, OVE has focused on optimizing its use of available IDB and IDB Invest resources. OVE’s budget execution during 2024 was 95% for IDB and 100% for IDB Invest (Annex III), up from 79% for IDB and 95% for IDB Invest in 2022 ([Annex IV](#) and [Annex V](#)). This improvement in budget execution has been mainly achieved by filling vacancies (from 33% of OVE headcount being vacant in 2019 to 11% by year-end 2024), hiring complementary labor force to backfill the remaining vacancies and provide senior expertise to OVE’s evaluation work, and by delivering the ECD program.

Regarding non-labor costs, the main accounts of budget execution in 2024 were related to the ECD program. In particular, the contributions for collaboration with its implementing partners CLEAR LAB and CLEAR LAC (US\$250,000 each), and the organization and hosting of the EVALAC training week and ReDeCA during 2024 (US\$460,000 total). The overall cost of the ECD program decreased by 25% in 2024 compared to 2023.



The Work Ahead

OVE's 2025 work program includes 15 deliverables, and an additional 3 deliverables carried over from 2024 (Table 3). The 2025 work program was based on consultations with the Boards as well as with Management, including the EVP, SPD, VPC, VPS, VPF, IDB Invest and IDB Lab. In addition to Planning and Monitoring Reports, OVE's 2025 Work Program includes a mix of Corporate Evaluations, Country Products, and Thematic Evaluations, as well as an Evaluation Synthesis Note comparing the development effectiveness instruments of five MDBs, which will inform OVE's stream of work on development effectiveness. The Country Products include the Bolivia and Uruguay pilot CPRs, which OVE will conduct in close collaboration with Management. It also includes an evaluation on a key instrument of the institution, *Technical Cooperation* (as part of the Series of IDB Group Instruments that began in 2020), and two

Thematic Evaluations—*Adaptation to Climate Change and Transparency and Integrity*—that were included in OVE's past work programs and were confirmed by the Boards as relevant in the 2025–26 dialogue, because both focus on critical topics of the *Impact+* Strategy.

In 2025, OVE will also prepare evaluations planned to be delivered in 2026, including *Small & Island Countries*, *Subnational Clients*, *Productive Development*, and *IDB Group Synergies*, as well as the XCPEs for Chile and Peru and the ICPRs for Trinidad and Tobago and Suriname. Given that OVE will not be able to complete and discuss the assessment of the Bolivia and Uruguay CPR pilots with the Boards by the first quarter of 2026, it will take direct responsibility for delivering the Trinidad and Tobago and Suriname ICPRs.

Table 3. **OVE's 2025 deliverables and deliverables carried over from 2024** ([RE-600-3](#))

Deliverables Carried over from 2024 ^a	Expected Delivery
1. Independent Country Program Review Panama 2021–2024	Q1 - January (delivered)
2. IDB Group Project Results Report 2024	Q1 - February (delivered)
3. Extended Country Program Evaluation El Salvador 2015–2024	Q1 - To be delivered in March
2025 Deliverables	
Corporate Evaluations	
1. OVE's Evaluation Capacity Building Program	Q1
2. Extended Country Program Evaluation Guidelines	Q4
3. Technical Cooperation	Q4
Country Products	
4. Independent Country Program Review Mexico	Q2
5. Extended Country Program Evaluation Belize	Q2
6. Extended Country Program Evaluation Ecuador	Q3
7. Independent Country Program Review Bolivia (pilot)	Q4
8. Independent Country Program Review Uruguay (pilot)	Q4
Sector and Thematic Evaluations	
9. Transparency and Integrity	Q2
10. Adaptation to Climate Change	Q3
Evaluation Synthesis Notes	
11. Comparison of Development Effectiveness Instruments across Five MDBs (corporate)	Q1
Planning and Monitoring Reports	
12. OVE Annual Report 2024	Q1
13. Follow Up Implementation of OVE Recommendations (ReTS)	Q4
14. IDB Group Project Results Report 2025	Q4
15. OVE Work Program 2026–27	Q4

Source: OVE.

Note: IDB = Inter-American Development Bank; MDB = multilateral development bank; OVE = Office of Evaluation and Oversight; ReTS = Recommendation Tracking System. ^a Included in the 2024 list (Table 1).

In 2025, OVE will continue implementing its ECD program, strengthening evaluation capacities and systems across the region. More specifically, OVE (in close collaboration with its implementing partners CLEAR LAB and CLEAR LAC) will: (i) organize the third regional in-person EVALAC training week jointly with other institutional partners; and (ii) further enhance the reach and work of ReDeCA by focusing on the institutionalization of evaluation practices and results measurement. Building on recent discussions with the VPS and CMF teams, OVE will deepen its collaboration with Management to strengthen the evaluation capacities of clients and counterparts.

OVE will also continue participating in international peer networks (particularly ECG and OECD-DAC), leading the multi-year process of updating the ECG's *Good Practice Standards*. In addition, OVE will contribute to and co-organize selected international learning events with peers. OVE will also increase its collaboration with the Independent Evaluation Group (of the World Bank Group) as well as other peers to foster staff capacity development among participating institutions.

ANNEXES



Annex I. OVE's 2024 Plans as in the 2024-2025 Work Program (November 2023) and Updated Program as of June 2024

Evaluation or work stream (extract from the 2024-2025 Work program document)	Delivery Plan for 2024 and 2025 as of November 2023 (extract from the 2024-2025 Work Program document)	Delivery Plan for 2024 and 2025 as of June 2024
Corporate Evaluations		
1. Series on IDB Group's Instruments—Policy-Based Loans	Mar 2024	2024 delivery; no changes to the original schedule. (Submitted)
2. Evaluation of the Development Effectiveness Framework	Mar 2024	2024 delivery; no changes to the original schedule. (Submitted)
3. Follow Up Implementation of OVE Recommendations (ReTS)	Q3 2024	2024 delivery; no changes to the original schedule.
4. Response to COVID-19 (Phase 1)	According to AP	2025 delivery; no changes to the original schedule.
5. Series on IDB Group's Instruments—LBRs	According to AP	2025 delivery; no changes to the original schedule.
6. Evaluation – Subnational Clients	According to AP	2025 delivery; no changes to the original schedule.
7. Technical Note – IDB Group Support to Small and Island Countries	Q2 2024	2024 delivery; no changes to the original schedule.
8. Technical Note – IDB Invest Governance Structure	Q2 2024	2024 delivery; no changes to the original schedule.
9. Technical Note – Technical Cooperations	Q4 2024	2024 delivery; no changes to the original schedule.
Country Products		
10. ICPR Argentina 2021-2023	Jan 2024	2024 delivery; no changes to the original schedule. (Submitted)
11. Paraguay 2014-2023	Mar 2024	2024 delivery; no changes to the original schedule. (Submitted)
12. XCPE El Salvador 2015-2024	Aug 2024	2024 delivery; no changes to the original schedule
13. ICPR Panama 2021-2024	Aug 2024	2024 delivery; no changes to the original schedule
14. ICPR Mexico	Q1 2025	2025 delivery; no changes to the original schedule.
15. ICPR Dominican Republic 2021-2024	Q1 2025	delivery advanced from 2025 to 2024. (input for the new Country Strategy).
16. XCPE Guatemala 2017-2024	Q1 2025	delivery advanced from 2025 to 2024. (input for the new Country Strategy).
17. XCPE Belize	Q2 2025	2025 delivery; no changes to the original schedule.
18. XCPE Ecuador	Q3 2025	2025 delivery; no changes to the original schedule.
19. ICPR Uruguay	Q3 2025	2025 delivery; no changes to the original schedule.
Sector and Thematic Evaluations		
20. Evaluation - Citizen Security	Apr 2024	2024 delivery; no changes to the original schedule.
21. Evaluation - Transparency and Integrity	Apr 2024	2024 delivery; no changes to the original schedule.

Evaluation or work stream (extract from the 2024-2025 Work program document)	Delivery Plan for 2024 and 2025 as of November 2023 (extract from the 2024-2025 Work Program document)	Delivery Plan for 2024 and 2025 as of June 2024
22. Evaluation - Adaptation to Climate Change	Q2 2024	2024 delivery; no changes to the original schedule.
23. Evaluation – IDB Group Support to MSME Development	According to AP	delivery advanced from 2025 to 2024. (input for the IDB Invest new MSMEs' Action Plan).
Other		
24. OVE Annual Report 2023	Q1 2024	2024 delivery; no changes to the original schedule. (Submitted)
25. IDB Group Project Results Report 2024	Q4 2024	2024 delivery; no changes to the original schedule.
26. XCPE Guidelines	Q2 2024	2024 delivery; no changes to the original schedule.
27. OVE Work Program 2025-26	November 2024	2024 delivery; no changes to the original schedule.
Additional evaluations delivered in 2024 (not included in the 2024-2025 Work Program Document)		
28. Stocktaking of Private Finance Mobilization at the IDB Group	Not included in the 2024-2025 Plan	2024 delivery; originally planned for 2023. (Submitted by June 2024)
29. XCPE Barbados 2015-2023	Not included in the 2024-2025 Plan	2024 delivery; originally planned for 2023. (Submitted by June 2024)
30. CPR Pilot Proposal: Engaging Management in the Preparation of the CPRs for Bolivia and Uruguay	Not included in the 2024-2025 Plan	Requested by the Boards in September of 2024.
Total number of evaluations to be delivered in 2024 as of June 2024		22¹

1. It does not include the CPR Pilot, which was added in September.

Annex II. OVE Evaluations Delivered (submitted to the boards) in 2018–2024¹

	2018 Delivered	2019 Delivered	2020 Delivered	2021 Planned	2022 Delivered	2023 Delivered	2024 Delivered
Corporate Evaluations	1. IDB-9 Update 2. Impact Evaluations	1. Review of Knowledge Generation 2. Environmental & Social Safeguards 3. Lessons from Non-Sovereign Guaranteed Problem Projects	1. Instruments Stocktaking 2. Update to the Country Evaluation Products	1. MICI 2. IDB Lab Phase 1 3. IDB Lab Phase 2	1. IDB Governance 2. IDB Grant Facility for Haiti 3. Guarantee Instruments Evaluation 4. CPE Protocol	1. IDB Invest 2. ICPR Guidelines	1. Mobilization of Resources 2. Development Effectiveness 3. Policy-Based Lending 4. Country Program Review Pilot Proposal
Country Products	3. Nicaragua CPE 4. Barbados CPE 5. Chile CPE 6. Paraguay CPE 7. Honduras CPE	4. Colombia CPE 5. Costa Rica CPE 6. Mexico CPE 7. Brazil CPE	3. Panama CPE 4. Argentina CPE 5. Uruguay CPE 6. El Salvador CPE 7. Bolivia CPE	4. ICPR T&T 5. ICPR Guatemala 6. ICPR Surinam 7. ICPR Belize 8. XCPE Dom. Rep	5. ICPR Guyana 6. ICPR Ecuador 7. ICPR Jamaica 8. ICPR Peru 9. ICPR Chile	3. ICPR Bahamas 4. ICPR Brazil 5. ICPR Colombia 6. ICPR Honduras 7. XCPE Costa Rica	5. ICPR Argentina 6. XCPE Barbados 7. XCPE Paraguay 8. ICPR Dom. Republic 9. XCPE Guatemala
Sector & Thematic Evaluations	8. Gender & Diversity						10. Citizen Security
Synthesis & Technical Notes						8. PBL Technical Note 9. DEF Technical Note	11. Review of 2018 IDB Invest MSME
Planning and Monitoring Reports	9. 2018 Validations Report 10. 2017 ReTS Report 11. 2017 Annual Report 12. 2019-2020 Work Program	8. 2019 Validations Report 9. 2018 ReTS Report 10. 2018 Annual Report 11. Follow-Up IRP 12. 2020-2021 Work Program 13. Evaluation Policy Framework	8. 2020 Validations Report 9. 2019 ReTS Report 10. 2019 Annual Report 11. 2021-2022 Work Program	9. 2021 Validations Report 10. 2020 ReTS Report 11. 2020 Annual Report 12. 2022-2023 Work Program	10. 2022 Validations Report 11. 2021 ReTS Report 12. 2021 Annual Report 13. 2023-2024 Work Program	10. 2023 Validations Report 11. 2022 ReTS Report 12. 2022 Annual Report 13. 2024-2025 Work Program	12. 2023 ReTS Report 13. 2023 Annual Report 14. 2025-2026 Work Program
Total Evaluations	12	13	11	12	13	13	14
Other Deliverables	• 2017 Q3 & Q4 Summary of Activities Report • 2018 Q1 & Q2 Summary of Activities Report	• 2018 Q3 & Q4 Summary of Activities Report				• 2023 Q1 & Q2 Summary of Activities Report • 2023 Q3 Summary of Activities Report	• 2023 Q4 Summary of Activities Report • 2024 Q1 Summary of Activities Report

1. Deliveries included in this Table are counted consistently across the years. Differences in the number of deliveries included in this table compared to tables in previous OVE Reports (for the years 2020, 2022 and 2023) are due to: (i) differences in when we counted reports as delivered - in this report, we count a product as delivered only when it is submitted to the Boards; and (ii) differences in deliverables we included in the total over the years - in this report, we do not count OVE's quarterly reports (Summaries of Activities) in the total number of deliveries (we have included them "below the line"). We are also not counting briefs to the boards as deliverables.

Annex III. OVE Budget Execution in 2024

Account	IDB Budget			IDB Invest Budget		
	FY24 Approved Budget (US\$)	FY24 Budget Executed (US\$)	Executed (%)	FY24 Adjusted Approved Budget (US\$)	FY24 Budget Executed (US\$)	Executed (%)
International Staff	5,393,652	4,503,335	83	0	0	
Benefits – International Staff	2,035,651	1,631,266	80	0	0	
SLC – Staff Labor Costs	7,429,303	6,134,601	83	0	0	
CLC – Complementary Labor Costs	1,187,000	1,576,140	133	1,635,000	1,635,000	100
Total Labor Costs	8,616,304	7,710,741	89	1,635,000	1,635,000	100
Learning Logistics and Fees	100,000	45,740	46			
Travel	285,000	163,416	57			
Alterations & Improvements and Office Furniture & Furnishings	30,000	0	0			
Copying and Printing Equipment Maintenance	15,000	7,618	51			
Specialized Services & IT, Software and Maintenance	65,000	55,541	85			
Supplies	30,000	9,990	33			
Telecommunications	25,000	33,872	135			
Mail and Related Shipping Services	500	0	0			
e-Resources, Periodicals & Newspapers	5,000	3,550	71			
Printing And Publishing Expenses	15,000	2,398	16			
Conferences, Workshops & Seminars ^a	108,000	528,898	490			
Special Events & Representation Expenses & Staff Relations	42,000	24,759	59			
Contributions, Fees & Dues	300,000	572,813	191			
Miscellaneous Expense	500	10	2			
Total Non-labor Costs	1,021,000	1,448,606	142	0	0	0
Total OVE	9,637,304	9,159,347	95%^b	1,635,000	1,635,000	100%

Source: OVE.

Note: CLEAR = Centers for Learning on Evaluation and Results; IDB = Inter-American Development Bank; OVE = Office of Evaluation and Oversight. a The Conferences, Workshops & Seminars account contains non-staff costs related to evaluation capacity development (ECD) and the in-person events that OVE hosted in 2024, as well as OVE's annual workshop. OVE's involvement in the CLEAR centers is included in Contributions, Fees & Dues, as well as its participation in the Global Evaluation Initiative (GEI). b The bulk of the under-execution of OVE's budget in 2024 was due to staff departures and vacancies and their associated benefits.

Annex IV. OVE 2025 Approved Budget and Historical Execution Trends IDB

IDB (in \$ millions)	2019	2020	2021	2022	2023	2024	2025 (p)
Budget Preparation							
Approved Adjusted Budget	8.3	8.4	8.4	8.6	9.2	9.6	9.6
Office of Evaluation and Oversight Nominal Growth	1.9%	1.0%	-0.2%	2.0%	6.9%	3.8%	-0.3%
Office of Evaluation and Oversight Real Growth	0.3%	-1.0%	-1.6%	-0.5%	3.4%	0.0%	-3.3%
Bank Management Budget Nominal Growth	1.6%	2.0%	-0.2%	2.0%	2.2%	3.8%	3.0%
Bank Management Budget Real Growth	0.0%	0.0%	-1.6%	-0.5%	-1.3%	0.0%	0.0%
Budget Execution (EOY, 2024 by OVE)							
Approved Budget	8.3	8.4	8.4	8.6	9.2	9.5	9.6
Adjustments							
Carryover	0.1	0.1	0.1	0.1	0.1	0.1	TBD
Approved Budget + Carryover	8.5	8.5	8.5	8.7	9.3	9.6	9.6
Expenses	6.2	6.4	7.0	6.8	8.5	9.1	-
As % of Approved Budget + Carryover	73.4%	74.7%	82.1%	78.2%	91.0%	95.0%	-
As % of Approved Budget	74.4%	76.1%	83.3%	79.4%	92.3%	96.0%	-
Labor Force (in Units)							
Assigned Staff (2024)	30	30	32	32	36	36	38
Number of Staff on Board (EOY, 2024)	20	27	27	26	30	32	-
Number of Management Budget Funded Contractual (Consultants only) FTEs (Expected EOY, 2024)	17	19	19	19	19	19	-

Source: OVE.

Note: EOY = end-of-year; FTE = full-time equivalents; TBD = to be determined.

Annex V. OVE 2025 Approved Budget and Historical Execution Trends IDB Invest

IDB Invest (in \$ millions)	2019	2020	2021	2022	2023	2024	2025 (p)
Budget Preparation							
Approved Budget	1.4	1.4	1.4	1.5	1.6	1.6	1.7
Office of Evaluation and Oversight Nominal Growth	1.6%	0.9%	0.0%	2.6%	6.2%	3.8%	4.9%
Office of Evaluation and Oversight Real Growth	0.4%	-1.2%	-0.3%	0.1%	1.2%	-2.4%	0.2% ^a
IDB Invest Budget Nominal Growth	4.0%	8.0%	0.0%	4.5%	10.5%	11.1%	19.3% ^a
IDB Invest Budget Real Growth	2.8%	5.9%	-0.3%	2.0%	5.5%	4.9%	14.6% ^a
Budget Execution (EOY, 2024 Projected by OVE)							
Approved Budget	1.4	1.4	1.4	1.5	1.6	1.6	1.7
Adjustments							
Carryover	-	-	-	-	-	-	-
Approved Budget + Carryover	1.4	1.4	1.4	1.5	1.6	1.6	1.7
Expenses	0.7	1.2	1.4	1.4	1.6	1.6	-
As % of Approved Budget	52.0%	86.0%	94.8%	95.1%	100.0%	100.0%	-

Source: OVE.

Note: EOY = end-of-year; IDB = Inter-American Development Bank; OVE = Office of Evaluation and Oversight; TBD = to be determined. a IDB Invest uses a different Composite Cost Adjustment Component than IDB during budget formulation.

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