



**(5-year) Independent Evaluation of the  
Multidonor Trust Fund for the Development  
of Sustainable Cities in Latin America and  
the Caribbean (CIT)**

**Final report**



**Shape the future  
with confidence**

**September 2025**

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## Acronyms and abbreviations

ACL	The NDC Pipeline Accelerator Multi-Trust Fund (ACL)
BMF	Federal Ministry of Finance (Austria)
BMZ	Federal Ministry for Economic Cooperation and Development (Germany)
CIT	Multidonor Trust Fund for the Development of Sustainable Cities in Latin America and the Caribbean
CSD	Climate Change and Sustainable Development Department
CSD/HUD	Housing and Urban Development Division
DAC	OECD's Development Assistance Committee
ECLAC	Economic Commission for Latin America and the Caribbean
ESCI	Emerging and Sustainable Cities Initiative
GIZ	German International Cooperation Society
IDB	Inter-American Development Bank
IDFC	International Development Finance Club
LAC	Latin America and the Caribbean
LAIF	Latin America Investment Facility
MOLIT	Ministry of Land, Infrastructures and Transport (Republic of Korea)
OECD	Organisation for Economic Co-operation and Development
ORP	Office of outreach and Partnership
OVE	Office of Evaluation and Oversight
SAM	Swiss Accompanying Measures (SAM)
SDG	Sustainable Development Goals
SECCI	Sustainable Energy and Climate Change Initiative
SECO	State Secretariat for Economic Affairs (Switzerland)
SURGE	Sustainable Urban & Regional Development Program
SPD	Office of Strategic Planning and Development Effectiveness
TC	Technical Cooperation
ToC	Theory of Change
UCCN	UNESCO Creative Cities Network
UIS	Update to the Institutional Strategy
UNESCO	United Nations Educational, Scientific and Cultural Organization
VPC	Vice President for Countries

# Executive Summary

## 1.1. Objectives, scope and evaluative approach

### Objectives of the evaluation

The Inter-American Development Bank (IDB) has decided to **implement a mid-term evaluation of the Multidonor Trust Fund for the Development of Sustainable Cities in Latin America and the Caribbean (CIT Fund)**, helping to inform the Fund's accountability and to enrich the learning and steering processes to improve its future implementation.

The evaluation pursues two overarching objectives:

- ▶ **Retrospective:** To perform an independent mid-term evaluation of the CIT Fund, including a review of its objectives and its alignment with new institutional and sectoral frameworks of the IDB and donor countries. This assessment is based on OECD DAC criteria, including relevance, coherence, effectiveness, efficiency, impact, and sustainability.
- ▶ **Prospective:** To draw lessons from, enrich the steering processes and provide recommendations to improve CIT Fund's future implementations, and relevance based on the evolutive institutional framework, as well as with donors' priorities.

### Scope of the evaluation

- ▶ **Temporal scope:** the evaluation serves as a mid-term review covering the period between the creation of the Fund (2019) and February 28<sup>th</sup>, 2025.
- ▶ **Thematic scope:** the evaluation covers the CIT Fund itself as well the operations funded by the Fund, notably drawing lessons from a sample of 16 Technical Cooperations (TC) closed or having reached 50% disbursement from its portfolio and in-depth case studies covering five TCs.<sup>1</sup>

Country	Project Number	Operation Name	Stage	Current Approved Amount	Disbursed Amount	% of disbursement	Committed Amount	Available Amount	Pipe Year	Elegibility date	Current Disbursement Expiration Date
Brazil	BR-T1496	Leverage the use of Big Data solutions for Brazilian Smart Cities	Closed	200 000,00	197 448,44	99%	-	2 551,56	2021	12/09/2021	12/01/2023
Chile	CH-T1277	Support for the incorporation of criteria for adaptation to climate change and resilience in regional investment in cities	Closed	249 902,58	249 902,58	100%	-	-	2022	08/19/2022	07/30/2024
Colombia	CO-T1592	Support for Natural and Cultural Capital Projects in Barranquilla	Closed	292 534,33	292 534,33	100%	(0,02)	0,02	2020	12/14/2020	03/05/2024
Republica	DR-T1244	Formulation of a Land Use and Zoning Plan for Pepillo Salcedo	Closed	349 579,60	349 579,60	100%	-	-	2022	08/25/2022	08/23/2024
Mexico	ME-T1488	Support to Urban Development Focused on Mobility and Transportation in Mexico	Closed/Pending TCMFR	349 999,09	349 999,09	100%	-	-	2022	07/21/2022	07/14/2024
Peru	PE-T1473	Support for the Design and Implementation of Housing and Urban Policy	Closed	297 885,31	297 885,31	100%	-	-	2022	03/24/2022	05/19/2024
Peru	PE-T1457	Support for the Revitalization and Reopening of Urban Centralities in Metropolitan Lima	Closed	288 492,85	288 492,85	100%	-	-	2020	09/25/2020	09/17/2023
Regional	RG-T3707	Innovations in Localization and Social Housing Management	Closed	294 993,91	294 993,91	100%	-	-	2020	02/24/2021	09/07/2023
Regional	RG-T3926	Civic Tech to Improve Environmental Performance in Cities	Fully Disbursed	249 962,85	249 962,85	100%	-	-	2022	04/08/2022	07/31/2024
Bolivia	BO-T1401	Support for the implementation of the New Housing and Urban Development Policy in Bolivia and preparation of the Urban Program of the Municipality of Sucre.	Disbursing (From eligibility until all the Operations are closed)	300 000,00	298 011,54	99%	1 518,62	469,84	2022	12/23/2022	12/13/2024
Mexico	ME-T1464	Support for local institutional strengthening for the implementation of the General Law of Human Settlements, Land Management and Urban Development (LGAHOTDU) and its Territorial and Urban Information System (SITU)	Disbursing (From eligibility until all the Operations are closed)	100 000,00	99 152,23	99%	350,80	496,97	2023	08/16/2023	10/08/2025
Regional	RG-T3706	Piloting Innovative Urban Solutions in LAC - ALC	Disbursing (From eligibility until all the Operations are closed)	445 000,00	432 779,80	97%	-	12 220,20	2020	05/24/2021	01/16/2025
Regional	RG-T4279	Aligning Climate Action in Cities with the Paris Agreement	Disbursing (From eligibility until all the Operations are closed)	350 000,00	252 755,32	72%	47 769,31	49 475,37	2023	06/09/2023	05/31/2027
Regional	RG-T3771	Inclusive Cities for Women and People with Disabilities	Disbursing (From eligibility until all the Operations are closed)	150 000,00	102 393,62	68%	19 258,13	28 348,25	2023		09/27/2025
Mexico	ME-T1531	Support for the coordination of territorial planning and urban development with safe, resilient, and sustainable mobility in Mexico	Disbursing (From eligibility until all the Operations are closed)	300 000,00	196 131,99	65%	79 705,28	43 965,85	2024	07/30/2024	07/16/2026
Republica	DR-T1263	Formulation of the Sustainable Master Plan for the Colonial City of Santo Domingo	Disbursing (From eligibility until all the Operations are closed)	400 000,00	253 776,29	63%	144 034,83	2 188,88	2023	06/13/2023	06/01/2025

Therefore, the analysis covers two levels: (i) The CIT Fund itself, and (ii) The operations funded by the Fund. In depth case studies cover five TCs.<sup>2</sup>

- ▶ **Geographical scope:** the evaluation focuses on CIT's countries of intervention in the Latin America and the Caribbean (LAC) region. As of February 2025, the TC projects in the closure phase, execution, or preparation are distributed across 10 countries: Argentina, Bolivia, Brazil, Chile,

<sup>1</sup> Data extracted from Excel sent on February 25<sup>th</sup>, 2025.

<sup>2</sup> CO-T1592 (Natural & Cultural Capital in Barranquilla, Colombia). RG-T3706 (Piloting Innovative Urban Solutions in LAC, regional). PE-T1473 (Support for the Design and Implementation of Housing and Urban Policy, Peru). DR-T1244 – (Formulation of a Land Use and Zoning Plan for Pepillo Salcedo, Dominican Republica). BR-T1496 (Big Data Solutions for Brazilian Smart Cities, Brazil).

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Colombia, Dominican Republic, El Salvador, Honduras, Mexico and Peru, in addition to TC projects at the regional level.<sup>3</sup>

### **Methodological approach**

This evaluation has been carried out from February to May 2025. The findings are the results of a comprehensive data collection and analysis approach and targeted consultations including:

- ▶ **A documentary review performed at two levels:** (i) a **transversal review** to analyse relevant documents, reports, and data related to the CIT Fund and its overarching initiatives; (ii) a **detailed review focused specifically on 16 TC projects**. This project-level analysis allowed for a deeper examination of the implementation processes, outcomes, and effectiveness of each individual project.
- ▶ **29 interviews with 36 interviewees** (individual or grouped) and evaluation approaches including inception interviews, data collection phase interviews<sup>4</sup> and as part of case studies covering 5 TC projects.<sup>5</sup>
- ▶ **A survey to beneficiaries** was carried out targeting beneficiaries from the 16 sampled TC projects. 35 responses were recorded by the survey tool (Qualtrics), and **20 completed responses were recorded after reprocessing**. Only these completed responses were considered for analysis. 14 of the 16 TCs for analysis received at least one response in the survey. In terms of the type of organisation represented, **half of the respondents benefiting from TCs are part of a central government** (10 responses). Four responses are from a local government in a municipality with a population of over 500,000; three respondents are from a municipal government with fewer than 500,000 inhabitants, and two respondents are from a regional government and one respondent represents a metropolitan government.
- ▶ **Case studies covering five selected TCs projects**<sup>6</sup>. The in-depth case studies of five selected TC projects involved a comprehensive analysis, including desktop reviews and interviews with IDB staff and beneficiaries.

## 1.2. Background

**In continuation of previous initiatives, the CIT was established in 2019 within the IDB to promote a sustainable, inclusive and resilient urban development in the LAC region**

**LAC is one of the most urbanised continents on the planet facing demographic and climate change challenges.** Urbanisation in the region has grown more than in other emerging economies, with an annual average rate of variation in the urban population of 1.45%, resulting in the second most urbanized region after Asia with 82 % of the population living in cities in 2020.<sup>7</sup> If current demographic trends persist, by 2050 more than 86% of the region's population will be living in cities.

**Historically, IDB has demonstrated a growing trend and specialisation in multisectoral collaboration with cities in the region.** In 2012, the Bank launched officially the Emerging and Sustainable Cities Initiative (ESCI). At the end of its 5-year execution period in 2017, the Initiative had

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<sup>3</sup> An additional project not included in the 25 Tcs is being prepared in Panama.

<sup>4</sup> 12 interviews with 17 interviewees: IDB CDS/HUD Teams Leaders of the 16 TC of the portfolio and (including covering Cities Lab Team and Cities Network Coordinator) and other relevant key people (Previous Lead Specialist in Urban Development and Housing, ORP)

<sup>5</sup> Nine interviews with nine interviewees have been conducted: RG-T3706 (Buenos Aires, Tandil, Santo Domingo, Rio de Janeiro, Research Center for New Social Housing – TU Wien), BR-T1496 (Recife, São Luis, Vitoria), DR-T1244 (Pepillo Salcedo), PE-T1473 (Ministry of Housing in Peru) CO-T1592 (Barranquilla-Puerta de Oro); 2 additional interviews were conducted at field level with 2 SECO representatives in Peru and Colombia.

<sup>6</sup> CO-T1592 (Natural & Cultural Capital in Barranquilla, Colombia). RG-T3706 (Piloting Innovative Urban Solutions in LAC, regional). PE-T1473 (Support for the Design and Implementation of Housing and Urban Policy, Peru). DR-T1244 – (Formulation of a Land Use and Zoning Plan for Pepillo Salcedo, Dominican Republic). BR-T1496 (Big Data Solutions for Brazilian Smart Cities, Brazil).

<sup>7</sup> SLOCAT, Latin America and the Caribbean Regional Overview, 2022.

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provided technical assistance to 73 cities, mostly fast-growing intermediate cities (0.5-2.0 million inhabitants) through the preparation of studies and action plans.

The CIT Fund provided continuation in some aspects of the ESCI's actions and spirit. In fact, the ESCI was launched at a time when the Bank's strategy was being reconfigured along two lines:<sup>8</sup>

- ▶ an integrated approach to urban development that considers environmental, spatial and socio-economic issues.
- ▶ the need to adapt to and mitigate the effects of climate change.

In 2019, IDB approved **the creation of the Multidonor Trust Fund for the Development of Sustainable Cities in Latin America and the Caribbean (CIT)**. Three donor countries pledged contributions to the CIT, demonstrating the continuity of the alliance forged by the bank with some previous donors and their increased willingness to take the CIT initiative beyond the already ESCI results: Austria and Switzerland, which were already allocating funds to the ESCI, and Republic of Korea.

**With the objective of promote sustainable urban development for a diverse range of beneficiaries, the CIT Fund is based on four objectives**

**The main goal of the CIT Fund is to promote urban development, which combine sustainability, inclusiveness and resilience.** In that respect, the Fund is responding to the Objective 11 of the Sustainable Development Goals (SDGs), which promotes “inclusive, safe, resilient and sustainable cities and human settlements”.

**The four specific objectives of the CIT Fund are the following:**<sup>9</sup>

- ▶ to improve the formulation and implementation of sustainable and bankable projects, through support to the preparation of quality pre-investment studies.
- ▶ to promote transformative actions of sustainable, inclusive, resilient and equitable urban development in LAC, using innovation, co-design, experimentation and lessons learnt carried out within the framework of the IDB Cities Lab’s operations<sup>10</sup>.
- ▶ to continue generating opportunities and spaces for mayors and other decision-makers to interact and exchange knowledge and practices, based on the work carried out by the Cities Network.
- ▶ to carry out evidence-based research to provide state-of-the-art studies on emerging issues in topics such as metropolitan governance, smart cities, housing and habitat, resilience, heritage, economy and urban finance.

**The beneficiaries of this Fund are cities and national governments in the 26-member borrowing countries of IDB.** The CIT Fund envisages a broader coverage than the ESCI, for example, cities of different characteristics and working scale (small and medium-sized cities, capitals, metropolises, etc.) as well as working with central governments. Beneficiaries eligible for CIT Fund include those under the IDB or IDB Invest policies.

The activities eligible to receive funding from CIT include, but are not limited to, the following:

Specific objectives /Areas of work	Examples of activities
Preparation and implementation of quality projects and programs	▶ Support towards the Bank’s policy and operational dialogues with countries (e.g., sectoral studies, diagnostics, evaluations, etc.);

<sup>8</sup> OVE, Thematic Evaluation – Evaluation of the IDB’s Emerging and Sustainable Cities Initiative, 2016, p. VII.

<sup>9</sup> IDB, Concept note, 2019, p.8.

<sup>10</sup> The IDB Cities Lab is a platform for innovation, experimentation, and knowledge exchange that aims at contributing to the sustainable development of Latin American and Caribbean cities. It provides a space for experimentation and co-creation to promote the development of innovative solutions to the challenges facing cities in the region. It also seeks to strengthen the design culture and implementation of projects based on evidence and data to better support decision making.

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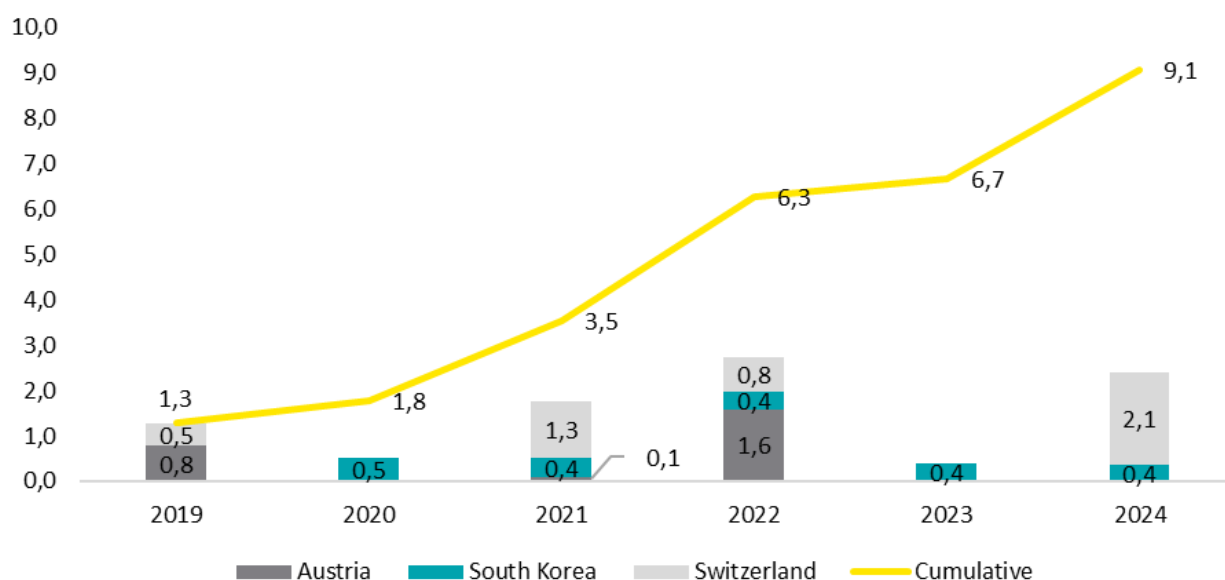
	<ul style="list-style-type: none"> <li>▶ Support towards the identification, preparation and/or implementation of operations;</li> <li>▶ Support the development of pre-investment studies;</li> <li>▶ Support towards the formulation and implementation of policies and/or sector reforms (e.g., normative studies)</li> <li>▶ <b>For example, the formulation of a land use and zoning plan for the municipality of a small city Pepillo Salcedo in Dominican Republic (DR-T1244).</b></li> </ul>
Experimentation, evaluation and scaling-up	<ul style="list-style-type: none"> <li>▶ Generation, design, implementation and evaluation of experimental ideas and pilots seeking innovation in urban policies and practices;</li> <li>▶ Scaling-up and replication of practices and processes (e.g., financial viability analyses, proposal preparation, etc.)</li> <li>▶ <b>For example, in leveraging the use of Big Data solutions for Brazilian smart cities (BR-T1496).</b></li> </ul>
Interaction and exchange of knowledge and practices	<ul style="list-style-type: none"> <li>▶ Knowledge generation and repository of good practices in urban management in the region (e.g., design of courses and seminars, dissemination).</li> <li>▶ Capacity building associated with institutional strengthening and support towards sector, legal and regulatory reform.</li> <li>▶ Exchange of experiences between mayors and other key actors from the cities (e.g., technical and high-level meetings, city-to-city connections).</li> <li>▶ <b>For example, in supporting LAC local governments to design innovative urban solutions through targeted knowledge and practical exchange (RG-3706).</b></li> </ul>
Analytical work and cutting-edge studies	<ul style="list-style-type: none"> <li>▶ Analytical studies through generation and analysis of databases and research relevant to LAC.</li> <li>▶ Dissemination of analytical work on emerging sector issues (e.g., publications, technical seminars, and quality forums).</li> <li>▶ Any other activities consistent with the objective of the Fund, agreed to by the Bank and the donors.</li> <li>▶ <b>For example, in supporting the incorporation of criteria for adaptation to climate change and resilience in regional investment in cities in Chile (CH-T1277).</b></li> </ul>

### Donors' contributions to the CIT Fund and TCs' implementation

**In 2024, the CIT Fund received a total of US\$2.4 million in contributions from two donors.** This year, the CIT obtained the third and fourth annual contribution installments from the Swiss State Secretariat for Economic Affairs (SECO), which amounted to US\$872,347 (CHF 750,000) in January and US\$1,182,648 (CHF 1,000,000) in September. Furthermore, in July 2024, the Fund received the second annual installments of US\$358,907 (KRW 500,000,000) from the Government of Republic of Korea. As of December 31, 2024, the CIT had garnered a total of US\$9.1 million in contributions, with Austria contributing US\$2.5 million, Republic of Korea US\$2 million, and Switzerland US\$4.6 million (Figure 1).

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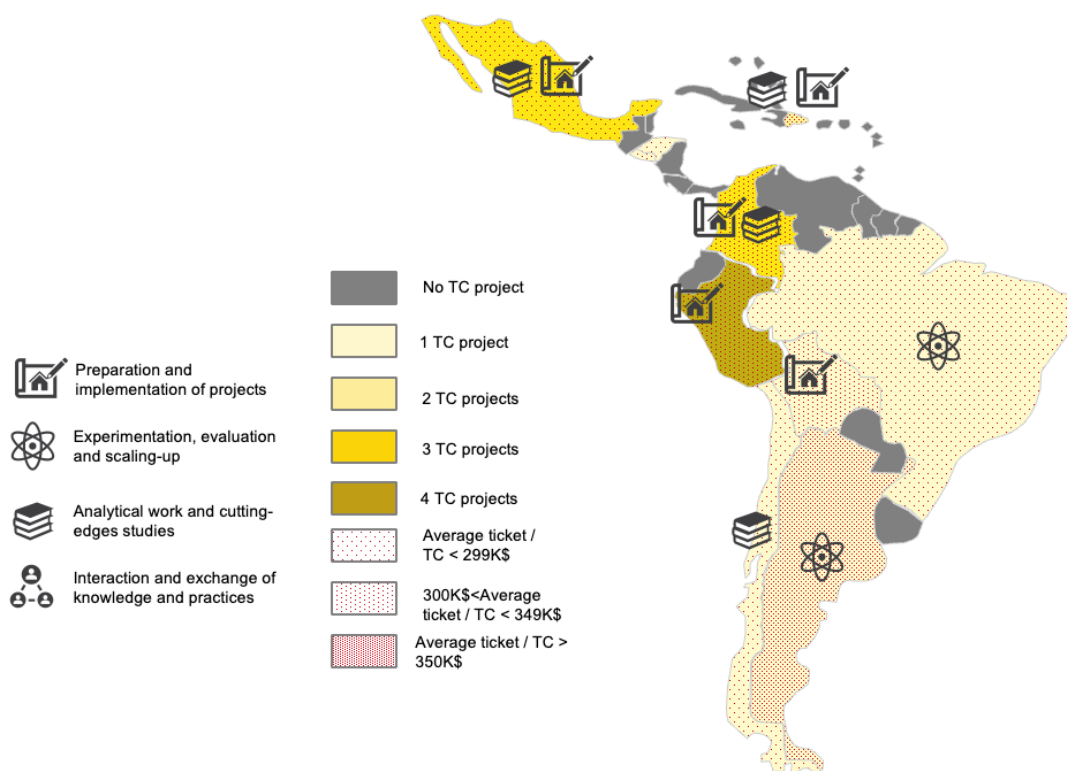
Figure 1 Cumulative Contributions to the CIT as of December 31, 2024 (in US\$ millions)



Source: CIT Fund Annual Reports from 2019 to 2024 – EY Analysis and Elaboration

As of December 31, 2024, the CIT Fund has supported 25 technical cooperation (TC) projects amounting to a total of US\$7.49 million. Out of this, the Fund has designated US\$5.34 million for national TCs in ten countries and US\$2.11 million for seven regional TCs, which benefit multiple countries. Throughout 2024, Peru, Colombia, and the Dominican Republic have emerged as the top three recipients of the Fund's allocated resources (Figure 2, see below). The map below summarises the coverage of TC projects based on the number of projects, the average ticket per project, and the type of activities implemented (corresponding to the four objectives of the CIT Fund).

Figure 2 Map of TC Projects of the CIT Fund



Source: Documentary review – EY Elaboration

## 1.3. Key Findings

### 1.3.1. Relevance

The CIT Fund's relevance is rooted in the Emerging Sustainable Cities Initiative (ESCI), which began in 2012 to support urban development in Latin America and the Caribbean. ESCI promoted integrated climate change approaches and sustainable urban planning, leading to **lessons that informed the CIT Fund's expansion** into themes like data, AI, and digitalization. The CIT Fund also called for a stronger focus on the preparation of sustainable and bankable projects, the need to integrate more dynamic innovative models, while maintaining continuity in a multisectoral and participatory approaches.

**The CIT Fund and its projects demonstrate to a large extent relevance to the IDB's successive institutional strategies** since its establishment in 2019. They align with eight out of 13 objectives of the 2010-2020 Institutional Strategy, including four under the first strategic pillar (Safeguard the social gains from recent years to lessen social exclusion and inequality) and all of the four objectives under the second (Boost countries' internal sources of growth to increase LAC's productivity and innovation). **They are also coherent largely with the new Impact Framework 2024-2030 Strategy (Impact+)**<sup>11</sup> **on several core objectives and priority areas.** The Fund addresses most of operational focuses and the three core objectives align with the CIT Fund, particularly the first two: "reduce poverty and inequality" and "address climate change"<sup>12</sup>. Impact+ reinforces priorities in the field of climate action aligning closely with the CIT Fund's projects, which emphasise climate adaptation, **while putting more emphasis on topics such as biodiversity and the contribution of the private sector in innovation, that could be better highlighted.**

**Projects usually follow a holistic urban transformation approach**, intersecting urban policy, housing, climate change, mobility, heritage protection, among other key topics. In addition, projects promote social inclusion, sustainability, and institutional capacity. **In that respect, the CIT Fund and its projects also align, case by case, to several other sector frameworks**, such as those related to: (i) Climate Change; (ii) Innovation, Science and Technology Sector Framework; (iii) Decentralisation and Subnational Governments.

**The CIT Fund also shares common goals with newer initiatives like Amazonia Forever**, notably its pillar focusing on promoting resilient infrastructure and connectivity, and sustainable urbanisation of the Amazon region.

**The TCs are largely relevant compared to priorities and needs of beneficiaries as evidenced by the survey and interviews. TCs tend to be quite aligned with local strategies and urban plan /actions plan.** It can be expressed either through operational support or through technical support. The priorities are perceived as relevant both in relation to the institutional priorities of the beneficiary entities and to local or national strategies. The innovative aspect of the TCs has also been emphasised, whether in terms of methodologies and tools used, the approach to project management, or the topics addressed.

**The CIT Fund and its projects effectively addresses largely well donor priorities for sustainable urban development, despite different focus areas** (e.g.: Republic of Korea focusing on Smart Cities, Austria emphasising urbanisation and infrastructure through collaborations, and Switzerland prioritizing some countries of its bilateral aid). However, challenges may arise in aligning these differing priorities, considering a stronger emphasis of one donor (due to its nature as sectoral ministry) on technological solutions compared to the broader goals of other donors.

**The CIT Fund adds value** by integrating key issues like gender equality and climate change into its projects, ensuring inclusivity and responsiveness to community needs. It fosters public policy dialogue and recruits specialised consultants to provide tailored solutions, empowering local governments with the tools for sustainable urban practices. For the IDB, the Fund enhances internal collaboration and

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<sup>11</sup> [BID | BID Impact+](#)

<sup>12</sup> The third objective of the new 2024-2030 Strategy (Impact+) concerns "bolstering sustainable regional growth." The CIT Fund is primarily focused on issues related to enhancing the resilience and sustainability of cities, as well as social inclusion and equality more than on growth-related topics (BID, [Governors approve three historic, transformative changes for the IDB Group to support the region](#), March 2024).

promotes innovative projects that address urban challenges effectively. Its integrated approach to urban interventions supports comprehensive urbanisation and encourages collaboration among various stakeholders at regional and city levels.

### **1.3.2. Coherence**

**The CIT Fund has strengthened intra-IDB cooperation. The Housing and Urban Development Division (HUD) successfully collaborates with other IDB's departments** in implementing projects, strengthening the multi-dimensional approach of the TCs both at sectoral level and cross-functional level. This collaboration is even more encouraged given that the design of the selected TCs covers a wide range of subjects touching in one way or another on the inclusive, sustainable and resilient development of LAC cities.

**Synergies with other IDB initiatives are also strongly encouraged and concretely materialized in the various stages of the process**, from the birth of the TCs to their full realization. In terms of financing, more than a quarter of the TCs financed by the CIT Fund have other sources of funding, fuelling knowledge sharing between different entities within the Bank. In terms of design and implementation, the collaboration between the CIT Fund and the IDB Cities Lab and the IDB Cities Network, two bodies initiated by the HUD division tends to be clearly defined and effective.

**However, the development of public-private partnerships through internal IDB bank mechanisms has potential to be strengthened.** Whether there is a proven interaction between CIT Fund and IDB Invest (RG-T3707; CH-T1277), the information available does not allow us to conclude that formal public-private partnerships were being set up following the completion of the TCs.

**Synergies with other development agencies and external bodies are unequally systematized.** With other development agencies and MDB, collaboration takes several shapes: dialogue, division of efforts and coordination in the project cycle. The bank has also developed a partnership with C40 through operational support, the exchange of best practices and the mobilization of resources.

**The CIT Fund is also seeking to establish partnerships with universities, within the frameworks of various TCs to mobilise academic expertise.** These contributions are not systematic and could therefore be further pushed in the future.

**Complementarity with CIT's three bilateral donors has been observed and has potential to be strengthened.** Republic of Korea's Ministry of Land, Infrastructure and Transport (MOLIT) is primarily focused on the theme of Big Data. The MOLIT has provided three Brazilian cities with online training in smart cities. Austria provided support on housing and urban planning themes at the regional level, offering both theoretical and practical assistance. Switzerland is mainly concentrated in two countries: Peru and Colombia. Coordination between SECO Peru and Colombia and CIT Fund and more broadly IDB teams is well established. However, there is a potential of a more informal follow-up in Colombia.

### **1.3.3. Effectiveness**

**As of November 2024, the CIT Fund has allocated USD 7.5 million to 25 TC projects**, with a strong focus on urban sustainability and climate resilience in ten key countries. The half of these projects are in the execution phase, indicating effective progress and a proactive implementation approach. Nearly half of the TC projects prioritise improving urban sustainability, reflecting the region's vulnerability to climate change. The "Sustainable cities" sub-sector is well-represented, accounting for 68% of the projects, with a balanced distribution between national and regional levels.

**The quality of project implementation has been generally positive, with minimal delays and few changes to initial objectives.** Strong institutional ownership and effective partnerships have been key success factors, although challenges such as political instability and local absorption capacity issues have been noted.

**The CIT Fund has shown consistent achievement of its targets defined in the Performance Measurement Framework**, with 84% of performance indicators met over five years. Six out of 14 indicators are considered "achieved" to date, particularly in capacity building and knowledge sharing, demonstrating a strong commitment to developing local skills.

**Regarding the mainstreaming of key cross-cutting themes, these topics have been integrated either through training or in the design of plans and projects.** However, it should be noted that while gender and social inclusion issues and climate-related questions have been the main focus of 5

TCs (out of a total of 25), **topics related to digital transformation have been much less explored** - except within the framework of BR-T1496. The outcomes are difficult to measure for these topics since the interventions of the TCs have prioritised the development of theoretical frameworks, reflections, and methodological guides over operational actions.

#### Focus at TCs' level

**The CIT Fund projects have already achieved significant results across various themes at outputs level:** Over five years, the CIT Fund has completed 17 pre-investment studies, implemented 24 pilot projects, conducted 48 capacity-building workshops, and delivered 30 analytical reports. These outputs have provided valuable insights and practical tools for urban development, enhancing local governance and informing policy decisions.

- ▶ BR-T1496 (use of Big Data Solutions for Brazilian Smart Cities) has proven to achieve the expected results across several levels: **data diagnosis; proof of concept** through pilot projects incorporating Big Data solutions into project planning and **capacity building**.
- ▶ CO-T1592 (Support for natural and Cultural Capital Projects in Barranquilla) has reached its outcomes thanks to **the inclusion of local communities in the project, and the IDB's ongoing dialogue and support for beneficiaries**. However, **changing priorities at national level have made coordination and discussions with the authorities more difficult**. Moreover, the strong presence of various multilateral and bilateral donors in the city of Barranquilla raises the need of highlighting the added value and comparative advantages that the CIT Fund can bring within this competitive environment.
- ▶ Although the formulation of a Municipal Land Use Plan for Pepillo Salcedo and the design of a governance and management mechanism for its implementation (DR-T1244) are innovative because they incorporate an analysis of climate change, **the lack of technical expertise hinders the effectiveness of the TC. Additionally, the complexity of the tools deployed also poses a challenge to achieving effective outcomes**.
- ▶ **Despite the political vote at national level**, PE-T1473 (Support for the Design and Implementation of Housing and Urban Policy) achieved all these results through both technical and operational support, consolidating the Peruvian government's new housing policy. **Institutional strengthening, the availability of CIT Fund teams and good coordination with other donors present in Peru were all factors in the success of this TC**.
- ▶ The aim of RG-T3706 (Piloting Innovative Urban Solutions in LAC), which involved a major exchange of knowledge and practices by the Austrian counterpart, was to build capacity by setting up four innovative urban planning pilot projects. While there was a good implementation of the pilot projects in Buenos Aires and Tandil, the effectiveness of the pilot project in the Dominican Republic does not seem however to be assured, as the beneficiaries who tested the pilot project were unable to maintain the water harvesting systems installed because of the project due to a lack of resources and technical knowledge.

#### 1.3.4. Efficiency

**The CIT Fund's funding structure is robust but has faced challenges in diversification of resource mobilisation** compared to what was initially planned with resources than can be mobilized from resources coming from IDB and IDB Invest member countries; countries that are not members of the Bank but also private sector entities. **It managed to maintain two member contributors from the previous ESCI Fund and attract one additional donor**, totalling \$9.1 million. However, it did not benefit from other IDB members and private sector contributions to date. Resource mobilisation and long-term financial sustainability strategies were not developed until now at CIT level.

**The Fund has demonstrated strong operational efficiency**, with a commendable disbursement rate of over 90% for 11 projects as of December 31, 2024. Some projects have experienced small delays due to political instability and external factors (e.g., Covid-19), but these remain ad hoc.

**The governance structure of the CIT Fund is relevant** and appreciated by donors: in terms of consultative process and possibility to influence, regular meetings, transparency, existence of a monitoring framework, responsiveness of CIT Fund team.

**The CIT Fund has established a robust monitoring and evaluation framework** to track progress and outcomes (Results Framework, Performance Measurement Framework). The monitoring of the PMF is demonstrated by regularly updated indicators.

**Key areas for improvement in the CIT Fund's reporting and results framework** include the need for deeper analysis of qualitative impacts, particularly community satisfaction, which is a clear expectation from donors. Enhancements to the Results Framework could involve designing a clear intervention logic, better linking indicators with IDB Impact+, and incorporating intermediate outcomes such as financing from CIT TC projects, public policy dialogues, and structural reforms. Additionally, introducing new indicators aligned with donor interests, such as promoting expertise and strengthening local coordination, would provide valuable insights into the fund's effectiveness and alignment with donor priorities.

**Communication strategies are deemed effective but could be improved to better convey the Fund's impact** and to strengthen donors' visibility. Stakeholders desire more opportunities to showcase achievements, stories and share lessons learnt, suggesting that enhanced storytelling and visual representations of project outcomes could engage stakeholders more effectively.

### **1.3.5. Sustainability**

**Most of the beneficiaries surveyed consider that the TC project's results are likely to be sustained** when this financing is completed. Average: 4,1/5.

**Flexibility during dialogue has been key to ensure the continuity** of technical cooperations and operations despite administration changes.

**Knowledge transfer and dissemination have been identified** as key factors for sustainability and replicability.

**Beneficiaries report putting in place and/or planning mechanisms to sustain the TC** projects results when the financing is completed. The evaluation team identifies community engagement and institutional ownership and regulatory changes as the main mechanisms.

**One-third of the beneficiaries reported that resource mobilization and investment are integral to the mechanisms established or already in place to maintain the sustainability of the results.** Internal monitoring by the IDB revealed that CIT Fund TC Projects generated \$2.465 billion in IDB loans. In 2023, TC projects enabled the implementation of five IDB loan operations amounting to \$1.32 billion. Moreover, in Brazil, the government allocated funds for a rental housing program targeting low-income residents in Campo Grande, following the TC for Innovations in Localization and Social Housing Management (RG-T3707). A total of R\$1.5 million was committed to initiate and support this housing rental program, which is overseen by the Municipal Agency of Housing and Land Affairs.

### **1.3.6. Impact**

**Most beneficiaries consider that the TC can develop models or interventions that can be replicated in other cities or regions.**

**Underway structural transformations have been supported by territorial and urban policy development and implementation** (e.g.: TCs in Mexico traced a path for the development of key components of the Human Settlements law and the implementation of urban projects).

**Greater mobilization of investments was supported by urban investments planning and implementation at the sub-national level** (for instance, direct work with Barranquilla, a city in Colombia led to an operation at the sub/national level, in a highly centralized national system).

**Pilots' demonstrative effect was observed in some cases.** Resilient water system pilots in Santo Domingo show potential to mitigate water scarcity and the need to improve households' selection. A pilot in Ecuador developed a design competition that explored alternatives to improve accessibility for housing in heritage buildings.

**Other examples of methodology replication tested through pilot projects, and strengthened technical and institutional capacities were also observed.**

## 1.4. Recommendations

Based on the findings, the evaluation makes **three recommendations** which are broken down into more specific and operational recommendations that aim to operationalize them. Annex 8 – Comparative findings and recommendations of IDB's Trust Fund's evaluations reports complements this analysis by comparing recommendations across other IDB trust funds. Common themes include the need to refine results frameworks, strengthen donor coordination at the country level, and increase the visibility of trust funds.

<b>I) Refine CIT Fund's strategic framework, financial and operational models.</b>		<b>Degree of priority</b>
1.	Place better emphasis in its updated strategy on biodiversity and private sector contribution to innovation and development (in line with IDB Impact+), as well as ensuring alignment with the upcoming HUD Sectoral framework and with new initiatives.	Priority: ●●● (high)
2.	Develop a resource mobilization and long-term financial sustainability strategies aiming at expanding/ diversifying the base of donors, while developing a financial sustainability strategy, to secure more predictable and long-term financial commitments from partners.	Priority: ●● (medium)
3.	Define a partnership strategy of the CIT Fund fostering the collaboration with the private sector in connection with IDB Invest, while trying to expand the collaboration with academics.	Priority: ●● (medium)
<b>II) Continue to improve the visibility of CIT Fund, its results and impacts.</b>		
1.	Continue to improve the monitoring and evaluation framework and tools (e.g.: design a clear intervention logic, better linking indicators with IDB Impact+, incorporating additional outcomes).	Priority: ●●● (high)
2.	Better communicate on results and impacts of CIT Fund and its TCs, including focusing on qualitative aspects (stories, infographics, website, list of blogs connected to TCs, better link the knowledge acquired to specific TCs in Bank's publications).	Priority: ●● (medium)
3.	Better promote the benefits of CIT Funds for donors (e.g.: promotion expertise, articulation with bilateral channel, possible economic benefits) and continue to improve the efforts of coordination with CIT's donors.	Priority: ●● (high)
<b>III) Scale up efforts to strengthen the ownership and sustainability of CIT's TC projects.</b>		
1.	Systematize good practices to support ownership and sustainability and put strong emphasis on the analysis of risks.	Priority: ●●● (high)
2.	Pursue the efforts to ensure and track continuity (e.g.: strategy concept note from planning to implementation, linkage between CIT Fund to lending operations).	Priority: ●●● (high)
3.	Reflect how to support the systematisation in knowledge transfer and management (e.g.: restitution meetings at the completion of the TC, thematic workshops of the CIT Fund by cluster of TCs (What works? What doesn't work?).	Priority: ●● (high)

# 1. Objectives, scope and evaluative approach

## 1.1. Objectives of the evaluation

The Inter-American Development Bank (IDB) has decided to **implement a mid-term evaluation of the Multidonor Trust Fund for the Development of Sustainable Cities in Latin America and the Caribbean (CIT Fund)**, helping to inform the Fund’s accountability and to enrich the learning and steering processes to improve its future implementation.

The evaluation pursues two overarching objectives:

- ▶ **Retrospective:** To perform an independent mid-term evaluation of the CIT Fund, including a review of its objectives and its alignment with new institutional and sectoral frameworks of the IDB and donor countries. This assessment is based on OECD DAC criteria, including relevance, coherence, effectiveness, efficiency, impact, and sustainability.
- ▶ **Prospective:** To draw lessons from, enrich the steering processes and provide recommendations to improve CIT Fund’s future implementations, and relevance based on the evolutive institutional framework, as well as with donors’ priorities.

## 1.2. Scope of the evaluation

- ▶ **Temporal scope:** the evaluation serves as a mid-term review covering the period between the creation of the Fund (2019) and February 28<sup>th</sup>, 2025.
- ▶ **Thematic scope:** the evaluation covers the CIT Fund itself as well the operations funded by the Fund, notably drawing lessons from a sample of 16 Technical Cooperations (TC) closed or having reached 50% disbursement from its portfolio and in-depth case studies covering five TCs.<sup>13</sup>

Country	Project Number	Operation Name	Stage	Current Approved Amount	Disbursed Amount	% of disbursement	Committed Amount	Available Amount	Pipe Year	Elegibility date	Current Disbursement Expiration Date
Brazil	BR-T1496	Leverage the use of Big Data solutions for Brazilian Smart Cities	Closed	200 000,00	197 448,44	99%	-	2 551,56	2021	12/09/2021	12/01/2023
Chile	CH-T1277	Support for the incorporation of criteria for adaptation to climate change and resilience in regional investment in cities	Closed	249 902,58	249 902,58	100%	-	-	2022	08/19/2022	07/30/2024
Colombie	CO-T1592	Support for Natural and Cultural Capital Projects in Barranquilla	Closed	292 534,33	292 534,33	100%	(0,02)	0,02	2020	12/14/2020	03/05/2024
Republica	DR-T1244	Formulation of a Land Use and Zoning Plan for Papilio Salcedo	Closed	349 579,60	349 579,60	100%	-	-	2022	08/25/2022	08/23/2024
Mexico	ME-T1488	Support to Urban Development Focused on Mobility and Transportation in Mexico	Closed/Pending TCMFR	349 999,09	349 999,09	100%	-	-	2022	07/21/2022	07/14/2024
Peru	PE-T1473	Support for the Design and Implementation of Housing and Urban Policy	Closed	297 885,31	297 885,31	100%	-	-	2022	03/24/2022	05/19/2024
Peru	PE-T1457	Support for the Revitalization and Reopening of Urban Centralities in Metropolitan Lima	Closed	288 492,85	288 492,85	100%	-	-	2020	09/25/2020	09/17/2023
Regional	RG-T3707	Innovations in Localization and Social Housing Management	Closed	294 993,91	294 993,91	100%	-	-	2020	02/24/2021	09/07/2023
Regional	RG-T3926	Civic Tech to Improve Environmental Performance in Cities	Fully Disbursed	249 862,85	249 862,85	100%	-	-	2022	04/08/2022	07/31/2024
Bolivia	BO-T1401	Support for the implementation of the New Housing and Urban Development Policy in Bolivia and preparation of the Urban Program of the Municipality of Sucre.	Disbursing (From eligibility until all the Operations are closed)	300 000,00	298 011,54	99%	1 518,62	469,84	2022	12/23/2022	12/13/2024
Mexico	ME-T1464	Support for local institutional strengthening for the implementation of the General Law of Human Settlements, Land Management and Urban Development (LGAHOTDU) and its Territorial and Urban Information System (SITU)	Disbursing (From eligibility until all the Operations are closed)	100 000,00	99 152,23	99%	350,80	496,97	2023	08/16/2023	10/08/2025
Regional	RG-T3706	Piloting Innovative Urban Solutions in LAC - ALC	Disbursing (From eligibility until all the Operations are closed)	445 000,00	432 779,80	97%	-	12 220,20	2020	05/24/2021	01/16/2025
Regional	RG-T4279	Aligning Climate Action in Cities with the Paris Agreement	Disbursing (From eligibility until all the Operations are closed)	350 000,00	252 755,32	72%	47 769,31	49 475,37	2023	06/09/2023	05/31/2027
Regional	RG-T3771	Inclusive Cities for Women and People with Disabilities	Disbursing (From eligibility until all the Operations are closed)	150 000,00	102 393,62	68%	19 258,13	28 348,25	2023	-	09/27/2025
Mexico	ME-T1531	Support for the coordination of territorial planning and urban development with safe, resilient, and sustainable mobility in Mexico	Disbursing (From eligibility until all the Operations are closed)	300 000,00	196 131,99	65%	79 705,28	43 965,85	2024	07/30/2024	07/16/2026
Republica	DR-T1263	Formulation of the Sustainable Master Plan for the Colonial City of Santo Domingo	Disbursing (From eligibility until all the Operations are closed)	400 000,00	253 776,29	63%	144 034,83	2 188,88	2023	06/13/2023	06/01/2025

Therefore, the analysis covers two levels: (i) The CIT Fund itself, and (ii) The operations funded by the Fund. In depth case studies cover five TCs.

- ▶ **Geographical scope:** the evaluation focuses on CIT’s countries of intervention in the Latin America and the Caribbean (LAC) region. As of February 2025, the TC projects in the closure phase, execution, or preparation are distributed across 10 countries: Argentina, Bolivia, Brazil, Chile, Colombia, Dominican Republic, El Salvador, Honduras, Mexico and Peru, in addition to TC projects at the regional level.<sup>14</sup>

<sup>13</sup> Data extracted from Excel sent on February 25<sup>th</sup>, 2025.

<sup>14</sup> An additional project not included in the 25 Tcs is being prepared in Panama.

## 1.3. Methodological approach

### 1.3.1. Evaluative approach

The evaluation was designed to answer the following evaluative questions:

Evaluation criteria	Evaluation question	Methodological approach in answering these questions in this report
Relevance	To what extent are the Projects funded by the CIT relevant to the Funds' objectives and IDB institutional context, including with an historical perspective?	This section 3.1 examines the continuity of the CIT Fund with the objectives of the ESCI and the <b>alignment with the IDB's institutional strategies</b> over time. The analysis also considers the holistic urban transformation approach of the projects, integrating various themes such as climate change, social inclusion, and urban governance. Additionally, it assesses the <b>alignment of projects with local strategies and beneficiary needs</b> , as well as the <b>added value</b> provided to both beneficiaries and the IDB.
Coherence	To what extent are the operations funded by the CIT complementary and in synergies with other initiatives from IDB and donors?	This section 3.2 assesses <b>internal coherence</b> by examining the collaboration between the CIT Fund and various IDB departments. The analysis also looks at <b>external coherence</b> , evaluating synergies with other development agencies, donors and other external entities, such as C40 and academic institutions.
Effectiveness	To what extent did the Projects achieve or are expected to achieve their objectives and produce results?	This section 3.3 analyses the <b>implementation of the CIT Fund and the TC projects</b> , as well as identified <b>success factors, limitations, and lessons learnt</b> throughout this implementation. The evaluation also assesses the extent to which the projects <b>met their stated objectives and activities</b> , utilising the Performance Measurement Framework to analyse both output and outcome indicators. Additionally, the evaluation examined how well the projects <b>mainstreamed</b> key cross-cutting themes.
Efficiency	To what extent is the Fund financially and operationally efficient?	This section 3.4 examines the <b>funding structure</b> and diversification challenges, assesses <b>operational efficiency</b> through disbursement rates, evaluates <b>governance and transparency</b> in donor relations, and analyses the effectiveness of <b>communication</b> strategies.
Sustainability	What conditions would support the continuation of achieved results and observance of other outcomes after project closing?	This section 3.5 analyses the conditions and strategies implemented, or suggested, to:  Sustain the achievements of TCs.  Build further on the results of the TCs and operations.
Impact	What are the high-level effects of the interventions funded by the CIT Fund?	This section 3.6 analyses the broader changes that go beyond the immediate outputs of the projects.  CIT's and TC's early wins.  Potential positive impacts identified.

These main evaluation questions include sub-questions that are presented in the evaluation matrix in [Annex 5 - Evaluation matrix](#).

This report should be read in the light of several limitations/cautions:

- The present exercise is a mid-term evaluation and should be considered as such: the findings have therefore been made to date and are likely to evolve in the months/period to follow. Moreover, it is difficult to identify the impacts of the CIT Fund and the results, impacts and sustainability of its

activities (few activities have been completed for a long enough time to distinguish long-term impacts and sometimes outcomes).

### 1.3.2. Activities carried out and data collection tools

This evaluation has been carried out from February to May 2025 and was structured around three main phases, namely a brief Inception phase, followed by a Data Collection phase and a final Analysis and Reporting phase. These phases are described below.

#### 1.3.2.1. Inception Phase

The inception phase ensured a solid understanding of the objectives, scope, and context of the evaluation. It enabled the development and validation of the data collection strategy and tools: interviews, cases studies, survey to beneficiaries. Six inception interviews have been undertaken with eight persons. This led to the elaboration of the Inception note.

#### 1.3.2.2. Data Collection Phase

Phase 2 involved a comprehensive data collection approach and targeted consultations (interviews, survey and case studies).

##### Interviews

Throughout the evaluation, a total of 23 interviews with 28 interviewees (individual or grouped) were undertaken as follows:

- ▶ **Data collection phase interviews:** 12 interviews with 17 interviewees: IDB CDS/HUD Teams Leaders of the 16 TC of the portfolio and (including covering Cities Lab Team and Cities Network Coordinator) and other relevant key people (Previous Lead Specialist in Urban Development and Housing, ORP).
- ▶ **Case study interviews:** nine interviews with nine interviewees have been conducted: RG-T3706 (Buenos Aires, Tandil, Santo Domingo, Rio de Janeiro, Research Center for New Social Housing – TU Wien), BR-T1496 (Recife, São Luis, Vitoria), DR-T1244 (Pepillo Salcedo), PE-T1473 (Ministry of Housing in Peru) CO-T1592 (Barranquilla-Puerta de Oro); 2 additional interviews were conducted at field level with 2 SECO representatives in Peru and Colombia.

See details regarding interviews in [Annex 1 - Interviews undertaken](#).

##### Case studies covering 5 TCs projects

The in-depth case studies of five selected TC projects involved a comprehensive analysis, including desktop reviews and interviews with IDB staff and beneficiaries.

- ▶ **Desktop Review:** This included examining TC documents, IDB Country strategies, and national or local development plans to gather background information and assess outcomes.
- ▶ **Interviews:** 13 Stakeholders, including beneficiaries and/or consultants, and IDB offices in LAC, were interviewed to gain insights into project implementation and impact, in addition to some three additional relevant stakeholders (SECO in Colombia and Peru; Vienna University of Technology).

The selection of TCs was based on criteria such as representativeness, diversity of beneficiaries, and project relevance. For a comprehensive view on these criteria in relation to the selected projects, please see [Annex 3 - Case study selection](#).

Based on these criteria, the following five TC were selected:

- ▶ CO-T1592 (Natural & Cultural Capital in Barranquilla, Colombia).
- ▶ RG-T3706 (Piloting Innovative Urban Solutions in LAC, regional).
- ▶ PE-T1473 (Support for the Design and Implementation of Housing and Urban Policy, Peru).
- ▶ DR-T1244 – (Formulation of a Land Use and Zoning Plan for Pepillo Salcedo, Dominican Republic).

- ▶ BR-T1496 (Big Data Solutions for Brazilian Smart Cities, Brazil).

### Survey to beneficiaries

An online survey was carried out by EY, targeting beneficiaries from the 16 sampled TC projects. It aimed at capturing a broad range of perspectives and complementing other data collection activities. It was disseminated using three languages: English, Spanish and Portuguese. Responses were collected anonymously to preserve the confidentiality of the answers and their contributors.

The timeline was **3 weeks** (27<sup>th</sup> of March - 16<sup>th</sup> of April 2025).

- ▶ 35 responses were recorded by the survey tool (Qualtrics), and **20 completed responses were recorded after reprocessing**. Only these completed responses were considered for analysis.
- ▶ 14 respondents used Spanish (70% of the respondents); four used Portuguese and two used English.
- ▶ 14 of the 16 TCs for analysis received at least one response in the survey.
- ▶ In terms of the type of organisation represented, **half of the respondents benefiting from TCs are part of a central government** (10 responses). Four responses are from a local government in a municipality with a population of over 500,000; three respondents are from a municipal government with fewer than 500,000 inhabitants, and two respondents are from a regional government and one respondent represents a metropolitan government.

### Documentary review

The documentary review was **conducted at two levels**. First, a **transversal review** was performed to analyse relevant documents, reports, and data related to the CIT Fund and its overarching initiatives. Secondly, the evaluation included a **detailed review focused specifically on the 16 TC projects**. This project-level analysis allowed for a deeper examination of the implementation processes, outcomes, and effectiveness of each individual project.

By synthesising information from both the transversal and project-specific reviews, the evaluation was able to identify best practices, challenges, and lessons learnt that could inform future initiatives.

### 1.3.2.3. Analysis and Reporting Phase

This final phase included the analysis and reporting phase and covered the integration and analysis of all the data collected during the previous phase and the elaboration of the final conclusions and lessons learnt. For these purposes, all collection tools were triangulated to establish robust findings, with some limitations presented in the following section.

### 1.3.3. Structure and content of the Final Report

This Final Report aims to provide a sound analysis of findings related to Evaluation Questions (EQ) and conclusions and recommendations. It is based on the triangulation of the interviews, case studies, survey and documentary review.

This report is structured into **five sections**:

- ▶ The Section 1 ([1. Objectives, scope and evaluative approach](#)) establishes the context and rationale for the evaluative exercise. It also includes the methodological approach ([1.3 Methodological approach](#)) including the Evaluative approach and the Activities carried out and data collection tools. It is followed by a second section ([2. Overview of the CIT Fund](#)), outlining historical context and strategic frameworks that shaped this approach.
- ▶ Section 3 ([3. Evaluative findings](#)) constitutes the core of the report and focus on the evaluation criteria, namely relevance, coherence, efficiency, effectiveness, sustainability and impact. The findings provide a sound analysis of the data gathered during data collection phase.
- ▶ Section 4 ([4. Recommendations](#)) concludes this report, providing final recommendations.
- ▶ [5. Annexes](#) include all supporting relevant information, including [5.9 - Annex 8 – Comparative findings and recommendations of IDB’s Trust Fund’s evaluations reports](#).

## 2. Overview of the CIT Fund

### 2.1. Background to CIT's creation

**LAC is one of the most urbanised continents on the planet facing demographic and climate change challenges**

Urbanisation in the region has grown more than in other emerging economies, with an annual average rate of variation in the urban population of 1.45%, resulting in the second most urbanized region after Asia with 82 % of the population living in cities in 2020.<sup>15</sup> If current demographic trends persist, by 2050 more than 86% of the region's population will be living in cities. In addition to migration for economic reasons - with cities concentrating economic activities<sup>16</sup> – three other factors mostly affect the urbanisation in the LAC region:<sup>17</sup>

- ▶ **Internal displacement within the LAC region due to conflict:** One in five forcibly displaced or stateless persons worldwide lives in the America region. The Venezuelan situation remains the most prominent, with 6.5 million of the 7.7 million Venezuelan refugees and migrants fleeing to other countries within the region, including those within its vicinity, especially Colombia (2.9m), Peru (1.5m), Ecuador (475k) and Chile (444k). The forcibly displaced population is highly concentrated in urban areas and the capital cities. In Chile and Peru, about three-quarters of all forcibly-displaced live in the capital cities – almost twice the share of the native-born. In Colombia and Mexico, the share of displaced individuals in urban areas (around 60%) and the capital city is smaller (around 20%).<sup>18</sup>
- ▶ **Demographic changes:** the past decades highlighted an average trend towards smaller and older households. One of the factors explaining this trend is determined by the fact that about 18 countries in LAC have fertility rates below replacement level.
- ▶ **Climate change** is also influencing the growth of cities. The effects of climate change are already behind the increase in migratory flows in LAC. This is observed both from small to large cities in the Southern Cone and from rural to urban areas in Central America, as well as the trend to migrate to other countries in the Caribbean.

The interlinked challenges of climate change impacts, rapid urbanisation, and demographic changes necessitate innovative and inclusive solutions. Public policy, urban planning, governance and finance, and investment in infrastructure must respond to these challenges.

**In continuation of previous initiatives, the CIT was established in 2019 within the IDB to promote a sustainable, inclusive and resilient urban development in the LAC region**

The IDB is a regional multilateral development bank established in 1959 to support economic and social development in the LAC region. Its primary mission is to reduce poverty and inequality, promote sustainable development, and foster economic growth in the region.

**Historically, IDB has demonstrated a growing trend and specialisation in multisectoral collaboration with cities in the region.** In 2012, the Bank launched officially the Emerging and Sustainable Cities Initiative (ESCI). At the end of its 5-year execution period in 2017, the Initiative had provided technical assistance to 73 cities, mostly fast-growing intermediate cities (0.5-2.0 million inhabitants) through the preparation of studies and action plans.

The CIT Fund provided continuation in some aspects of the ESCI's actions and spirit. In fact, the ESCI was launched at a time when the Bank's strategy was being reconfigured along two lines:<sup>19</sup>

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<sup>15</sup> SLOCAT, Latin America and the Caribbean Regional Overview, 2022.

<sup>16</sup> Libertun, Nora., How will the cities of Latin America and the Caribbean grow?, IDB blog, February 2024.

<sup>17</sup> Ibid

<sup>18</sup> OECD, [Migration Data Brief](#) - What do we know about the socio-economic integration of forcibly-displaced populations in Latin America and the Caribbean? -, February 2024.

<sup>19</sup> OVE, Thematic Evaluation – Evaluation of the IDB's Emerging and Sustainable Cities Initiative, 2016, p. VII.

- ▶ an integrated approach to urban development that considers environmental, spatial and socio-economic issues.
- ▶ the need to adapt to and mitigate the effects of climate change.

These aspects became even more important following the signing of **the Kyoto Protocol**, which was signed in 1997 but came into force in 2005, and aims to limit and reduce greenhouse gas emissions. The ESCI has met with a certain degree of success, since at the outset it was intended for 26 cities - 73 at the time of its closure across all 26 IDB borrowing member countries. **Two essential aspects of the ESCI were taken up again to feed the four objectives formulated for the CIT:** the knowledge-sharing aspect and the innovation aspect.<sup>20</sup> Furthermore, the funds allocated to the ESCI that had not been disbursed for the initiative were transferred to the new CIT - some USD 170,000-180,000 - notably from two donor countries: Austria and Switzerland.<sup>21</sup> While the ESCI remained city-focused, **the CIT wished to broaden its scope to include higher levels of local and national government**, so as to be able to influence national urban laws and programs as well (e.g. TC PE-T1473, Support for the Design and Implementation of Housing and Urban Policy for the benefit of the ministry of Housing in Peru).

In 2019, IDB approved **the creation of the Multidonor Trust Fund for the Development of Sustainable Cities in Latin America and the Caribbean (CIT)**. Three donor countries pledged contributions to the CIT, demonstrating the continuity of the alliance forged by the bank with some previous donors and their increased willingness to take the CIT initiative beyond the already ESCI results: Austria and Switzerland, which were already allocating funds to the ESCI, and Republic of Korea.

## 2.2. Objectives and Strategic Framework of the CIT

**With the objective of promote sustainable urban development for a diverse range of beneficiaries, the CIT Fund is based on four objectives**

The main goal of the CIT Fund is to promote urban development, which combine sustainability, inclusiveness and resilience. In that respect, the Fund is responding to the Objective 11 of the Sustainable Development Goals (SDGs), which promotes “inclusive, safe, resilient and sustainable cities and human settlements”.

The four specific objectives of the CIT Fund are the following:<sup>22</sup>

- ▶ to improve the formulation and implementation of sustainable and bankable projects, through support to the preparation of quality pre-investment studies.
- ▶ to promote transformative actions of sustainable, inclusive, resilient and equitable urban development in LAC, using innovation, co-design, experimentation and lessons learnt carried out within the framework of the IDB Cities Lab’s operations<sup>23</sup>.
- ▶ to continue generating opportunities and spaces for mayors and other decision-makers to interact and exchange knowledge and practices, based on the work carried out by the Cities Network.
- ▶ to carry out evidence-based research to provide state-of-the-art studies on emerging issues in topics such as metropolitan governance, smart cities, housing and habitat, resilience, heritage, economy and urban finance.

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<sup>20</sup> Inception interviews.

<sup>21</sup> The ESCI received funds from the following donors: Switzerland, Japan, and Austria. In addition to the financial aspect, ESCI can also count on academic support from mayors' summits (Hamburg, Madrid, Santander, etc.), as well as technical cooperation (Concept Note, 2019, p.5).

<sup>22</sup> IDB, Concept note, 2019, p.8.

<sup>23</sup> The IDB Cities Lab is a platform for innovation, experimentation, and knowledge exchange that aims at contributing to the sustainable development of Latin American and Caribbean cities. It provides a space for experimentation and co-creation to promote the development of innovative solutions to the challenges facing cities in the region. It also seeks to strengthen the design culture and implementation of projects based on evidence and data to better support decision making.

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The beneficiaries of this Fund are cities and national governments in the 26 member borrowing countries of IDB. The CIT Fund envisages a broader coverage than the ESCI, for example, cities of different characteristics and working scale (small and medium-sized cities, capitals, metropolises, etc.) as well as working with central governments. Beneficiaries eligible for CIT Fund include those under the IDB or IDB Invest policies.

The activities eligible to receive funding from CIT include, but are not limited to, the following:

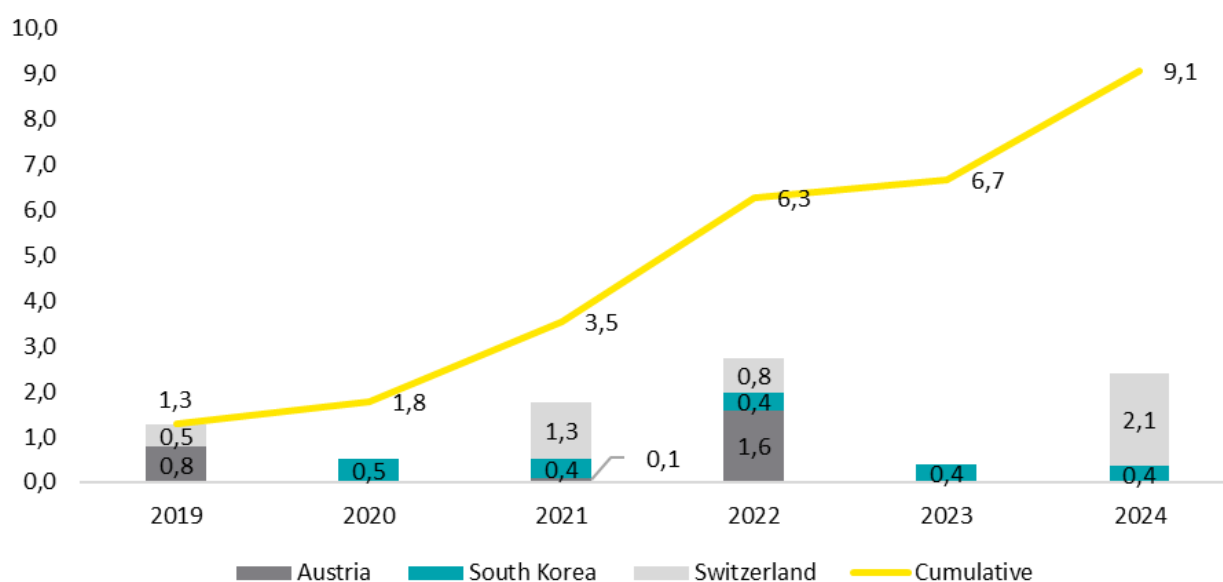
Specific objectives /Areas of work	Examples of activities
Preparation and implementation of quality projects and programs	<ul style="list-style-type: none"> <li>▶ Support towards the Bank's policy and operational dialogues with countries (e.g., sectoral studies, diagnostics, evaluations, etc.);</li> <li>▶ Support towards the identification, preparation and/or implementation of operations;</li> <li>▶ Support the development of pre-investment studies;</li> <li>▶ Support towards the formulation and implementation of policies and/or sector reforms (e.g., normative studies)</li> <li>▶ <b>For example, the formulation of a land use and zoning plan for the municipality of a small city Pepillo Salcedo in Dominican Republic (DR-T1244).</b></li> </ul>
Experimentation, evaluation and scaling-up	<ul style="list-style-type: none"> <li>▶ Generation, design, implementation and evaluation of experimental ideas and pilots seeking innovation in urban policies and practices;</li> <li>▶ Scaling-up and replication of practices and processes (e.g., financial viability analyses, proposal preparation, etc.)</li> <li>▶ <b>For example, in leveraging the use of Big Data solutions for Brazilian smart cities (BR-T1496).</b></li> </ul>
Interaction and exchange of knowledge and practices	<ul style="list-style-type: none"> <li>▶ Knowledge generation and repository of good practices in urban management in the region (e.g., design of courses and seminars, dissemination).</li> <li>▶ Capacity building associated with institutional strengthening and support towards sector, legal and regulatory reform.</li> <li>▶ Exchange of experiences between mayors and other key actors from the cities (e.g., technical and high-level meetings, city-to-city connections).</li> <li>▶ <b>For example, in supporting LAC local governments to design innovative urban solutions through targeted knowledge and practical exchange (RG-3706).</b></li> </ul>
Analytical work and cutting-edge studies	<ul style="list-style-type: none"> <li>▶ Analytical studies through generation and analysis of databases and research relevant to LAC.</li> <li>▶ Dissemination of analytical work on emerging sector issues (e.g., publications, technical seminars, and quality forums).</li> <li>▶ Any other activities consistent with the objective of the Fund, agreed to by the Bank and the donors.</li> <li>▶ <b>For example, in supporting the incorporation of criteria for adaptation to climate change and resilience in regional investment in cities in Chile (CH-T1277).</b></li> </ul>

### 2.3. Donors' contributions to the CIT Fund and TCs' implementation

In 2024, the CIT Fund received a total of US\$2.4 million in contributions from two donors. This year, the CIT obtained the third and fourth annual contribution installments from the Swiss State Secretariat for Economic Affairs (SECO), which amounted to US\$872,347 (CHF 750,000) in January and US\$1,182,648 (CHF 1,000,000) in September. Furthermore, in July 2024, the Fund received the second annual installments of US\$358,907 (KRW 500,000,000) from the Government of Republic of Korea.

As of December 31, 2024, the CIT had garnered a total of US\$9.1 million in contributions, with Austria contributing US\$2.5 million, Republic of Korea US\$2 million, and Switzerland US\$4.6 million (Figure 3).

Figure 3 Cumulative Contributions to the CIT as of December 31, 2024 (in US\$ millions)

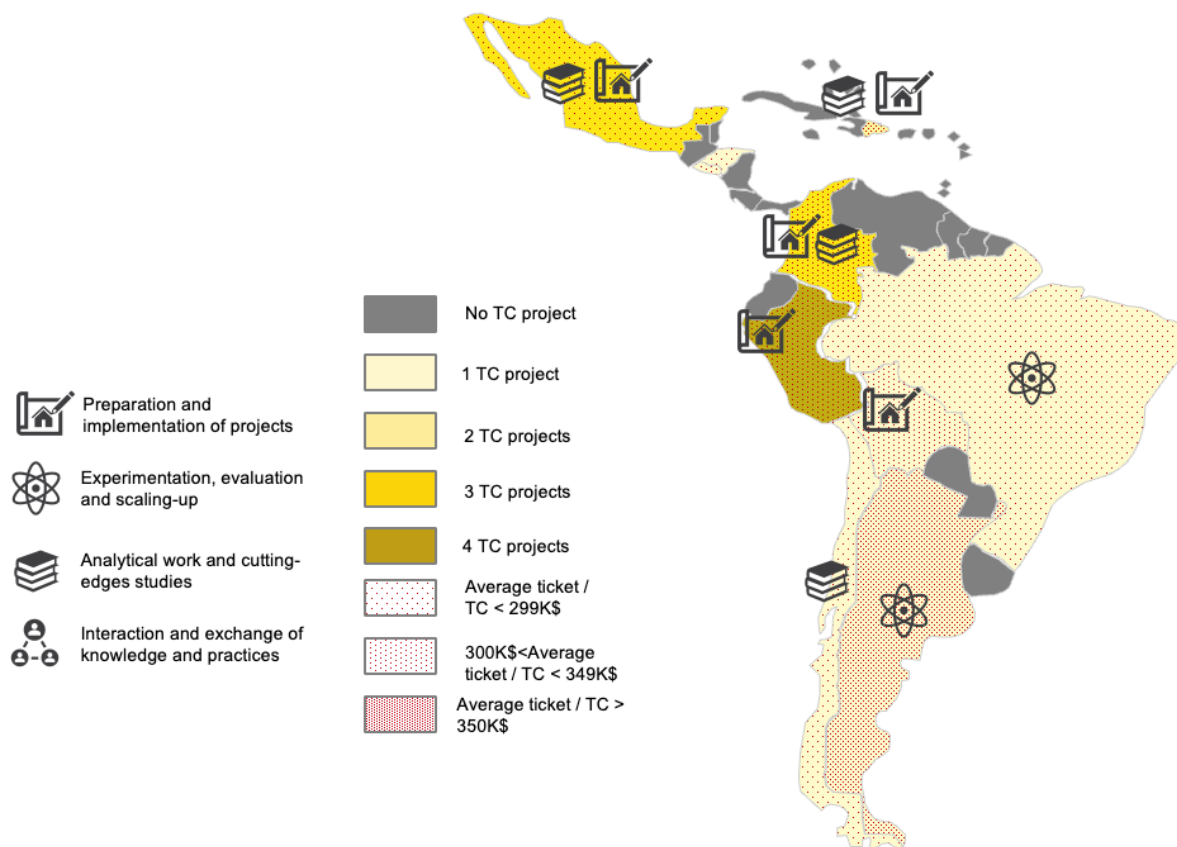


Source: CIT Fund Annual Reports from 2019 to 2024 – EY Analysis and Elaboration

As of December 31, 2024, the CIT Fund has supported 25 technical cooperation (TC) projects amounting to a total of US\$7.49 million. Out of this, the Fund has designated US\$5.34 million for national TCs in ten countries and US\$2.11 million for seven regional TCs, which benefit multiple countries. Throughout 2024, Peru, Colombia, and the Dominican Republic have emerged as the top three recipients of the Fund's allocated resources (Figure 4, see below).

The map below summarises the coverage of TC projects based on the number of projects, the average ticket per project, and the type of activities implemented (corresponding to the four objectives of the CIT Fund).

Figure 4 Map of TC Projects of the CIT Fund



Source: Documentary review – EY Elaboration

## 3. Evaluative findings

*This section presents findings of the evaluation which highlight both the Fund's distinctive contributions and areas for improvement, while also resonating with lessons identified across other IDB trust funds. Annex 8 provides a synthesis of these commonalities. Key comparative insights include the strong alignment of trust funds with beneficiaries' needs and IDB strategies, the innovative approaches adopted, and the leverage effect on IDB lending. At the same time, challenges such as donor coordination, political stability, and local ownership were recurrent across evaluations, underscoring the importance of addressing these factors to enhance results and sustainability.*

### 3.1. Relevance

This aims to respond to:

- ▶ **Evaluative Question (EQ) 1:** To what extent are the Projects funded by the CIT relevant to the Funds' objectives and IDB institutional context, including with an historical perspective?

#### Key findings

##### Relevance

- ▶ **The CIT Fund's relevance is rooted in the Emerging Sustainable Cities Initiative (ESCI),** which began in 2012 to support urban development in Latin America and the Caribbean. ESCI promoted integrated climate change approaches and sustainable urban planning, leading to **lessons that informed the CIT Fund's expansion** into themes like data, AI, and digitalization. The CIT Fund also called for a stronger focus on the preparation of sustainable and bankable projects, the need to integrate more dynamic innovative models, while maintaining continuity in a multisectoral and participatory approaches.
- ▶ **The CIT Fund and its projects demonstrate to a large extent relevance to the IDB's successive institutional strategies** since its establishment in 2019. They align with eight out of 13 objectives of the 2010-2020 Institutional Strategy, including four under the first strategic pillar (Safeguard the social gains from recent years to lessen social exclusion and inequality) and all of the four objectives under the second (Boost countries' internal sources of growth to increase LAC's productivity and innovation). They are also coherent largely with the new Impact Framework 2024-2030 Strategy (Impact+)<sup>24</sup> on several core objectives and priority areas. The Fund addresses most of operational focuses and the three core objectives align with the CIT Fund, particularly the first two: "reduce poverty and inequality" and "address climate change"<sup>25</sup>. Impact+ reinforces priorities in the field of climate action aligning closely with the CIT Fund's projects, which emphasise climate adaptation, while putting more emphasis on topics such as biodiversity and the contribution of the private sector in innovation, that could be better highlighted.
- ▶ **Projects usually follow a holistic urban transformation approach,** intersecting urban policy, housing, climate change, mobility, heritage protection, among other key topics. In addition, projects promote social inclusion, sustainability, and institutional capacity. **In that respect, the CIT Fund and its projects also align, case by case, to several other sector frameworks,** such as those related to: (i) Climate Change; (ii) Innovation, Science and Technology Sector Framework; (iii) Decentralisation and Subnational Governments.

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<sup>24</sup> [BID | BID Impact+](#)

<sup>25</sup> The third objective of the new 2024-2030 Strategy (Impact+) concerns "bolstering sustainable regional growth." The CIT Fund is primarily focused on issues related to enhancing the resilience and sustainability of cities, as well as social inclusion and equality more than on growth-related topics (BID, [Governors approve three historic, transformative changes for the IDB Group to support the region](#), March 2024).

- ▶ The CIT Fund also shares **common goals with newer initiatives like Amazonia Forever**, notably its pillar focusing on promoting resilient infrastructure and connectivity, and sustainable urbanisation of the Amazon region.
- ▶ **The TCs are largely relevant compared to priorities and needs of beneficiaries as evidenced by the survey and interviews. TCs tend to be quite aligned with local strategies and urban plan /actions plan.** It can be expressed either through operational support or through technical support. The priorities are perceived as relevant both in relation to the institutional priorities of the beneficiary entities and to local or national strategies. The innovative aspect of the TCs has also been emphasised, whether in terms of methodologies and tools used, the approach to project management, or the topics addressed.
- ▶ The CIT Fund and its projects effectively addresses largely well donor priorities for sustainable urban development, despite different focus areas (e.g.: Republic of Korea focusing on Smart Cities, Austria emphasising urbanisation and infrastructure through collaborations, and Switzerland prioritizing some countries of its bilateral aid). However, challenges may arise in aligning these differing priorities, considering a stronger emphasis of one donor (due to its nature as sectoral ministry) on technological solutions compared to the broader goals of other donors.
- ▶ The CIT Fund's alignment with beneficiaries' needs is common to other IDB's Trust Funds (such as SECCI, ACL and AquaFund) as raised by IDB's Trust Funds evaluation reports.

#### **Added-Value**

- ▶ **The CIT Fund adds value** by integrating key issues like gender equality and climate change into its projects, ensuring inclusivity and responsiveness to community needs. It fosters public policy dialogue and recruits specialised consultants to provide tailored solutions, empowering local governments with the tools for sustainable urban practices. For the IDB, the Fund enhances internal collaboration and promotes innovative projects that address urban challenges effectively. Its integrated approach to urban interventions supports comprehensive urbanisation and encourages collaboration among various stakeholders at regional and city levels.

### **3.1.1. Alignment with IDB's institutional context**

**The relevance of the CIT Fund is primarily explained by its foundation in a previous initiative**

**The Emerging Sustainable Cities Initiative (ESCI)**, launched in 2012, addresses urban development needs in Latin America and the Caribbean (LAC) by supporting urban planning in emerging cities. Initially a pilot in five cities, it expanded to 22 additional cities, aiming to assist them in identifying, prioritising, and financing actions for sustainable development.

Its main objective was to promote integrated approaches to climate change, and encourage a comprehensive view of sustainability encompassing environmental, social, and economic dimensions. The ESCI methodology was structured **around three cross-cutting pillars**:

- ▶ **Environmental and climate change sustainability:** Focus on strategies that mitigate environmental impacts and enhance resilience to climate change.
- ▶ **Urban sustainability:** Address urban planning and management practices that promote sustainable growth and development.
- ▶ **Fiscal sustainability and governance:** Ensure that cities have the financial and institutional capacity to implement sustainable practices and maintain good governance.

Based on this initial experience and the conclusions from the evaluation of this initiative, several lessons learnt have been identified: support has improved urban planning and led to sustainable projects; there is a need for innovative models in urban interventions; collaboration with LAC cities on knowledge sharing is essential; and a multisectoral, participatory planning approach should be maintained. Additionally, effective urban development programs require a multisectoral approach, improved pre-investment study quality, comprehensive urban operation designs, strategies to engage the private sector, and integration into large-scale master plans for better outcomes.

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The CIT Fund was heavily inspired by the initiative, adopting a similar scope (urban governance, etc.) while expanding to include other relevant themes at the time of its creation that remain pertinent today, such as data, AI, and digitalisation. A continuity between the two initiatives can be observed in terms of themes, objectives, and donors. Indeed, after internal discussions, the two initial donors (Switzerland and Austria) continued their support, while a new donor joined with a clear focus on smart cities.

**The CIT Fund and its projects are largely relevant in relation to the successive institutional strategies of the IDB**

Established in 2019, **the CIT Fund has experienced two successive institutional strategies:** (i) Update to the Institutional Strategy 2010-2020 (or UIS, drafted in March 2015), and (ii) IDB Group Institutional Strategy: Transforming for Scale and Impact 2030.

**The projects of the CIT Fund have maintained their relevance over the years by aligning with both strategic documents.** For the UIS, the projects of the CIT Fund are directly aligned with eight of the 13 objectives of the strategy, including four under the first strategic pillar (Safeguard the social gains from recent years to lessen social exclusion and inequality) and all (four) under the second (Boost countries' internal sources of growth to increase LAC's productivity and innovation). The third pillar, related to regional integration, can be considered indirectly covered by all the regional projects implemented by the Fund.

The diagram below illustrates the targeting of UIS objectives by the Fund (in red, the objectives directly targeted).

Figure 5 Strategic design of the UIS (2015) and linkage with CIT Fund (2019)

Strategic Policy Objectives	Safeguard the social gains from recent years to lessen social exclusion and inequality	Boost countries' internal sources of growth to increase LAC's productivity and innovation	Increase integration beyond market access and foster production-sharing schemes
Objectives	Eradicate extreme poverty	Develop quality human capital	Improve regional infrastructure
	Create a more distributive fiscal policy	Establish smart institutional frameworks	Insert firms into value chains
	Strengthen the capacity of the state	Provide adequate knowledge and innovation ecosystems	Converge integration policies and instruments
	Include all segments of the population in financial market	Provide urban planning and rural infrastructure	Leverage South-South and Triangular cooperation
	Provide inclusive infrastructure and infrastructure services		

Source: Documentary review (UIS) – EY Elaboration

The new 2030 strategy (Impact+) retains similar priorities while putting more emphasis on topics such as the treatment of biodiversity and the contribution of the private sector in innovation. This last focus on private sector was also highlighted during the closing declaration of the IDB President (“Fostering development through the private sector, with enabling conditions provided by the public sector”).<sup>26</sup>

**The projects of the CIT Fund remain aligned with Impact+ due to their strong component related to climate adaptation.** More specifically:

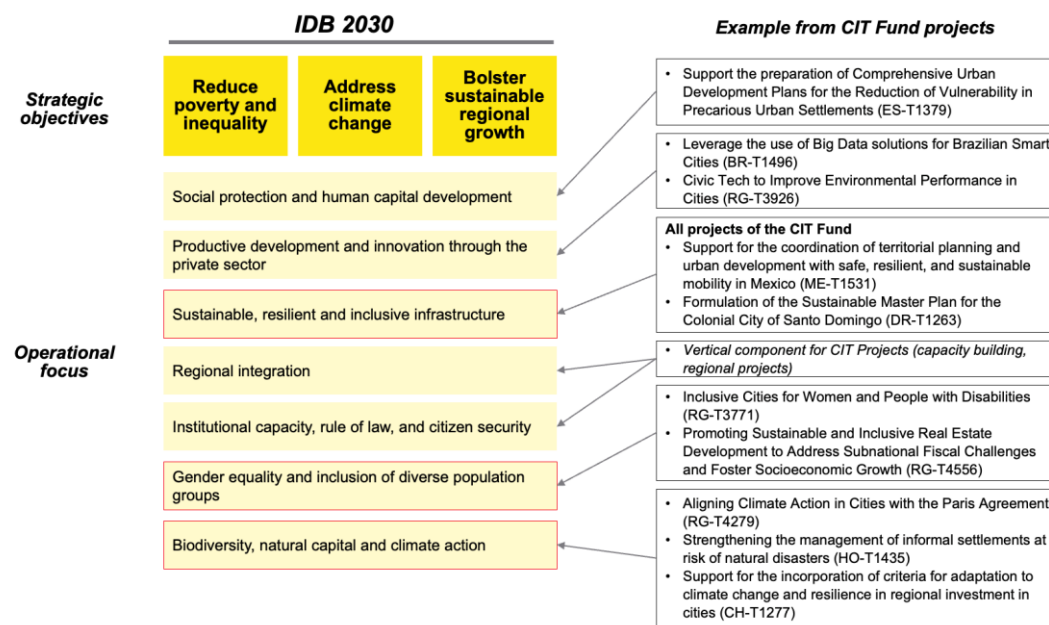
- ▶ The three core objectives align with the CIT Fund, particularly the first two: "reduce poverty and inequality" and "address climate change".
- ▶ All operational focuses are covered by the projects of the CIT Fund, to varying degrees.
- ▶ Three focuses are directly concerned with the primary objectives of the projects of the CIT: (i) Sustainable, resilient and inclusive infrastructure, (ii) Gender equality and inclusion of diverse population groups, and (iii) Biodiversity, natural capital and climate action.

<sup>26</sup> [IDB | Closing Address by President Ilan Goldfajn at the 2025 Annual Meetings of the IDB and IDB Invest](#)

- ▶ Four others constitute vertical components or secondary objectives of the projects.

The diagram below shows the correspondence between the 2030 strategy and the projects of the CIT Fund. (Please note that the list of projects specified in the boxes of the diagram is not exhaustive but provides only examples of projects aligned with the different focuses.) The blocks outlined in red correspond to the Institutional Strategy’s operational focuses that are directly targeted by the CIT Fund.

Figure 6 Design of the 2030 Institutional Strategy (2020) and linkages with CIT Fund's projects



Source: Documentary review and CIT Fund's projects analysis – EY Elaboration

## Projects adopt a holistic urban transformation approach, integrating key topics and aligning with various sector frameworks

The CIT Fund adopts a holistic approach to urban transformation by integrating multiple sectors and themes, recognising that urban challenges are interconnected and require comprehensive solutions. Projects address key areas such as urban policy, housing, climate change, mobility, and heritage protection, ensuring that interventions consider their broader impacts on sustainability and resilience. By prioritising social inclusion and equity, the Fund aims to benefit all segments of society, particularly marginalized groups.

Consequently, the projects of the CIT Fund intersect with several strategic sectoral frameworks, the most obvious being the one dedicated to Housing and Urban Development. The alignment with the sector framework was also raised by the AquaFund Trust Fund evaluation (in its case with the Water and Sanitation Sector framework).

The IDB has indeed established a **comprehensive sectoral strategy for Housing and Urban Development**<sup>27</sup>, prioritising social inclusion, environmental sustainability, innovation, and institutional capacity building. This strategy focuses on four fundamental axes:

- ▶ Social inclusion and urban equity: Expanding access to adequate housing, public services, and inclusive urban environments for vulnerable populations.
- ▶ Sustainable and climate-resilient urban development: Promoting environmentally sustainable cities, enhancing climate resilience, and reducing carbon footprints.

<sup>27</sup> Housing and urban Development Sector Framework Document, Housing and Urban Division, October 2020.

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- ▶ Innovation and digital transformation: Leveraging technology and data-driven approaches to improve urban management and planning.
- ▶ Institutional Strengthening and Governance: Enhancing the capacity of local governments to implement and enforce urban policies effectively.

A review of the 16 sampled TC projects of CIT Fund reveals a strong alignment with these priorities. Below are a few examples:

- ▶ **Fostering smart and resilient cities:** Projects such as Leverage the Use of Big Data Solutions for Brazilian Smart Cities (BR-T1496) and Civic Tech to Improve Environmental Performance in Cities (RG-T3926) directly support innovation by integrating digital solutions into urban governance, improving service delivery, and enhancing environmental sustainability.
- ▶ **Advancing climate action and sustainability:** The Support for the Incorporation of Climate Change Adaptation and Resilience in Urban Investment (CH-T1277) and Aligning Climate Action in Cities with the Paris Agreement (RG-T4279) projects contribute to the sustainable urban agenda by integrating climate resilience measures into urban development strategies.
- ▶ **Strengthening urban planning and governance:** Several projects, including Formulation of a Land Use and Zoning Plan for Pepillo Salcedo (DR-T1244) and Support for Local Institutional Strengthening for the Implementation of the General Law of Human Settlements, Land Management, and Urban Development (ME-T1464), enhance institutional capacity and governance, ensuring effective land-use planning and regulatory enforcement.
- ▶ **Promoting inclusive urban development:** The Inclusive Cities for Women and People with Disabilities (RG-T3771) project directly addresses social equity by ensuring urban spaces are accessible to marginalized populations, aligning with the IDB's commitment to inclusivity.

**The projects of the CIT Fund also partially align with other strategies**, such as the one related to **decentralisation and subnational governments**<sup>28</sup>. This strategy indeed includes two main objectives: (i) supporting interventions and institutional changes in the Bank's 26 borrowing member countries<sup>29</sup> and (ii) consolidating and deepening the knowledge agenda in the sector. As such, certain TC projects from CIT Fund are aligned with the main topic of governance, for instance the CH-1277 Project in Chile, focusing on the support for the incorporation of criteria for adaptation to climate change and resilience in regional investment in cities. One of the most important objectives of this project, as explained during interviews, is to consolidate an area of dialogue and public policy related to metropolitan governance.

Then, the CIT Fund also demonstrates **a notable alignment with the Climate Change Sector Framework**. Notably, the RG-T4279 Project, which focuses on aligning climate action in cities with the Paris Agreement, underscores the Fund's commitment to ensuring that urban development is not only sustainable but also responsive to global climate commitments. This alignment is further reinforced by the CH-T1277 Project, which supports the incorporation of criteria for climate change adaptation and resilience in regional investments in cities.

Moreover, the CIT Fund's alignment with **the Innovation, Science, and Technology Sector Framework** is equally commendable. Initiatives such as the BR-T1496 Project, which leverages Big Data solutions for Brazilian smart cities, highlights the Fund's commitment to utilising cutting-edge technology to enhance urban planning and governance.

Finally, the activities implemented under the scope of the Fund will support **the Corporate Results Framework 2016-2019** by aligning with indicators focused on key cross-cutting issues, including: (i) climate change and environmental sustainability; (ii) gender equality and diversity; and (iii) institutional capacity and the rule of law.

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<sup>28</sup> Decentralisation and Subnational Governments Sector Framework Document, Fiscal Management Division, July 2018.

<sup>29</sup> Specifically aimed at addressing a) weaknesses in intergovernmental arrangements; (b) deficiencies in the management of expenditure and service delivery by subnational governments; (c) challenges for subnational governments related to generating own-source revenue and securing access to financing; and (d) weaknesses in subnational governments' transparency and accountability mechanisms.



*“Our project is 200% linked to the Bank’s new institutional strategy: we are aligned with the broader goals and objectives of the organisation, especially regarding climate change and sustainability.”*

*“Women and people with disabilities are part of the Gender and Diversity action plan of the IDB so we are aligned with that. We use the same definitions.”*

*Source: interviews with IDB Team Leaders*



### Comparative insights

**The holistic approach is a common feature of the CIT Fund with the Urban Municipal Development Fund (UMDF) of the African Development Bank, a similar initiative in Africa:**

**In light of the growing needs and challenges of an increasingly urban African population, the AfDB established the Urban and Municipal Development Fund (UMDF) in 2019.** This multi-donor Trust Fund hosted by the AfDB serves to support African cities and municipalities in improving their resilience and better managing urban growth and development. To achieve this objective, the Fund supports a holistic approach relying on projects dedicated to the improvement of urban governance, urban planning, essential services and infrastructure, as well as the development of capacities for integrated low-carbon, climate resilient and inclusive development.<sup>30</sup> Specifically, the Fund has the following strategic priorities:<sup>31</sup> (i) improved governance; (ii) Improved urban planning; (iii) Improved urban infrastructure and essential services; (iv) Inclusive growth; (v) Climate resilience & low carbon development.

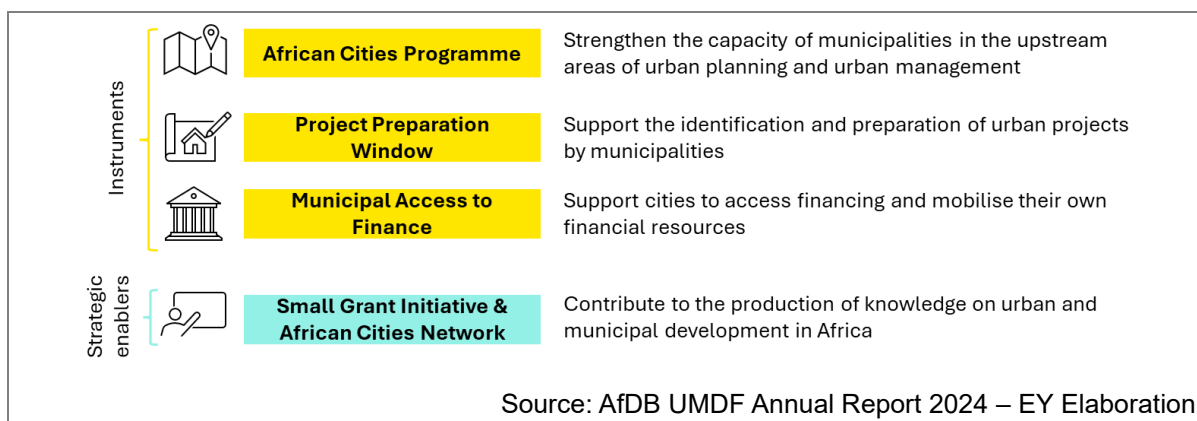
**The UMDF disposes of three separate instruments and two strategic enablers to support urban development across Africa. Since its establishment in 2019, the UMDF has financed operations across 39 cities in 24 countries via three instruments:** i) African Cities Programme; ii) Project Preparation Window (PPW); iii) and Municipal Access to Finance Window (MAFW). The Fund also facilitates knowledge exchange through two strategic enablers: the Small Grant Initiative and African Cities Network.

- ▶ First, the **African Cities Program** engages early with cities and provides long-term mentorship support for improved urban planning, governance and investment project identification.<sup>32</sup> The UMDF finances and prepares city diagnostics and Action Plans in participating cities to assess their current development status, analyse key challenges, and identify investment projects.
- ▶ Second, the **PPW** provides financial or technical assistance for the preparation and appraisal of urban infrastructure projects that have been identified either by national or local governments themselves or by upstream engagement through the African Cities Programme (or with other Development Partners).
- ▶ Thirdly, the **MAFW** provides targeted technical assistance to selected cities to strengthen their financial management, governance, and creditworthiness, enabling them to access capital markets and mobilize their own revenues. By improving budget systems, administrative capacity, and offering transaction advisory support, the window helps municipalities invest directly in climate-resilient, livable, and productive urban development.
- ▶ Finally, the **Small Grant Initiative** serves as a cross-cutting instrument set up in 2020 to support city originating projects and small requests up to USD 30 000 and the **African Cities Network** brings together UMDF-supported cities to facilitate the transfer of knowledge and learning.

<sup>30</sup> AfDB (2022), *UMDF Annual Report 2022*.

<sup>31</sup> AfDB (2024), *UMDF Annual Report 2024*.

<sup>32</sup> AfDB (2023), *UMFD Annual Report 2022*.



### The CIT Fund shares also common goals with initiatives that came after it

If the CIT Fund is found to be aligned with subsequent strategies and initiatives, this is also true for initiatives that have emerged after its creation: this is notably the case for the regional initiative Amazonia Forever for instance. Indeed, **the CIT Fund and Amazonia Forever share common goals and approaches that emphasise sustainable development, environmental protection, collaboration, inclusivity, and innovation.** One of the six pillars of Amazonia Forever is “*Promoting resilient infrastructure and connectivity, and sustainable urbanisation of the Amazon region - this includes adequate management and planning of urban growth, mitigation and adaptation to climate change, economic development, and social inclusion and equity.*”<sup>33</sup>

More precisely:

- ▶ Both initiatives emphasise the importance of sustainable urbanisation. The CIT Fund aims to promote sustainable, inclusive, and resilient urban development in the LAC region, while Amazonia Forever focuses on sustainable urbanisation in the Amazon region, including adequate management and planning of urban growth.
- ▶ They both also recognise the urgent need to address environmental challenges. The CIT Fund's objectives include adapting to and mitigating climate change effects, which aligns with Amazonia Forever's focus on combating deforestation and promoting sustainable practices to protect biodiversity and forests.
- ▶ Besides, Amazonia Forever emphasises regional collaboration and coordination among stakeholders, which resonates with the CIT Fund's goal of generating opportunities for mayors and decision-makers to interact and exchange knowledge. Both initiatives seek to leverage synergies and enhance the impact of their projects.

Additionally, **the CIT Fund also aligns with the América en el Centro**<sup>34</sup> initiative by addressing the challenges of rapid urbanisation, climate change, and demographic shifts in the LAC region. Both initiatives aim to promote sustainable, inclusive, and resilient urban development, with the CIT Fund focusing on improving project formulation, fostering innovation, and enhancing knowledge sharing among decision-makers.

Finally, **One Caribbean**<sup>35</sup> was also mentioned as aligned and consistent with the CIT Fund's priorities. Both initiatives promote inclusive growth and emphasise the need for resilient infrastructure and renewable energy to combat climate change. They also focus on strengthening technical capabilities and digital transformation to enhance governance and facilitate private sector engagement.

### The CIT Fund effectively addresses largely donor priorities for sustainable urban development despite different focus areas.

<sup>33</sup> [IDB | Amazonia](#)

<sup>34</sup> [IDB | América en el Centro](#)

<sup>35</sup> [IDB | ONE Caribbean](#)

**The CIT Fund and its projects are overall well-aligned with the priorities of its donors**, reflecting a coherent strategy for sustainable urban development.

- ▶ Republic of Korea emphasises the promotion of Smart Cities and their associated technological solutions, which is a central theme in its funding approach.
- ▶ In contrast, Austria and Switzerland exhibit more flexibility regarding thematic priorities. Austria, in particular, focuses on promoting Austrian components through collaborations, such as the partnership with an Austrian university (TC RG-T3706). Urbanisation is a significant priority within Austrian development cooperation, highlighting the importance of spatial planning, digital instruments, and infrastructure development in urban areas. In the field of urban development and infrastructure, SECO is fostering economic development in its partner countries by strengthening cities as hubs for economic growth. Sustainable urban development (urban planning & digitalization, mobility, energy management), as well as strengthening infrastructure systems and utilities, and improving the access of utilities and cities to public and private financing are a priority of SECO's development cooperation.

However, aligning the objectives of all donors may present challenges, especially given the strong emphasis on Smart Cities of one donor (due to the fact the fund comes from a sectoral ministry), which may differ from the broader priorities of two additional other contributors.

Geographically, Switzerland has directed its efforts towards projects in Peru, Bolivia, and Colombia. That is **aligned with the Switzerland's International Cooperation Strategy 2021-2024**<sup>36</sup>, that defined for the LAC region as priority countries for bilateral development cooperation Colombia and Peru, and Bolivia, Cuba, Haiti, Honduras, Nicaragua (these last ones being removed by end of 2024).

### 3.1.2. Response to beneficiaries' needs

#### **The TCs are largely relevant compared to priorities and needs of beneficiaries**

From analyses conducted, **TCs tend to be quite aligned with local strategies and urban plan /actions plan**. Alignment takes different forms at multiple levels, for instance:

- ▶ **Support in implementing policies at the municipal level:** this is the case in the city of Buenos Aires (RG-T3706) since the activation of the microcenter, a priority axis of technical cooperation in the city, is a policy implemented by the municipality of Buenos Aires. Indeed, in 2021 the municipality passed two laws concerning the reactivation of the microcenter of Buenos Aires.<sup>37</sup> Thus, the microcenter has suffered greatly from the pandemic, with businesses closing, companies leaving, and a significant loss of tourists.<sup>38</sup> The support of the IDB for the implementation of pilot projects related to citizen participation in the revitalisation of the microcenter aligns with this political will. Yet, this policy has been on hold at the city level since 2024.<sup>39</sup> The budgetary argument was put forward by the government of the city of Buenos Aires to justify its suspension.<sup>40</sup>
- ▶ **Assistance in designing urban policies at the national level (technical support):** As part of the implementation of the new Peruvian housing law, the IDB has aligned with the priorities of the Ministry of Housing, Construction and Sanitation in collaboration with the MIVIVIENDA Fund to facilitate access to housing for low-income families. Indeed, the CIT Fund through the TC PE-T1473 assisted the Ministry by creating, among others, technical studies to enhance subsidy targeting and affordability.
- ▶ **Support for the implementation of policies within a broader scope:** this is the case in Chile (CH-T1277). The TC required, beyond climate alignment, to support for decentralisation and strengthening metropolitan areas in the country to enable them to manage their resources and develop effective public policies. The aim of the TC was to improve the alignment of the subnational

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<sup>36</sup> Switzerland's International Cooperation Strategy 2021-2024, Confédération Suisse.

<sup>37</sup> Clarín, [How is the plan approved by the Legislature to transform downtown Buenos Aires into a residential area?](#), December 2022.

<sup>38</sup> Clarín, December 2022.

<sup>39</sup> Pagina 12, [The GCBA suspended the refunctionalization plan for the microcenter of the city](#), June 2024.

<sup>40</sup> Ibid

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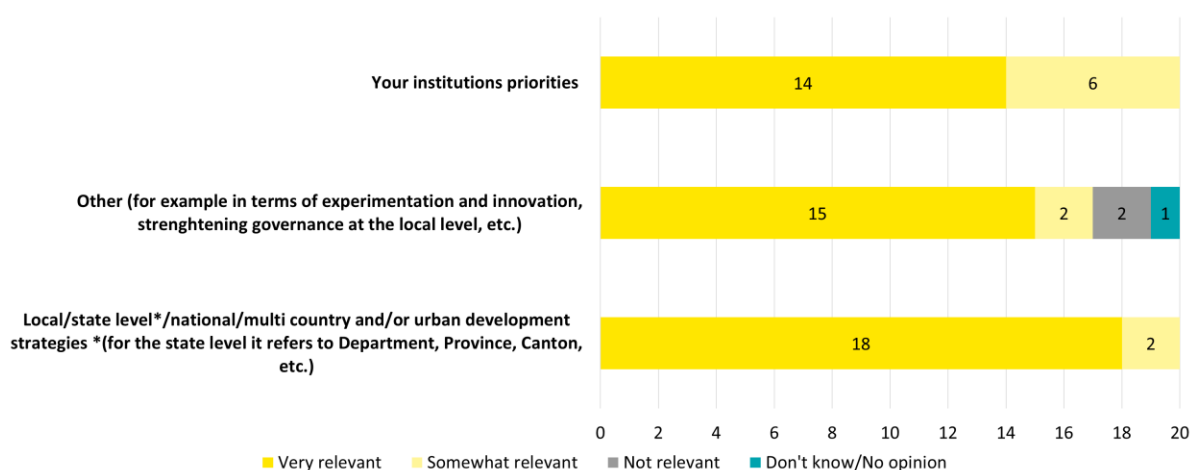
urban investment cycle with Chile's Long-Term Climate Strategy (ECLP). This goal was accomplished, among other methods, through the implementation of training programs for professionals in municipal and regional governments, along with the development of knowledge that connected climate change topics specified in Chile's ECLP with two essential subnational areas: metropolitan regions and land-use planning.

**According to the survey results, the beneficiaries who responded are very satisfied with the relevance of the TC funded by the CIT Fund.**

All respondents considered that the TC they benefited from was relevant (see Figure 7 below, six out of 20 respondents, or 30%) or even very relevant (70%) considering the institutional priorities of the beneficiary entity. **BR-T1496, for instance, received very positive feedback from a beneficiary** regarding the alignment and consultation with the beneficiary in designing the technical cooperation. Indeed, this TC perfectly addressed the identified needs of one of the municipalities involved, which deemed it necessary to enhance the municipality's work on big data in order to improve the city's decision-making. The importance of the Big Data project was highlighted by this beneficiary during interview, which filled critical gaps in local data availability, thereby enhancing urban planning and decision-making processes.

Beneficiaries are even more convinced of TCs relevance regarding **alignment with national and local strategies related or not to urban development** (90% find it very relevant and 10% somewhat relevant). A beneficiary in Peru (PET1473) highlighted that the collaboration with the IDB has been instrumental in shaping a national housing policy that addresses the urgent need for adequate housing. The historical context of the IDB's involvement in urban development has allowed beneficiaries to leverage international best practices, making the initiatives particularly relevant to local challenges.

Figure 7 Q3. How relevant was/is the Technical Cooperation project in relation to the following aspects?



Source: Survey to TC beneficiaries – 20 answers

The CIT Fund's alignment with beneficiaries' needs is common to other IDB's Trust Funds (such as SECCI, ACL and AquaFund) as raised by IDB's Trust Funds evaluation reports.

Regarding other aspects, beneficiaries particularly highlighted **the innovative nature of the projects**. This element seems to have been particularly important, during interviews, aligning with the roadmap of the Fund, which has made it both an objective and an outcome indicator related to projects at the IDB Cities Lab. This innovation has taken several forms:

- ▶ **the methodologies and tools used:** for instance, a beneficiary of RG-T3926 highlighted the innovation in monitoring methodologies by combining civic technology, smart routing, and geospatial analysis through the generation of environmental and geospatial data.
- ▶ **the approach in project management:** local communities have been involved through neighborhood associations (notably through CO-T1592, RG-T3706; RG-T4279), particularly in identifying key issues and challenges and have been a success factor in implementation. In Brazil, within the framework of RG-T3706, the beneficiary for the implementation of a pilot project in Rio de Janeiro emphasised the importance of involving the neighboring communities of Osvaldo Cruz through a workshop for adults that gathered around forty people to collect their ideas, as well as

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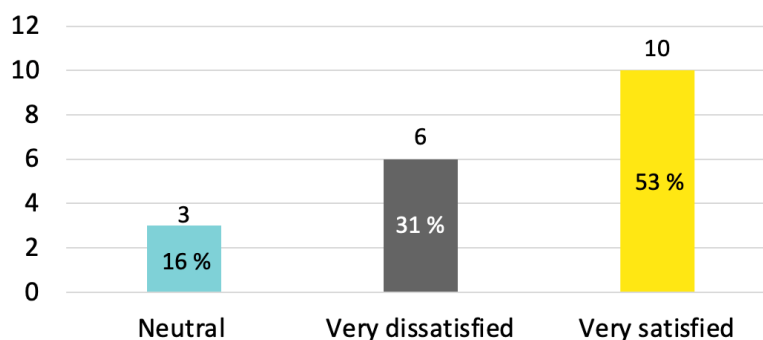
involving children from public schools. The participatory approach was also an opportunity to raise local awareness on sustainability and environmental issues while addressing safety concerns (well-lit streets, safe pedestrian crossings).

- ▶ **The topics addressed:** including the integration of issues related to cross-cutting themes such as Gender and Diversity, Climate Change, and Indigenous Communities, which are innovative subjects appreciated by several beneficiaries. This was notably the case for a beneficiary of the BR-T1496, who indicated that discussions around gender issues, racial inequalities, or LGBTQIA+ matters were among the most valuable aspects of the TC. A beneficiary of TC RG-T3707 stated that what was most valuable was achieving the goal of enabling Afro-descendant women from the Portobello district to acquire the knowledge to strengthen their small creative and cultural industry businesses and improve their incomes. Therefore, the inclusion of these subjects is not a marginal concern within the scope of the CIT Fund and appears to be positively perceived by beneficiaries.

Regarding **capacity building** (see question 3 of the survey in the figure 7 (“others”) above), another element related to relevance, emerged in the results. Thus, capacity building was particularly highlighted in the context of CH-T1277, as a beneficiary of this TC considered, according to the survey, that the capacities generated by the CIT Fund teams to train professionals from regional governments in the management of metropolitan areas were the most decisive aspect of the cooperation. This perception is consistent with the perception of the TTL mentioned in the section above.

Overall, of the 19 beneficiaries from 14 TCs who responded to the question, a majority (53% or 10 respondents from nine TCs) reported being very satisfied, a certain extent of them (31% or six respondents from five TCs) were very dissatisfied, and 16% (three respondents from two TCs) were neutral (see figure 8 below).

**Figure 8 Q13. How would you rate your overall satisfaction with the TC allocated by the IDB with support from the CIT Fund ?**



*Source: Survey to TC beneficiaries – 19 answers*

Among the reasons for dissatisfaction indicated through interviews and the survey, the following elements were particularly highlighted in the Dominican Republic, within the framework of DR-T1244:

- ▶ **Expertise that is more suited to local needs:** for example, beneficiaries emphasized the need to better formulate Terms of Reference to align contracted services with local planning law. Indeed, the hiring of Colombian consultants may have led to misunderstandings since they were not familiar with Dominican Republic law regarding urban planning.
- ▶ **The transfer of skills with the necessity:** this relates to the previously mentioned reason. Thus, it has been highlighted by beneficiaries to **further integrate local experts**. It would enable capacity building, first at local level, in Pepillo Salcedo and then throughout the rest of the country in a logic of replication.

Regarding the beneficiaries who reported being very dissatisfied, their recommendations are listed in Table 2 below. It appears that their feedback is not extremely negative as they are more questioning the sustainability of the projects (BR-T1496), the necessity for the IDB to continue engaging with countries and cities in need of support (CO-T1592), and the issue surrounding the dissemination of TC results and the need to capitalize on the associated experts in the TCs for future projects (RG-T3706).

**Table 1 Profile of dissatisfied respondents and their recommendations**

Project number	Project name	Recommendations	Number of dissatisfied respondents
BR-T1496	Leveraging the Use of Big Data Solutions for Brazilian Smart Cities	To continue or to enhance the products developed in the technical cooperation.	2
CO-T1592	Support for Natural and Cultural Capital Projects in Barranquilla	To continue collaborating with the countries and cities that need your support to successfully advance innovative projects in the region.	1
DR-T1244	Formulation of a Land Use and Zoning Plan for Pepillo Salcedo	Greater participation of local specialists with the aim of building sufficient know-how in the country to expand experience within the country.	1
RG-T3706	Piloting: innovative urban solutions in LAC	To encourage the promotion/dissemination of results in different areas; to create a pool of technicians/experts who can be called upon for other projects	1
RG-T3707	Innovations in Localization and Social Housing Management	In all projects, a financial allocation for technical cooperation should be assigned to develop innovative co-creation initiatives that strengthen the capacities and technical skills of local women entrepreneurs, enhancing their ventures and facilitating their effective integration into the economic, social, and cultural development of the municipality.	1
<b>Total</b>			<b>6</b>

*Source: Survey to TC beneficiaries – 6 answers*

However, in detailed questions on the different criteria for assessing the TCs, perception proved to be positive or even very positive as shown in Figure 8.

**The CIT Fund maintains project relevance into the quality of design through proactive risk management and adaptation to urban challenges**

All projects under the CIT Fund incorporate a dedicated section titled "Project Risks and Issues" within their concept notes, reflecting a proactive approach to risk management and project relevance. This section serves as a component of project planning, allowing for the identification and assessment of potential challenges that may arise during implementation. By anticipating these risks, the CIT Fund

ensures that appropriate mitigation strategies and contingency actions are established in advance. This foresight not only enhances the resilience of the projects but also safeguards their alignment with the Fund's overarching objectives.

**Besides, the CIT Fund has maintained its relevance to beneficiaries by addressing the challenges posed by the COVID-19 crisis** through a series of targeted initiatives. By consulting with national authorities in urban areas of the LAC region, the Housing and Urban Development Division (HUD) identified a need for urban sustainability solutions to enable an inclusive and sustainable economic recovery. Recognising that populations in informal settlements were particularly vulnerable, the CIT prioritised urban innovation focused on climate change adaptation, social inclusion, and the creation of economic opportunities. In that respect, in 2020 four projects were approved for a total of \$1.18 million, aimed at designing innovative solutions and integrating urban development and housing policies. This flexibility continued into 2021, as the 2021 annual report highlighted: other projects with the same goal of tackling challenges exacerbated by the pandemic were developed.

In a few cases, the risk management analysis would have benefited from a better assessment of local capacities, particularly as observed through the TC DR-T1244 with the municipality of Pepillo Salcedo. This municipality lacked the resources and expertise necessary to properly implement the designed tools.

### 3.1.3. Added-value

Based on the triangulation of sources, **the CIT Fund demonstrates several benefits at multiple levels**, both for beneficiaries, including governments both at national and local level, and for the IDB.

#### Added Value for beneficiaries:

- ▶ By **nurturing public policy dialogue**, the Fund also creates conditions for success in elaborating responsive urban strategies.
- ▶ By enabling **the recruitment of highly specialised consultants**, the Fund ensures that beneficiaries receive tailored solutions backed by in-depth expertise. This enhances the effectiveness of interventions and ensures that the specific challenges faced by communities are addressed comprehensively.
- ▶ The CIT Fund effectively **promotes participative, citizen and inclusive approaches**
  - **incorporating notably cross-cutting issues** such as gender equality, indigenous rights, and climate change into its projects. This holistic approach ensures that diverse perspectives are integrated into project planning and implementation, fostering inclusivity and responsiveness to the needs of various communities.
  - **focusing on capacity building** equips local governments and stakeholders with the necessary tools and knowledge to implement sustainable urban practices effectively. This empowerment fosters a culture of continuous learning and adaptation in urban governance, ultimately benefiting the communities served by enhancing their ability to manage urban challenges.

#### Added Value for the IDB:

- ▶ The CIT Fund enhances internal collaboration within the IDB by fostering synergies among various departments (see more details in 3.2.1 *The CIT Fund has strengthened intra-IDB cooperation*). This integrated approach strengthens the Bank's overall capacity to address urban challenges comprehensively and effectively.

#### But there are also shared added values worth highlighting:

- ▶ Both beneficiaries and the IDB benefit from the innovative dimension of the CIT Fund, particularly through its collaboration with the Cities Lab. Projects such as BR-T1496 and RG-T4279 exemplify this innovation in addressing urban challenges. Most of IDB's Trust Fund evaluation reports (such as AquaFund and SECCI) highlight the innovative approach of IDB's Trust funds.
- ▶ Additionally, the Fund's focus on **integrated urban interventions**—such as infrastructure, urban mobility, energy efficiency, and sustainable landscapes—supports both communities and the IDB by promoting a comprehensive approach to urbanisation that addresses various aspects of urban

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life. This paradigm shift opens up new possibilities for integrated territorial management, enabling cities to navigate the complexities of urbanisation more effectively.

- ▶ Finally, **the CIT Fund facilitates work at various levels of local governance**, including regional and city levels. This multi-tiered approach enhances the effectiveness of interventions and fosters collaboration among different stakeholders. It also contributes to better position the Bank at the subnational level.



*“The added value of the CIT Fund is enormous. It is a vehicle for collaboration among different parties that perhaps wouldn't have collaborated otherwise.”*

*Source: interview with IDB Team Leader*

In that sense, it seems that **funded projects demonstrated compliance with eligibility requirements**, that are the following: (i) consideration of a multisectoral and integrated vision of urban development and planning; (ii) inclusion of measurable results regarding improvements in citizens quality of life; (iii) introduction of innovative methods or processes; (iv) promotion of inclusive participatory processes; (v) promotion of operations support; (vi) alignment with urban national policies and any of the Bank's sectoral framework documents.

## 3.2. Coherence

This aims to respond to:

- ▶ **EQ2:** To what extent are the operations funded by the CIT complementary and in synergies with other initiatives from IDB and donors?

Key findings

### ***Internal coherence***

- ▶ **The CIT Fund has strengthened intra-IDB cooperation. The Housing and Urban Development Division (HUD) successfully collaborates with other IDB's departments** in implementing projects, strengthening the multi-dimensional approach of the TCs both at sectoral level and cross-functional level. This collaboration is even more encouraged given that the design of the selected TCs covers a wide range of subjects touching in one way or another on the inclusive, sustainable and resilient development of LAC cities. Similarly to the CIT Fund, the evaluation of the SECCI Found (2018) also found that the SECCI fund contributed to strengthen the Intra-IDB cooperation
- ▶ **Synergies with other IDB initiatives are also strongly encouraged and concretely materialized in the various stages of the process**, from the birth of the TCs to their full realization. In terms of financing, more than a quarter of the TCs financed by the CIT Fund have other sources of funding, fuelling knowledge sharing between different entities within the Bank. In terms of design and implementation, the collaboration between the CIT Fund and the IDB Cities Lab and the IDB Cities Network, two bodies initiated by the HUD division tends to be clearly defined and effective.
- ▶ However, the development of public-private partnerships through internal IDB bank mechanisms has potential to be strengthened. Whether there is a proven interaction between CIT Fund and IDB Invest (RG-T3707; CH-T1277), the information available does not allow us to conclude that formal public-private partnerships were being set up following the completion of the TCs.

### ***External Coherence***

- ▶ Synergies with other development agencies and external bodies **are unequally systematized**. With other development agencies and MDB, collaboration takes several shapes: dialogue, division of efforts and coordination in the project cycle. The bank has also developed a partnership with C40 through operational support, the exchange of best practices and the mobilization of resources.
- ▶ The CIT Fund is also seeking **to establish partnerships with universities, within the frameworks of various TCs to mobilise academic expertise**. These contributions are not systematic and could therefore be further pushed in the future.
- ▶ Complementarity with CIT's three bilateral donors **has been observed and has potential to be strengthened**. Republic of Korea's Ministry of Land, Infrastructure and Transport (MOLIT) is primarily focused on the theme of Big Data. The MOLIT has provided three Brazilian cities with online training in smart cities. Austria provided support on housing and urban planning themes at the regional level, offering both theoretical and practical assistance. Switzerland is mainly concentrated in two countries: Peru and Colombia. Coordination between SECO Peru and Colombia and CIT Fund and more broadly IDB teams is well established. However, there is a potential of a more informal follow-up in Colombia. Further coordination with donors in countries is a common area for improvement raised by the IDB Aqua Fund Trust Fund Evaluation.

Both internal coherence (between the CIT Fund and the Bank's various entities) and external coherence (between the CIT Fund and other organisations and entities active in development aid in the region) is being assessed in the present report.

### **3.2.1. The CIT Fund has strengthened intra-IDB cooperation**

According to our analysis, the CIT Fund has strengthened intra-IDB cooperation. From its inception in 2019, the Fund has sought to adopt a multisectoral approach in the design and implementation of TCs to make urban development programs more effective.

**HUD successfully collaborates with other IDB's departments in implementing projects, strengthening the multi-dimensional approach of the TCs**

While the cooperation is led by the Housing and Urban Development (HUD) Division of the Climate Change and Development Sector (CSD), synergies with other departments of the Bank have ensured the multidimensional aspect of the projects implemented. This collaboration has occurred at two levels:

- ▶ **At sector level:** Sustainable Infrastructure, Social, Transportation, Energy, Innovation and Creativity Division, etc. This multisectoral approach is consistent with the diversity of topics covered by the CIT Fund TCs. While some TCs may specialise in a specific area of expertise (such as BR-T1496, which supports Brazilian cities in their use of Big Data), the majority of TCs prioritise multiple work axes and thus various diverse expertise, such as RG-T3707, which combines a reflection on housing policies and sustainable urban development within a framework of social inclusivity (affordable housing).
- ▶ **At cross-functional level:** Climate, Gender and Diversity, indigenous communities in Bolivia. Regarding the transversal approach, the projects tend to meet two criteria: inclusivity, particularly through gender equality and climate change, which are in line with the Bank's institutional strategy.

Similarly to the CIT Fund, the evaluation of the SECCI Found (2018) also found that the SECCI fund contributed to strengthen the Intra-IDB cooperation.

This multidimensional approach has first been reflected in collaboration from the design of the TCs. Indeed, it was emphasised during the interviews that **projects are designed in such a way as to cover fairly broad topics, which may not have an obvious link but touch on urban development themes to include as many partner services as possible within the Bank**. It has subsequently been reflected in good working collaboration among the different entities. According to the interviews conducted, the TTLs regularly highlighted the good collaboration within the IDB. This collaboration has manifested itself in several forms:

- ▶ **support and technical coordination:** thus, in the context of CH-T1176, HUD and the Climate Change Division worked jointly on the climate change law in Chile within the framework of the Paris agreements.
- ▶ **management of funding sources:** for example, in the context of TC RG-T3771, the funds, in addition to the CIT Fund managed by HUD, were managed by three different sectors: the Gender Equality & Women Empowerment sector (ORC-W2E), the social sector (ORC-SOC, SOC), and the Sustainability sector (SUS; ORC-SUS). This pooling of resources has allowed for a sharing of practices to adopt an integrative approach by including various themes. It also broadens the spectrum of actors.

**Synergies with other IDB initiatives are also strongly encouraged and concretely materialized in the various stages of the process, from the birth of the TCs to their full realization**

**The Fund has sought to operate within a partnership framework, shaping synergies with other IDB's initiatives.** Indeed, while the CIT Fund (in addition to the Bank's ordinary capital) exclusively finances a large majority of the 25 TCs implemented (72%), more than a quarter of them (28%)<sup>41</sup> have other funds as sources of financing, highlighting the Fund's willingness to adopt a multi-actor approach.

One of its funds, the **Accelerator Trust Fund (ACL)**, has participated in the financing of two TCs and helps consolidate efforts in climate change. The ACL was established in 2017 and has become IDB's flagship fund for financing climate action and mobilising capital towards climate-positive investments with public and private sector actors.<sup>42</sup> The Fund is financed by donors from four European countries: Sweden, Austria, Finland, and the Netherlands, as well as by the Nordic Development Fund

<sup>41</sup> IDB, Final Donor Reports 2024

<sup>42</sup> NDF, [IDB, with support from NDF, is set to replenish its NDC Pipeline Accelerator Fund](#), October 2024.

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(NDF).<sup>43</sup> In the case of RG-T4279, this articulation has allowed for the expansion of operations since, initially, the CIT Fund and ordinary capital were financing TC's operations in Chile. Along with the arrival of the ACL, it enabled operations in two other Caribbean countries, Jamaica and Costa Rica. This has allowed, according to the interviewed TTL, to address more challenges and opportunities in the region.

**Collaboration with IDB Cities Lab and IDB Cities Network is key to both the design and implementation of projects.** The IDB Cities Lab and IDB Cities Network are bodies conceived as sister entities to the CIT Fund by the initiators. Both provide the CIT Fund with support at multiple levels and are complementary to the Fund's actions. **As it was highlighted several times during interviews, the collaboration with the IDB Cities Lab and the IDB Cities Network tends to be clearly defined and effective.**

- ▶ the IDB Cities Lab supports HUD **through innovation and implementation of public policies:**
  - In the identification of cross-cutting issues faced by selected cities (pre-operational support).
  - In exchanging with stakeholders (operational dialogue) and assisting the cities selected in the design and the incorporation of innovative and tools and processes related to urban planning (operational support).
- ▶ the IDB Cities Network **fosters dialogue and the sharing of knowledge and experience** among local governments from LAC through webinars and workshops.

**Articulation between the CIT Fund and IDB Invest remains punctual highlighting the potential of development of public-private partnerships following the completion of the TCs**

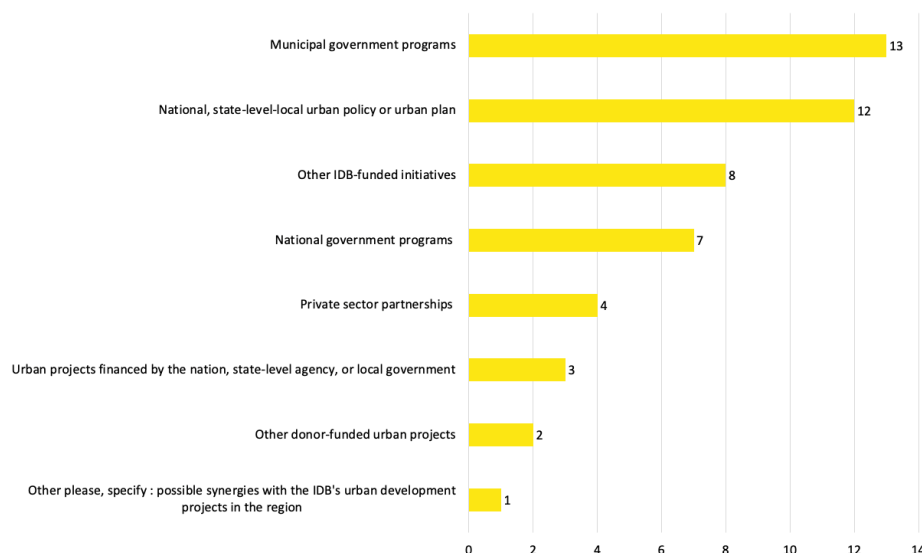
**The development of public-private partnerships through internal IDB bank mechanisms remains punctual.** Whether there is a proven link between the CIT Fund and IDB invest (RG-T3707; CH-T1277), the information available does not allow us to state that formal partnerships between the public and the private sectors are being set up apart from one partnership in the case of RG-T3706. Indeed, the municipality of Rio de Janeiro in collaboration with the Federal University of Rio de Janeiro applied for an external fund from Novo Nordisk to replicate the sustainable corridor pilot project implemented in the Oswaldo Cruz neighbourhood. Novo Nordisk, a Danish pharmaceutical company, allocated an amount of \$100,000 to replicate the methodology applied.

The perception of the beneficiaries aligns with this, as the TCs initiatives implemented by the CIT Fund in partnership with the private sector are considered complementary/aligned by only 4 out of 20 respondents. In contrast, 13 respondents perceive the complementarity/alignment with municipal government programs, and 12 respondents see it with urban plans or urban policies at the national level (see Figure 9 below).

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<sup>43</sup> The Nordic Development Fund (NDF) is a joint multilateral development financing institution of Denmark, Finland, Iceland, Norway, and Sweden.

**Figure 9 Q5. Did the TC complement or align with the other urban development initiatives in your city or country?**



Source: Survey to TC beneficiaries – 20 answers

### 3.2.2. The CIT Fund's collaboration with external entities are less systematised

**Synergies with other development agencies and external bodies are unequally systematised and take several shapes**

The analyses conducted demonstrate connections with other development agencies and MDBs that occur on a case-by-case basis and in a more or less formalised manner.

- ▶ **Tripartite meetings:** in Peru (PE-T1473), meetings between the CIT Fund Team, World Bank and SECO have ensured exchange of information to avoid duplication.
- ▶ **Planned division of efforts:** In Barranquilla, Colombia (CO-T1592), the various projects carried out by several development agencies (AFD, CAF, AECID) have led to a clear coordination and a planned division of efforts, formalised by six functional units.
- ▶ **Coordination in the project cycle:** In the Dominican Republic (RG-T3706), financing was provided by the IDB first to implement a pilot project that piloted harvesting systems. This initiative contributed to mobilize funding from the European Union for the installation of the tested rainwater harvesting systems.

**IDB has also sought to develop a strategic partnership with C40:** C40 is a global network of nearly 100 mayors from leading cities committed to addressing the climate crisis through an inclusive, science-based approach. In the framework of the CIT Fund TCs, this collaboration has led to two significant inputs:

- ▶ **operational support:** C40 assisted the CIT Fund in the implementation of a pilot project which consisted of sustainable corridors in the neighbourhood of Oswalso Cruz in Rio de Janeiro (RG-T3706). The support of the C40 was perceived as valuable by the beneficiary interviewed who highlighted the follow-up carried out by C40 in the pilot project. Moreover, the beneficiary stressed the enriching discussions with C40 during weekly meetings.
- ▶ **exchanges of best practices and resource mobilisation (RG-T4279):** the collaboration with C40 sought to support the implementation of the products delivered by the TC. In the framework of the RG-T4279, the CIT Fund aimed to engage C40 to mobilize its resources and share best practices to ensure the effective implementation and execution of the training programs designed. These

courses' objective was to strengthen the capacities of local governments on topics such as climate project evaluation and financial feasibility.

**The CIT Fund is also seeking to establish partnerships with universities, within the frameworks of various TCs to mobilise academic expertise**

The CIT Fund has contracted partnerships with academics which is in line with the participatory and multisectoral approach as promoted in the Concept Note. In this regard, following interviews and document reviews, five TCs appear to have benefited from university engagement involving both researchers and students. This support generally takes three forms:

- ▶ **knowledge sharing**: for example, the Geospatial Information Center and the Computer Research Center of the National University of Central Tandil (Argentina) have notably assisted the municipality of Tandil by providing support and access to research (RG-T3706).
- ▶ **analytical work on a broad range of topics**: for example, Northwestern University (United States) processing and analysing phone records data to create aggregate data products on mobility and migration in various Latin American countries (RG-T3926).
- ▶ **prefeasibility and testing work**: for example, the Pontificia Universidad Católica del Perú (PUCP) in the context of RG-T3926, which developed and tested an AI model for high-resolution urban air quality prediction in Lima, Peru.

These contributions are not systematic since only 5 TCs out of 25 (RG-T3706; RG-T3926; BO-T1401; CO-1592; and BR-T1496) have established formalised partnerships with universities, mainly local ones. However, this has been regularly highlighted during interviews and is generally considered extremely enriching and valuable by beneficiaries. **The integration of multidisciplinary academic knowledge and expertise could therefore be further pushed in the future.**

### **3.2.3. Complementarity with CIT Fund's three bilateral donors has been observed and has potential to be strengthened**

**Republic of Korea's MOLIT is primarily focused on the theme of Smart City while Austria provides support on housing and urban planning themes at regional level**

Following our research and the various interviews conducted with donors, it appears that **Republic of Korea's presence in the LAC region through MOLIT is mainly focused on smart cities (BR-T1496)**. The collaboration between the CIT Fund and MOLIT has focused on supporting three Brazilian cities (Sao Luis, Vitoria and Recife) in better mastering Big Data. In 2023, during April and May, the IDB, in partnership with MOLIT, organised a training session aimed at sharing ideas and experiences related to smart city initiatives with municipal leaders in Brazil. This session outlined the concept of smart cities and emphasised the vital role that citizens play in fostering innovation. Additionally, the session discussed the role of smart cities and presented successful examples of strategies from Republic of Korea.

**Austria provided significant theoretical and practical support on topics related to urban planning and/or social housing to 7 LAC cities (RG-T3706)**. It took shape through two Residencies, one in Vienna for the city of Buenos Aires and one in Graz for the city of Tandil and Vienna Summer School held in 2023 and 2024 for which 5 public entities, either at municipal level or national level benefited from: Bogotá (Colombia), Georgetown (Guyana); Colonial City of Santo Domingo (República Dominicana); Brasília (Brazil) and Ecuador's Ministry of Housing.

**Switzerland is mainly concentrated in two countries: Peru and Colombia where coordination between SECO and the CIT Fund teams on the field is well established with sometimes a potential for more informal follow-up**

While MOLIT due its nature (sectoral ministry) appears to have a thematic concentration on smart cities, SECO has a country-focused approach as the country's bilateral strategy leads it to concentrate its efforts within the CIT Fund in two countries: Colombia and Peru.

- ▶ **In Peru, interviews have shown that there is good collaboration between the CIT Fund teams on the ground and SECO.** Collaboration with the IDB has significantly improved since the implementation of the CIT Fund, following SECO's request to be more involved in the implementation of TCs. This collaboration has led to a tripartite dialogue with the World Bank and the CIT Fund for PE-T473. SECO has notably provided technical assistance for the implementation of the Sustainable Urban Development Law, with some coordination with the other two organisations. As part of the PE-T1457, a field visit was conducted by SECO to understand the counterpart. Additionally, Swiss experts have helped in designing the urban renewal project for the Municipal Program for the Recovery of the Historic Center of Lima (Prolima). While cooperation with the municipality is well highlighted, a strengthening at the national level is expected by SECO. Thus, CIT Fund-SECO cooperation could be further encouraged, particularly with the vice-ministry in charge of Housing. Overall, the CIT Fund and SECO Peru seem to have established a dialogue that goes beyond the centralised framework of exchanges between the bank and donors.
- ▶ **In Colombia, the field collaboration between the IDB staff and SECO is also institutionalized.** There are connections between SECO Colombia and IDB, including the CIT Fund focal point, notably through an annual meeting. Furthermore, SECO is particularly active through the Swiss Accompanying Measures (SAM) program in the city of Cali, Colombia. SAM specifically works in the city to initiate co-creation spaces. With a willingness to share knowledge, SECO Colombia has contributed to the formulation of a partnership between the ETH Zurich (Swiss Federal Institute of Technology Zurich) and the Universidad del Norte de Barranquilla. This led Swiss architects to help design the plans for the new *Fabrica de cultura* (Culture Factory), with a view to democratising art among young people.<sup>44</sup> This project began in 2013 and the *Fabrica of culture* is currently under construction. Although this partnership is not part of the CIT Fund framework, the collaboration between SECO and the IDB has been key in this project. The designs of the *Fabrica de Cultura* were shown at the 17<sup>th</sup> International Architecture Biennale of Venice 2021.<sup>45</sup>

Overall, in the framework of the CIT Fund, coordination between SECO Peru and Colombia and the CIT Fund teams is well established. However, there is a potential of a more informal follow-up in Colombia. Further coordination with donors in countries is a common area for improvement raised by the IDB Aqua Fund Trust Fund Evaluation (2017).

### 3.3. Effectiveness

This aims to respond to:

- ▶ **EQ3:** To what extent did the TC Projects achieve or are expected to achieve their objectives and produce results?
  - To what extent did the TC Projects achieve or are expected to achieve their stated objectives and activities?
  - What were the factors of success, limitations and lessons learnt during their implementation, including at partnership level?
  - How did the Projects succeed in mainstreaming key themes outlined in approved CIT documents?

#### Key findings

- ▶ **As of November 2024, the CIT Fund has allocated USD 7.5 million to 25 TC projects**, with a strong focus on urban sustainability and climate resilience in ten key countries. The half of these projects are in the execution phase, indicating effective progress and a proactive implementation approach. Nearly half of the TC projects prioritise improving urban sustainability, reflecting the region's vulnerability to climate change. The "Sustainable cities" sub-sector is well-

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<sup>44</sup> Klumpner, [mak-ing – BAQ – Fábrica de Cultura](#).

<sup>45</sup> Arch Daily, [Fábrica de cultura / ETH Zurich Prof. Hubert Klumpner + Universidad del Norte de Barranquilla](#).

represented, accounting for 68% of the projects, with a balanced distribution between national and regional levels.

- ▶ **The quality of project implementation has been generally positive, with minimal delays and few changes to initial objectives.** Strong institutional ownership and effective partnerships have been key success factors, although challenges such as political instability and local absorption capacity issues have been noted.
- ▶ **The CIT Fund has shown consistent achievement of its targets defined in the Performance Measurement Framework**, with 84% of performance indicators met over five years. Six out of 14 indicators are considered "achieved" to date, particularly in capacity building and knowledge sharing, demonstrating a strong commitment to developing local skills.
- ▶ **The CIT Fund projects have already achieved significant results across various themes at outputs level:** Over five years, the CIT Fund has completed 17 pre-investment studies, implemented 24 pilot projects, conducted 48 capacity-building workshops, and delivered 30 analytical reports. These outputs have provided valuable insights and practical tools for urban development, enhancing local governance and informing policy decisions.

#### ***At TC Projects level***

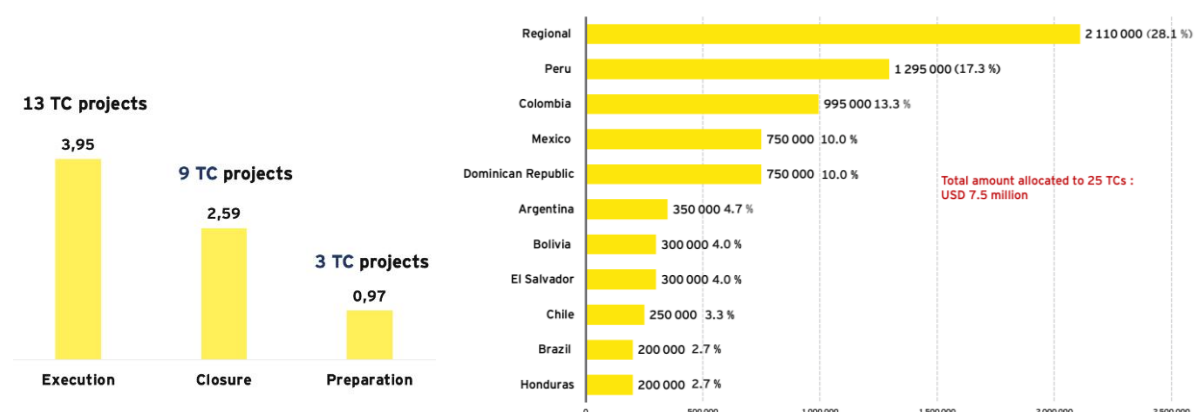
- ▶ BR-T1496 (use of Big Data Solutions for Brazilian Smart Cities) has proven to achieve the expected results across several levels: **data diagnosis; proof of concept** through pilot projects incorporating Big Data solutions into project planning and **capacity building**.
- ▶ CO-T1592 (Support for natural and Cultural Capital Projects in Barranquilla) has reached its outcomes thanks to **the inclusion of local communities in the project, and the IDB's ongoing dialogue and support for beneficiaries**. However, **changing priorities at national level have made coordination and discussions with the authorities more difficult**. Moreover, the strong presence of various multilateral and bilateral donors in the city of Barranquilla raises the need of highlighting the added value and comparative advantages that the CIT Fund can bring within this competitive environment.
- ▶ Although the formulation of a Municipal Land Use Plan for Pepillo Salcedo and the design of a governance and management mechanism for its implementation (DR-T1244) are innovative because they incorporate an analysis of climate change, **the lack of technical expertise hinders the effectiveness of the TC. Additionally, the complexity of the tools deployed also poses a challenge to achieving effective outcomes**.
- ▶ **Despite the political vote at national level**, PE-T1473 (Support for the Design and Implementation of Housing and Urban Policy) achieved all these results through both technical and operational support, consolidating the Peruvian government's new housing policy. **Institutional strengthening, the availability of CIT Fund teams and good coordination with other donors present in Peru were all factors in the success of this TC**.
- ▶ The aim of RG-T3706 (Piloting Innovative Urban Solutions in LAC), which involved a major exchange of knowledge and practices by the Austrian counterpart, was to build capacity by setting up four innovative urban planning pilot projects. While there was a good implementation of the pilot projects in Buenos Aires and Tandil, the effectiveness of the pilot project in the Dominican Republic does not seem however to be assured, as the beneficiaries who tested the pilot project were unable to maintain the water harvesting systems installed because of the project due to a lack of resources and technical knowledge.
- ▶ Regarding the mainstreaming of key cross-cutting themes, these topics have been integrated either through training or in the design of plans and projects. However, it should be noted that **while gender and social inclusion issues and climate-related questions have been the main focus of 5 TCs (out of a total of 25), topics related to digital transformation have been much less explored - except within the framework of BR-T1496**. The outcomes are difficult to measure for these topics since **the interventions of the TCs have prioritised the development of theoretical frameworks, reflections, and methodological guides over operational actions**.

### 3.3.1. Implementation of the TC projects

As of November 2024, the CIT Fund allocates USD 7.5 million to 25 projects, demonstrating effective implementation while focusing on urban sustainability and climate resilience in ten key countries

As of November 2024, the CIT Fund has allocated USD 7.5 million to 25 TC<sup>46</sup> Projects, with the majority currently in the execution phase. Of the total funds, USD 1.08 million remains available for allocation. The projects are primarily **focused at the national level**, with 72% of the TCs implemented in 10 countries, including Peru, Colombia, and the Dominican Republic, which receive the largest allocations. Most of these projects are currently in the execution phase (52%), indicating effective progress and a proactive approach to implementation. 28% of the TCs focused on regional initiatives.

Figure 10 On the left: Allocations of CIT Resources by Phase of TC projects; on the right: Geographical distribution of Allocations as of November 2024 (in number of projects and in million USD)



Source: CIT Fund Second Meeting, November 2024

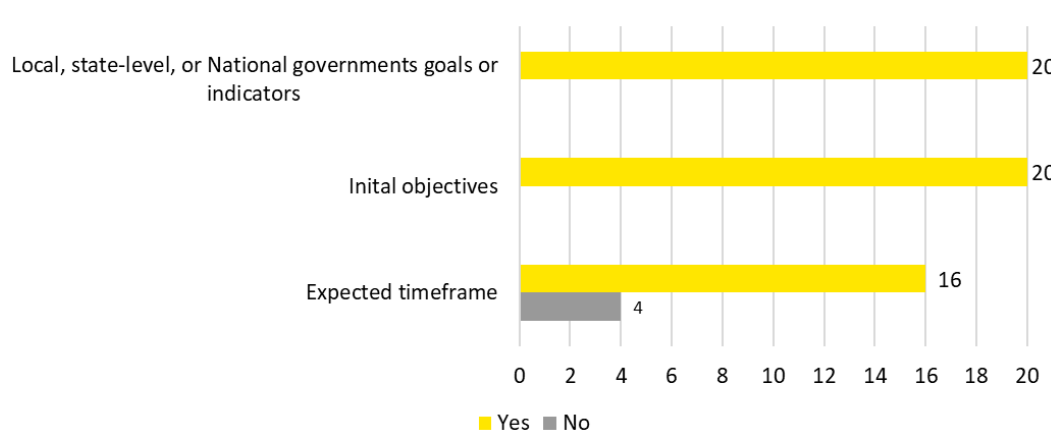
The CIT Fund demonstrates a diverse sectoral breakdown at both regional and national levels, with a strong emphasis on enhancing urban resilience to climate change. Nearly half of the 25 TC projects focus on improving urban sustainability, reflecting the region's vulnerability to climate-related disruptions, as urban areas account for almost 80% of damage from natural disasters. The "Sustainable cities" sub-sector is well-represented, with 5 projects at the regional level and 7 at the national level, while urban land planning and management accounts for 24% of the projects. Overall, 68% of the TCs prioritise these two sub-sectors.

CIT Fund achieves positive project implementation with strong institutional ownership and effective partnerships, while facing challenges from political instability and local absorption capacity issues

The quality of project implementation has been generally positive, with minimal delays and few significant changes to the initial objectives. This consistency in execution has been recognised and valued by the beneficiaries both during interviews and survey, as presented in the graph below. The four survey respondents reporting delays in the implementation were related to the two projects in Dominican Republic and Regional project (RG-T3707 - Innovations in Localization and Social Housing Management).

<sup>46</sup> Although there are 26 TCs in all (one is currently being prepared in Panama), the analysis here focuses on the 25 projects for which data is available as of February 2025. Source for the figures: IDB, CIT Fund Second Meeting, November 2024.

**Figure 11 Q3. Has the Technical Cooperation reasonably maintained or considered the following aspects?**



Source: Survey to beneficiaries – 20 answers

Several factors have influenced the implementation of these projects. **Key success factors include:**

- ▶ **Strong institutional ownership:** The active involvement of local and national governments, and stakeholders has been crucial in ensuring that projects are tailored to meet the specific needs of the communities they serve. For instance, in projects like CH-T1277 in Chile, local authorities played a pivotal role in shaping governance models that align urban planning with climate action.
- ▶ **Establishment of effective partnerships,** which have facilitated collaboration and resource sharing among stakeholders. In the context of RG-T3706, effective collaboration with the Universidad Nacional del Centro, Tandil UNC (Tandil) was key in providing access to research from their geospatial information center and their informatics research center, and in assisting the Tandil pilot project.

However, **the implementation process has also faced challenges,** that have hindered continuity and posed obstacles to project advancement, such as:

- ▶ **The COVID-19 pandemic:** it should be noted that several cooperations were launched and implemented in 2020 and 2021 following the creation of the CIT Fund in 2019. **This exogenous factor may have had an impact on the smooth progress of the projects.** For example, in the context of RG-T3706, delays were observed with academic face to face exchanges that could not be carried out.
- ▶ **Political instability, and frequent changes in government:**
  - At the local level, in Barranquilla (CO-T1592), the necessity to redesign the operation led to the exclusion of mobility themes from the project scope, as well as the withdrawal of co-financing from AECID.
  - At the central government level in Peru, the frequent turnover of ministers of housing—four different ministers during the evaluation period—has created instability and uncertainty. This constant change in leadership has impeded progress on housing initiatives, as shifting priorities and lack of continuity can slow down decision-making processes and hinder the implementation of planned activities.
- ▶ **A lack of absorption capacity among local stakeholders,** as observed in the Dominican Republic, can limit the effectiveness of the projects, as it affects the ability of local entities to fully engage with and implement the initiatives. In the context of DR-T1244, the formulation of a Municipal Land Use Plan (PMOT) and the design of a governance and management mechanism for its implementation was considered too complex by the interviewed beneficiary as well as by the TTL. The municipality of Pepillo Salcedo lacks resources and expertise which prevent to properly implement the tools designed.



*“The main challenge has been the political volatility in our country, which has led to frequent changes in officials. Since the arrival of the IDB representative in the country, there have been four ministers of housing and numerous changes in deputy ministers and other officials.”*

*Source: interviews with TC Project beneficiaries*

### 3.3.2. Achievement of the objectives

#### At the CIT Fund level (agregated results)

##### At Fund level, analysis of the Performance Measurement Framework (PMF) highlights an overall consistent achievement of initial targets

The effectiveness of the CIT Fund can be assessed utilising the Performance Measurement Framework (PMF<sup>47</sup>) established for the Fund. The PMF serves as a comprehensive tool that outlines expected outcomes and performance indicators for each year, as explained in the Box below. **The monitoring of this document has been effective, as evidenced by the recorded measures for each year.** Performance indicators have been regularly updated, allowing for a comprehensive assessment of the achievement of set objectives.

Table 2 Focus: the Performance Measurement Framework

The PMF is structured around a series of outcome and output indicators including:

- ▶ **Outcome Indicators:** These indicators measure the broader impacts of the TC projects, focusing on the achievement of the four strategic objectives of the CIT Fund. For example, the PMF includes indicators such as the number of bankable projects developed and the number of interventions adopting innovative approaches.
- ▶ **Output Indicators:** These indicators assess the immediate results of the TC projects, reflecting the direct outputs generated. Examples include the number of pre-investment studies conducted and the number of capacity-building workshops organised.

The PMF outlines a total of 14 indicators (4 at outcome level, 10 at output level). Each indicator is linked to estimate targets for the years 2020 through 2026, allowing for a longitudinal assessment of progress, resulting in a total of 70 measurements evaluated.

*Source: Updated PMF 2025*

**Out of the 14 indicators evaluated, six indicators are considered "achieved" to date, meaning they consistently met their targets each year over the five-year period.** These indicators primarily fall into the categories of capacity building and knowledge sharing and are related to the Outcome Indicator 3 “Number of cities that implement projects based on shared experiences from the Cities Network”, These 6 indicators include:

- ▶ **At outcome level:** Number of Bankable Projects Developed (1). This success indicates a strong capacity to generate viable projects, essential for attracting funding and addressing the needs of local communities.
- ▶ **At output level:**
  - Number of capacity-building workshops (3.1)
  - Number of conferences organised (3.2)
  - Number of networks of practice promoted (3.3)
  - Number of reports on Urban Development (4.1)

<sup>47</sup> Annex III – CIT Fund Results Framework 2024

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- Number of blogs Published (4.3)

Regarding **the annual performance and adopting an evolutive perspective** if we take all the indicators assessed by the CIT Fund (14 indicators per year, i.e. 70 indicators over a 5-year period, between 2020 and 2024) : out of a total of 70 indicators evaluated, 59 were achieved while 11 did not meet their objectives. This represents an **overall success rate of 84%**, which is an encouraging result.

Some indicators also show an **upward trend**: Output Indicator 3.1, which evaluates the number of capacity-building workshops conducted, was fully achieved with 1 workshop in 2020, 4 in 2021, 10 in 2022, 11 in 2023, and 22 in 2024, while the initial estimate was at 13 workshops maximum. This upward trend demonstrates a strong commitment to developing local skills, which is essential for ensuring the long-term sustainability of projects.

The analysis of the PMF does not show any specific dynamics over the years: **there has not been a “bad year”** with significantly lower achievement of the indicators. On the contrary, **the progress remains consistent and uniform**. However, it is worth noting the exception of the year 2024, during which all indicators met their targets (2020 being an exception as it was the initial year of implementation).

Figure 12 Analysis of the PMF year by year and aggregated

Expected outcomes / outputs	2020*	2021	2022	2023	2024	All (nb of achieved)
	<b>Outcome Indicator 1:</b> Number of bankable projects developed that were supported in the pre-investment stage through studies	Achieved	Achieved	Achieved	Achieved	
1.1. Number of pre-investment studies carried out	Achieved	Achieved	Non achieved	Achieved	Achieved	4
1.2. Number of bankable projects that go to the execution stage	Achieved	Achieved	Non achieved	Non achieved	Achieved	3
<b>Outcome Indicator 2:</b> Number of interventions that adopt an innovative approach tested under the Cities LAB	Achieved	Achieved	Achieved	Non achieved	Achieved	4
2.1. Number of operations in execution that incorporate learning generated by Cities LAB	Achieved	Achieved	Non achieved	Achieved	Achieved	4
2.2. Number of executed pilot projects that inform the preparation of urban interventions	Achieved	Achieved	Achieved	Non achieved	Achieved	4
<b>Outcome Indicator 3:</b> Number of cities that implement projects based on shared experiences from the Cities Network	Achieved	Non achieved	Non achieved	Non achieved	Achieved	2
3.1. Number of capacity-building workshops carried out	Achieved	Achieved	Achieved	Achieved	Achieved	5
3.2. Number of conferences organized	Achieved	Achieved	Achieved	Achieved	Achieved	5
3.3. Number of networks of practice promoted (collaboration agreements)	Achieved	Achieved	Achieved	Achieved	Achieved	5
<b>Outcome Indicator 4:</b> Number of operations that use analytical work and cutting-edge studies as inputs	Achieved	Achieved	Non achieved	Achieved	Achieved	4
4.1. Number of reports in the topic of urban development	Achieved	Achieved	Achieved	Achieved	Achieved	5
4.2. Number of events related to the dissemination of knowledge	Achieved	Achieved	Non achieved	Achieved	Achieved	4
4.3. Number of blogs published	Achieved	Achieved	Achieved	Achieved	Achieved	5
<b>Total of "Achieved"</b>	<b>14</b>	<b>13</b>	<b>8</b>	<b>10</b>	<b>14</b>	

Source: Annex III – CIT Fund Results Framework 2024 – EY Elaboration

### At output level, the CIT Fund projects have already achieved significant results across various themes

If we look at the overall results achieved after 5 years of implementation at the output level, **clear outputs are already emerging with an encouraging momentum**.

Below are the results achieved through the CIT Fund projects, aggregated since 2020 to provide a comprehensive view. When relevant, the indicator that corresponds to this output in the PMF is specified.

- **Pre-investment studies (indicator 1.1): 17 pre-investment studies** have been completed since 2020. These studies have provided insights that guide future urban projects, such as the feasibility

study for the Sucre Urban Linear Park in Bolivia, which informed the loan operation BO-L1233 approved in 2023. The completion of these studies has been critical in identifying viable investment opportunities and informing project design, particularly in regions with complex urban challenges.

- ▶ **Pilot projects (indicator 2.2):** the implementation of **24 pilot projects** has introduced innovative methodologies in urban development, sustainability, and climate action. For example, the project RG-T3706, executed by the Cities Lab, which focused on piloting innovative urban solutions, has led to the development of practical tools for urban planning and community engagement. One notable outcome was the real-time emissions monitoring application developed in Bogotá.
- ▶ **Capacity Building (indicator 3.1):** a total of **48 capacity-building workshops** and knowledge exchange activities have been conducted, aiming at enhancing the technical capabilities of local stakeholders. According to the 2024 Annual Report of the CIT Fund, these workshops have empowered local governments and community organisations to implement sustainable practices and improve urban governance. For instance, training sessions in Mexico focused on integrating mobility and land use planning, thereby strengthening local governance structures.
- ▶ **Analytical Reports (indicator 4.1):** the delivery of 30 analytical reports has provided valuable insights into key areas such as housing access, urban governance, and climate resilience. These reports have not only informed local and national policy but have also contributed to a broader understanding of urban challenges in the LAC region. For example, the report on metropolitan area governance in Chile has been used to guide policy recommendations at the national level.
- ▶ **Support for loan operations:** in 2024, the CIT Fund has successfully facilitated two loan operations, which are essential for financing urban development initiatives. For instance, the project in Peru (PE-L1293), aimed at promoting social housing, was structured with insights gained from the TC projects, demonstrating the Fund's role in enhancing the effectiveness of IDB financing. This operation was approved in December 2024, highlighting the direct link between TC support and loan facilitation.

### **At the TC Projects level (focus on the Case Studies)**

In this section, we will examine the effectiveness of five TC projects from the CIT Fund that have been chosen for case studies. These TC projects included an in-depth analysis, which comprised desktop reviews and interviews with IDB staff and beneficiaries.

#### **Analysis project by TC: focus on the BR-T1496 Case Study - Leverage the use of Big Data solutions for Brazilian Smart Cities**

The objective of this TC was to improve urban management through enhancing the cities' decision-making capabilities by utilising Big Data. This TC, which closed in 2023, was aimed at a sub-national level, targeting local governments in three Brazilian cities: two metropolitan cities, Recife and Sao Luis, and one intermediate city, Vitoria. According to the documentary review, feedback from survey respondents and interviews conducted with various stakeholders,<sup>48</sup> this TC has proven to achieve the expected results across several levels.

- ▶ **Data diagnosis:** the analyses, strategies, and plans formulated for the three cities appear to have been successfully executed. An official from a beneficiary (city of Sao Luis) emphasised that the studies conducted by the CIT Fund Team and the contracted consulting teams were well-designed in both identifying problems and operationalising solutions. Our analyses tend to demonstrate that the solutions proposed in this context have been operationalizable. Indeed, the beneficiaries of Sao Luis emphasised **the knowledge of the social reality by the CIT Fund teams and the contracted consultants**. The solutions were therefore adapted to the social realities, making them more effective.
- ▶ **Proof of concept** through pilot projects incorporating Big Data solutions into project planning. It has been crucial as it helped bridge the gap in this area for Brazilian cities. The integration of Republic of Korean concepts and experiences in these projects played a significant role. Since

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<sup>48</sup> Regarding the interviews with beneficiaries, although there are three beneficiary cities, we were only able to conduct an interview with the city of Sao Luis. Unfortunately, we did not receive any responses to our requests from the other beneficiaries.

2019, the CIT Fund has formed a partnership with MOLIT, due to the advancement of Republic of Korean cities on smart city issues and MOLIT's interest in promoting this topic. Highlighting the efforts made by Brazilian cities in understanding smart city challenges, MOLIT sought to support Brazilian cities in their desire to integrate small intelligent functions into urban areas. While some cities like Sao Paulo, Brasilia, and Rio de Janeiro are relatively advanced on these issues at the Brazilian level, the project aimed to focus on cities with less capacity in this regard, particularly Sao Luis and Recife. An interviewed beneficiary in Sao Luis pointed out the lack of Big Data in the city on this subject. The contribution of the CIT Fund thus proved to be strategic. According to the 2024 Final Donor Report, by 2022, all nine projects had been established: four for Recife, three for Vitoria, and two for Sao Luis.<sup>49</sup> It has now been confirmed by a beneficiary that Sao Luis is indeed utilising these two pilot projects in their urban planning strategy. Furthermore, the pilot projects have been integrated into coordination with city programs. Following the TC, Vitoria launched a Working Group on Big Data Solutions to generate knowledge on that matter according to an interview with the TTL.

- ▶ **Capacity building**, which is the third focus of this TC, with an increase in the proven capacities of agents confirmed by the beneficiary in Sao Luis. There were also efforts **for dissemination and sharing of knowledge and experiences**. The interviews revealed that municipal capacities benefited from the expertise of local consultants contracted by the CIT Fund and lessons learnt from experiences of other cities during workshops. Therefore, it has helped to strengthen the capacities of municipal agents. Dissemination efforts have also been made. According to 2024 Final Donor Report, a training course entitled “Capacity Building for Smart Cities” in Sao Paulo was delivered to public and private stakeholders from the cities of Recife, Sao Luis, Vitoria, Sao Paulo and Rio de Janeiro.<sup>50</sup>

#### **Analysis project by TC: focus on the CO-T1592 Case Study - Support for Natural and Cultural Capital Projects in Barranquilla**

This TC is part of a broader framework of significant investment by international cooperation organisations in the city of Barranquilla through various complementary projects (AFD, CAF, AECID, etc.). **These projects have been divided into six Functional Units, with the CIT Fund specifically working on Functional Unit 3 (FU 3) through TC CO-1592 (implemented from 2020 – 2023)**. This unit primarily focused on the restoration of one of the main areas of Arroyo León, a degraded corridor (a water stream in the middle of the city that has been informally occupied and polluted in recent years). One of the other notable projects involved the design of the regional ecopark of the Ciénaga de Mallorquín, which led to its effective opening in 2023. The public-private company of Puerta de Oro is the beneficiary of this TC.

Several success factors and lessons learnt were identified in this project:

- ▶ **Dialogue with local communities and social inclusion:** in line with the participatory approach promoted by the CIT Fund, the beneficiary emphasised the Fund's involvement in facilitating dialogue with communities, which was not an easy task. This dialogue was essential for both project acceptance and community engagement. A significant number of employees at the Ecopark now come from these communities. Thus, **social inclusion in the projects has led to professional opportunities** for the communities.
- ▶ **Continuous dialogue and support from the CIT Fund staff:** the interviewed beneficiary highlighted the smooth interactions with the CIT Fund and their constant support throughout the project as a key success factor.
- ▶ However, **there were obstacles due to political changes** that led to shifts in priorities, as noted by both donors and the beneficiary, who indicated that policy changes following national elections resulted in project hindrances. Nevertheless, the independence of the six Functional Units allowed the projects to continue delivering results. While the TC has achieved results in terms of design and prefeasibility studies for the Arroyo de León Corridor, uncertainties remain regarding their realisation.

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<sup>49</sup> IDB, 2024 Final Donor Report – Leverage the use of Big Data solutions for Brazilian Smart Cities, 2024.

<sup>50</sup> Ibid

- ▶ Additionally, **the presence of the CIT Fund in a city heavily invested in by international cooperation stakeholders raises about the need to better highlighting the actual added value and comparative advantages of the IDB** through the CIT Fund, which has not been particularly identified by the beneficiary. In fact, when asked about the added value of the CIT Fund, the beneficiary replied that he had not perceived any difference in terms of added value between the CIT Fund and the other Funds and donors that had contributed to the project's six functional units.

#### **Analysis project by TC: focus on the DR-T1244 Case Study - Formulation of a Land Use and Zoning Plan for Pepillo Salcedo**

This TC aimed at the formulation of a Municipal Land Use Plan and the design of a governance and management mechanism for its implementation. **This TC project is considered unprecedented and innovative as it aims to integrate an analysis of climate change** within a small town in the Dominican Republic, Pepillo Salcedo, which is extremely vulnerable to the effects of climate change. This TC complements the TC (DR-T1254) that conducted additional analyses to broaden the scope.

The main success of this TC was **the investment from the CIT Fund and the significant contribution of expertise and methodological tools** to a municipality with very limited resources. Indeed, as highlighted by the TTL of the TC, the CIT Fund teams and contracted consultants had to face **the lack of existing information in Pepillo Salcedo regarding land management and urban planning**. There was notably no cadaster leading to a very comprehensive process of diagnosing socioeconomic conditions, land use patterns, demographics, and the availability of public services as well as the design of the Governance Scheme and Monitoring Tool to Support the Implementation of a Land-Use Plan.

The beneficiaries in the survey highlighted the expertise and innovative approach of the process and the following contributions:

- ▶ The **implementation of a new methodology** that enriched the Methodological Guide for the Formulation of Territorial Planning Plans.
- ▶ The **application at the municipal level** of a very recent national law, law numb. 368-22 of Territorial Planning, Land Use, and Human Settlements from December 22, 2022.
- ▶ The **adjustments made that resulted from the implementation** with a view to replicability in other municipalities in the country.

However, some obstacles were also highlighted through interviews:

- ▶ **The lack of technical knowledge in land management and urban planning** at the municipal level can undermine the results. The need for enhanced training for municipal agents was raised, while one interviewed beneficiary emphasises the need for a transfer of skills.
- ▶ Furthermore, **the tools deployed were deemed too complex and therefore not well suited to the reality on the ground** according to a beneficiary. Thus, in a context of lack of resources at the local level, the beneficiary interviewed advocated for simplified and less costly tools for Pepillo Salcedo, which is less equipped than other municipalities such as Puerto Plata, the capital of the Puerto Plata province.
- ▶ Finally, **there were obstacles at the level of coordination with the national administration, responsible for land use**. Difficulties of coordination with the relevant ministry was raised through the interviews; **the TC has nonetheless helped to instill the idea of connecting territorial planning issues to public investment**.

#### **Analysis project by TC: focus on the PE-T1473 Case Study - Support for the Design and Implementation of Housing and Urban Policy**

The TC was born at the end of 2020 as part of the design of a new housing policy by Peru's Ministry of Housing, Construction, and Sanitation (MVCS). This TC is crucial in a country where, according to the TTL, 93% of urban expansion is informal. This phenomenon translates to 70% of housing being built without the supervision of engineers or architects, resulting in very low-quality standards. The objective of this new policy was to ensure access to decent housing for the entire Peruvian population. This TC has led to the following contributions:

- ▶ **at the theoretical level, the development of studies** through the analysis of housing programs to improve housing strategies and the design of the Program to Promote Social Housing in Peru, currently implemented by the IDB through the following loan operation: PE-L1293. The studies were deemed very valuable by the interviewed beneficiary who believes that the generated information has demonstrated the necessity of resources as well as justified the implementation of long-term programs.
- ▶ **The sharing of knowledge and experience** has been greatly enhanced: the workshops conducted by international experts in urban planning and housing have allowed for the identification of best practices and lessons learnt that can be used in the Peruvian context.
- ▶ **At the operational level, the creation of a public land operator**, which is a public company under private law<sup>51</sup> responsible for managing state land to facilitate the development of housing and urban equipment projects. According to the beneficiary, this approach seeks to ensure that land is used efficiently, and that housing is built to truly meet the needs of the population.

Some key success factors can be highlighted:

- ▶ **Institutional strengthening and improvement among the various competent entities**, with an improvement in governance between the MVCS and the MIVIVIENDA Fund - which promotes access to financing for adequate housing, particularly for middle- and low-income populations. The establishment of clear structures and procedures has facilitated the execution of programs. This included the creation of regulations and protocols that guide the operation of these entities.
- ▶ **The availability of the CIT Fund staff, its involvement, and the quality of the contracted experts** have also been highly valued.
- ▶ **The good coordination with other donors such as AFD and the European Union**, with existing synergies through programs like the Global Green Bond Initiative, will facilitate the flow of private capital from institutional investors into climate and environmental projects. Regular meetings have been held between the ministry and development partners to coordinate efforts and avoid duplications. During the program improvement analysis, the beneficiary within the ministry of Housing, conducted interviews with teams working on the Green Bond, seeking to build on what has already been developed and improve existing programs. The work done with the CIT Fund has also benefited the European Union, facilitating the socialisation of products and the creation of synergies among different actors. The beneficiary counterpart has also developed a national urban forum where both cooperators participated, complementarily addressing the various facets of the housing access problem.

Finally, **while the analyses did not show the formalisation of partnerships with the private sector, TTL and beneficiary agreed that the TC has allowed the sector to become more aware of its role in solving housing access issues.**

The main challenge, aside from the COVID-19 pandemic context in which this TC was carried out, has **been the political volatility in Peru, which has led to frequent changes in officials.** Since the beginning of the TC project, there have been four ministers of Housing and numerous changes in vice ministers and other officials. This has affected the speed of implementing recommendations and the continuity of priorities.

Overall, the elements of analysis have demonstrated **the success of both the completion of studies and the proposed regulations made in the field of urban development and the housing sector, as well as the very positive perception** of this TC by the beneficiaries.

### **Analysis project by TC: focus on the RG-T3706 Case Study: Piloting innovative urban solutions in Latin America and the Caribbean (LAC)**

The aim of this TC is to assist both local and national governments in LAC in developing innovative urban solutions that address the challenges posed by COVID-19. This will be achieved through focused

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<sup>51</sup> College of engineers of Peru, [Regulation of Article 76 and Chapter I of Title II of Section IV of Law no. 31313, Law on Sustainable Urban Development](#), 2021, p. 17.

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knowledge sharing and practical exchanges, leading to the implementation of experimental projects that will test identified solutions across five key thematic areas: COVID-19; economic reactivation and local employment; mobility and connectivity; housing; and urban sustainability.

**One of the key success factors has been the significant contribution and investment from both the IDB teams (including the IDB Cities Lab) and the Austrian Ministry of Finance, which has fuelled knowledge sharing** through several mechanisms:

- ▶ The **Vienna Summer School** aimed at five beneficiary experts in 2023 (Santo Domingo in the Dominican Republic, the Ministry of Housing in Ecuador and the Ministry of Cities in Brazil) and two in 2024 (Bogotá, Colombia, and Georgetown, Guyana).
- ▶ The Residencies in Vienna and Graz for two beneficiaries from Buenos Aires and Tandil.

Firstly, these academic exchanges have been beneficial on several levels:

- ▶ **Theoretical contributions and access to research** from the University of Vienna, with the possibility for participants to present a case study and receive feedback from research actors present at the summer school.
- ▶ **Practical knowledge that goes beyond the theoretical framework** in terms of housing methods, city administration, and proposing solutions that are adapted to the realities of cities and easily operationalizable. These knowledge-sharing sessions brought together urban management experts from 20 countries who shared their experiences and lessons learnt in social housing, housing policy, and urban planning.
- ▶ **Networking** allowing cities to collaborate with each other.
- ▶ **Capacity building** enabling participants to better master financial and governance models for more innovative cities.

The main benefit of this TC has been **the direct application of the knowledge acquired during the exchanges through the four pilot projects**. RG-T3706 supported four Latin American cities while the setting up four pilot projects as part of the ongoing exchange of knowledge and good practice.

- ▶ A citizen participation pilot project as part of the revitalisation of the micro-center of Buenos Aires (Argentina).
- ▶ A pilot project in Rio de Janeiro (Brasil) implementing part of the first Sustainable Corridor in the Osvaldo Cruz neighbourhood and a methodology that can be replicated in other neighborhoods.
- ▶ A pilot project in Tandil (Buenos Aires) concerning the Urban tree census and management pilot,
- ▶ A pilot project in Santo Domingo (Dominican Republic) for a water harvesting system to families in need.

These projects have been successfully implemented, even allowing for the replicability of the Tandil pilot project in Suriname. This was particularly emphasised during our discussions with experts from Buenos Aires and Tandil. The beneficiary counterparts have particularly highlighted their experiences in Graz and Vienna (Austria). **They benefited from both theoretical and practical enrichment related to urban planning**. There was **a strong willingness to replicate the lessons learnt upon their return**, especially in terms of strengthening citizen participation in urban development projects. Both experts aimed to apply theoretical principles that are adapted to the social realities of the cities of Buenos Aires and Tandil. Thus, in Tandil, the municipality has effectively adopted the tool for urban tree census and management. In Buenos Aires, the pilot project on urban participation with the inclusion of local communities is quite unprecedented. It has been successfully carried out supporting the reactivation of the micro-center of the city.

Regarding the challenges of the TC, two have been identified that may undermine the expected results.

- ▶ **the beneficiaries' ability to master the developed tools may hinder the viability of the projects**. Indeed, the Executing Unit of the Comprehensive Program for Tourist and Urban Development (CCSD) for the city of Santo Domingo indicated in the interview that while some families benefiting from the water harvesting system have mastered it well, other families have faced difficulties due to their level of poverty and lack of resources. Thus, those factors have limited their ability to maintain the system. Therefore, it would be necessary **to reinforce the training and**

**commitment of beneficiaries to ensure that the system operates effectively. Better targeting of families would also be beneficial** as it would ensure that selected families have the necessary resources to maintain the system in the long term.

- ▶ **The budgetary difficulties of the beneficiary cities**, hindering the proper continuation of urban strategies at the local level. This is the case of the Municipality of Buenos Aires, which, as previously mentioned in the coherence section, had to stop its micro-center revitalisation project in 2024 due to a lack of resources.

Overall, RG-T3706 have been perceived positively, even very positively, by the various counterparts.

### **Mainstreaming of key cross-cutting themes**

Regarding the mainstreaming of cross-cutting issues (climate change, gender and diversity, social inclusion, digital transformation), the TCs funded by the CIT Fund have sought to address these challenges. Cross-cutting issues are integrated through:

- ▶ **Training**, as is the case with ME-T1531 (Support for the coordination of territorial planning and urban development with safe, resilient, and sustainable mobility in Mexico), to raise stakeholders' awareness of integrating gender, diversity, and climate change issues into their programs and to strengthen their capacities in this area, through studies and analyses to propose action plans that would further integrate these elements, as is the case with BO-T1401 (Support for the implementation of the New Housing and Urban Development Policy in Bolivia and preparation of the Urban Program of the Municipality of Sucre).
- ▶ **The design of plans and projects** which is also the case with BO-T1401 as Housing and Urban Development include Gender, Diversity, and Indigenous peoples' issues. This TC provides a good illustration of strengthening institutional capacities at the national level (Ministry of Public Works, Vice Ministry of Housing and Urbanism) and sub-national level (the Autonomous Municipal Government of Sucre) through both gender and diversity issues, consideration of indigenous populations, and adaptation to climate change.

**Digital transformation has been less exploited within the CIT Fund, although it has been strongly mobilized in the context of BR-T1496.** Indeed, the capacity building of beneficiary Brazilian cities on Big Data required an assessment of digital infrastructure governance as well as the skills necessary to implement future data projects.

**It is worth noting that five TCs have as their main focus the operations of cross-cutting issues:**

- ▶ **strengthening the capacities of national and/or local institutions at the climate level** (CH-T1277; RG-T4279)
- ▶ **considering gender and social inclusion** (low-income individuals, persons with disabilities) in urban development programs (RG-T3771; RG-T3707; PE-T1473).

**Regarding implementation, it currently seems difficult to measure the results, as TCs have focused more on developing theoretical frameworks, reflections, awareness-raising, and methodological guides rather than on operational actions.** However, specific requests have been made to the beneficiary entity to push for concrete actions. This is the case with the TC project CH-T1277, where the TTL emphasized during the interview that CIT Fund teams have asked administrations to introduce quotas, as sometimes there were more than 90% men in the services.

### 3.4. Efficiency

This aims to respond to:

- ▶ **EQ4:** To what extent is the Fund financially and operationally efficient?

#### Key findings

- ▶ **The CIT Fund's funding structure is robust but has faced challenges in diversification of resource mobilisation** compared to what was initially planned with resources than can be mobilized from resources coming from IDB and IDB Invest member countries; countries that are not members of the Bank but also private sector entities. **It managed to maintain two member contributors from the previous ESCI Fund and attract one additional donor**, totalling \$9.1 million. However, it did not benefit from other IDB members and private sector contributions to date. Resource mobilisation and long-term financial sustainability strategies were not developed until now at CIT level.
- ▶ **The Fund has demonstrated strong operational efficiency**, with a commendable disbursement rate of over 90% for 11 projects as of December 31, 2024. Some projects have experienced small delays due to political instability and external factors (e.g., Covid-19), but these remain ad hoc.
- ▶ **The governance structure of the CIT Fund is relevant** and appreciated by donors: in terms of consultative process and possibility to influence, regular meetings, transparency, existence of a monitoring framework, responsiveness of CIT Fund team.
- ▶ **The CIT Fund has established a robust monitoring and evaluation framework** to track progress and outcomes (Results Framework, Performance Measurement Framework). The monitoring of the PMF is demonstrated by regularly updated indicators.
- ▶ **Key areas for improvement in the CIT Fund's reporting and results framework** include the need for deeper analysis of qualitative impacts, particularly community satisfaction, which is a clear expectation from donors. Enhancements to the Results Framework could involve designing a clear intervention logic, better linking indicators with IDB Impact+, and incorporating intermediate outcomes such as financing from CIT TC projects, public policy dialogues, and structural reforms. Additionally, introducing new indicators aligned with donor interests, such as promoting expertise and strengthening local coordination, would provide valuable insights into the fund's effectiveness and alignment with donor priorities.
- ▶ **Communication strategies are deemed effective but could be improved to better convey the Fund's impact** and to strengthen donors' visibility. Stakeholders desire more opportunities to showcase achievements, stories and share lessons learnt, suggesting that enhanced storytelling and visual representations of project outcomes could engage stakeholders more effectively.

#### 3.4.1. Resource Management

**The CIT Fund's funding structure offers a strong foundation but faces challenges in diversification of resource mobilisation compared to what was initially planned**

As stressed in the Concept Note of the CIT Fund, the Fund was established with a **multi-channel operational framework aimed at mobilising resources from IDB member countries and non-member countries. The Fund also sought to mobilize resources from private entities such as companies, foundations and philanthropic organisations.** This design was intended to **create a diverse funding base** that would enhance the Fund's sustainability and enable it to effectively tackle urban development challenges across LAC.

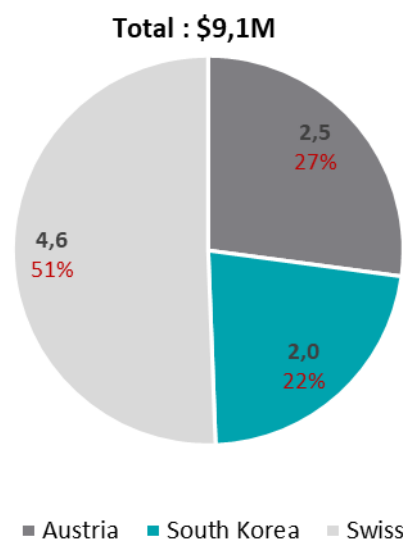
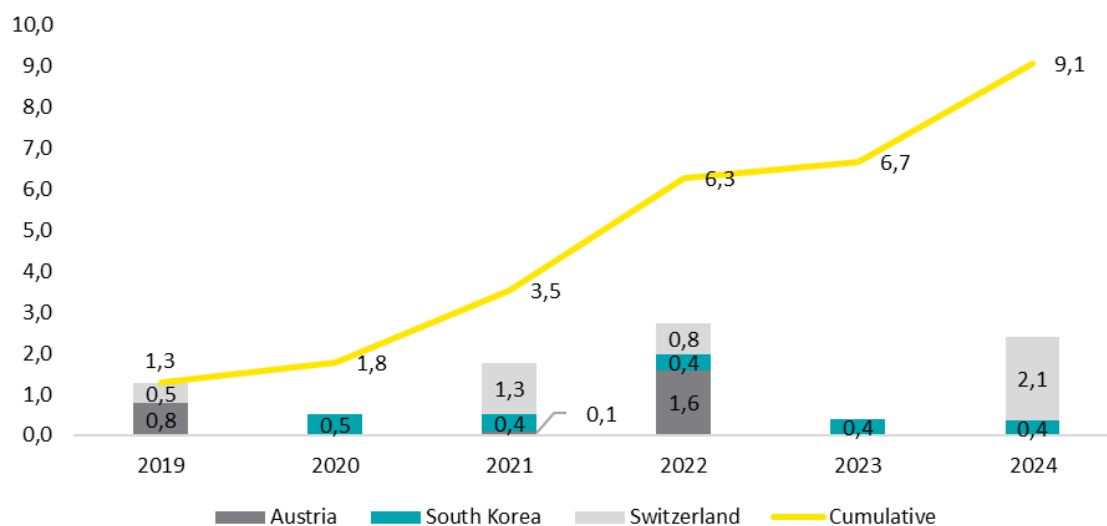
**It managed to maintain two non-regional member contributors from the previous ESCI Fund and attract one additional non-regional donor** (Republic of Korea).

However, as of December 2024, the Fund has primarily relied on contributions from a limited number of donors—specifically Austria, Republic of Korea, and Switzerland—totalling \$9.1 million, with no

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private funding allocated thus far. More precisely, in 2024 Switzerland contributed \$2 million (CHF 1,750,000) and Republic of Korea \$0.4 million (KRW 500,000,000).

Figure 13 Above: Cumulative and yearly contributions to the CIT Fund; Below: Breakdown of total contributions per donors (for both graphs: as of December 31, 2024, in USD millions)



Source: CIT Fund Annual Reports from 2019 to 2024 – EY Analysis and Elaboration

This overreliance **raises concerns about the Fund's long-term viability**. For instance, stakeholders have pointed out that should any of these donors withdraw or reduce their contributions, the Fund's ability to implement comprehensive urban development projects could be compromised. This situation emphasises the need for the CIT Fund to **actively pursue partnerships to broaden its funding phase, including with other entities such as philanthropic organisations**.

Leveraging the expertise and resources of private companies involved in urban development could also **introduce innovative solutions and best practices** that enhance project outcomes. The potential for collaboration with technology firms to implement smart city initiatives is one avenue with a potential to explore to enrich the Fund's offerings.

**Disbursement rates indicate strong execution**

As of December 31, 2024, **the CIT Fund has demonstrated a commendable disbursement rate**, with 11 projects disbursing over 90% of their approved amounts. **This high execution rate is indicative of the Fund's operational efficiency** and its ability to translate approved projects into actionable

outcomes. Furthermore, 71% of the operations approved in 2023 had disbursed more than 59% of their approved amounts, showcasing a trend of increasing disbursement rates over time. This steady progress suggests that the Fund is effectively managing its resources and ensuring that financial support reaches the intended projects in a timely manner.

But the overall good performance of the CIT Fund portfolio was not uniform across the years. In 2021, disbursement performance was slightly slow due to several factors: the COVID-19 pandemic hindered face-to-face activities, leading to postponed timelines for technical cooperation projects; changes in the Peruvian national government administration delayed planned activities with the Ministry of Housing, Construction, and Sanitation; and the preparation of a loan in Barranquilla caused further delays as the municipality sought to identify higher-value activities for the loan operation.

### 3.4.2. Operational efficiency

**The comitology bodies have been effectively established overall and facilitate meaningful consultation with donors, although there is still work to be done at the country level**

The implementation of the CIT Fund involves a diverse array of stakeholders.

- ▶ **The IDB serves as the central coordinating body (through the HUD unit)**, overseeing the fund's operations and ensuring that it aligns with its strategic objectives for sustainable urban development.
- ▶ Within the IDB, **the Grants and Co-Financing Management Unit (ORP/GCM)** is specifically tasked with fiduciary management, which includes the administration of funds, monitoring of project implementation, and ensuring compliance with the bank's policies and procedures. This unit plays an important role in channelling resources to eligible projects and managing relationships with donors.
- ▶ Additionally, IDB country offices play a crucial role by facilitating communication with local governments and communities, ensuring that projects align with national priorities and local needs.

These actors are represented in the **Strategic and Eligibility Committee for Sustainability**: this committee is responsible for reviewing project proposals and determining their eligibility for funding. It ensures that the projects align with the fund's objectives and meet the established selection criteria. It is composed of representatives from various divisions within the IDB, including experts from the Climate Change and Sustainability Division, the Urban Development and Housing Division, and the Grants and Co-Financing Management Unit, among others.

Finally, this governance is also extended beyond when looking at the implementation of projects, as the IDB collaborates with various stakeholders, including local governments, community organisations, and private sector entities, to facilitate the execution of funded projects.

#### **Specifically, regarding the governance and partnership related to donors:**

Two main comitology space involving donors were planned in the Concept Note:

- ▶ To facilitate effective communication and collaboration with donors, the CIT Fund aimed at organising **regular consultations, including at least one in-person Annual Consultation Meeting**. During these meetings, donors are invited to review the fund's strategic direction, operational progress, and the impact of funded projects.
  - In practice, the annual meetings with donors have been successfully implemented and have resulted in the preparation of an annual report. It is also worth noting the establishment of an additional meeting and report beyond what was initially planned: semi-annual meeting and report that provide a mid-year assessment to donors. *The table below summarises the occurrence of donors' meetings from 2019 to 2023.*

The IDB Global Partnerships Office also contributed as planned to donor relations and resource mobilization, notably through its Country Offices (Europe and Asia) to coordinate donor-related matters. The governance of resource mobilization and donor relations is structured by the Office of Outreach and Partnerships (now called Global Partnerships Office) / Resource Mobilization Division (ORP/REM). ORP collaborates with the Country Office of Europe (ORP/EUR) and the Country

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Office of Asia (ORP/ASI) to manage the resource mobilization activities conducted among donors, with a designated person assigned to the administration of the Fund and resource allocation.

Figure 14 Extract of the Performance Measurement Framework regarding Monitoring and Progress meetings with donors

		2020*	2021	2022	2023
<b>Monitoring and supervision plan</b>					
Number of follow-up reports to donors	P (a)	1	1	1	2
	A	1	1	2	2
Number of progress meetings with donors	P (a)	2	2	2	2
	A	2	2	2	2

**Notes:**

\*The reporting period initiates in 2020, because the first four TCs financed by the Fund were approved and began execution in 2020.

\*\* P(a): The values in P(a) represent the expected results for the next years. They consider the expected results from the TCs that are currently in execution, and the TCs approved by December 31, 2023.

\*\*\*A: The values in A represent the results achieved for each output indicator.

Source : Performance Measurement Framework Updated 2024

**At the country level, relationships with donor country agencies are also effective but not formalised.** Therefore, the quality of their relationship is managed **on a case-by-case basis**. Swiss cooperation, for instance, plays an active role at the local level in some countries like Colombia, Peru and Bolivia. They are consulted by the Swiss headquarters during the TC project design phase, providing valuable feedback that is communicated to the CIT Fund. Additionally, there is an annual dialogue in Colombia facilitated by SECO, which includes a comprehensive review of the portfolio, fostering transparency and alignment. There is a potential to continue efforts to articulate and systematise interactions at the local level.

### Donors are generally satisfied with the CIT Fund's transparent management and responsiveness

**Overall, donors generally express satisfaction with the management of the CIT Fund:** the consultation process with donors has been notably transparent, featuring regular meetings. The CIT Fund team has demonstrated a high level of responsiveness, provided annual reports and facilitated knowledge exchanges. Furthermore, stakeholders are consulted in advance of these meetings, allowing for meaningful input and collaboration.

More particularly, one donor has undertaken a comprehensive evaluation of its contributions to international organisations and trust funds: the results of this evaluation are predominantly positive, with most indicators marked in green.

However, **there are still areas for improvement:**

- ▶ One key area is **the need for more regular and informal exchanges at the local level with donors' representative on the ground**. Establishing these connections can deepen potential areas of collaboration.
- ▶ Also, upon project closure, while they received the final report, more details regarding the impacts and results achieved would be appreciated notably to identify the contribution of the TC to structural changes/ reforms.

### Timely implementation

**As explained in the Effectiveness Section, the quality of project implementation has been largely positive, featuring minimal delays and few major changes to the original objectives.** The 2024 Annual Report indicates that some projects have faced delays, particularly in Colombia and Peru, due to various factors, including political instability and the COVID-19 pandemic. For example, project CH-T1176 experienced setbacks in its execution timeline, which underscores the need for clearer timelines and accountability mechanisms to ensure timely project completion.

**The CIT Fund has made efforts to identify and address administrative and financial obstacles to project execution.** The same 2024 Annual Report highlights the **importance of stakeholder**

**engagement** and community involvement in the planning and implementation processes. For instance, participatory workshops have been conducted to gather feedback from local communities, which can help identify potential barriers to project success. However, challenges remain, particularly related to political changes and varying levels of technical capacity among implementing agencies.

For further information, please see [3.3.1 Implementation of the TC projects](#).

### 3.4.3. Monitoring, Reporting, and Communication

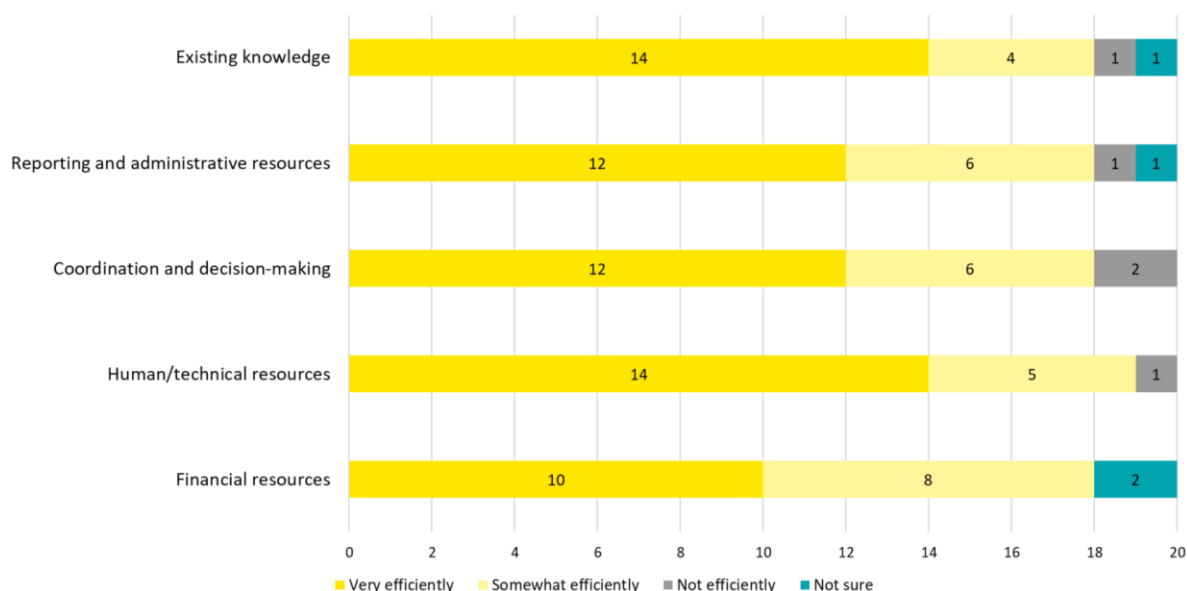
**The CIT Fund has implemented a strong monitoring and evaluation framework, evidenced by regularly updated indicators to track progress and outcomes**

The CIT Fund was established with the expectation of implementing a comprehensive monitoring and evaluation framework to track progress and outcomes effectively. The initial Concept Note outlined several key tools and mechanisms designed to facilitate this process.

- ▶ **The Results framework** serves as a guiding document that outlines the expected outcomes and outputs of the Fund's interventions. It includes specific indicators to measure progress towards achieving sustainable, inclusive, and resilient urban development. The framework emphasizes the importance of aligning project goals with broader international commitments, such as the SDGs and the Paris Agreement.
- ▶ **The Performance Measurement Framework** is designed to provide a systematic approach to assessing the effectiveness of the Fund's projects. It includes baseline data, targets, and methodologies for evaluating the impact of interventions over time. Stakeholders interviewed have emphasised the need for this framework to capture not only immediate outputs but also long-term impacts, such as improvements in urban resilience and quality of life for beneficiaries.
- ▶ **Reporting Protocols:** The Concept Note specified the implementation of annual and semi-annual reporting mechanisms to ensure transparency and accountability. These reports are intended to provide insights into fund activities, financial performance, and project progress.

**At the project level, monitoring is perceived as effective and adequate by the beneficiaries**, who highlighted this aspect in the survey distributed to them. 18 out of 20 respondents felt that the administrative and reporting resources were efficiently used, with twelve stating they were "very efficiently used." More broadly, the graph below emphasises the generally positive perception beneficiaries have of the efficiency of the CIT Fund across several important aspects.

Figure 15 Q8. In your view, how efficiently have / are the following resources been used?



Source: Survey to beneficiaries – 20 answers

**Monitoring could benefit from deeper qualitative analysis, better alignment with IDB Impact+, and new indicators, notably**

Nonetheless the existence of a strong monitoring and evaluation framework, some areas for improvement have been identified in the evaluation of the CIT Fund's reporting and results framework.

Firstly, **reports often lack depth in their analysis of qualitative impacts**, particularly regarding community satisfaction. This suggests a need for more comprehensive evaluations that capture the experiences and perceptions of the communities served, which are crucial for understanding the true effectiveness of the interventions. This has been notably mentioned by donors and constitute a clear expectation from their side.

**Introducing new indicators that align with donor interests** could also further strengthen the framework. This might involve tracking the promotion of expertise, the strengthening of local coordination, and the implementation of MDB reforms. For instance, measuring the number of intra-IDB collaborations as part of a One Bank Approach, as well as assessing progress on the Triple Agenda—focused on enhancing country-level collaboration and mobilising the private sector—would provide valuable insights into the fund's overall effectiveness and alignment with donor priorities.

Secondly, **the Results Framework of the CIT Fund presents opportunities for enhancement**. Future improvements could include the design of a clear intervention logic that outlines the expected pathways from activities to outcomes. Additionally, updating the framework to better link indicators with IDB Impact+ would provide a more cohesive understanding of the CIT Fund's contributions to broader goals.

**Moreover, incorporating intermediate outcomes into the framework would be beneficial. Examples of such outcomes could include the amount of financing informed by CIT TC projects, the number of public policy dialogues nurtured, and the number of structural reforms adopted. These indicators would help to illustrate the CIT Fund's impact more effectively.**



Comparative  
insights

**Lessons learned from World Bank's Trust Funds**

**The Evaluation of the World Bank's Digital Development Partnership (DDP) (2023) found the catalytic effects of DDP 1.0 activities on lending operations were not monitored and tracked precisely enough.** According to the 2022 DDP Annual Review, the catalytic effect was calculated at USD 10.7B, for both approved and potential projects, which represents an optimistic view of DDP 1.0's catalytic effect. A more conservative approach would keep only approved lending operations in the calculation, providing more transparent information and a more robust figure. In addition, the logical link between DDP activities and lending operations (and the amounts captured as lending leverage) is not formalized and structured by a specific process to ensure a clear description of the DDP activities' effects on lending operations and ensure accountability ("attribution" related to lending leverage). Indeed, annual reports documented the lending leverage through a dedicated section but did not systematically qualify the link between DDP activities and lending operations, especially for activities providing digital assessments where the link between the knowledge produced and the lending operation is not immediately clear

The World Bank's "Lending Informed" indicator is an important measure of the role of trust-funded activities in influencing, shaping, or improving, directly or indirectly, the design and quality of World Bank lending interventions. It is also a key measure of the effectiveness of the Bank's analytical and advisory work, some of which is trust funded, in supporting clients at the policy, regulatory, and strategic levels. Trust fund programs often support upstream efforts that influence the development of regional, national, and sub-national projects and programs that are subsequently supported by World Bank financing. The ability to influence World Bank lending is a key motivation for development partners to support trust funds. Therefore, tracking, measuring, and reporting on World Bank lending informed by trust-funded activities

Building on the recommendations from the DDP external end-term evaluation performed by EY, in FY24 **the DDP Secretariat revised the methodology for the 'Lending Informed' indicator.** The indicator is used during the FY24-28 strategy cycle and reports on World Bank lending instruments that in their design and/or preparation, use or apply outputs delivered through the implementation of

activities supported by DDP grants. Starting in FY24 (see the Impact Focus boxes throughout this Annual Review), DDP planned to:

- Provide a clear qualitative narrative – complementing the \$ amount unit of measure – expanding on the details and evidence of how the DDP grant-funded deliverable(s) informed or enabled the identification, design or preparation of a new Bank operation.
- Provide visibility on the results the informed lending operation's component is looking to achieve, to strengthen the line of sight between the DDP grant and the longer-term intermediate outcomes and outcomes to be achieved by the lending operation informed by the DDP grant.

Other World Bank's Trust Funds include in their results framework indicators such as client satisfaction and cross-cutting indicators (such as % of Projects gender flagged, % of projects with climate related activities)<sup>52</sup>.

Source: EY (2023) – Evaluation of the DDP – World Bank; [2024 DDP Annual Report](#)

### **Communication is deemed good but can still be enhanced regarding results of the Fund**

Overall, **the communication strategy adopted by the CIT Fund is considered effective and stakeholders consider having all the information they deserve.** However, in relation to what has been said before, feedback indicates that communication strategies could be enhanced **to better convey the Fund's impact.** Stakeholders have expressed a desire for more opportunities to showcase achievements and share lessons learnt, emphasising that improved storytelling and the use of infographics to illustrate project outcomes could significantly enhance engagement with stakeholders. For example, creating visual representations of project impacts can help engage stakeholders and attract potential new donors.

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<sup>52</sup> World Bank – FIAS 2024 Annual Review. [World Bank Document](#)

### 3.5. Sustainability

This aims to respond to:

- ▶ EQ5: What conditions would ensure the continuation of achieved results and observance of other outcomes after project closing?

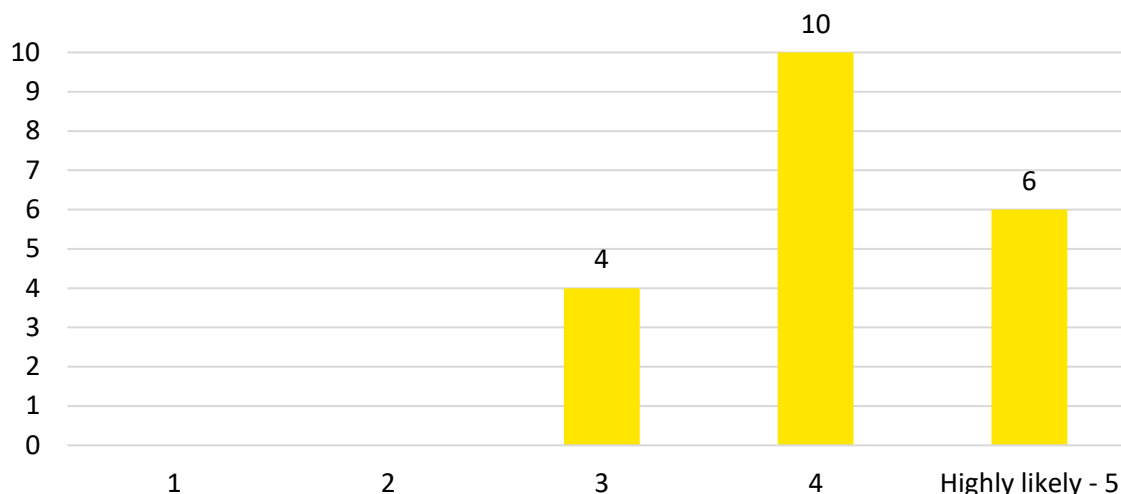
Key findings

- ▶ Most of the **beneficiaries** surveyed **consider** that the TC project's **results are likely to be sustained** when this financing is completed. Average: 4,1/5.
- ▶ Flexibility during dialogue has been key to ensure the continuity of technical cooperations and operations despite administration changes.
- ▶ Knowledge transfer and dissemination have been identified as key factors for sustainability and replicability.
- ▶ Beneficiaries report putting in place and/or planning **mechanisms to sustain the TC** projects results when the financing is completed. The evaluation team identifies community engagement and institutional ownership and regulatory changes as the main mechanisms.
- ▶ One-third of the beneficiaries reported that resource mobilization and investment are integral to the mechanisms established or already in place to maintain the sustainability of the results. Internal monitoring by the IDB revealed that CIT Fund TC Projects generated \$2.465 billion in IDB loans. In 2023, TC projects enabled the implementation of five IDB loan operations amounting to \$1.32 billion. Moreover, in Brazil, the government allocated funds for a rental housing program targeting low-income residents in Campo Grande, following the TC for Innovations in Localization and Social Housing Management (RG-T3707). A total of R\$1.5 million was committed to initiate and support this housing rental program, which is overseen by the Municipal Agency of Housing and Land Affairs.

**Most beneficiaries consider that the TC project's results are likely to be sustained.**

With an average of 4,1/5, most beneficiaries consider that the TC project's results are likely to be sustained when this financing is completed. In addition, 80% of the beneficiaries surveyed placed the potential sustainability within the likely to very likely threshold suggesting a high level of confidence on the sustainability of the actions.

**Figure 16 Q10. How likely is it that the TC project's results will be sustained when this financing is completed?**



Source: Survey to beneficiaries – 20 answers

This result is supported by several factors described below.

### 3.5.1. Dialogue and knowledge transfer

Permanent dialogue with governments and knowledge transfer have proven its value to strengthen sustainability. Some challenges were identified by the bank's specialists, and by beneficiaries, but most were resolved during the TC development.

**Flexibility during dialogue has been key to ensure the continuity of cooperations and operations despite administration changes.**

**Several TCs dealt with challenges** ranging from political volatility and its impact on public officials' rotation, to the change or priorities and delays associated with these administrative changes. However, **sustained dialogue** at the national, regional and local level has been **key to solve these issues**, ensure the continuity of TCs, and operations and minimize negative effects. The evaluation team identified several strategies implemented to sustain the dialogue while keeping it flexible.

► **Strengthening dialogue at the direction and professional level**

Building relationships at different levels of government: ministry, vice-ministry, direction and professional had been key in keeping allies in the countries, but also in relevant regions or cities. These allies often operate as counterparts, or as trusted sources for incoming officials in their process to build trust.

In Chile, there was a concern with the potential dispersion of knowledge and efforts in the TC for the Support for the incorporation of criteria for adaptation to climate change and resilience in regional investment in cities (CH-T1176). Indeed, the teams contracted by the CIT Fund had to face a fluctuating political context. They demonstrated flexibility and adaptability by adjusting in the implementation strategies. This allowed for maintaining a good response capacity that meets local needs. Therefore, the direction and professional level relations were key for the continuity of the TC.

*“There are always risks associated with changes in administration and leadership, which can affect the sustainability of cooperation. However, in this case, we were able to make progress because we had a solid foundation of professionals who were already familiar with the work.”*

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In Colombia, the TC for the support for Natural and Cultural Capital Projects in Barranquilla (CO-T1592) led to the operation for the implementation of a Functional Unit of the Ciénaga de Oro eco-park. However, studies for the arroyo Leon, led by the regional government were not developed, requiring the City of Barranquilla and the Metropolitan Area to discuss a priority change with the bank. Fluid dialogue with the city, metropolitan and national levels allowed for a relatively easy adaptation to continue the TC and the operation.

Finally, it is key to highlight the importance of sustained dialogue to strengthen the sustainability of the CIT fund results, and further potential development in areas opened by the technical operations it has financed.

**Knowledge transfer and dissemination have been identified as key factors for sustainability and replicability.**

► **The value of IDB's publication and library are appreciated.**

Beneficiaries mention their appreciation of the bank's publications as knowledge generation and transfer tools. Both beneficiaries and specialists highlight their value for knowledge dissemination across cities, countries and the LAC region. They also mentioned the value of the knowledge brought and produced during TCs and insisted on their importance for the sustainability of results, and as a base for further development. The following ideas evolved from exchanges during the interviews:

► **Knowledge transfer from TC's consultants to beneficiaries enhance knowledge even further.**

The need to transfer knowledge from consultant teams to public officials at the ministry, and local level was particularly highlighted in innovative TCs. Among these, beneficiaries and IDB specialists alike recognized first applications of a type of project or instrument in the country, or the development of a new angle or emphasis.

In the Dominican Republic, one of the beneficiaries of the TC for the formulation of a land use and zoning plan for Pepillo Salcedo (DR-T1244), recognized the value of knowledge generated and transferred at the national level.

► **A beneficiary suggests linking the knowledge acquired to specific TCs.**

The beneficiary proposed mentioning TCs in the bank's publications, to document work performed in specific TCs and a tool to allow new administrations to understand precedents for policy, programme or project identification and development. However, in addition to sharing all TC's products with the beneficiaries in partner institutions, the bank has an internal knowledge system that allows specialists to consult the products of a particular TC.

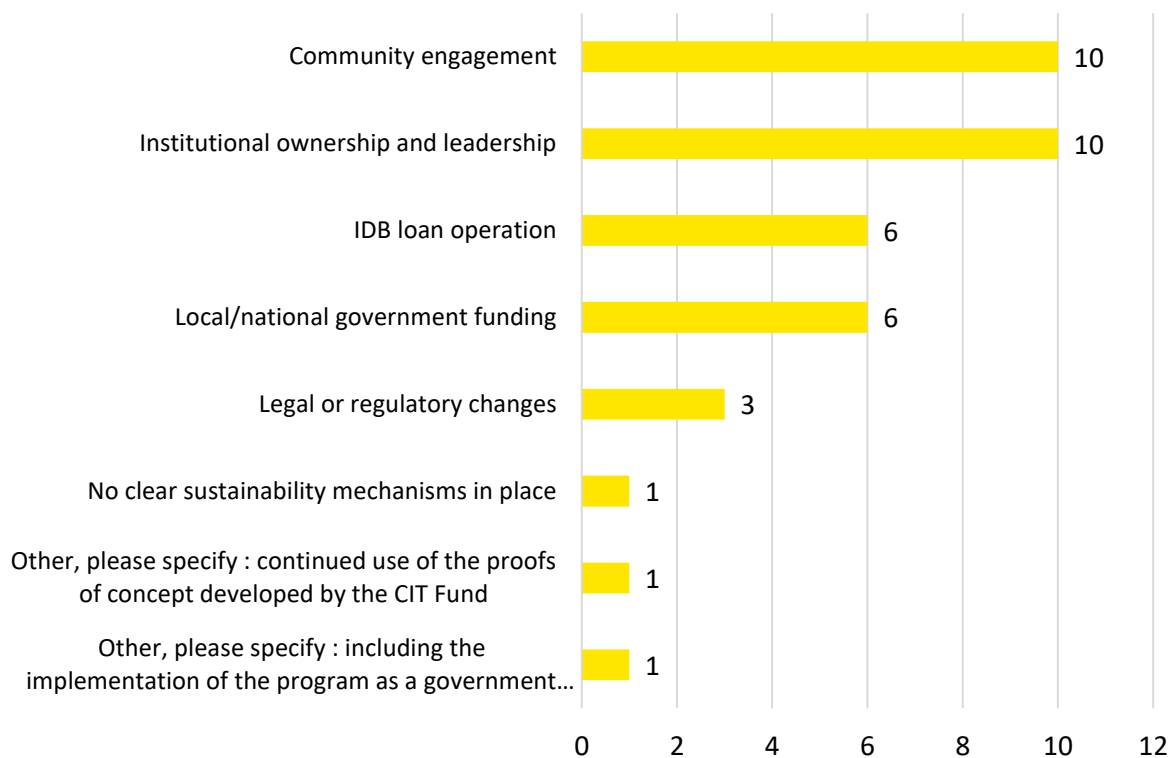
In line with the importance of sustained dialogue mentioned in the previous section, the evaluation team understands that these documents can be shared directly by the Bank's country's office with new officials as part of the dialogue. In addition, the bank also has a mechanism to trigger the search and sharing of TCs in the bank's archives.

### **3.5.2. Mechanisms to sustain the TC Projects results.**

Beneficiaries reported putting in place and/or planning several mechanisms to sustain the projects' results, as illustrated below.

**The evaluation team identifies project appropriation, resource appropriation and regulatory changes as the main mechanisms**

**Figure 17 Q9. What mechanisms have been put in place/are planned to sustain the TC project's results when this financing is completed?**



Source: Survey to beneficiaries – 20 answers

Each one of these mechanisms typologies is described below.

**Results appropriation: institutional ownership and community engagement.**

Half of the beneficiaries responding to the survey reported actions related to results appropriation, in community engagement or institutional ownership and leadership. These are consistent with the contents of interviews and TC documents showing an important process of appropriation by the institutions involved in the TCs at different government levels.

- ▶ **Institutional ownership and leadership start with the definition of the TC and continues through the project cycle.**

Appropriation processes start as early as defining priorities and alignment of TCs with local policies, continues along with the development and implementation of the TC. In some cases, it has resulted in the development of project operations, allocation of resources for further implementation, knowledge and guidelines, and the adoption of legislation, as reported further below.

- ▶ **Ownership and leadership at all levels may require additional capacity building**

In most cases the beneficiaries also reflected on their own capacity building, knowledge transfer from the bank and consultant teams, and their institution's capacity for further development. In most cases, institutions at the national level described an enriching process and institutional ownership and leadership, as shown in the survey.

While some beneficiaries and specialist alike mentioned a high level of leadership and appropriation at the ministerial, and sub-national levels, some also analysed the need for additional mechanisms. Capacity building and training were suggested to face potential challenges, advocating for improvement

when dealing with smaller municipalities, or for specialized topics at different government levels when the capacity does not exist.

The formulation of a land use and zoning plan for Pepillo Salcedo (DR-T1244) in the Dominican Republic, highlighted the need to prepare municipalities for the development of PMOT<sup>53</sup>. The beneficiary called for a capacity building programme to improve readiness at the municipality level, highlighting the need to build capacity in technical teams; but also, at the mayor and city council levels, as PMOTs require their approval, and alignment with municipal budgets for implementation.

► **Building on citizen participation and community engagement.**

Several TCs also show the implementation of community engagement and citizen participation as a mechanism to gain the support of communities and key population sectors for the development and sustainability of TCs and operations.

During the interviews for the TC for Innovations in Localization and Social Housing Management (RG-T3707), the importance of stakeholder participation and the need for a clear strategy were highlighted as a success factor. The need for solid legal and institutional frameworks, and the creation of dialogue platforms among different sector stakeholders are also considered as fundamental factors for the success of the initiatives.

► **Resource mobilization and investment: IDB Operations, national and local funding.**

One third of the beneficiaries reported resource mobilization and investment as part of the mechanisms planned, or already put in place, for the sustainability of the results achieved (see survey graph above). According to an internal monitoring of the IDB, a total of \$2,465 billion of IDB loans was leveraged from CIT Fund TC Projects. CIT Fund TC Projects in 2023 supported the implementation of five IDB loan operations cumulating \$1,32 billion. In comparison, \$4.5 bn was leveraged for the SECCI Fund according to its last evaluation (2018).

► **The government of Brazil allocated resources to the rental housing program for low-income people in Campo Grande.**

In Brasil, following the TC for Innovations in Localization and Social Housing Management (RG-T3707), the government allocated R\$1.5 million to initiate and ensure coverage of the housing rental program for low-income people in the municipality of Campo Grande. This program is operated by the *Agência Municipal de habitação e assuntos fundiários* (Municipal Agency of Housing and Land Affairs). This program is one of the few of its kind in the country, where similar experiences have only been undertaken in São Paulo and Belo Horizonte.

► **TCs enabled one of the largest operations for the housing sector in Peru.**

In Peru, the cooperation to support the Design and Implementation of Housing and Urban Policy, enabled the origination of a \$300 million loan for the housing sector, approved in December 2024. This loan is likely one of the largest in terms of housing and urban development in Peru.

► **In some cases, some TCs face challenges to transit from planning to implementation.**

Resource mobilization cannot be ensured in some cases. For example, the project in Peru (PE-T1457) has not being able to reach the implementation phase, as it will depend on the municipality of Lima to allocate the resources.

Some TCs focus on knowledge generation and exchange or capacity building, but do not include a strategic approach in the planning process oriented towards the implementation of the results. However, investing part of the time and resources in planning the implementation of key aspects of each TC is fundamental. Planning a strategy for implementation would unlock tailored solutions to enable implementation and sustainability of results for each TC. In a broader scale, looking at the


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<sup>53</sup> PMOT for its acronym in Spanish: Plan de Ordenamiento Territorial Municipal.

implementation strategies of several TCs would offer the best practices from the planning to implementation.

**Legal and regulatory changes**

Legal and regulatory changes are not a requirement, however 15% of the beneficiaries surveyed reported the adoption of legal and regulatory changes as a mechanism for results' sustainability. In line with the survey, interviews with beneficiaries and bank specialists alike, showed the importance of legal and regulatory developments for the sustainability of the results achieved during the TCs. In addition, legal and regulatory developments are seeing as a positive impact, as they allowed for significant progress in the development of key urban development policies and their sustainability (see the next section).

 <b>Focus</b>	<p>Ensuring sustainability, dissemination and leverage are a common challenge shared with other Trust Funds. Lessons learned from other evaluations.</p>
<p>The Latin American Investment Facility (LAIF) is one of the European Union's regional blending facilities, whose objective is to mobilize funds for development projects by combining EU grants with financial resources from European and regional financial institutions, governments, and the private sector. The use of LAIF-funded studies at the municipal level is highly likely, but not always in the short term, particularly for projects requiring medium- or long-term investment. Among the uses of the studies funded by the technical assistance program, their incorporation into long-term municipal planning instruments for cities under climate change criteria stands out. In some cases, institutional changes resulted from the recommendations of the studies (e.g., Portoviejo and Guayaquil). All the projects in the sample of the LAIF Evaluation (2023) show signs of sustainability; however, the loss of institutional memory of governments due to changes in administration is one of the main limiting factors in the long term. In addition, although it helped identify and advance studies for some investment projects, it has had few results so far in terms of post-study financing (they are still progressing toward feasibility). The fact that these are medium- and long-term investments must be taken into account, and there were possibilities for loans within that timeframe.</p> <p>The Evaluation of the World Bank Digital Development Partnership (DDP) Trust Fund found that the dissemination of the produced knowledge and activities' outputs to inform lending operations only relied on interpersonal relationships and individuals' impetus, which does not allow for a systematic application of dissemination strategies for lending projects. TTLs responsible for DDP-supported activities and lending projects often differ in a given region: in the absence of formalized systematic processes, the connection and capitalization between an activity and a connected theme in a lending project relies solely on individual impetus to communicate and disseminate the findings. This may function well when interpersonal relationships are strong but can jeopardize dissemination when they are not established or when TTLs move from one position to another. This mechanism, although common to the World Bank as a whole, did not enable the effective deployment of an ongoing linkage process between DDP's own activities and lending operations where DDP materials could be valuable.</p> <p>Dissemination is also a key factor in ensuring sustainability, as it was raised by IDB Trust Funds' evaluation reports (SECCI, Aqua Fund, ACL).</p> <p style="text-align: right;">Source: EY (2023) – Evaluation of the LAIF – EU-CAF-AFD; EY (2023) Evaluation of the WB's DDP – World Bank</p>	

### 3.6. Impact

This aims to respond to:

**EQ6: What are the high-level effects of the interventions funded by the CIT Fund?**

#### Key findings

- ▶ Most beneficiaries consider that the **TC can develop models** or interventions that can be replicated in other cities or regions.

**Underway structural transformations have been supported by territorial and urban policy development and implementation.**

- ▶ For instance, TCs in Mexico traced a path for the development of key components of the Human Settlements law and the implementation of urban projects.
- ▶ Pepillo Salcedo's PMOT opened the implementation of the Dominican Republic's Territorial Planning Law

**Greater mobilization of investments supported by urban investments planning and implementation at the sub-national level.**

- ▶ Direct work with Barranquilla, a city in Colombia led to an operation at the sub/national level, in a highly centralized national system
- ▶ In Chile the TC developed regional and metropolitan governance models making room for policy and investments to improve resilience.

**Pilots' demonstrative effect**

- ▶ Resilient water system pilots in Santo Domingo show potential to mitigate water scarcity and the need to improve households' selection.
- ▶ **A pilot in Ecuador developed a design competition that explored alternatives to improve accessibility for housing in heritage buildings.**
- ▶ **Other examples of methodology replication tested through pilot projects were observed.**

Although the mid-term evaluation is early to evaluate the impact of the CIT fund and the TCs, some clear early wins have been identified. In addition, some potential positive impacts have been identified. Most beneficiaries (95%) consider that the **TC can develop models** or interventions that can be replicated in other cities or regions.

**Underway structural transformations supported by territorial and urban policy development and implementation.**

Some TCs implied the development of regulations and policies as mentioned in the previous section. For instance, in the case of Mexico, the TC developed a key aspect of the human settlements law; while in the Dominican Republic, a pilot allowed the first implementation of a local land use and management plan.

- ▶ **TCs in Mexico traced a path for the development of key components of the Human Settlements law and the implementation of urban projects.**

Two TCs in Mexico have been crucial to develop the mobility aspect of the recently adopted human settlements law, focused on providing (i) support for local institutional strengthening for the implementation of the General Law of Human Settlements, Land Management and Urban Development (*Ley General de Asentamientos Humanos, Ordenamiento Territorial y Desarrollo Urbano – LGAHOTDU*) and its Territorial and Urban Information System (*Sistema de Información Territorial y Urbana - SITU*) (ME-T1464) and (ii) Support to Urban Development Focused on Mobility and Transportation in Mexico (ME-T1488).

These TCs accelerated the integration of mobility aspects in local urban plans, the strengthening of local plans as key urban development planning and the development of key instruments such as transit-oriented development (TOD) and land value capture contemplated in the 2016 law. These achievements create a significant impact at the local level, but in addition, unlock the implementation of the 2016 law and a wider use of a variety of instruments that did not exist in the previous law adopted in 1976.

► **Pepillo Salcedo's PMOT opened the implementation of the Dominican Republic's Territorial Planning Law**

In the Dominican Republic, the formulation of a land use and zoning plan for Pepillo Salcedo (*Formulación del Plan de Ordenamiento Territorial Municipal - PMOT<sup>54</sup> de Pepillo Salcedo, DR-T1244*), was the first experience to implement a land use plan at the local level, and it was the first concrete application of the Dominican Republic's Territorial Planning Law to integrate a comprehensive climate change analysis, **it sets a precedent for future land use planning nationwide.**

The experience allowed for knowledge systematization and the creation of guidelines for further development of the Land Use and Zoning Plans instrument at the municipal level. The interviewed beneficiary and IDB specialist also mentioned that the guidelines are in the process of being tested in a regional capital (Puerto Plata), and they will be adjusted to continue and extend its use for different types of municipalities in the country.

► **Greater mobilization of investments supported by urban investments planning and implementation at the sub-national level.**

A few TCs opened the space for the development of policy, institutional arrangements and investments at the sub-national level. While most TCs operate at the national level, the CIT fund managed TCs at the regional level (state-level), and the local level (metropolitan and city level).

► **Direct work with Barranquilla, a city in Colombia led to an operation at the sub/national level in a highly centralized national system.**

The TC to Support Natural and Cultural Capital Projects in Barranquilla (CO-T1592) prepared quality projects and programs and developed the designs of a functional unit of the new Eco-Park at a coastal lagoon (Ciénaga de Mallorquín). The civil works for the restoration of the Ecopark were successfully delivered during 2022. The Ecopark open to the public in 2023 with two functional units completed, functional unit 1 and 2, with concrete positive impacts such as the creation of public space for citizens and visitors, and the protection of mangrove ecosystems key for flooding regulation.

The bank worked directly with Barranquilla, in Colombia, where operations usually require central government involvement. This TC shows that it is possible to work with sub-national governments even in countries with centralized government arrangements, and not only in federal states. The TC was followed with an operation for the implementation of the functional unit 3.

Indeed, the bank is preparing the individual loan operation "BiodiverCity and Equity Program in Barranquilla" (CO-I1269) for a total of US\$150 million, which includes US\$50 million from the Spanish agency for international development cooperation (AECID). This loan operation will finance investment projects in Ciénaga de Mallorquín and other public spaces. Although the approval date was scheduled for mid-2022, this operation was finally approved on September 1, 2023. Additionally, it will support the implementation and sustainability of the designs and studies financed through this TC. Although it concerns an operation for the special, industrial, and port district of Barranquilla – sub-national level -, it is a sovereign guaranteed operation, meaning that formal assurances are provided by the national government of Colombia to underwrite the financial liabilities or obligations of a specific entity.

► **In Chile the TC developed regional and metropolitan governance models making room for policy and investments to improve resilience.**

The TC to support for the incorporation of criteria for adaptation to climate change and resilience in regional investment in cities (CH-T1277) was developed with the objective of generating capacities to

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<sup>54</sup> PMOT for its acronym in Spanish: Plan de Ordenamiento Territorial Municipal.

improve the alignment of the subnational urban investment cycle with Chile's Long Term Climate Strategy (LTCS).

The TC worked on the subnational scale between the central government and municipal government, a scale beginning to acquire new transfers and powers through the decentralization law. The TC focused on preparing technical teams to receive these competencies, focused on climate change and disaster risk management.

The TC sought to pursue the metropolitan areas agenda developed by the Chilean government in recent years by building capacity and generating knowledge for the formalisation of metropolitan areas, a level between municipalities and regions, improved urban planning and resilience in the face of climate change. This TC has had a significant impact leading to a loan operation, as a 90 million loan operation approved in September 2024 will enable four metropolitan areas to implement specific action plans, improving disaster response capacity, develop sustainable and resilient infrastructures and urban services over the next four years. Allowing for the exploration of new forms of collaboration and financing that can be replicated in other regions.

### **Pilots' demonstrative effect: concrete actions to test potential impacts**

Several TCs developed pilot projects and took the advantage of extracting lessons to improve further actions. In the case of the Dominican Republic, water systems allowed a household to reduce vulnerability to drought. In the case of Ecuador, a design competition showed possibilities to improve accessibility for housing in heritage buildings.

#### **► Resilient water system pilots in Santo Domingo showed potential to mitigate water scarcity and the need to improve households' selection.**

Two pilot projects to install resilient water systems in upgraded social housing were implemented within the TC for the formulation of the Sustainable Master Plan for the Colonial City of Santo Domingo (DR-T1263).

One pilot, installed in a household with the capacity to manage and maintain the system performed very well and showed potential to mitigate water scarcity during droughts in the dry season. In contrast, the second pilot showed difficulties to perform at the same level, allowing to identify household's conditions needed for the system to work. These conditions will be instrumental in improving the households' selection for the implementation of the remaining 70 systems that will be installed in upgraded social housing in the historical centre of the city.

#### **► A pilot in Ecuador developed a design competition that explored alternatives to improve accessibility for housing in heritage buildings.**

The regional TC focused on inclusive cities for women and people with disabilities (RG-T3771) implemented in Bogota, Quito and Lima, organised a design competition that served as a pilot project.

The international design competition challenged architects to include universal design features to ensure accessibility for people with disabilities, particularly on wheelchairs recycling a heritage building in Ecuador. Competitors should develop a proposal to retrofit the building to make it more sustainable and more affordable, including small housing units. This concrete example served as a demonstration project, bringing attention to housing accessibility, retrofitting, sustainability and affordability in cultural heritage settings.

### **Strengthened technical and institutional capacities**

#### **► Paris Alignment capacities of some countries (through RG-T4279)**

The RG-T4279 TC (Paris Alignment capacities of some countries) includes three pilot projects in Chile, Costa Rica and Jamaica. The Pilot exercise in Chile on National Determined Contribution (NDC) Localization helped to strengthen the role of subnational governments in the design and implementation of country's NDC. The TC includes training sessions, workshops, and the development of tools to improve monitoring and reporting on climate financing, aligning with the objectives of the Paris Agreement

#### **► Ownership and replication of new methodologies tested through pilot projects**

In Suriname, the loan operation "Paramibo Urban Rehabilitation Program" incorporated the Tree census methodology tested through a pilot project in Tandil, implemented by the Cities Lab (RG-T3706).

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In Brazil, the RG-T3706 supported the local government of Rio de Janeiro in implementing a pilot project to develop a green and resilient “corridor” in the Osvaldo Cruz neighborhood. The Cities Lab played a crucial role during the pilot project. The Cities Lab collaborated to formulate a series of fundamental hypotheses to steer the pilot project's design and execution. Based on this experience, the pilot methodology of green and resilient corridor was later replicated by the local Government of Rio de Janeiro which chose to replicate the initiative independently.

## 4. Recommendations

Based on the findings, the evaluation makes **three recommendations** which are broken down into more specific and operational recommendations that aim to operationalize them. Annex 8 – Comparative findings and recommendations of IDB’s Trust Fund’s evaluations reports complements this analysis by comparing recommendations across other IDB trust funds. Common themes include the need to refine results frameworks, strengthen donor coordination at the country level, and increase the visibility of trust funds.

<b>I) Refine CIT Fund’s strategic framework, financial and operational models.</b>		<b>Degree of priority</b>
1.	Place better emphasis in its updated strategy on biodiversity and private sector contribution to innovation and development (in line with IDB Impact+), as well as ensuring alignment with the upcoming HUD Sectoral framework and with new initiatives.	Priority: ●●● (high)
2.	Develop a resource mobilization and long-term financial sustainability strategies aiming at expanding/ diversifying the base of donors, while developing a financial sustainability strategy, to secure more predictable and long-term financial commitments from partners.	Priority: ●● (medium)
3.	Define a partnership strategy of the CIT Fund fostering the collaboration with the private sector in connection with IDB Invest, while trying to expand the collaboration with academics.	Priority: ●● (medium)
<b>II) Continue to improve the visibility of CIT Fund, its results and impacts.</b>		
1.	Continue to improve the monitoring and evaluation framework and tools (e.g.: design a clear intervention logic, better linking indicators with IDB Impact+, incorporating additional outcomes).	Priority: ●●● (high)
2.	Better communicate on results and impacts of CIT Fund and its TCs, including focusing on qualitative aspects (stories, infographics, website, list of blogs connected to TCs, better link the knowledge acquired to specific TCs in Bank’s publications).	Priority: ●● (medium)
3.	Better promote the benefits of CIT Funds for donors (e.g.: promotion expertise, articulation with bilateral channel, possible economic benefits) and continue to improve the efforts of coordination with CIT’s donors.	Priority: ●● (high)
<b>III) Scale up efforts to strengthen the ownership and sustainability of CIT’s TC projects.</b>		
1.	Systematize good practices to support ownership and sustainability and put strong emphasis on the analysis of risks.	Priority: ●●● (high)
2.	Pursue the efforts to ensure and track continuity (e.g.: strategy concept note from planning to implementation, linkage between CIT Fund to lending operations).	Priority: ●●● (high)
3.	Reflect how to support the systematisation in knowledge transfer and management (e.g.: restitution meetings at the completion of the TC, thematic workshops of the CIT Fund by cluster of TCs (What works? What doesn’t work?).	Priority: ●● (high)

Several recommendations are shared with all or some IDB’s Trust Funds evaluations (Aqua Fund, SECCI, and ACL) such as:

- ▶ Updating/ refining the results frameworks (with all IDB Trust Funds’ evaluation reports).
- ▶ Further coordination with local donors (with AquaFund evaluation report).

- ▶ Improving the visibility of TFs (with AquaFund).
- ▶ Strengthening the collaboration with IDB Invest and the private sector (with SECCI).
- ▶ Supporting the dissemination (with all IDB Trust Funds' evaluation reports).

#### 4.1. Refine CIT Fund's strategic framework, financial and operational models.

<b>Findings/ Context</b>
<ul style="list-style-type: none"> <li>▶ Impact+ reinforces priorities in the field of climate action aligning closely with the CIT Fund's projects, which emphasise climate adaptation, while putting more emphasis on topics such as biodiversity and the contribution of the private sector in innovation, that could be better highlighted.</li> <li>▶ The projects of the CIT Fund intersect with several strategic sectoral frameworks, the most obvious being the one dedicated to Housing and Urban Development. A new HUD sectoral framework is currently under finalisation.</li> <li>▶ The CIT Fund also shares common goals with newer initiatives like Amazonia Forever, notably its pillar focusing on promoting resilient infrastructure and connectivity, and sustainable urbanisation of the Amazon region. This is also the case with América en el Centro. IDB launched recently a new initiative called "IDB for Cities and Regions".</li> </ul>
<p><b>Sub-recommendation I.1:</b> Place better emphasis in its updated strategy on biodiversity and private sector contribution to innovation and development (in line with IDB Impact+), as well as ensuring alignment with the upcoming HUD Sectoral framework and new initiatives. <b>(Priority: high)</b></p>
<p><b>1.1 Update the CIT Fund's strategic framework considering new themes of interventions.</b></p> <ul style="list-style-type: none"> <li>– While maintaining the four "Fund's objectives", complete the third objective highlighting the support to institutional reforms and capacity building, as follows: "continue generate opportunities and spaces for mayors and other decision-makers to interact and exchanges knowledge and practices, <b>as well as continue to provide support to institutional reforms and capacity building.</b>" (linked to the new suggested intermediate outcomes (see recommendations 4.2., sub-recommendation I-1, 1.3).</li> <li>– Add new themes: "biodiversity, natural capital and climate action" and "innovation through the private sector".</li> </ul>
<p><b>1.2 Ensure alignment with the upcoming HUD Sectoral framework.</b></p> <ul style="list-style-type: none"> <li>– Include in a future strategic framework a section dedicated to « Alignment with other strategic frameworks » (as incorporated in the initial concept note) and explicit to what extent this alignment is ensured. It can be interesting to add in Annex a graphic showing the links between CIT Fund and HUD Sectoral frameworks' objectives.</li> </ul> <p><b>1.3 Continue to ensure coherence with IDB's initiatives.</b></p> <ul style="list-style-type: none"> <li>– Explicit in a future strategic framework the link between the CIT Fund with regional programs notably Amazonia Forever and América en el Centro.</li> <li>– Examine to what extent the CIT Fund can support with the recently approved « IDB for Cities and Regions » initiative<sup>55</sup> and can complement its instruments to ensure a continuum in IDB's development financing.</li> </ul> <p>For 1.1., 1.2. and 1.3. it is recommended to add in Annex a graphic showing the links between these strategic and sector frameworks, as well as IDB's initiatives.</p>
<b>Findings/ Context</b>

<sup>55</sup> [IDB | New IDB Program Empowers Local Governments in Latin America and the Caribbean with Direct Access to Funding](#)

- ▶ The CIT Fund's funding structure is robust but has faced challenges in diversification of resource mobilisation compared to what was initially planned with resources than can be mobilized from resources coming from IDB and IDB Invest member countries; countries that are not members of the Bank but also private sector entities. It did not benefit from private sector contributions to date (notably philanthropic).
- ▶ Resource mobilisation and long-term financial sustainability strategies were not developed until now at CIT level.

**Sub-recommendation I.2:** Develop a resource mobilization and long-term financial sustainability strategies aiming at expanding/ diversifying the base of donors, while developing a financial sustainability strategy, to secure more predictable and long-term financial commitments from partners.

**(Priority: medium)**

#### **1.4 Try to expand and diversify the base and type of donors.**

- Carry out a quick identification and prospection of donors contributing to similar trust funds within other regional MDBs. For instance, the [Urban and Municipal Development Fund](#) of the AfDB is supported, in addition to the Swiss State Secretariat for Economic Affairs (SECO), by the Danish Ministry of Foreign Affairs, the Nordic Development Fund (NDF), the Spain's Ministry of Economy, Trade and Enterprise, and the Wallonia Export and Investment Agency (AWEX).
- Explore the interest of new types of donors such as philanthropic. Carry out a quick identification of potential philanthropic contributing to trust funds of MDBs such as through trust funds or partners annual reports (e.g.: for the World Bank: [WBG-Trust-Fund-report.pdf](#)) and check their priorities of investment. For instance, the [Bloomberg Philanthropies](#) supports [Government Innovation](#) and Cities.

#### **1.5 Develop a financial sustainable strategy.**

- Explicit different scenarios of resource mobilisation (ie.: (i) maintaining the current donors, (ii) diversification of donors (including type of donors)) and level of ambitions (ie.: (i) same level of targeted fundraising; (ii) increased level of targeted fundraising) in the programming for the upcoming years.
- Try to sure more predictable and long-term financial commitments from partners (e.g.: through multi-annual MoU or agreements).
- Design a roadmap to secure existing fundraising efforts and leverage additional funding (e.g.: consider key milestones to support these efforts such as IDB Annual Meeting, annual consultations with bilateral donors, OECD LAC Forum in Europe).

#### **Findings/ Context**

- ▶ Synergies with other development agencies and external bodies are unequally systematised and takes several shapes.
- ▶ The development of public-private partnerships through internal IDB bank mechanisms has potential to be strengthened.
- ▶ The CIT Fund is also seeking to establish partnerships with universities, within the frameworks of various TCs to mobilise academic expertise. These contributions are not systematic since only 5 TCs out of 25 have established formalised partnerships with universities. However, this have been regularly highlighted during interviews and is generally considered extremely enriching and valuable by beneficiaries.

**Sub-recommendation I.3:** Define a partnership strategy of the CIT Fund fostering the collaboration with the private sector in connection with IDB Invest, while trying to expand the collaboration with academics.

**(Priority: medium)**

**1.6 Design a partnership strategy of the CIT Fund.**

- This strategy can be incorporated in the next strategic framework through a dedicated section or Annex.

As part of this strategy, highlight the current and prospect partners of the CIT Fund, areas of collaboration, the modalities of partnerships (institutional, financing, technical and intellectual, other types), the added value of each type of partnerships, expected results and impacts, and some indicators to measure the contributions of partnerships to the CIT Fund's objectives.

- Plan a dedicated section in the annual report of the CIT Fund to highlight the benefits of partnerships.

**1.7 Foster the collaboration with the private sector.**

- Organize an internal meeting with the IDB Global Partnerships Team and IDB Invest to take stock of the current collaboration as part of CIT Fund TC and explore future and innovative ways of collaboration (considering the new instruments launched by IDB to foster the private sector mobilization and support the sustainability).
- In collaboration with the IDB Global Partnerships teams and Country Offices in Europe and Asia, explore ways of collaboration through existing forums such as EU-LAC Business Round Table, Korea-LAC Innovation and Trade Forum or the OECD Emerging Market (Emnet) Business Meeting on Latin America and the Caribbean.

**1.8 Try to expand the collaboration with academics.**

- Continue to support existing initiatives promoted by CIT Fund donors' countries involving academics from their countries.
- Foster the integration of multidisciplinary academic knowledge and expertise in TC's proposals (foster the collaboration with academics where possible through different modalities (including through calls for academic contributions, academic exchanges, etc)).

**4.2. Continue to improve the visibility of CIT Fund, its results and impacts.**

Findings/ Context
<p>► Nonetheless the existence of a strong monitoring and evaluation framework, several some areas for improvement have been identified in the evaluation of the CIT Fund's reporting and results framework.</p>
<p><b>Sub-recommendation I.1:</b> Continue to improve the monitoring and evaluation framework and tools <b>(Priority: high)</b></p>
<p><b>1.1 Design a clear intervention logic with a causal chain that outlines the expected pathways from activities to outcomes and impacts</b></p> <ul style="list-style-type: none"> <li>- Plan a workshop with CIT donors and CIT Fund Specialists to reconstitute this logic and once stabilised update the results frameworks.</li> </ul>
<p><b>1.2 Update the context of implementation and include assumptions to consider in the intervention logic.</b></p> <ul style="list-style-type: none"> <li>- International agenda for development finance and sustainable development: take also into account the 4th International Conference on Financing for Development (FfD4) and Sevilla Commitments. The 2030 Agenda and Paris Agreement can still be considered. It would be important to consider last COP's developments (including the upcoming COP30 in Belém)</li> <li>- Regional Agenda in urban development: The New Urban Agenda can still be considered.</li> </ul>

- Internal agenda: take into account Impact+, the new HUD sectoral framework and other IDB initiatives (Amazonia Forever, América en el Centro, One Caribbean, IDB for Cities and Regions).
- Assumptions: continued donor commitment, flexibility and risk management, sustain client relationship and ownership, support transfer knowledge.

**1.3 Consider incorporating additional outcomes in the intervention logic and new/ additional indicators in the results framework.**

- Distinguish intermediate outcomes (achieved by CIT TC) and outcomes (achieved by subsequent project).
- Intermediate outcomes (and additional indicators) to consider may include:
  - **Leverage:** IDB lending operations informed and enabled.  
*Possible additional indicator:* number of IDB investment operations informed and enabled. Add a qualitative narrative complementing the quantitative indicator expanding on the details and evidence of the CIT TC informed or enabled the identification, design or preparation of a new IDB investment operation.
  - **Influencing policies and reforms:** CIT fuels the policy dialogue in urban development with central and local governments. Public and private actors integrate best practices into urban policies and regulatory frameworks. CIT Fund supports the design and adoption of reforms.  
*Possible additional indicators:* number of projects supporting structural reforms, number of projects supporting public policy dialogue.
  - **Scaling up:** tested innovative urban solutions are adopted and scaled-up.  
*Possible additional indicator:* number of innovative solutions adopted or scaled-up.
  - **Capacity building:** municipalities enhance their technical and institutional capacities for long-term urban development.  
*Possible additional indicator :* number of municipalities.
  - **Knowledge-sharing** accelerates urban transformation, fostering an ecosystem of innovation and collaboration.  
*Possible additional indicator:* number of sessions, training programs, toolkits.
- Consider incorporating in the results frameworks three horizontal intermediate outcomes (with associated indicators).
  - **Client satisfaction** (indicator: overall client satisfaction results to measure through an annual survey).
  - **Donors' satisfaction** (see recommendation 1.8, possible indicators: e.g.: number of events/ workshops promoting the expertise of CIT Fund's donors and supporting their visibility, number of cases of articulation with the donor/ bilateral aid channel in LAC countries, economic benefits, etc).
  - **Cross-cutting issues mainstreaming:** number and % of TCs gender flagged, number and % of TCs projects with climate related activities, number and % of TCs of projects addressing indigenous rights, number and % of TCs of projects with innovation related activities.

**Findings/ Context**

- Communication is deemed good but can still be enhanced regarding results of the Fund.

**Sub-recommendation I.2:** Better communicate on results and impacts of CIT Fund and its TCs, including focusing on qualitative aspects.

**(Priority: medium)**

<p><b>1.4 Incorporate a dedicated section on communication in the updated CIT strategic framework.</b></p> <ul style="list-style-type: none"> <li>– Reflect on the different modalities of communications (internal, external), the targeted audience and the expected results.</li> <li>– Include some indicators showing the contribution of the communication to the CIT Fund objectives.</li> </ul>
<p><b>1.5 Include new and innovative ways to communicate on CIT Funds and its TCs, as well as support the visibility of CIT Fund’s donors.</b></p> <ul style="list-style-type: none"> <li>– A dedicated website or page would benefit to the visibility of the CIT Fund and donors’ visibility.</li> <li>– The use of social media and a newsletter can also enhance the visibility of the CIT Fund and donors’ visibility.</li> <li>– Monitor the media coverage of CIT Fund’s TC.</li> <li>– Other modalities of communication can be explored such as stories, podcasts, etc.</li> </ul>
<p><b>1.6 Provide more qualitative feedback in the reporting and communication on CIT Funds and its TCs.</b></p> <ul style="list-style-type: none"> <li>– Perform an annual survey to measure the satisfaction and feedback of beneficiaries.</li> <li>– Include the feedback of some of them in the annual report or through new modalities of communication (see previous recommendation).</li> </ul>
<p><b>1.7 Better emphasis the contribution of the CIT to the knowledge production.</b></p> <ul style="list-style-type: none"> <li>– It can be for instance generating new evidence, informing structural reforms/ sector policies, providing thought leadership, etc.</li> <li>– Better link the knowledge acquired to specific TCs in IDB’s publications.</li> </ul>
<p><b>Findings/ Context</b></p>
<ul style="list-style-type: none"> <li>▶ Complementarity with CIT’s three bilateral donors has been observed and has potential to be strengthened.</li> <li>▶ Introducing new indicators that align with donor interests could also further strengthen the framework.</li> </ul>
<p><b>Sub-recommendation I.3:</b> Better promote the benefits of CIT Funds for donors and continue to improve the efforts of coordination with CIT’s donors. <b>(Priority: high)</b></p>
<p><b>1.8 Include new indicators related to “CIT Fund’s donors’ satisfaction” in the measurement framework and a dedicated section in the annual report to promote the complementarities with CIT’s donors and benefits for them with specific illustrations.</b></p> <ul style="list-style-type: none"> <li>– These illustrations included so far: (i) training session/ discussions with MOLIT and municipal leaders including highlighting the role of smart cities and strategies from Republic of Korea; (ii) theoretical and practical support with Austria on topics related to urban planning and/ or social housing provided to 7 LAC cities (through Residences and Schools); (iii) collaboration on the ground between SECO and the CIT Fund (notably in Peru and Colombia).</li> </ul>
<p><b>1.9 Draft for each current donor a 2-page partnership summary sheet highlighting the key benefits reached through the CIT Fund.</b></p> <ul style="list-style-type: none"> <li>– The primary benefit relies on the convergence in terms of priorities between the CIT Fund and donors’ priorities and the contribution of the CIT Fund in terms of development effectiveness for LAC countries.</li> </ul>

<ul style="list-style-type: none"> <li>– The second benefit is the value for money of the CIT Fund (e.g.: based on governance and performance indicators, ability to support the promotion of the expertise of the donor, synergies with the bilateral aid channel of donors, economic benefits, etc).</li> </ul>
<p><b>1.10 Continue to support the coordination of CIT Fund with donors locally in country partners or with local Embassies.</b></p> <ul style="list-style-type: none"> <li>– This coordination could be more informal throughout the TC (e.g.: in Colombia) and strengthened (e.g.: in Peru with the vice-ministry in charge of housing) through exchanges between donors’ representatives and CIT Fund TC projects’ Team Leaders with the support of the CIT Fund Management Team. The CIT Fund Management Team can monitor more closely Donors’ satisfaction (new intermediate horizontal outcome) including an indicator such as number of articulation with the donor/ bilateral aid channel in LAC countries. Continuing showcasing good practices of coordination in reporting and joint events can also support the promotion of this local coordination and help to highlight better the systemic outcomes and impacts that CIT TCs have achieved.</li> <li>– This coordination offers opportunities to learn from their experiences and joint IDB-donor’s cooperation with counterparts where relevant (e.g.: in Peru with the vice-ministry in charge of Housing).</li> </ul>

### 4.3. Scale up efforts to strengthen the ownership and sustainability of CIT’s TC projects.

<p><b>Findings/ Context</b></p>
<ul style="list-style-type: none"> <li>▶ Flexibility during dialogue has been key to ensure the continuity of technical cooperations and operations despite administration changes.</li> <li>▶ Knowledge transfer and dissemination have been identified as key factors for sustainability and replicability.</li> <li>▶ In a few cases, the risk management analysis would have benefited from a better assessment of local capacities.</li> </ul>
<p><b>Sub-recommendation I.1:</b> Systematize good practices to support ownership and sustainability and put stronger emphasis on the analysis of risks. <b>(Priority: high)</b></p>
<p><b>1.1</b> Support good practices to support relationships and effective dialogue between CIT Fund’s team leaders and local client counterparts.</p> <ul style="list-style-type: none"> <li>– Carry out an annual Client satisfaction survey covering the quality of the relationship with CIT Fund’s Team.</li> <li>– Include Client Satisfaction as outcome in the results framework (see recommendation 2.1.3.).</li> <li>– Systematise good practices to support ownership and sustainability, as well as the analysis of sustainability and risk analysis throughout the TC’s planning cycle to support a strategic approach oriented towards the implementation.</li> <li>– Elaborate a “good practices” guide (or short strategic note) and share with CIT Fund’s team leaders to improve the dissemination of good practices and lessons learned between TCs and countries.</li> </ul>
<p><b>1.2</b> Put stronger emphasis on the analysis of risks.</p> <ul style="list-style-type: none"> <li>– At CIT Fund level, incorporate in the next updated strategic framework (or concept note) a section dedicated to risk management and mitigation measures.</li> <li>– At TC level, put emphasis notably to beneficiaries’ capacities and resources to ensure continuity after the TC completion and plan a stronger emphasis on capacity building where relevant (e.g.: small municipalities).</li> </ul>

<b>Findings/ context</b>
<p>▶ In some cases, some TCs face challenges to transit from planning to implementation.</p>
<p><b>Sub-recommendation I.2:</b> Pursue the efforts to ensure and track continuity. <i>(Priority: high)</i></p>
<p><b>1.3 Design a strategy concept note</b> from planning to implementation, including how to ensure a continuum considering the different financing instruments of IDB, to mitigate potential risks (e.g.: dependence on counterpart funds' mobilisation) and listing the best practices from the planning to implementation.</p> <p><b>1.4 Measure the linkage between CIT Fund to lending operations</b> (see also the recommendation 2.1.3. Include an outcome "Leverage" and the indicator "number of IDB investment operations informed and enabled").</p>
<b>Findings/ context</b>
<p>▶ Knowledge transfer and dissemination have been identified as key factors for sustainability and replicability</p>
<p><b>Sub-recommendation I.3:</b> Reflect how to support the systematisation in knowledge transfer, dissemination and management. <i>(Priority: high)</i></p>
<p><b>1.5</b> Support greater participation of local specialists with the aim of building sufficient know-how in the country to expand experience within the country/ region.</p> <p><b>1.6</b> Plan systematically restitution meetings at the completion of the TC and thematic workshops of the CIT Fund by type of TCs (What works? What doesn't work?).</p>

## 5. Annexes

### 5.1. Annex 1 - Interviews undertaken

#### 5.1.1. Interviews undertaken during the inception phase

#	Stakeholder category	Entity	Name	Position	Date
1	IDB	CSD/HUD	Martin SOULIER FAURE Alessandra RICHTER	HUD specialist Consultant	28 February
2	IDB	CSD/HUD	Tatiana GALLEGO LIZON	Chief, Housing and Urban Development Division	05 March
3	IDB	ORP/GCM	Jane de Souza SILVA	Operations specialist, Fund Coordinator	17 March
4	Donors	Austria - BMF	Florian KOLLER Julia BRAUNAUER	Advisors - International Financial Institutions	28 February
5	Donors	Republic of Korea – MOLIT	Jeonghee JEONG	MOLIT Counterpart	27 February
6	Donors	Switzerland – SECO	Nathalie WYZER VIZCARRA	Program Manager	14 March

#### 5.1.2. Interviews undertaken during Phase 2

#	Stakeholder category	Entity	Name	Position	CIT Fund TCs	Date
1	IDB Staff	Housing and Urban Development Division (CSD/HUD)	Carolina PIEDRAFITA Washington FAJARDO Enrique PELAEZ	Previous Cities Lab Coordinator Senior Specialist - Cities Lab Coordinator Cities Lab Consultant	RG- T3926, RG- T3706, BR- T1496	19 March
2	IDB Staff	Housing and Urban Development Division (CSD/HUD)	Maria Camila URIBE	Principal Specialist - Cities Network Coordinator	RG- T4279	24 March
3	IDB Staff	Housing and Urban Development Division (CSD/HUD)	Felipe VERA Maria Camila QUINTERO	Lead Specialist - Mexico Consultant Mexico	ME- T1488, ME- T1464, ME- T1531	25 March
4	IDB Staff	Housing and Urban Development Division (CSD/HUD)	Luis SCHLOETER	Specialist - Republica Dominica, El Salvador, Panama	DR- T1244, DR- T1263	02 April
5	IDB Staff	Housing and Urban Development Division (CSD/HUD)	Sebastian LEW	Specialist - Peru	PE- T1473, PE- T1457	18 March
6	IDB Staff	Housing and Urban Development	Fernando TORO CANO	Senior Specialist - Chile	CH- T1277	14 March

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		Division (CSD/HUD)				
7	IDB Staff	Housing and Urban Development Division (CSD/HUD)	Jason HOBBS	Lead Specialist - Colombia	CO-T1592, CO-T1773	02 April
8	IDB Staff	Housing and Urban Development Division (CSD/HUD)	Rodrigo CRIALES	Former Lead Specialist - Colombia	BO-T1401	04 April
9	IDB Staff	Housing and Urban Development Division (CSD/HUD)	Paloma SILVA	Lead Specialist	RG-T3707	25 March
10	IDB Staff	Housing and Urban Development Division (CSD/HUD)	Nora LIBERTUN	Lead Specialist	RG-T3771	17 March
11	IDB Staff	Previously - Housing and Urban Development Division (CSD/HUD)	Andres BLANCO	Previous Lead Specialist in Urban Development and Housing	N/A	27 March
12	IDB Staff	ORP/ Europe Office ORP / HQ Office	Iosu IRIBARREN Santiago MONROY	Senior Operations Associate Operations Specialist	N/A	20 March
13	Beneficiary	Municipal government of Buenos Aires	Diego GABURRI	Architect Urban planning directorate	RG-T3706	10 April
14	Beneficiary	Municipality of Tandil	Julia INCLAN	Architect Project Area Manager	RG-T3706	14 April
15	Beneficiary	Municipality of Santo Domingo	Amín SERULLE	Architect Execution Coordinator Improvement of Habitability Conditions and Public Spaces in Colonial City	RG-T3706	09 April
16	Beneficiary	Municipality of Rio de Janeiro	Aline XAVIER	Architect Special Projects Coordinator at the Rio Heritage Institute	RG-T3706	11 April
17	Beneficiary	Municipality of Sao Luis	Patrícia TINTA	Architect	BR-T1496	08 April
18	Beneficiary	Ministry of Economy, Planning and Development	Erick DORREJO MEDINA	Architect Border Zone Development Policy Director	DR-T1244	10 April

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		(Dominican Republic)				
19	Beneficiary	Ministry of Housing, Construction and Sanitation (Peru)	Claudia FLORES	Architect Former Advisor	PE-T1473	24 March
20	Beneficiary	Municipality of Barranquilla – Puerta de Oro	Verónica DE CASTRO	Former Project Manager – Puerta de Oro	CO-T1592	10 April
21	Donor	SECO Colombia	Natalia MAYORGA	Deputy Director	CO-T1592, CO-T1688, CO-T1773	03 April
22	Donor	SECO Peru	Bárbara GONZALEZ-OTOYA	Nacional Program Officer	PE-T1473, PE-T1457, PE-T1542, PE-T1593	09 April
23	Academic	Vienna University of Technology (TU Wien)	Judith M. LEHNER	Head of the Research Center for New Social Housing - TU Wien	RG-T3706	04 April

## 5.2. Annex 2 - Documentary review

Type of documents	Documents
Corporate / Strategic documents / IDB	Update to the Institutional Strategy 2010-2020
	IDB Impact+
	Urban Development and Housing Sector Framework Document
	Climate Change Sector Framework Document
	Transportation Sector Framework Document
	Sustainable Infrastructure Strategy for Competitiveness and Inclusive Growth
	Decentralization and Subnational Governments Sector Framework Document
	Innovation, Science and Technology Sector Framework Document
	Gender and Diversity Sector Framework Document
Monitoring and results reports IDB	Corporate Results Framework 2016-2019
	Performance Measurement Frameworks (2024-2025)
CIT – Relevant documents (strategies, policies, processes, practices and evaluations)	The Fund agreement (concept note)
	CIT Fund Results Framework 2024
	Terms of Reference
	Project work plans
	CIT Fund Concept Note
	Annual Reports (2019-2023)
	Semi-Annual Reports (2020-2024)
CIT Fund Donors Meetings (2021-2024)	
Technical Cooperation (TC) Documents	Documents under preparation phase: Abstract; Disclosure document; Result matrix; Terms of Reference and Client request (when available)
	2024 Annual Donor Progress Report
	Case studies: Annual Donor Progress Reports
	CIT Fund – TCs list – Financial and Status, February 25 <sup>th</sup> 2025
IDB website	IDB – Amazonia
	IDB – América en el Centro
	IDB – ONE Caribbean
Donor's document	Switzerland's International Cooperation Strategy 2021-2024

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Other institutional documents	OECD, Migration Data Brief - What do we know about the socio-economic integration of forcibly-displaced populations in Latin America and the Caribbean? -, February 2024
	OVE, Thematic Evaluation – Evaluation of the IDB’s Emerging and Sustainable Cities Initiative, 2016
	Libertun, Nora., How will the cities of Latin America and the Caribbean grow?, IDB blog, February 2024
	NDF, IDB, with support from NDF, is set to replenish its NDC Pipeline Accelerator Fund, October 2024
	SLOCAT, Latin America and the Caribbean Regional Overview, 2022
Newspaper articles	Clarín, How is the plan approved by the Legislature to transform downtown Buenos Aires into a residential area?, December 2022
	Pagina 12, The GCBA suspended the refunctionalization plan for the microcenter of the city, June 2024
Additional documents	Klumpner, mak-ing – BAQ – Fábrica de Cultura
	Arch Daily, Fábrica de cultura / ETH Zurich Prof. Hubert Klumpner + Universidad del Norte de Barranquilla

### 5.3. Annex 3 - Case study selection

The following criteria were used in selecting projects:

- ▶ **Relevance:** An assessment of how well the TC addressed the needs and priorities of the beneficiaries and its alignment with the CIT Fund objectives and more broadly the IDB institutional context.
- ▶ **Effectiveness:** An evaluation of the extent to which the project achieved its intended outcomes and delivered the expected benefits to the beneficiaries.
- ▶ **Efficiency:** An analysis of the project's execution quality, including the timeliness and cost-effectiveness of the interventions.
- ▶ **Sustainability:** An examination of the likelihood that the benefits of the project will be sustained over time and the potential for replication.
- ▶ **Impact:** An assessment of the broader effects of the project on the beneficiaries and the community, including any unintended positive or negative impacts.
- ▶ **Lessons Learnt:** Key insights and recommendations for improving future project design and implementation.

Below is a table showing how the five selected projects met the selection criteria.

Criteria	CO-T1592 (Natural & Cultural Capital in Barranquilla, Colombia)	RG-T3706 (Piloting Innovative Urban Solutions in LAC)	PE-T1473 (Support for the Design and Implementation of Housing and Urban Policy, Peru)	DR-T1244 – (Formulation of a Land Use and Zoning Plan for Pepillo Salcedo, Dominican Republic)	BR-T1496 (Big Data Solutions for Brazilian Smart Cities, Brazil)
<b>Representativeness</b>	Metropolitan city (Barranquilla, >200,000 residents)  Andes	Regional project covering multiple LAC cities  Regional (four LAC Cities: Buenos Aires, Santo Domingo, Rio de Janeiro, Tandil)	Government-level for housing projects	Municipality of a small city (Pepillo Salcedo)	Local governments of metropolitan cities (Recife and São Luis) and medium city (Vitoria)
<b>Diversity of beneficiaries</b>	Municipality of a metropolitan city	Local governments across different cities	Government, Ministry of Housing	Local government	Local governments of metropolitan cities
<b>Diversity of activities (area of work)</b>	Preparation and implementation of quality projects and programs	Knowledge exchange, pilot testing, innovation	Preparation and implementation of quality projects and programs	Preparation and implementation of quality projects and programs	Experimentation, evaluation, and scaling up
<b>Taxonomy Sector</b>	Client Support Sustainable Cities	Research and Dissemination  Urban land planning and management	Client Support Housing	Client Support Urban land and planning management	Client Support  Sustainable Cities
<b>Diversity of progress status</b>	Closed	Closed	Closed	Closed	Closed

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<b>Interest expressed by donors and IDB</b>	Yes (Preparation of a new ecological concept, preparation of a Loan)	Yes (Collaboration with Vienna International Summer School)	Yes	Yes First land plan made in a municipality in the Dominican Republic  Supported the new land use law.	Yes
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This selection ensured a well-balanced representation of projects based on their progress status, geographical diversity, areas of work, and beneficiaries.

- ▶ Five closed projects (CO-T1592, PE-T1473, DR-T1244, BR-T1496, RG-T3706) allowed for a thorough evaluation of final outcomes, measurable impacts, and lessons learnt.
- ▶ Three of the four "areas of work" from the CIT Fund were represented and ensured for a diverse range of activities and objectives:
  - Preparation and implementation of quality projects and programs: CO-T1592 (Natural & Cultural Capital in Barranquilla), PE-T1473 (Support for the Design and Implementation of Housing and Urban Policy, Peru), DR-T1244 – (Formulation of a Land Use and Zoning Plan for Pepillo Salcedo, Dominican Republic).
  - Interaction and exchange of knowledge and practices: RG-T3706 (Piloting Innovative Urban Solutions in LAC).
  - Experimentation, evaluation, and scaling up: BR-T1496 (Big Data Solutions for Brazilian Smart Cities).
  - The analytical work and cutting-edge studies area of work is not included.
- ▶ Geographical diversity was well represented, covering Colombia, Brazil, Dominican Republic, Peru and a regional project across multiple Latin American cities.
- ▶ A variety of beneficiaries was included, ranging from national and sub-national governments to municipalities, metropolitan areas, and emerging urban areas with the potential for rapid growth.
- ▶ All projects were identified as interesting to study based in scoping interviews.

### 5.4. Annex 4 - Precise list of the 16 sampled TC projects

Country/Region	Project number	Project	Taxonomy	Type of activity	Sector	Beneficiaries	Progress
Brazil	BR-T1496	Leverage the Use of Big Data Solutions for Brazilian Smart Cities.	Client Support	Experimentation, evaluation and scaling up	Sustainable cities	Local governments of metropolitan cities (Recife and Sao Luis) and medium city (Vitoria)	Closed
Chile	CH-T1277	Support for the incorporation of criteria for adaptation to climate change and resilience in regional investment in cities.	Client Support	Analytical work and cutting-edge studies	Sustainable cities	Cities of Chile	Closed
Colombia	CO-T1592	Support for Natural and Cultural Capital Projects in Barranquilla.	Client Support	Preparation and implementation of quality projects and programs	Sustainable cities	Municipality of a metropolitan city (Barranquilla)	Closed
Dominican Republic	DR-T1244	Formulation of a Land Use and Zoning Plan for Pepillo Salcedo.	Client Support	Preparation and implementation of quality projects and programs	Urban land and planning management	Municipality of a small city (Pepillo Salcedo)	Closed
Mexico	ME-T1488	Support to Urban Development Focused on Mobility and Transportation in Mexico.	Client Support	Analytical work and cutting-edge studies	Sustainable cities	Government, Ministry of Agrarian, Territorial and Urban Development	Closed/Pending TCMFR
Peru	PE-T1473	Support for the Design and Implementation of Housing and Urban Policy	Client Support	Preparation and implementation of quality projects and programs	Housing	Government, Ministry of Housing	Closed
Peru	PE-T1457	Support for the Revitalization and Reopening of Urban Centralities in Metropolitan Lima.	Client Support	Preparation and implementation of quality projects and programs	Urban land and planning management	Municipality of a Metropolitan Lima	Closed
Region (5)	RG-T3707	Innovations in Localization and Social	Research and Dissemination	Analytical work and cutting-edge studies	Sustainable cities	National government (Peru) and sub-national	Closed

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Country/Region	Project number	Project	Taxonomy	Type of activity	Sector	Beneficiaries	Progress
		Housing Management.				governments (Brazil and Colombia)	
	RG-T3706	Piloting innovative urban solutions in LAC.	Research and Dissemination	Interaction and exchange of knowledge and practices	Urban land planning and management	Local governments	Closed
	RG-T3926	Civic tech to improve environmental performance in cities.	Client support	Preparation and implementation of quality projects and programs	Sustainable cities	Municipality of capitals (Bogota, Colombia and Lima, Peru)	Implementation (fully disbursed)
	RG-T4279	Aligning Climate Action in Cities with the Paris Agreement.	Research and Dissemination	Interaction and exchange of knowledge and practices	Sustainable cities	LAC cities, primarily intermediate cities	Implementation
	RG-T3771	Inclusive Cities for Women and People with Disabilities	Operational Support	Preparation and implementation of quality projects and programs	Gender equality & women's empowerment	Women, people with disabilities, and other diverse populations in Brazil, Chile, Panama, Paraguay and Trinidad and Tobago	Implementation
Bolivia	BO-T1401	Support for the implementation of the New Housing and Urban Development Policy in Bolivia and preparation of the Urban Program of the Municipality of Sucre.	Client Support	Preparation and implementation of quality projects and programs	Sustainable cities	Ministry of Public Works, Services and Housing; Municipality of the capital, Sucre	Implementation
Dominican Republic	DR-T1263	Formulation of the Sustainable Master Plan for the Colonial City of Santo Domingo	Client Support	Analytical work and cutting-edge studies	Urban rehabilitation and heritage	Government	Implementation
Mexico	ME-T1464	Support for local institutional strengthening for the	Client Support		Housing	Government, Ministry of Agrarian, Land and Urban	Implementation

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Country/Region	Project number	Project	Taxonomy	Type of activity	Sector	Beneficiaries	Progress
		implementation of the General Law of Human Settlements, Land Management and Urban Development (LGAHOTDU) and its Territorial and Urban Information System (SITU)		Preparation and implementation of quality projects and programs		Development (SEDATU)	
Mexico	ME-T1531	Support for the coordination of territorial planning and urban development with safe, resilient, and sustainable mobility in Mexico	Client support	Preparation and implementation of quality projects and programs	Urban land planning and management	Secretariat of Agrarian, Territorial and Urban Development (SEDATU)	Implementation

## 5.5. Annex 5 - Evaluation matrix

**Evaluative Question 1: To what extent are the Projects funded by the CIT relevant to the Funds' objectives and IDB institutional context, including with an historical perspective? (RELEVANCE)**

### Understanding of the context and scope of the EQ

The relevance of the CIT Fund projects will be analyzed through a **multi-dimensional approach, considering alignment at different levels:**

- ▶ **Alignment with the IDB's institutional context:** The analysis will examine how well CIT-funded TC projects align with the IDB's strategic and sectoral frameworks, tracking historical shifts that have influenced the Fund's direction since its inception.
  - A key focus will be the Impact+ strategy (2024), which redefines the IDB's priorities, emphasizing social inclusion, sustainable productivity, and institutional governance. The evaluation will explore whether the CIT Fund has evolved to remain relevant under this new strategic vision.
  - In addition, the evaluation will consider alignment with past and current IDB urban and climate-related strategies, such as for instance the Urban Development and Housing Sector Framework (GN-2732-6) (ensuring equitable and sustainable urbanisation). It is important to take note that a new Sector Framework is currently under elaboration.
- ▶ **Alignment with CIT Fund objectives:** The CIT Fund pursues a multidimensional approach to urban sustainability, supporting pre-investment studies, innovative urban solutions, knowledge exchange, and research. The evaluation will assess whether funded projects effectively respond to these specific objectives. An review of eligibility criteria will support that projects selected are not only aligned on paper but also effectively implement the Fund's vision.
- ▶ **Alignment with beneficiaries' needs:** The evaluation will assess how well projects respond to the needs of their intended beneficiaries. Given the diverse urban contexts in Latin America and the Caribbean (small municipalities, metropolitan cities, regional projects), the assessment will explore whether the Fund adequately tailors interventions to local realities, considering their priorities and needs (expressed for instance in local development and land use plan).
- ▶ **Added Value and comparative advantage of the CIT Fund:** The evaluation will also examine the Fund's unique value proposition, as outlined in its concept note: (i) A stronger focus on implementation and experience than traditional urban

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policy programs., (ii) A space for experimentation and innovation, fostering new urban planning models, (iii) A specific focus on cities and subnational governments, strengthening local-level governance, (iv) A broad regional scope, covering cities of various sizes and challenges across LAC. Any additional unintended added value will also be raised.

Finally, this evaluation will be **both objective and perception-based**. While the assessment will rely on a quantitative analysis of alignment (e.g., strategy convergence, project documentation), stakeholder perspectives will also play a crucial role. The perception of IDB teams, and beneficiaries will provide qualitative insights into how relevance is experienced on the ground.

Criteria	Indicators / Descriptors	Sources of information
<ul style="list-style-type: none"> <li>- CIT-funded projects effectively respond to the Fund’s four main objectives (pre-investment, innovation, knowledge exchange, research) and comply with eligibility criteria.</li> <li>- CIT-funded projects are aligned with the IDB’s institutional context, including the Impact+ Strategy (2024) and relevant sectoral frameworks, as well as operations supported by those frameworks (if data available).</li> <li>- The design phase of the projects includes a consultation of stakeholders to support relevance and takes into account as much as possible their priorities.</li> <li>- CIT-funded projects respond to the real needs of beneficiaries at national and subnational levels, considering diverse urban contexts.</li> <li>- Projects proposals identified key risks to executing the TC and suggested mitigation measures</li> </ul>	<ul style="list-style-type: none"> <li>- Degree of convergence with CIT Fund objectives and qualitative assessment of how well projects contribute to multiple CIT objectives.</li> <li>- Degree of alignment with IDB’s priorities, mandates and institutional goals.</li> <li>- Degree of/ modalities of consultation during the design phase.</li> <li>- Inclusion of lessons learnt from previous fund (ESCI) during the design phase of the CIT Fund.</li> <li>- Degree of compliance with eligibility requirements (e.g.: innovative methods, inclusive participatory processes, alignment with urban national policies, etc)</li> <li>- Perception of stakeholders regarding relevance of the Projects of the CIT Fund (global perception during interviews and % of beneficiaries who perceive projects as relevant to local priorities through survey).</li> <li>- Assessment regarding the scope of coverage of the urban development sub-sectors based on beneficiaries’ needs.</li> <li>- Historical tracking of alignment changes through document analysis and interviews.</li> <li>- Identification of projects identifying risks and suggesting mitigation measures</li> </ul>	<ul style="list-style-type: none"> <li>- Interviews: IDB staff, beneficiaries</li> <li>- Documentary review (CIT Concept Note &amp; Results framework, IDB institutional &amp; sectoral strategies, municipal urban development plans,)</li> <li>- Survey (section related to needs and added-value)</li> <li>- Case studies (interviews and document analysis)</li> </ul>
<ul style="list-style-type: none"> <li>- The CIT Fund brings added value compared to other IDB and donor initiatives, particularly in implementation, experimentation, and knowledge-sharing.</li> </ul>	<ul style="list-style-type: none"> <li>- Assessment and qualification of the added value of the projects to the HUD pipeline</li> <li>- Stakeholder assessment of CIT’s unique contribution (qualitative interviews, survey).</li> </ul>	<ul style="list-style-type: none"> <li>-</li> </ul>

**Evaluative Question 2: To what extent are the operations funded by the CIT Fund complementary and in synergies with other initiatives from IDB and donors? (COHERENCE)**

**Understanding of the context and scope of the EQ**

The coherence analysis will be conducted at three levels:

- ▶ **Internal coherence within the CIT Fund:** Assessing how well TC projects within the CIT portfolio complement each other, avoiding overlaps and ensuring synergy. This will include an analysis of the projects to evaluate their interaction in terms of thematic focus, geographic coverage, and operational methodologies.
- ▶ **Internal coherence within the IDB:** Examining the degree of coordination between CIT-funded projects and other IDB programs, ensuring alignment with IDB strategic priorities: IDB Cities Network, regional programs (such as Amazon Forever), etc.
- ▶ **External coherence with other donor initiatives:** Evaluating how CIT projects interact with external funding programs, assessing the extent of collaboration, knowledge exchange, and synergies or division of labor with other international partners.

This analysis will also build on the previous relevance evaluation question, particularly regarding the CIT Fund's added value and differentiating factors compared to other initiatives.

Criteria	Indicators / Descriptors	Sources of information
<ul style="list-style-type: none"> <li>- CIT-funded projects are internally coherent, demonstrating strategic complementarity within the Fund's portfolio</li> <li>- CIT-funded projects are coherent with other IDB initiatives, reinforcing broader institutional goals and sectoral frameworks.</li> <li>- CIT-funded projects effectively engage with external donor initiatives, ensuring synergy and avoiding duplication.</li> </ul>	<p><b>Internal coherence</b></p> <ul style="list-style-type: none"> <li>- Overall coherence between priorities and actions of the CIT Fund to support priorities and institutional goals.</li> <li>- Complementarities/ synergies among the 16 CTs.</li> <li>- Number of case study projects where beneficiaries report synergies with other CIT-funded initiatives</li> <li>- Complementarities to operations funded by other IDB's initiatives/ funds during the design and implementation phase</li> <li>- Degree/ modalities/ quality of coordination/ collaboration within the IDB donors</li> </ul> <p><b>External coherence</b></p> <ul style="list-style-type: none"> <li>- Degree of alignment/ harmonization with other donors' initiatives</li> <li>- Degree of complementarity/ harmonization with other actors</li> <li>- Quality of the dialogue/ coordination/ collaboration.</li> </ul>	<ul style="list-style-type: none"> <li>- Documentary review</li> <li>- Portfolio analysis</li> <li>- Interviews with project implementers and IDB CIT Fund managers, IDB sector specialists, donor representatives</li> </ul>

**Evaluative Question 3: To what extent did the Projects achieve or are expected to achieve their objectives and produce results? (EFFECTIVENESS)**

**Understanding of the context and scope of the EQ**

This question **includes three evaluative sub-questions:**

- ▶ To what extent did the Projects achieve or are expected to achieve their stated objectives and activities?
- ▶ What were the factors of success, limitations and lessons learnt during their implementation, including at partnership level?
- ▶ How did the Projects succeed in mainstreaming key themes outlined in approved CIT documents?

As such, the answer to this evaluative question will address **three key areas:**

1. **Achievement of stated objectives and activities:** a fundamental aspect of effectiveness is determining whether projects are delivering the intended results as outlined in their design documents. This requires notably a comparison of planned vs. actual achievements at both Fund and project levels, as well as an analysis of any discrepancies between initial expectations and actual outcomes. The evaluation will also look at the implementation of the Fund, and at the institutional performance (evaluate whether the Fund’s projects enhanced visibility of donor’s aid in LAC region).

This assessment will be **conducted differentiating between completed and ongoing projects:**

- For completed projects, the evaluation will focus on actual, measurable results and their impact.
- For ongoing projects, the evaluation will assess progress towards expected results, identifying any emerging challenges or risks to achieving objectives.

2. **Identification of success factors, limitations, and lessons learnt:** beyond measuring results, this evaluation seeks to identify key factors that enable or hinder success. This includes:

- Enabling conditions (e.g., strong institutional ownership, partnerships performance, availability of co-financing, best practices from planning to implementation). Based on the specifications of the ToR, this evaluation will specifically focus on the qualification the relationship between the donors and the Bank as well as the assessment of the quality of reporting and communications.
- Barriers to success (e.g., delays in disbursement, lack of political will, institutional fragmentation, rotation of elected officials).
- Operational and managerial factors affecting performance (e.g., IDB support mechanisms, use of digital monitoring tools).

Some barriers to success may be external to the projects themselves (e.g., shifts in political leadership). Some success factors may be project-specific, limiting their applicability across the CIT portfolio.

**Mainstreaming of Key Cross-Cutting Themes:** the CIT Fund is not just about financing urban projects and aims to promote transformative approaches to urban development. This means projects are expected to incorporate broader thematic priorities such as climate resilience and adaptation, gender and social inclusion, digital transformation, etc. Therefore, this sub-question will assess to what extent these themes have been effectively mainstreamed in project design and implementation.

Criteria	Indicators / Descriptors	Sources of information
<ul style="list-style-type: none"> <li>- The CIT Fund has been fully and effectively implemented</li> <li>- CIT-funded projects achieve or are on track to achieve their stated objectives and planned activities.</li> <li>- CIT-funded projects contribute meaningfully to the Fund’s strategic objectives</li> <li>- Ongoing projects demonstrate strong progress toward their expected results, with no major risks threatening their completion</li> <li>- CIT-funded projects actively integrate at least one of the Fund’s cross-cutting themes</li> </ul>	<p><b>At the CIT Fund level:</b></p> <ul style="list-style-type: none"> <li>- Reconstitution of the intervention logic</li> <li>- Analysis of achieved results, including in terms of promoting sustainable urban development, etc.</li> <li>- Qualitative indicators: global perception of the CIT Fund members regarding the usefulness of the Fund</li> </ul> <p><b>At the TC projects level:</b></p> <ul style="list-style-type: none"> <li>- Analysis of the degree of achievement of projects’ objectives</li> </ul>	<ul style="list-style-type: none"> <li>- CIT Fund results framework.</li> <li>- Project completion reports.</li> <li>- IDB technical and financial reports.</li> <li>- Beneficiary feedback (interviews and survey)</li> <li>- Case studies of selected CIT projects</li> </ul>

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	<ul style="list-style-type: none"> <li>- Examples of success stories, failures and case studies of projects initiated or enhanced by the Fund</li> <li>- Number of projects that integrate at least one cross-cutting theme</li> </ul>	
<ul style="list-style-type: none"> <li>- CIT-funded projects benefit from strong institutional support, technical expertise</li> <li>- CIT-funded projects identify and address operational challenges effectively, minimizing delays and risks.</li> <li>- CIT-funded projects demonstrate adaptability by adjusting strategies in response to unforeseen challenges.</li> <li>- Lessons learnt from project implementation are well-documented and shared across IDB and city networks to improve future urban interventions.</li> </ul>	<ul style="list-style-type: none"> <li>- Identification and analysis of enablers / obstacles at the activity level (focus on case studies)</li> <li>- Number of projects that identified and addressed operational challenges</li> <li>- % of projects that faced significant implementation delays beyond 12 months</li> </ul>	

**Evaluative Question 4: To what extent is the Fund financially and operationally efficient? (EFFICIENCY)**

**Understanding of the context and scope of the EQ**

**The evaluation of efficiency focuses on whether the CIT Fund uses financial, human, and operational resources optimally to achieve its objectives.** Unlike effectiveness, which measures whether projects achieve their intended goals, efficiency assesses whether they do so in a timely, cost-effective, and well-managed manner.

Because the CIT Fund is a multi-donor trust fund managed by IDB, efficiency must be analyzed at multiple levels, considering financial model, project execution, and transparency mechanisms:

- ▶ **Financial model:** The sustainability and efficiency of the CIT Fund's financial model are critical for its long-term success. This involves assessing whether the financial allocation model is aligned with the Fund's strategic objectives, how efficiently financial resources are managed, and the effectiveness of the fundraising mechanism in increasing outreach and developing activities. Additionally, it is important to evaluate the diversity, and modality of funding sources to ensure the Fund's sustainability.
- ▶ **Operational efficiency:** This part of the analysis will examine whether projects are implemented within planned timelines and with minimal administrative delays. The focus will be on project implementation deadlines, disbursement speed, administrative bottlenecks.
- ▶ **Transparency & Accountability:** This analysis will assess whether the Fund follows clear and transparent technical, financial and administrative procedures, ensuring accountability to donors, stakeholders, and beneficiaries. This will focus on technical progress, financial oversight & reporting (whether financial statements and fund expenditures are well-documented and regularly reviewed), transparent project selection (ensuring that projects are chosen based on clear criteria), and stakeholder communication (whether donors and implementing agencies receive regular updates on fund management and project progress). In that respect, the CIT Fund governance model (Eligibility and Strategic Committee for Sustainability) should be assessed for its role in ensuring fair, efficient, and strategic allocation of funds.

**Given the potential gaps in financial reporting and data availability, the evaluation will not solely rely on quantitative metrics but will incorporate stakeholder interviews,** and comparative assessments to provide a balanced, evidence-based analysis.

Criteria	Indicators / Descriptors	Sources of information
<ul style="list-style-type: none"> <li>- The CIT Fund effectively distributes its financial resources, balancing project</li> </ul>	<b>At financial level</b>	

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<p>support, technical assistance, and administrative costs.</p> <ul style="list-style-type: none"> <li>- CIT-funded projects leverage additional financing, demonstrating cost-effectiveness.</li> <li>- CIT projects comply with planned implementation timelines, minimizing execution delays.</li> <li>- Disbursement processes are managed efficiently, ensuring that funds reach projects without unnecessary bottlenecks</li> <li>- The CIT Fund identifies and addresses administrative or financial obstacles to project execution.</li> </ul>	<ul style="list-style-type: none"> <li>- Process of resource allocation based on relevant criteria.</li> <li>- Proportion of TC projects complementing their budget with other financing sources</li> <li>- Proportion of TC projects with co-financing</li> <li>- Proportion of administrative costs to total project funding.</li> <li>- Stakeholder perceptions of whether funding is adequately allocated to maximize impact.</li> </ul> <p><b>At operational level</b></p> <ul style="list-style-type: none"> <li>- Average time between project approval and first disbursement</li> <li>- Number of projects executed on schedule</li> <li>- Qualitative case studies of delayed vs. on-time projects, identifying key success and failure factors.</li> <li>- Stakeholder feedback on administrative efficiency, gathered through interviews</li> </ul>	<ul style="list-style-type: none"> <li>- CIT Fund financial reports and audits.</li> <li>- Stakeholder surveys and feedback mechanisms.</li> <li>- Review of project selection and approval processes.</li> <li>- Independent evaluations of fund governance and integrity</li> </ul>
<ul style="list-style-type: none"> <li>- The Fund maintains clear technical and financial reporting mechanisms that support accountability.</li> <li>- Project selection and approval processes follow transparent and fair procedures, minimizing risks of bias or conflict of interest.</li> <li>- Stakeholders, including donors and beneficiaries, receive regular and reliable updates on fund execution.</li> </ul>	<ul style="list-style-type: none"> <li>- Frequency and quality of technical and financial reporting to donors (Annual reports, steering committee meetings, for instance).</li> <li>- Stakeholder perceptions of fund transparency, based on structured interviews and surveys</li> </ul>	

**Evaluative Question 5: What conditions would support the continuation of achieved results and observance of other outcomes after project closing? (SUSTAINABILITY)**

**Understanding of the context and scope of the EQ**

**Sustainability in the context of the CIT Fund refers to the ability of funded projects to maintain, expand, or build upon their results beyond the project's formal completion.** Unlike effectiveness, which focuses on achieving results during the project lifecycle, sustainability assesses whether these results persist over time, remain relevant, and continue to generate impact.

For urban development projects, **sustainability is complex because outcomes depend on multiple factors**, including (but not limited to): **institutional commitment** (e.g., whether national or municipal governments adopt and sustain project initiatives), **financial viability** (e.g., whether follow-up funding or integration into public budgets supports continuity), **technical and operational capacity** (e.g., whether project beneficiaries have the skills and tools to maintain interventions), or also **stakeholder engagement and ownership**.

This evaluation will not only assess whether sustainability is occurring but also analyze **the conditions that enable or hinder the continuation of results**. Based on the CIT Fund's mission and on the specific demands in the ToR, the analysis will specifically examine:

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- ▶ **Potential for replication:** Whether project models, methodologies, or lessons learnt can be transferred to other cities, regions, or countries.
- ▶ **Multi-stakeholder alliances:** Whether projects foster strong collaborations between governments, civil society, the private sector, and donors to support long-term sustainability.
- ▶ **Potential for leverage and coordination of resources:** Whether CIT-funded projects mobilize additional financial, human, or technical resources beyond their initial funding cycle.

Since sustainability is a long-term process, this evaluation will use both quantitative and qualitative evidence, **recognizing that some sustainability factors cannot be fully measured within the timeframe of the evaluation**

Criteria	Indicators / Descriptors	Sources of information
<ul style="list-style-type: none"> <li>- CIT-funded projects result in institutionalized changes (policies, governance frameworks, urban planning instruments).</li> <li>- TC projects outputs or results are incorporated into the design/implementation of operation or other HUD/IDB initiatives or other donors' initiatives.</li> <li>- National or municipal authorities take ownership of project outcomes and integrate them into decision-making processes.</li> <li>- Project methodologies have potential for replication in other regions or cities.</li> <li>- Local institutions and technical teams retain the expertise, tools, and processes needed to maintain project interventions.</li> <li>- Knowledge-sharing is formalized (e.g., through training programs, toolkits, institutional knowledge management).</li> <li>- Multi-stakeholder alliances (including public, private, and civil society actors) play a role in ensuring long-term sustainability.</li> </ul>	<p><b>At financial level</b></p> <ul style="list-style-type: none"> <li>- Number of projects that led to formal policy adoption.</li> <li>- Stakeholder perception of institutional uptake, assessed through interviews.</li> <li>- Case study analysis of projects with successful vs. unsuccessful institutional sustainability</li> <li>- Identification of projects that secured follow-up funding from government, donors, or private sector.</li> <li>- Number of projects with sustained municipal/national budget allocations.</li> <li>- Stakeholder perspectives on financial viability, gathered through interviews</li> </ul>	<ul style="list-style-type: none"> <li>- Documentary review (project completion reports, financial tracking of project continuation, municipal and national urban development strategies, etc.)</li> <li>- Interviews (beneficiaries, IDB project team leaders, donors)</li> <li>- Survey</li> <li>- Case study analysis</li> </ul>
<ul style="list-style-type: none"> <li>- Municipal or national governments allocate budget resources to sustain or expand project outcomes.</li> <li>- CIT projects successfully attract follow-up financing from other donors, private sector, or national programs.</li> <li>- Financial sustainability mechanisms are built into project design (e.g., public-private partnerships)</li> </ul>	<ul style="list-style-type: none"> <li>- Identification of projects with stakeholder alliance including after projects closure</li> <li>- Number of projects with formal capacity-building components integrated into institutions</li> <li>- Stakeholder assessments of knowledge retention and application, gathered through structured interviews</li> </ul>	

**Evaluative Question 6: What are the high-level effects of the interventions funded by the CIT Fund? (IMPACT)**

**Understanding of the context and scope of the EQ**

**Impact examines broader changes that go beyond the immediate outputs of the projects.** This includes shifts in policy, institutional norms, governance structures, urban planning processes, and public awareness.

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Given that the CIT Fund supports urban innovation, technical cooperation, and capacity-building, **its impact is not always directly measurable in quantitative terms**—but can often be observed through changes in decision-making, adoption of new planning methodologies, replication of project models, and shifts in public perception regarding sustainable urban development.

According to the specifications in the ToR, this evaluation will focus on **two core dimensions of impact**:

- **Impact on institutional norms, governance, and urban development processes:** CIT-funded projects influence policy and governance structures, leading to new or improved urban planning frameworks, regulatory changes, or shifts in decision-making. This will notably include review of policy and regulatory changes attributed to CIT-funded projects and examples of high-level effects during interviews with beneficiaries.
- **Impact on visibility, innovation, and public opinion:** this will consider whether CIT-funded projects gain visibility at the national or international level, influencing urban policy discourse. Besides, it will look at the contribution of CIT interventions to shape public perception of key urban issues, such as sustainability, resilience, and participatory planning.

Criteria	Indicators / Descriptors	Sources of information
<ul style="list-style-type: none"> <li>- CIT projects lead to policy and regulatory changes, influencing how cities and governments approach urban planning.</li> <li>- CIT interventions result in new or improved governance mechanisms, strengthening decision-making processes.</li> <li>- CIT methodologies are adopted, replicated, or formalized in institutional frameworks</li> </ul>	<ul style="list-style-type: none"> <li>- Number of cities or institutions that have adopted CIT-driven planning approaches</li> <li>- Stakeholder perception of CIT's role in shaping governance norms</li> </ul>	<ul style="list-style-type: none"> <li>- Documentary review (communication documents, municipal and national urban development strategies, etc.)</li> <li>- Interviews (beneficiaries, IDB project team leaders, donors)</li> </ul>
<ul style="list-style-type: none"> <li>- CIT projects gain recognition at national and international levels, positioning IDB as a leader in urban innovation.</li> <li>- CIT interventions shape public perception of key urban issues (e.g., resilience, smart cities, participatory planning).</li> <li>- CIT projects contribute to knowledge production and thought leadership, enhancing IDB's influence in the urban sector.</li> </ul>	<ul style="list-style-type: none"> <li>- Number of CIT project presentations at international forums (Target: 5+ major events by 2026 – review of conference participation).</li> <li>- Stakeholder perception of CIT's role in urban innovation</li> </ul>	<ul style="list-style-type: none"> <li>- Survey</li> <li>- Case study analysis</li> </ul>

## 5.6. Annex 5 - Financial data on the CIT Fund's 25 TCs

Table 3 Financial data for the implementation of the 25 TCs of the CIT Fund (in US\$)

Approval year	Project number	Country	Project name	Eligibility date	Current Approved Amount	Committed Amount	Disbursed Amount	Percent Disbursed	Execution status
2020	CO-T1592	Colombia	Support for Natural and Cultural Capital Projects in Barranquilla	12/14/2020	292 534,33	(0,02)	292 534,33	100 %	Closed
2020	RG-T3707	Regional	Innovations in Localization and Social Housing Management	02/24/2021	294 993,91	-	294 993,91	100 %	Closed
2020	RG-T3706	Regional	Piloting Innovative Urban Solutions in LAC - ALC	05/24/2021	445 000	-	432 779,8	97 %	Disbursing (From eligibility until all the Operations are closed)
2020	PE-T1457	Peru	Support for the Design and Implementation of Housing and Urban Policy	03/24/2022	288 492,85	-	288 492,85	100 %	Closed
2020 Total: 4					1 321 021,09		1 308 800,89	99 %	

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Approval year	Project number	Country	Project name	Eligibility date	Current Approved Amount	Committed Amount	Disbursed Amount	Percent Disbursed	Execution status
2021	BR-T1496	Brazil	Leverage the use of Big Data solutions for Brazilian Smart Cities	12/09/2021	200 000	-	197 448,44	99 %	Closed
2021 Total: 1					200 000		197 448,44	99 %	
2022	PE-T1473	Peru	Support for the Design and Implementation of Housing and Urban Policy	03/24/2022	297 885,31	-	297 885,31	100 %	Closed
2022	RG-T3926	Regional	Civic Tech to Improve Environmental Performance in Cities	04/08/2022	249 862,85	-	249 862,85	100 %	Fully Disbursed
2022	ME-T1488	Mexico	Support to Urban Development Focused on Mobility and Transportation in Mexico	07/21/2022	349 999,09	-	349 999,09	100 %	Closed/Pending TCMFR

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Approval year	Project number	Country	Project name	Eligibility date	Current Approved Amount	Committed Amount	Disbursed Amount	Percent Disbursed	Execution status
2022	CH-T1277	Chile	Support for the incorporation of criteria for adaptation to climate change and resilience in regional investment in cities	08/19/2022	249 902,58	-	249 902,58	100 %	Closed
2022	DR-T1244	Dominican Republic	Formulation of a Land Use and Zoning Plan for Pepillo Salcedo	08/25/2022	349 579,60	-	349 579,60	100 %	Closed
2022	BO-T1401	Bolivia	Support for the implementation of the New Housing and Urban Development Policy in Bolivia and preparation of the Urban Program of the Municipality of Sucre	12/23/2022	300 000	1 518,62	298 011,54	99 %	Disbursing (From eligibility until all the Operations are closed)
2022 Total: 6					1 795 240,97		1 797 229,43	100 %	

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Approval year	Project number	Country	Project name	Eligibility date	Current Approved Amount	Committed Amount	Disbursed Amount	Percent Disbursed	Execution status
2023	CO-T1688	Colombia	Informal City: Urban Models in Colombia - Barrios de Paz Program	05/12/2023	350 000	111 537,68	131 830,94	38 %	Disbursing (From eligibility until all the Operations are closed)
2023	RG-T4279	Regional	Aligning Climate Action in Cities with the Paris Agreement	06/09/2023	350 000	477 69,31	252 755,32	72 %	Disbursing (From eligibility until all the Operations are closed)
2023	DR-T1263	Dominican Republic	Formulation of the Sustainable Master Plan for the Colonial City of Santo Domingo	06/13/2023	400 000	144 034,83	253 776,29	63 %	Disbursing (From eligibility until all the Operations are closed)

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Approval year	Project number	Country	Project name	Eligibility date	Current Approved Amount	Committed Amount	Disbursed Amount	Percent Disbursed	Execution status
2023	ME-T1464	Mexico	Support for local institutional strengthening for the implementation of the General Law of Human Settlements, Land Management and Urban Development (LGAHOTDU) and its Territorial and Urban Information System (SITU)	08/16/2023	100 000	350,80	99 152,23	99 %	Disbursing (From eligibility until all the Operations are closed)
2023	HO-T1435	Honduras	Strengthening the management of informal settlements at risk of natural disasters	01/05/2024	200 000	-	-	0 %	Disbursing (From eligibility until all the Operations are closed)

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Approval year	Project number	Country	Project name	Eligibility date	Current Approved Amount	Committed Amount	Disbursed Amount	Percent Disbursed	Execution status
2023	AR-T1332	Argentina	Strengthening of the National Registry of Popular Neighborhoods (RENABAP) through information and management technologies and its integration with other existing systems	01/10/2024	350 000	38 811,55	61 911,21	18 %	Disbursing (From eligibility until all the Operations are closed)
2023	RG-T3771	Regional	Inclusive Cities for Women and People with Disabilities	-	150 000	19 258,13	102 393,62	68 %	Disbursing (From eligibility until all the Operations are closed)
2023 Total: 7					1 900 000		901 819,61,	51 %	

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Approval year	Project number	Country	Project name	Eligibility date	Current Approved Amount	Committed Amount	Disbursed Amount	Percent Disbursed	Execution status
2024	PE-T1542	Peru	Support for the development of integrated urban projects: innovation for urban intervention strategies	02/16/2024	300 000	20 997,04	69 528,01	23 %	Disbursing (From eligibility until all the Operations are closed)
2024	ES-T1379	El Salvador	Support the preparation of Comprehensive Urban Development Plans for the Reduction of Vulnerability in Precarious Urban Settlements	07/16/2024	300 000	182 312,58	104 725,27	35 %	Disbursing (From eligibility until all the Operations are closed)

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Approval year	Project number	Country	Project name	Eligibility date	Current Approved Amount	Committed Amount	Disbursed Amount	Percent Disbursed	Execution status
2024	ME-T1531	Mexico	Support for the coordination of territorial planning and urban development with safe, resilient, and sustainable mobility in Mexico	07/30/2024	300 000	79 705,28	196 131,99	65 %	Disbursing (From eligibility until all the Operations are closed)
2024	PE-T1593	Peru	Support for the Program to Promote Social Housing in Peru	11/19/2024	400 000	-	-	0 %	Disbursing (From eligibility until all the Operations are closed)
2024	RG-T4583	Regional	Rethinking LAC cities: innovating to address common urban challenges in the region	12/12/2024	350 000	-	-	0 %	Disbursing (From eligibility until all the Operations are closed)

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Approval year	Project number	Country	Project name	Eligibility date	Current Approved Amount	Committed Amount	Disbursed Amount	Percent Disbursed	Execution status
2024	CO-T1773	Colombia	Technical cooperation for the structuring of urban and infrastructure projects related to habitat, building reuse, and housing generation	02/03/2025	350 000	-	-	0 %	Disbursing (From eligibility until all the Operations are closed)
2024	RG-T4556	Regional	Promoting Sustainable and Inclusive Real Estate Development to Address Subnational Fiscal Challenges and Foster Socioeconomic Growth	02/12/2025	270 000	-	-	0 %	Disbursing (From eligibility until all the Operations are closed)
2024 Total: 7					2 270 000				

Source: CIT Fund TC list – Financial and Status – EY Analysis and Elaboration

## 5.7. Annex 6 - Survey results to the beneficiaries of the CIT Fund

Table 4 Q1. Which IDB's CIT-funded Technical Cooperation (TC) project are you engage in?

<i>Project number</i>	<i>Country</i>	<i>Project name</i>	<i>Number of answers<sup>56</sup></i>
BR-T1496	Brazil	Leveraging the Use of Big Data Solutions for Brazilian Smart Cities	4
RG-T3706	Regional	RG-T3706: Piloting: innovative urban solutions in LAC	4
RG-T3707	Regional	Innovations in Localization and Social Housing Management	2
DR-T1244	Dominican Republic	Formulation of a Land Use and Zoning Plan for Pepillo Salcedo	2
DR-T1263	Dominican Republic	Formulation of the Sustainable Master Plan for the Colonial City of Santo Domingo	2
RG-T3771	Regional	Inclusive Cities for Women and People with Disabilities	1
RG-T4279	Regional	Aligning Climate Action in Cities with the Paris Agreement	1
BO-T1401	Bolivia	Support for the implementation of the New Housing and Urban Development Policy in Bolivia and preparation of the Urban Program of the Municipality of Sucre	1
CH-T1277	Chile	Support for the incorporation of criteria for adaptation to climate change and resilience in regional investment in cities	1
CO-T1592	Colombia	Support for Natural and Cultural Capital Projects in Barranquilla	1
RG-T3926	Regional	Civic tech to improve environmental performance in cities	1
ME-T1531	Mexico	Support for the coordination of territorial planning and urban development with safe, resilient, and sustainable mobility in Mexico	1

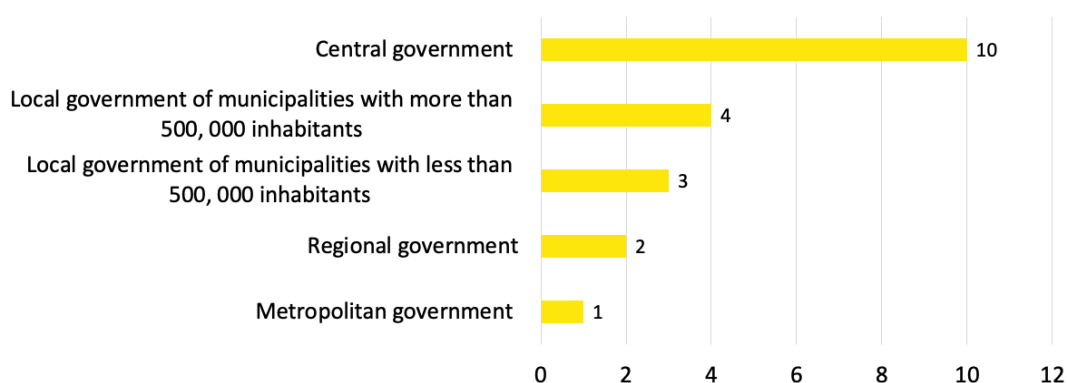
<sup>56</sup> As this is a multiple-choice question, the number of responses does not correspond to the number of beneficiaries who completed the survey. Beneficiaries may have received several TCs.

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ME-T1464	Mexico	Support for local institutional strengthening for the implementation of the General Law of Human Settlements, Land Management and Urban Development (LGAHOTDU) and its Territorial and Urban Information System (SITU)	1
ME-T1488	Mexico	Support to Urban Development Focused on Mobility and Transportation in Mexico	1
Total			23

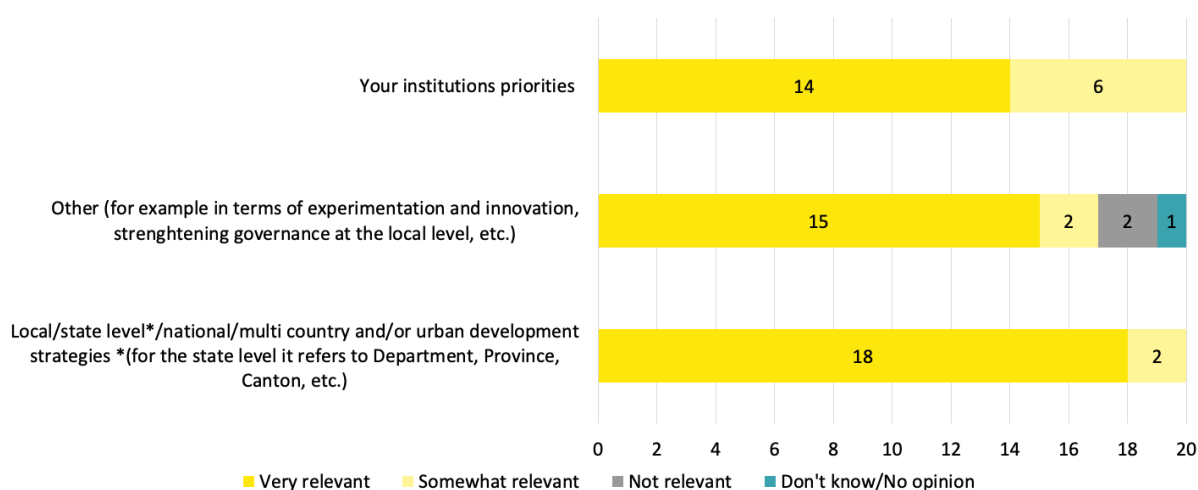
Survey results to TC beneficiaries – 20 respondents

Figure 18 Q2. What type of organization do you represent ?



Survey results to TC beneficiaries – 20 respondents

Figure 19 Q3. How relevant was/is the Technical Cooperation project in relation to the following aspects?



Survey results to TC beneficiaries – 20 respondents

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Table 5 Q4. In your view, what was/is the most valuable aspect of the TC project allocated by the IDB?

<i>Project number</i>	<i>Project name</i>	<i>Insights</i>	<i>Number of respondents</i>
BO-T1401	Support for the implementation of the New Housing and Urban Development Policy in Bolivia and preparation of the Urban Program of the Municipality of Sucre	A new concept of urban intervention related to infrastructure, urban mobility, energy efficiency, and sustainable urban landscape that will determine new possibilities for integrated territorial management.	1
BR-T1496	Leveraging the Use of Big Data Solutions for Brazilian Smart Cities	Training of different municipal public administration bodies on various themes concerning vulnerable populations.	1
		The discussion of gender, masculinity, racial equality, and LGBTQIA+ issues.	1
		In my opinion, the most valuable aspect of the project developed by the IDB with the city of São Luís was bringing experiences on the use of Big Data solutions for smart cities that are currently up to date, drawing from experiences in other cities while ensuring the hiring of qualified local consultants. This ensured that the products developed for the city of São Luís were of the highest quality, tailored to the local reality.	1
Total:			3
BR-T1496/ RG-T3706	Leveraging the Use of Big Data Solutions for Brazilian Smart Cities/ Piloting: innovative urban solutions in LAC	The project enabled the city to begin implementing a program defined in the Sustainable Development Plan at the city-wide scale. With support, it was possible to implement	1

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		the pilot and define a methodology for scaling the implementation of the solutions.	
CH-T1277	Support for the incorporation of criteria for adaptation to climate change and resilience in regional investment in cities	Developed capacities in professionals from Regional Governments with Metropolitan Areas for the installation and management of these territories.	1
CO-T1592	Support for Natural and Cultural Capital Projects in Barranquilla	Constant support for monitoring the projects and ensuring their successful completion.	1
DR-T1244	Formulation of a Land Use and Zoning Plan for Pepillo Salcedo	Implementing a methodology for the first time to formulate an instrument established within the legal framework starting in 2022.	1
		Implementing a methodology for the first time to formulate an instrument established within the legal framework starting in 2022.	1
		The experience provided very valuable contributions in methodological terms, enriching the Methodological Guide for the Formulation of Land Use Plans.	1
		The exercise allowed for piloting in a small municipality the implementation of instruments conceptualized within the framework of new legislation (Law 368-22) and making adjustments to extend the experience to other municipalities in the country.	
Total:			2

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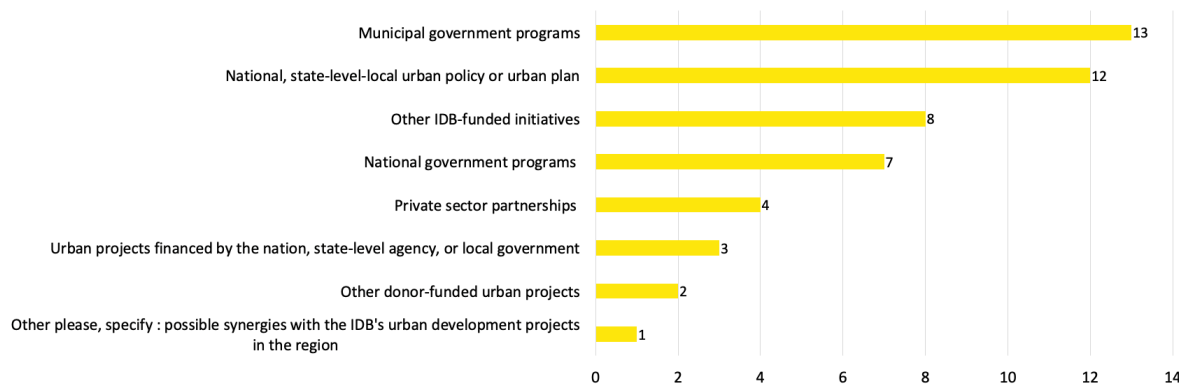
<p>ME-T1488/ ME-T1464/ ME-T1531</p>	<p>Support to Urban Development Focused on Mobility and Transportation in Mexico/ Support for local institutional strengthening for the implementation of the General Law of Human Settlements, Land Management and Urban Development (LGAHOTDU) and its Territorial and Urban Information System (SITU)/ Support for the coordination of territorial planning and urban development with safe, resilient, and sustainable mobility in Mexico</p>	<p>Technical support for the development of inputs related to the implementation of the General Law of Territorial Planning and Urban Development, as well as support for the implementation of the General Law of Mobility and Road Safety and the establishment of the National Mobility and Safety System.</p>	<p>1</p>
<p>RG-T3706</p>	<p>Piloting: innovative urban solutions in LAC</p>	<p>The most valuable aspect was the multidisciplinary work achieved in local government, uniting different areas to work together on the same project.</p>	<p>1</p>
		<p>The application of a new methodology for designing and implementing public policies in a priority area (Microcenter).</p>	<p>1</p>
		<p>▶ Personally, I believe that the project allowed for the design and testing of a solution that could provide relevant information on many aspects, such as estimating the number of trees in a city, in addition to effectively designing a methodology that can be replicated in various locations around the world.</p>	<p>1</p>

		<ul style="list-style-type: none"> <li>▶ The information obtained can be used for issues such as:</li> <li>▶ Monitoring risks that trees may pose</li> <li>▶ Environmental indicators</li> <li>▶ Detection of areas with lower coverage</li> </ul>	
Total :			3
RG-T3707	Innovations in Localization and Social Housing Management	<p>The most relevant achievement was enabling Afro-descendant women from the Portobelo district to acquire knowledge to strengthen their small creative and cultural industry businesses and improve their incomes.</p> <p>The housing subsidy and core houses.</p>	1
Total:			2
RG-T3771	Inclusive Cities for Women and People with Disabilities	The support offered to the institution to fulfill the final objective.	1
RG-T3926	Civic tech to improve environmental performance in cities	<p>The most valuable aspect was the generation of accurate and georeferenced environmental data (PM2.5 and PM10) through mobile sensors in Quito. This data allows:</p> <p>Identifying critical pollution areas.</p> <p>Evaluating the impact of urban and environmental policies.</p> <p>Promoting evidence-based decision-making to improve public health and sustainability.</p> <p>Innovating monitoring methodologies by</p>	1

RG-T4279	Aligning Climate Action in Cities with the Paris Agreement	<p>combining civic technology, smart routing, and geospatial analysis.</p> <p>The aspects of citizen participation in identifying regional needs and formulating proposals for climate policy commitments were the most highlighted.</p>	1
<b>Total</b>			<b>19</b>

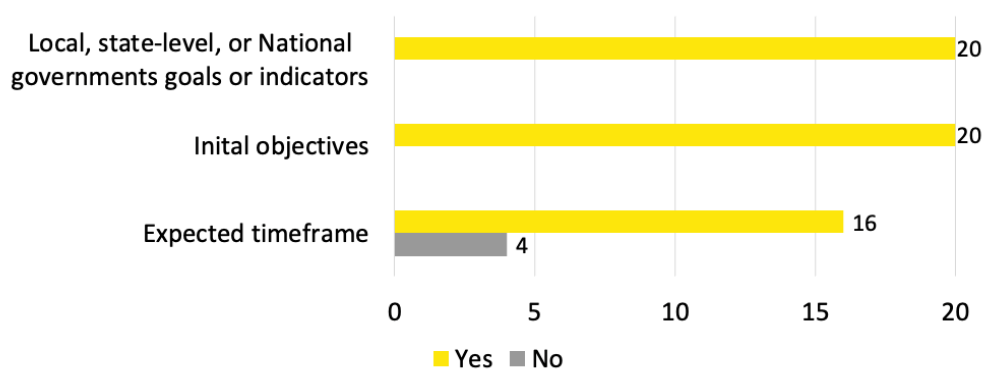
Survey results to TC beneficiaries – 19 respondents

Figure 20 Q5. Did the TC complement or align with the other urban development initiatives in your city or country?



Survey results to TC beneficiaries – 20 respondents

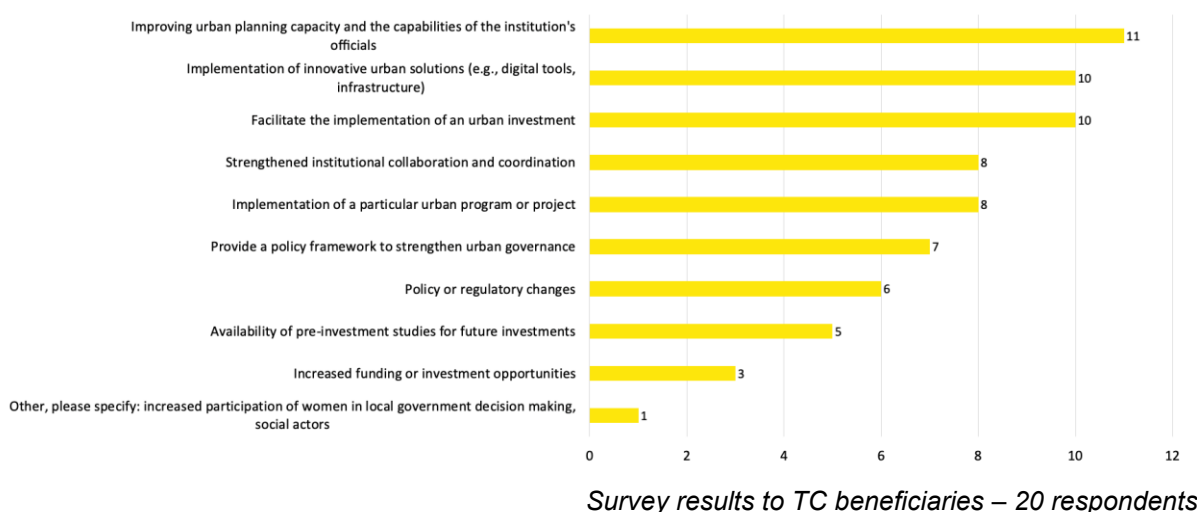
Figure 21 Q6. Has the Technical Cooperation reasonably maintained or considered the following aspects?



Survey results to TC beneficiaries – 20 respondents

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**Figure 22 Q.7 What results have been achieved / do you expect the TC project to achieve?**

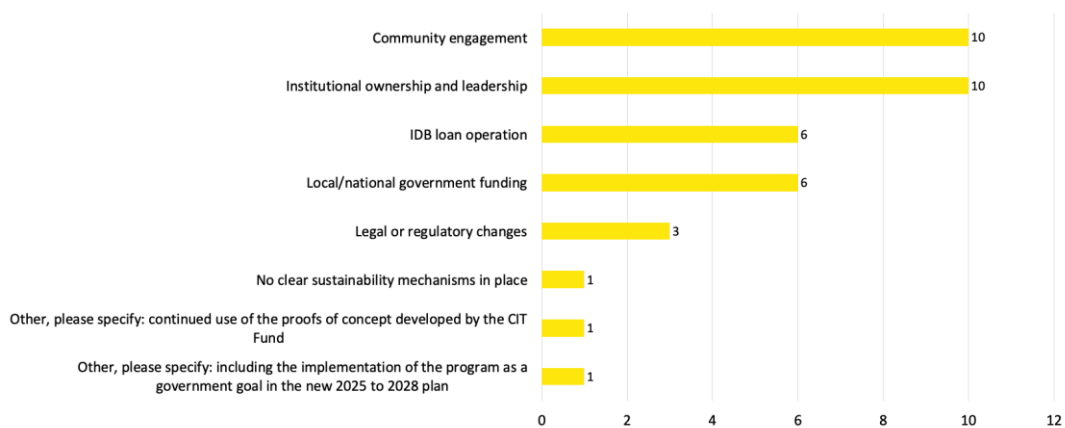


**Figure 23 Q8. In your view, how efficiently have / are the following resources been used?**



Survey results to TC beneficiaries – 20 respondents

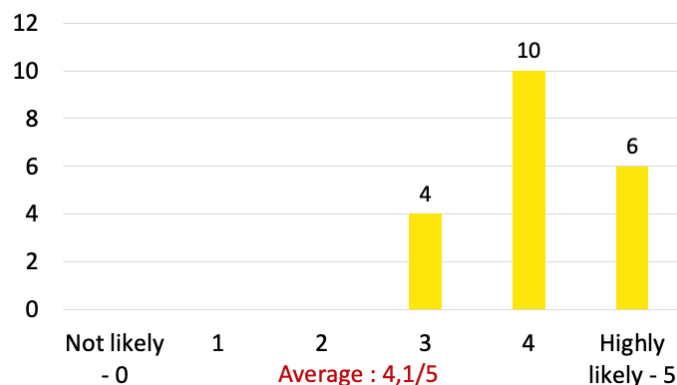
**Figure 24 Q9. What mechanisms have been put in place/are planned to sustain the TC project's results when this financing is completed?**



Survey results to TC beneficiaries – 20 respondents

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Figure 25 Q10. How likely is that the TC project's results will be sustained when this financing is completed?



Survey results to TC beneficiaries – 20 respondents

Table 6 Q11. What are the most significant changes you have observed/do you anticipate as a result of this TC allocated by IDB through the CIT Fund?

Project number	Project name	Insights	Number of respondents
BO-T1401	Support for the implementation of the New Housing and Urban Development Policy in Bolivia and preparation of the Urban Program of the Municipality of Sucre	A sustainable possibility for municipal management.	1
BR-T1496	Leveraging the Use of Big Data Solutions for Brazilian Smart Cities	The formation of a workers' committee to continue the discussion in the city. Dissemination of knowledge on addressing all forms of violence and discrimination against vulnerable populations to various municipal public administration bodies with the aim of creating a more inclusive management that respects differences.  The perception of municipal secretaries regarding the importance of using data in decision-making.	1  1

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Total:			2
BR-T1496/ RG-T3706	Leveraging the Use of Big Data Solutions for Brazilian Smart Cities/ Piloting: innovative urban solutions in LAC	The support enabled the implementation of local urban solutions involving children and the community. Additionally, various municipal bodies were also involved. The local population showed great acceptance of the interventions carried out, and the results are helping to demonstrate the importance of continuing these actions to the city executives.	1
CH-T1277	Support for the incorporation of criteria for adaptation to climate change and resilience in regional investment in cities	Installation and start-up of management and planning for Regional Governments in Metropolitan Areas.	1
CO-T1592	Support for Natural and Cultural Capital Projects in Barranquilla	Improvement of the mangrove ecosystem through nature-based solutions.	1
DR-T1244	Formulation of a Land Use and Zoning Plan for Pepillo Salcedo	Strengthening local institutional capacity and improving the regulatory framework at the local scale.  Coherence between state/local and private investment based on the agreed development strategy and land use.  If approved, the instrument will serve to regulate land in Pepillo Salcedo for the first time in history.	1
Total			2
ME-T1488/ ME-T1464/ ME-T1531	Support to Urban Development Focused on Mobility and Transportation in Mexico/ Support for local institutional strengthening for the	Territorial and Urban Information System (SITU) The development of the SITU in general and, in particular, the mobility module of this	1

	<p>implementation of the General Law of Human Settlements, Land Management and Urban Development (LGAHOTDU) and its Territorial and Urban Information System (SITU)/ Support for the coordination of territorial planning and urban development with safe, resilient, and sustainable mobility in Mexico</p>	<p>system, are among the most relevant contributions made with the support of the IDB. The result of this effort is a continuous improvement of the system, which is currently undergoing a strengthening process.</p> <p>Official Mexican Standards</p> <p>The preparation of draft Official Mexican Standards, established in Article 9 of the General Law of Human Settlements, Land Management, and Urban Development, has been an indispensable support provided by the IDB to comply with the law. As a result, the NOMs that have already been published are currently in the process of dissemination and the creation of materials for training officials to facilitate their application.</p>
<p>RG-T3706</p>	<p>Piloting: innovative urban solutions in LAC</p>	<p>Making known the scientific methods I have developed as a scientist, applied to concrete and measurable cases.</p> <p>This joint work can be replicated in other environments and cases.</p> <p>The community activation of actors who were in the same territory but were not functioning in an integrated manner and the generation of experience in applying innovative governance for urban projects in complex areas.</p>

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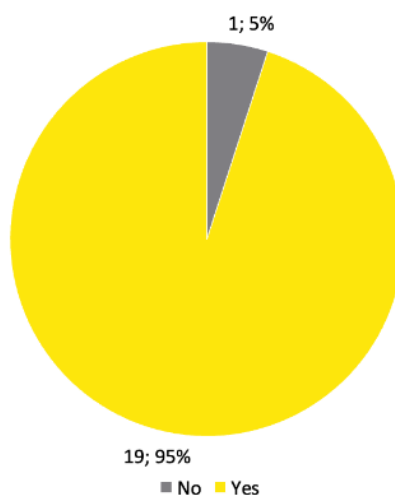
		It was possible to quantify and qualify a natural resource that previously had no tangible record.	1
RG-T3707	Innovations in Localization and Social Housing Management	Strengthening the leadership of women entrepreneurs. Improvement of the supply of creative and cultural industries for tourism. Strengthening the alliances of community organizations with local authorities. Establishment of a new municipal market for crafts for entrepreneurs.	1
Total		The landscape is generally changing.	1
RG-T3771	Inclusive Cities for Women and People with Disabilities	Improvement of public policies, as private investment and financial sustainability are promoted, ensuring more balanced economic growth.	2
RG-T3926	Civic tech to improve environmental performance in cities	The PM2.5 and PM10 data have allowed for the identification of critical areas in Quito, prioritizing actions in areas with higher pollution. The results support the creation of a plan for emission reduction and vehicle restrictions in sensitive areas. Implementation of a replicable environmental monitoring model with low-cost technology; the sensors continue to be used.	1

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RG-T4279	Aligning Climate Action in Cities with the Paris Agreement	Having a subnational commitment in an instrument like the NDC reveals the strength of the support provided.	1
Total			19

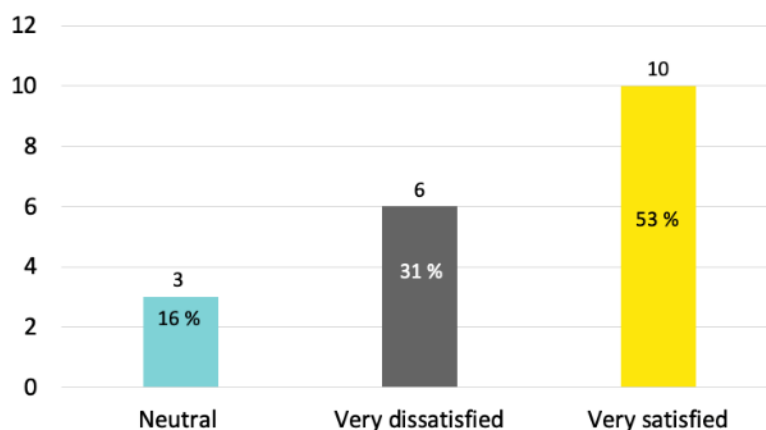
Survey results to TC beneficiaries – 19 respondents

Figure 26 Q12. Has this TC project contributed/will contribute to develop models or interventions that can be replicated in other cities or region?



Survey results to TC beneficiaries – 20 respondents

Figure 27 Q13. How would you rate your overall satisfaction with the TC allocated by the IDB with support from the CIT fund?



Survey results to TC beneficiaries – 20 respondents

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Table 7 8 Q14. Do you have any recommendations for improving TC allocated by the BID with support from the CIT Fund in the future?

Project number	Project name	Recommendations	Number of respondents
BO-T1401	Support for the implementation of the New Housing and Urban Development Policy in Bolivia and preparation of the Urban Program of the Municipality of Sucre	The possibility of considering direct financing to local governments.	1
BR-T1496	Leveraging the Use of Big Data Solutions for Brazilian Smart Cities	To continue or to enhance the products developed in the technical cooperation.	1
BR-T1496/ RG-T3706	Leveraging the Use of Big Data Solutions for Brazilian Smart Cities/ Piloting: innovative urban solutions in LAC	Increasing the value of support and the execution period would be very welcome for our case. There is also interest in replicating the process to test the methodology created in practice.	
CO-T1592	Support for Natural and Cultural Capital Projects in Barranquilla	To continue collaborating with the countries and cities that need your support to successfully advance innovative projects in the region.	1
DR-T1244	Formulation of a Land Use and Zoning Plan for Pepillo Salcedo	Increasing the value of support and the execution period would be very welcome for our case. There is also interest in replicating the process to test the methodology created in practice.  Greater participation of local specialists with the aim of building sufficient know-how in the country to expand experience within the country.	1  1
Total			2
ME-T1488/ ME-T1464/	Support to Urban Development Focused on Mobility and Transportation in Mexico/ Support for local institutional strengthening for the implementation of the General Law of Human Settlements, Land	It is suggested to continue with the open and transparent dialogue that has allowed the implementation of priority projects for strengthening territorial and urban development policies.	

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Management and Urban Development			
RG-T3706	Piloting: innovative urban solutions in LAC	Greater involvement of the entire IDB structure in the country or region. High-level dialogues between IDB authorities and local authorities from an early stage of the project.	1
		No recommendations; it works very well, and the support was excellent throughout the experience.	1
		To encourage the promotion/dissemination of results in different areas; to create a pool of technicians/experts who can be called upon for other projects	1
Total			3
RG-T3707	Innovations in Localization and Social Housing Management	In all projects, a financial allocation for technical cooperation should be assigned to develop innovative co-creation initiatives that strengthen the capacities and technical skills of local women entrepreneurs, enhancing their ventures and facilitating their effective integration into the economic, social, and cultural development of the municipality.	1
RG-T3771	Inclusive Cities for Women and People with Disabilities	Technological innovation could be promoted by incorporating digital tools to optimize processes and improve efficiency in project implementation.	1
RG-T3926	Civic tech to improve environmental performance in cities	Training local teams in sensor maintenance and advanced data analysis. Promoting public-private partnerships to secure post-project funding, especially to scale successful models and maintain data management software.	1

RG-T4279	Aligning Climate Action in Cities with the Paris Agreement	Greater dissemination of the results obtained in all CIT Fund projects for appropriate regional/country appropriation and recognition of the support received.	1
Total			15

*Survey results to TC beneficiaries – 15 respondents*

### **5.8. Annex 7 - Clause detailing the compatibility with EY Independence requirements as part of a non-audit service**

For EY to perform any non-audit service for an audit client, the engagement must be structured and carried out to include the following conditions. These conditions are required to avoid assuming a management responsibility, and are referred to throughout the non-audit services provisions of the EYG Independence Policy:

- 1.The audit client’s management makes all judgments and decisions that are the responsibility of management;
- 2.The audit client designates an individual, preferably within senior management, with suitable skill, knowledge and experience to be responsible at all times for the client’s decisions and to oversee and acknowledge responsibility for the services (i.e., understands the objectives, nature and results of the services and the respective client and firm responsibilities);
- 3.The audit client’s management provides oversight of the services and evaluates the adequacy and results of the services performed for the client’s purpose;
- 4.The audit client’s management determines which recommendations to implement and manages the implementation process; and
- 5.The audit client’s management accepts responsibility for the results of the services and the actions, if any, to be taken arising from the results of the service.

Providing advice and recommendations to assist management in discharging its responsibilities does not constitute a management responsibility.

The EYG rules also add:

“The following must be considered when performing assessment/evaluation activities:

Ernst & Young may assess, review or evaluate client processes, systems and related materials or documentation previously prepared by the client and provides related findings, recommendations, observations and leading practices.

However, EY may not:

- a) provide a suite of recommendations that would constitute the design of financial processes, or related internal controls or systems;
- b) perform a service that would place EY in a position of acting as a client ’s ongoing monitoring or quality control function;
- c) define the client’s polices, practices, roles and responsibilities; or
- d) populate normative models with client -specific policies, procedures or controls.

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Further, this assessment and related report may not be used as the basis for management 's assertions of the effectiveness of internal control over financial reporting. In addition, EY may not assist the audit client with enhancements to its product or service offerings, such as identifying or recommending potential new products or service, or enhancements to existing products or services, including assistance in the development, integration or pricing of products or services, as part of a permissible assessment service.

As such, the evaluation / assessment services must be based on elements prepared by the client. The evaluation will be performed according to the OECD DAC criteria.

The team has confirmed the services will not include any of the prohibited activities mentioned above and that no Management activities will be performed.

The evaluation is a "one-shot" service.

## **5.9. Annex 8 – Comparative findings and recommendations of IDB’s Trust Fund’s evaluations reports**

### **5.9.1. Scope of comparison**

The following comparison with the CIT Fund includes three additional IDB’s Trust Funds

- ▶ **The NDC Pipeline Accelerator Multi-Trust Fund (ACL)** was created in 2017 by the Inter-American Development Bank (IDB). The objective of the ACL is to support Latin-American and Caribbean national and subnational entities, public and private, to plan and design investments in infrastructure, agriculture and land-use management, aligned with the countries’ Nationally Determined Contribution (NDCs) and other national climate and sustainable development objectives. The ACL existence was made possible by the Nordic Development Fund (NDF), the anchor donor, joined by the Ministry for Foreign Trade and Development Cooperation of the Netherlands (Minbuza), the Ministry of Foreign Affairs of Sweden, and the Federal Ministry of Finance of Austria during the years following the Fund’s inception. The Fund has been managed by the IDB since its inception. The Climate Change and Sustainability Division (CSD/CCS) had the technical responsibility for the execution of this evaluation. The results of the real-time evaluation of the ACFL Fund was published in June 2021.
- ▶ **The Sustainable Energy and Climate Change IDB Special Program (SECCI IDB Fund of SCI)** was created in 2007, financed by resources from the Ordinary Capital (OC) of the IDB and the Sustainable Energy and Climate Change Multi-donor Fund (MSC). Both sources comprise the SECCI Funds. The SECCI Funds were created as a financial instrument to mainstream climate change activities. Jointly with the IDB, all donors requested a 10-year evaluation of the SECCI Funds with the goal of assessing (1) overall performance, and (2) results and achievements from a sample of projects implemented during the 2007-2017 period. The Climate Change and Sustainability Division (CSD/CCS) had the technical responsibility for the execution of this evaluation. The results were available in 2018.
- ▶ **The AquaFund** is a thematic fund of the Inter-American Development Bank operated by its Water & Sanitation Division, and has been the main non-reimbursable financing mechanism to support IDB’s investments in the sector. The AquaFund was created in 2008 with the intent to finance a variety of inter-ventions that support the implementation of IDB’s Water and Sanitation Initiative and to contribute to the fulfillment of the water-related Millennium Development Goals which called for halving the number of people without access to clean water and providing adequate sanitation services by 2015. An evaluation of the AquaFund was requested by all donors, to assess its overall performance and results for a sample of projects implemented during the period 2011-2016, named as AquaFund mid-term evaluation. The results of this evaluation published in 2017 served as an input for updating the current Action Plan for AquaFund performance improvement, to be implemented until 2020.

### 5.9.2. Findings

Key insights from a comparative analysis of findings include:

- ▶ The CIT Fund’s alignment with beneficiaries’ needs is common to other IDB’s Trust Funds (such as SECCI, ACL and AquaFund) as raised by IDB’s Trust Funds evaluation reports.
- ▶ The alignment with IDB strategies is also shared with AquaFund Trust Fund (in its case with IDB Water and Sanitation Sector Framework).
- ▶ Closer coordination with donors in countries
- ▶ Trust Fund’s projects provided opportunities to enhance coordination between IDB divisions as observed through the CIT and SECCI. Further coordination with donors in countries is a common area for improvement as raised by CIT and Aqua Fund Evaluations.
- ▶ Political stability and local absorption and ownership are challenges influencing the achievement of results, as raised by other IDB’s evaluation reports (e.g.: SECCI).
- ▶ Similarly to the CIT Evaluation Fund report, most of IDB’s Trust Fund evaluation reports highlight the innovative approach of their trust funds.
- ▶ TC of the IDB Trust Funds have supported a leverage effect generating in IDB loans (e.g.: \$2.5 bn for the CIT Fund, \$4.5 bn for the SECCI Fund). The measurement of this indicator is good practice. It was not observed for instance as part of the Evaluation of the AquaFund (monitoring leverage funding was a recommendation of this evaluation).
- ▶ Support structural transformations are reforms are common impact identified through evaluations of the CIT and SECCI Funds.
- ▶ Dissemination is a key factor in ensuring sustainability, as it was raised by IDB Trust Funds’ evaluation reports.

Findings by evaluation reports are detailed in the following table:

Mid-Term Evaluation of the CIT Fund (2025)	Evaluation Report ACL Fund Evaluation (2021)	10-Year Evaluation of the SECCI Funds (2018)	Mid-Term Evaluation of the AquaFund (2017)
<b>Relevance/ Coherence</b>			
The CIT Fund and its projects demonstrate to a large extent relevance to the IDB’s successive institutional strategies since its establishment in 2019, including largely with the new Impact Framework 2024-2030 Strategy (Impact+) on several core objectives and priority areas.	LAC countries’ needs are broad and therefore, it is difficult to clearly state if any support that has been provided by the ACL is not within country needs, even though it may not have been identified as a priority according to the NDCs. However, the evaluation team has observed that a close alignment to both the countries’ needs and the	The SECCI Funds are a relevant tool to address climate change (CC) issues and needs in LAC countries. Their added value consists in several of its specificities.  The SECCI Funds have been able to adapt to changing climate change contexts in LAC countries.	Fund relevance confirmed with IDB sector framework document, country strategies and beneficiary governments  A clear need for a new AquaFund Results Framework, to be formalized with donors document, country strategies and beneficiary governments

<p>Impact+ reinforces priorities in the field of climate action aligning closely with the CIT Fund's projects, which emphasise climate adaptation, while putting more emphasis on topics such as biodiversity and the contribution of the private sector in innovation, that could be better highlighted.</p> <p>The CIT Fund and its projects also align, case by case, to several other sector frameworks,</p> <p>The TCs are largely relevant compared to priorities and needs of beneficiaries.</p> <p>The CIT Fund and its projects effectively addresses largely well donor priorities for sustainable urban development, despite different focus areas.</p> <p>The CIT Fund has strengthened intra-IDB cooperation. However, the development of public-private partnerships through internal IDB bank mechanisms has potential to be strengthened.</p> <p>Synergies with other development agencies and external bodies are unequally systematized.</p>	<p>NDC's priorities has been achieved by all country-specific projects, which can be explained by the fact that the Fund mostly work based on demand.</p> <p>The support provided by the TC allowed to create awareness on the need to include climate considerations and developed in the mature projects the mitigation assessment to understand their impact.</p> <p>Furthermore, it also raised concerns on how to evaluate the impact of certain projects that can enhance resilience but also increase the carbon footprint, such as desalination plants.</p>		<p>Knowledge generated through AquaFund is recognized by both governments and donors</p>
<b>Effectiveness</b>			
<p>The quality of project implementation has been generally positive, with minimal delays and few changes to</p>	<p>The ACL's overall effectiveness assessment at a portfolio and project level shows that it is particularly effective when it comes</p>	<p>The SECCI Funds have been instrumental to innovation within the IDB.</p>	<p>Further knowledge sharing potential exists regarding certain project types and use of various communication channels</p>

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<p>initial objectives. Strong institutional ownership and effective partnerships have been key success factors, although challenges such as political instability and local absorption capacity issues have been noted.</p> <p>The half of these projects are in the execution phase, indicating effective progress and a proactive implementation approach.</p> <p>The CIT Fund has shown consistent achievement of its targets defined in the Performance Measurement Framework, with 84% of performance indicators met over five years.</p>	<p>to leveraging additional resources for projects during their pre-investment stages, with a combined leverage of USD 16.5 bn mobilized and unlocked.</p> <p>The evaluation team did not identify major issues regarding the effectiveness of the ACL but does have some recommendations regarding how information is reported:</p> <ul style="list-style-type: none"> <li>- Resources mobilized and unlocked markets are reported in the Annual Reports in a way that shows which operation is linked to the corresponding leveraged resources. However, this graphic scheme does not inform on how the TC operation was able to leverage these additional funds. Where possible, we recommend that for future reports the information creates a clear link between the operations, their products, and the way they have leveraged resources, and the resources mobilized, or markets unlocked thereafter.</li> <li>-Also, some of the leveraged resources are included as they are expected to materialize before they are actually committed. In a conservative approach, it is recommended to report these resources divided as 'effectively committed or unlocked' or 'expected to be</li> </ul>	<p>In addition, SECCI-funded projects have generated opportunities for learning among government partners and within different sectors of the IDB.</p> <p>However, dissemination of SECCI-funded knowledge products is not sufficiently encouraged within and outside the IDB.</p> <p>Almost all outputs and outcomes of analyzed projects were fully met, although not always in a timely manner, and a set of factors that can influence the achievement or non-achievement of expected project results has been identified (such as political stability and beneficiary commitment).</p> <p>The monitoring system introduced in 2015 helped improve the measurement of project implementation results at an aggregated level.</p> <p>This system introduced new monitoring tools at project level so PTLs could report results more effectively.</p>	<p>AquaFund project objectives are generally achieved, often with innovative elements</p>
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	committed or unlocked’.		
<b>Efficiency</b>			
<p>The CIT Fund’s funding structure is robust but has faced challenges in diversification of resource mobilisation compared to what was initially planned with resources than can be mobilized from resources coming from IDB and IDB Invest member countries; countries that are not members of the Bank but also private sector entities. It managed to maintain two member contributors from the previous ESCI Fund and attract one additional donor, totalling \$9.1 million. However, it did not benefit from other IDB members and private sector contributions to date. Resource mobilisation and long-term financial sustainability strategies were not developed until now at CIT level.</p> <p>The Fund has demonstrated strong operational efficiency, with a commendable disbursement rate of over 90% for 11 projects as of December 31, 2024. Some projects have experienced small delays due to political instability and external factors (e.g., Covid-19), but these remain ad hoc.</p> <p>The governance structure of the CIT Fund is relevant and appreciated by donors: in terms of consultative process and possibility to influence,</p>	<p>While some projects have been shown to be quite efficient, exceeding expectations in terms of results or even by presenting overall savings, others have had significant delays and have not achieved the expected results despite having used a significant amount of their resources. Nonetheless, it is important to underline that the COVID-19 pandemic has contributed significantly to the stalling of projects and was repeatedly cited by project team leaders as a cause of project execution delays.</p>	<p>Since 2007, the execution of SECCI Funds has been moderately efficient, a trend that improved with time given improvements in the design and execution of SECCI-funded projects, as attested to by the steady decrease in duration between original and current end dates and the decline in the number of cancellations.</p>	<p>Clearer targets and closer coordination with donors in priority countries could further increase overall efficiency. Project results matrices should better differentiate between implementation and results monitoring</p>

<p>regular meetings, transparency, existence of a monitoring framework, responsiveness of CIT Fund team.</p> <p>The CIT Fund has established a robust monitoring and evaluation framework to track progress and outcomes (Results Framework, Performance Measurement Framework).</p> <p>Key areas for improvement in the CIT Fund's reporting and results framework include the need for deeper analysis of qualitative impacts, particularly community satisfaction, which is a clear expectation from donors. Enhancements to the Results Framework could involve designing a clear intervention logic, better linking indicators with IDB Impact+, and incorporating intermediate outcomes such as financing from CIT TC projects, public policy dialogues, and structural reforms. Additionally, introducing new indicators aligned with donor interests, such as promoting expertise and strengthening local coordination, would provide valuable insights into the fund's effectiveness and alignment with donor priorities.</p> <p>Communication strategies are deemed effective but could be improved to better convey the Fund's impact and to strengthen donors' visibility. Stakeholders desire more opportunities to showcase</p>			
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<p>achievements, stories and share lessons learnt, suggesting that enhanced storytelling and visual representations of project outcomes could engage stakeholders more effectively.</p>			
<b>Impact</b>			
<p>Most beneficiaries consider that the TC can develop models or interventions that can be replicated in other cities or regions.</p> <p>Underway structural transformations have been supported by territorial and urban policy development and implementation.</p> <p>Greater mobilization of investments was supported by urban investments planning and implementation at the sub-national level.</p> <p>Pilots' demonstrative effect was observed in some cases. Resilient water system pilots in Santo Domingo show potential to mitigate water scarcity and the need to improve households' selection. A pilot in Ecuador developed a design competition that explored alternatives to improve accessibility for housing in heritage buildings.</p> <p>Other examples of methodology replication tested through pilot projects, and strengthened technical and institutional capacities were also observed.</p>	<p>The preliminary conclusion made by the evaluation team is that all projects aimed at supporting the inclusion of climate change considerations in the projects' design stage. However, the expected or potential impact is not being estimated nor recorded by most of the projects; it is therefore currently impossible to measure the Fund's long-term impact.</p> <p>In terms of SDGs, the evaluation team's analysis shows that the project portfolio is contributing to other SDGs, in addition to climate change. However, as with climate change, there are hardly any tracked metrics in the projects' annual reports, and almost no project team leaders were able to cite impact on SDGs, other than in relation to climate action. Finally, it is worth noting that 31% of the 29 projects assessed in the portfolio reported having a direct link with SDG 5 (gender equality). The evaluation team considers the ACL has a great opportunity to tackle gender</p>	<p>Analyzed SECCI-funded projects successfully achieved the following:</p> <ul style="list-style-type: none"> <li>• Positively impacted vulnerable populations;</li> <li>• Increased the cross-sectoral CC dialogue within the IDB;</li> <li>• Increased the CC dialogue between the IDB and government partners, as well as among government partners;</li> <li>• Built capacity on CC topics in the IDB but most importantly among beneficiaries, whether public or private;</li> <li>• Supported policy reforms in the LAC region, especially through TCs that support policy-based loans (PBLs) in different countries and sectors.</li> <li>• Supported the development of new opportunities by leveraging funds internally and externally (loans and other international funds).</li> </ul>	<p>Impressive leveraging makes AquaFund a potentially very efficient tool for sector development</p> <p>Project impacts are generally as intended</p> <p>New methodologies are needed for impact quantification</p>

	<p>inequality through its investments and therefore should explore further potential synergies with SDG 5, as well as with other relevant SDG.</p>		
<b>Sustainability</b>			
<p>Most of the beneficiaries surveyed consider that the TC project's results are likely to be sustained when this financing is completed.</p> <p>Flexibility during dialogue has been key to ensure the continuity of technical cooperations and operations despite administration changes.</p> <p>Knowledge transfer and dissemination have been identified as key factors for sustainability and replicability.</p> <p>Beneficiaries report putting in place and/or planning mechanisms to sustain the TC projects results when the financing is completed. The evaluation team identifies community engagement and institutional ownership and regulatory changes as the main mechanisms.</p> <p>One-third of the beneficiaries reported that resource mobilization and investment are integral to the mechanisms established or already in place to maintain the sustainability of the results. Internal monitoring by the IDB revealed that CIT Fund TC Projects generated \$2.465 billion in</p>	<p>The intrinsic nature of most of the ALC projects is to create long-lasting effects as their objective is to accelerate projects through their investment cycle. In particular, they enable loan funding for long-term infrastructure projects.</p> <p>As established by the Fund's Terms and Conditions "The Resources of the Fund may be used to finance or co-finance reimbursable and non-reimbursable technical cooperation operations, contingent recovery technical cooperation operations, and non-reimbursable investment operations...". Some of the interviewed stakeholders stated that the Fund could increase its ambition by involving reimbursable or contingent recovery operations in the portfolio. However, so far, only two contingent recovery TC operations (RG-T3172 and RG-T3345) from IDB Invest have been included in the Fund's project portfolio.</p> <p>The evaluation team considers that there is an opportunity for the Fund to improve increase its</p>	<p>SECCI-funded projects have generated products and results that are strong pillars for countries in the long term and they have served as a base for further actions, such as:</p> <ul style="list-style-type: none"> <li>• PBLs;</li> <li>• Accessing internal (IDB) or external funding for scale-up projects;</li> <li>• National climate change mitigation and/or adaptation strategies or action plans;</li> <li>• Improvement of energy, water and transportation infrastructure in a sustainable and resilient manner.</li> </ul> <p>In total, 63 SECCI-funded TCs (USD 37 million) have leveraged 55 loans or investment grants for a total of about USD 4.5 billion. Government institutions also agreed that SECCI-funded projects will have long-term impacts and help them leverage additional resources (grants and loans)</p>	<p>Results testing helps promoting sustainability of projects Scalability is impaired by late planning in some instances</p>

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<p>IDB loans. In 2023, TC projects enabled the implementation of five IDB loan operations amounting to \$1.32 billion.</p>	<p>impact by better assessing its sustainability and become more attractive to other potential donors. The evaluators found out that the original donor, NDF, understood that the IDB was willing to experiment with allowing contingency recovery, but it was always considered as having limited opportunities to be deployed as the ACL focuses on early staged projects where profitability is still quite uncertain. In addition, the private sector's access to the ACL increases the potential to have a revolving potential of the resources.</p>		
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### 5.9.3. Strategic recommendations

Several recommendations are shared with all or some IDB's TF's evaluations such as:

- ▶ Updating/ refining the results frameworks (with all IDB Trust Funds' evaluation reports).
- ▶ Further coordination with local donors (with AquaFund evaluation report).
- ▶ Improving the visibility of TFs (with AquaFund).
- ▶ Strengthening the collaboration with IDB Invest and the private sector (with SECCI).
- ▶ Supporting the dissemination (with all IDB Trust Funds' evaluation reports).

Strategic recommendations by evaluation reports are detailed in the following table:

Mid-Term Evaluation of the CIT Fund (2025)	Evaluation Report ACL Fund Evaluation (2021)	10-Year Evaluation of the SECCI Funds (2018)	Mid-Term Evaluation of the AquaFund (2017)
<ol style="list-style-type: none"> <li>1. Refine CIT Fund's strategic framework, financial and operational models.</li> <li>2. Continue to improve the visibility of CIT Fund, its results and impacts.</li> <li>3. Scale up efforts to strengthen the ownership and sustainability of CIT's TC projects.</li> </ol>	<ol style="list-style-type: none"> <li>1. Continue to deliver high quality cooperation</li> <li>2. Increase dissemination</li> <li>3. Update the ACL's Result Framework and improve impact measurement</li> </ol>	<ol style="list-style-type: none"> <li>1. Update reporting content and frequency to better adapt to donor expectations</li> <li>2. Increase dissemination of knowledge products</li> <li>3. Revise the type of data collected for the benefit of future evaluations and improve the monitoring system of the SECCI Funds</li> <li>4. Foster access by all Divisions and IDB Sectors.</li> </ol>	<ol style="list-style-type: none"> <li>1. Do The right thing                     <ul style="list-style-type: none"> <li>A1: Standardize and share AquaFund project impact reporting</li> <li>A2: Deepen dialogue on AquaFund yearly planning</li> <li>A3: Control use of AquaFund project Types</li> <li>A4: Update the AquaFund Results Framework</li> </ul> </li> <li>2. Do it right                     <ul style="list-style-type: none"> <li>B1: Differentiate AquaFund project implementation monitoring from impact reporting</li> <li>B2: Replace Salesforce Reporting with more</li> </ul> </li> </ol>

			<p>operational AquaFund project reporting</p> <p>B3: Improve donor coordination in AquaFund donor priority countries</p> <p>3. Make it count</p> <p>C1: Increase AquaFund visibility in technical forums</p> <p>C2: Design RD projects as AquaFund flagships for general audience worldwide</p> <p>C3: Use CS and PP projects for regional policy dialogue within IDB as well as with governments and AquaFund donors</p>
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