

DOCUMENT OF THE INTER-AMERICAN DEVELOPMENT BANK

REGIONAL

BUILDING HEALTH LEGOS FOR EFFECTIVENESS

(RG-T4816)

PROJECT DOCUMENT

This document was prepared by the project team consisting of: Team Leader: Neret, Matilde I (SCL/HNP); Alternate Team Leader: Gongora Salazar, Pamela (SCL/HNP); Attorney: Vila Saint Etienne, Sara (LEG/SGO); Team Members: Forero Sanchez Juan David (SCL/HNP); Silveira, Sheyla (SCL/HNP); Delfs Ilieva, Isabel (SCL/HNP);

**REGIONAL
BUILDING HEALTH LEGOS FOR EFFECTIVENESS
RG-T4816**

PROJECT SUMMARY

Operation Type:	Technical Cooperation
Sector:	HEALTH
Subsector:	HEALTH SERVICES
TC Taxonomy:	Research and Dissemination
Project Number under the Operational Support Taxonomy:	N/A
Technical Responsible Unit:	SCL/HNP-Health, Nutrition and Population Division
Unit with Disbursement Responsibility (UDR):	SCL/HNP-Health, Nutrition and Population Division
Executing Agency:	Inter-American Development Bank

PROJECT OBJECTIVE

The objective of the Technical Cooperation (TC) is to contribute to improved development effectiveness of health projects in all stages of project lifecycle through: (i) Enhanced quality of health projects during preparation; (ii) strengthening monitoring and evaluation during execution; (iii) and supporting project closure activities to enhance project effectiveness of health operations.

FINANCIAL INFORMATION

Financing Type	Fund	Amount in US\$
TCN - Nonreimbursable	W2E - OC SDP Window 2 - Social Development	150,000
Total IDB Financing		150,000
Counterpart Financing		0
Total Project Budget		150,000
Donors:	N/A	
Disbursement Period:	24 months	
Execution Period:	24 months	

ADDITIONAL FINANCIAL INFORMATION

N/A

I. JUSTIFICATION AND OBJECTIVE

- 1.1 **Justification.** The Bank's overall score for successful Project Completion Reports (PCR) average for the last three years is 56%. Health sector operations have an average of overall PCR scores of 83%. Despite the success in overall PCR scores in health operations (above the Bank's average and above the Bank's target of 75%), improvements are needed in the three stages of project lifecycle: (i) to facilitate project preparation to comply with effectiveness requirements; (ii) to strengthen monitoring and evaluation during execution linked to challenges in ensuring effectiveness of projects; and (iii) to support project closure readiness activities related to ensuring project effectiveness.
- 1.2 Similarly, to the IDB overall data, health PCR from the last three years show that the effectiveness criteria continue to be the lowest of all the four PCR criteria. There is variability within the effectiveness criteria of health PCR and more information is needed to understand what is driving the variability to identify improvements. To improve effectiveness, it is important to analyze the traceability of decisions made during project preparation, how the development effectiveness activities are carried out during project implementation and to ensure PCR readiness. Although most health projects align with gender and some with diverse populations during project design, data on the achievement of results of validated Project Completion Report has not been systematized. For closure readiness, the division has had good experience in monitoring data collection of upcoming PCR. However, it is necessary to improve how changes in execution are documented to avoid affecting the project's results.
- 1.3 The Development Effectiveness Matrix (DEM) scores at entry for HNP projects during QRR in the program logic section worsened slightly in the 2023-2024 period. In addition, although the Monitoring and Evaluation score of the DEM at QRR improved during the same period. In 2025, the Bank rolled out a new Monitoring, Evaluation and Learning Plan (MEL) which includes additional requirements and complexity. The division has already carried out two training sessions on how to address the new requirements. Project teams have expressed how it would be useful to prepare examples of the different requirements of the MEL for the most common interventions. The examples are expected to be useful for project preparation.
- 1.4 In the case of the Efficiency criteria, the three-year average score is 56%. One of the reasons for this low score is that economic analysis designed ex-ante were typically repeated in the ex-post economic analysis, dragging the limitations from the design phase. To improve the efficiency scores, in 2024 the division strengthened the elaboration of ex-ante economic analysis; identified the weaknesses drawing from validated PCR; and in 2025 prepared cost-benefit analysis guidelines for health projects with country specific examples to be rolled out soon.
- 1.5 **Objective.** The objective of this Technical Cooperation (TC) is to contribute to improved development effectiveness of health projects in all stages of project lifecycle. The Health, Nutrition and Population (HNP) division has elaborated an Effectiveness Action Plan and has already started its implementation. The resources of this R&D Technical Cooperation are timely and will complement the

activities that the Division is already carrying out. Also, the activities to be funded by this TC align with SG delta framework currently being designed.

- 1.6 **Strategic Alignment.** This TC is aligned with the objectives of IDB Group's Institutional Strategy: Transformation for Greater Scale and Impact (CA-631) by: (i) reducing poverty and inequality by supporting the effectiveness of health projects in the region. The TC also aligns with the following areas of operational focus: (i) gender equality and inclusion of diverse groups of the population, by including information of how data was used to determine how projects are addressing specific challenges faced by women and diverse populations; (ii) institutional capacity, rule of law and citizen security, through the analysis of alternatives to better evaluate of institutional capacity of executing agencies and strengthen their capacity for project execution; and (iii) social protection and human capital development, as it aims at promoting effectiveness in projects of these areas.
- 1.7 This TC is part of the application process for the stream T3 "Portfolio Effectiveness Enhancement Initiatives" of the Development Effectiveness Impact Fund (DEIF) 2025. This project has been selected for DEIF under a rigorous competitive process involving VPS, VPC, and SPD. The DEIF initiative supports projects that generate knowledge and address strategic gaps in development effectiveness through impact evaluations, analysis of execution factors, and effective enhancement initiatives. Following the OC-SDP framework, this initiative is aligned with W2E - OC SDP Window 2 - Social Development and mention alignment with the (GN-2819-14), under the priority area '5' Inclusive Social Development.

II. COMPONENTS

- 2.1 **Component I: Enhancing quality of health projects during project preparation (US\$60,000).** The objective of this component is to analyze information elaborated during project preparation to identify trends and areas for improvements that could be applied across HNP's portfolio; design tools and methodologies to address the issues found and support activities for making improvements to enhance project effectiveness. The activities will also facilitate project preparation. This component will finance: (i) Analysis of information elaborated at project preparation (such as the problem the project is trying to address, results matrix, vertical logic, theory of change and monitoring and evaluation plan. Gender and diverse groups data will be analyzed) and project start-up activities to identify areas for improvement; (ii) the elaboration of a tool to enhance project preparation for typical health interventions based on the analysis carried out (the tool will have examples of good practices and common errors for the most common health interventions in the portfolio and good practice for incorporating gender and diverse populations); (iii) update output taxonomy based on outcome indicator catalogue (currently being developed for health operations); and (iv) elaboration of guidelines for cost effectiveness for health projects. This component will finance consultancies, editing, printing services and workshops for dissemination and training on the tools to be designed.
- 2.2 **Component II: Strengthen monitoring, evaluation, and learning during project execution and increase readiness for project closure (US\$90,000).** The objective of this component is to strengthen monitoring and evaluation practices during project execution and to support activities during execution for project closure readiness and increase project results. This Component will finance: (i) Gap analysis of challenges faced for keeping monitoring and evaluation plans updated during project implementation; (iii) Analysis and systematization of achievements from health PCR (to find trends on what is being achieved and what is not to identify improvements. Data by gender and diverse groups will be analyzed as well); (iii) elaboration of tools and "How to Guidelines" specific for health with examples and good practices from projects that have had validated project completion reports. It is expected that the tools and examples will facilitate the inclusion of good effectiveness practices in health projects' PCR. This component will finance consultancies, validation workshops, editing and printing services.
- 2.3 **Expected Results.** This TC will generate assessments and tools including: (i) the elaboration of 3 diagnostics with actionable items ((i) Analysis of information at project preparation stage elaborated, (ii) Gap Analysis of Monitoring and Evaluation plans and (iii) analysis and systematization of achievements from health PCR); and (ii) the design of 4 methodologies and tools aimed at improving the development effectiveness of health projects in all three stages of project life cycle. The methodologies are: (i) the elaboration of a tool to enhance project preparation for typical health interventions; (ii) Update output taxonomy based on structure of outcome indicator catalogue; (iii) Elaboration of guidelines for cost effectiveness for health projects and (iv) Tools and how to guidelines from examples and good practices from validated PCR.

III. BUDGET

- 3.1 **Budget.** The total budget of this TC is US\$150,000 which will be financed by the Ordinary Capital Strategic Development Program (Window 2, priority area 5; W2E - OC SDP Window 2 - Social Development). This TC has no local counterpart. The TC will fund the hiring of individual consultants, consulting firms, and the implementation of meetings and workshops. The disbursement and execution period will be 24 months.

Indicative Budget (US\$ thousand)			
Components	Description	W2E	Total Funding
Component 1	Enhancing quality of health projects during project preparation	US\$60,000	US\$60,000
Component 2	Strengthen monitoring, evaluation and learning during project execution and support to project closure	US\$90,000	US\$90,000
Total		US\$150,000	US\$150,000

- 3.2 **Monitoring, Reporting, and Supervision.** The IDB, through the TC Team Leader (TL), SCL/HNP Principal Operations Specialist, will be the focal point for execution and oversight of each component. The team leader will oversee the preparation of the studies and analyses to be carried out as well as the supervision of the activities for the achievement of the expected results. The TC will be monitored and evaluated in accordance with the Bank's applicable policies and through the Results Matrix. The Bank's TC Monitoring and Reporting system will be utilized. The annual reports and the final report shall be prepared as required by the OP-1385-4 document approved by the OPC.

IV. EXECUTION STRUCTURE

- 4.1 The Executing Agency will be the Inter-American Development Bank (IDB), through the Social Sector, Health, Nutrition and Population Division (SCL/HNP) in accordance with the Bank's Technical Cooperation Policy (GN-2470-2) and the Procedures for the Processing of Technical Cooperation Operations and Related Matters (OP-619-4), through the Unit of SCL/HNP considering it will generate a regional perspective on the subject, thus as a Research and Development TC it cannot be executed by a single country. The TC will benefit from the experience of the Bank on development effectiveness, its knowledge about challenges faced

by projects in reaching project objectives, and its operational experience. HNP will ensure cross-country learning.

- 4.2 **Procurement.** All procurement to be executed under this Technical Cooperation have been included in the Procurement Plan (Annex IV) and will be hired in compliance with the applicable Bank policies and regulations as follows: (a) Hiring of individual consultants, as established in the regulation on Complementary Workforce (AM-650) and (b) Contracting of services provided by consulting firms in accordance with the Corporate procurement Policy (GN-2303-33) and its Guidelines.
- 4.3 **Intellectual Property.** All knowledge products derived from this TC will be the Bank's intellectual property. Knowledge products will be published through the Bank's web page and other means accounted for in the indicative budget such as the webpage for digital material of the Social Sector (Social Digital). All products financed by this TC will provide knowledge and that can be usable and replicable for all countries in the region. For activities in participating countries, the team will obtain the approval of counterparts prior to the start of implementation

V. POTENTIAL RISKS

- 5.1 There are no substantial risks identified. HNP has already aggregated some of the Project-level data and additional data will be collected from IDB databases, including Project Completion Reports (PCRs), Project Monitoring Reports (PMRs) to maximize the interaction with project team leaders. To ensure that the tools designed will be validated by team leaders, their participation will be necessary. There is a medium risk for lack of participation. To address it, teams of three people by tool or guidance will be organized, and ample time will be provided to collect their feedback.

VI. EXCEPTIONS TO BANK POLICIES

- 6.1 There are no exceptions to Bank policy.

VII. ENVIRONMENTAL AND SOCIAL ASPECTS

- 7.1 This Technical Cooperation is not intended to finance pre-feasibility or feasibility studies of specific investment projects or environmental and social studies associated with them; therefore, this TC does not have applicable requirements of the Bank's Environmental and Social Policy Framework (ESPF).

REQUIRED ANNEXES:

- Annex II: Results Matrix
- Annex III: Terms of Reference
- Annex IV: Procurement Plan
