



**PROPOSAL APPROVAL AND
GRANT SET-UP PROCESSING TIME
STATISTICAL SUMMARY**

FISCAL YEARS 2010-2011

March 2011

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REPORT HIGHLIGHTS

- A lower number of proposals were approved in FY 2011 (16 proposals) in comparison to FY 2010 (37 proposals), however, the average processing time from proposal submission to approval increased considerably, from 125 days in FY 2010 to 193 days in FY 2011 (Figure 1).
- In FY 2010, a larger number of grant agreements (39 grant agreements) were countersigned as comparison to FY 2011 (17 grant agreements), however, there was a significant increase in the average processing time from proposal submission to countersigned grant agreement, from 170 days in FY 2010 to 263 in FY 2011 (Figure 2).
- Despite lower number of grant agreements countersigned in FY 2011 (17 grant agreements countersigned) in comparison to FY 2010 (39 grant agreements countersigned), overall grant set-up processing time shows a slight increase from 93 days in FY 2010 to 117 days in FY 2011 (Figure 2).
- Of the three grant agreement types¹, Grant Manager Agreement/Memorandum of Understanding (GMA/MoU) shows the lowest average grant set-up processing time, which is decreased from 70 days in FY 2010 to 46 days in FY 2011. On the contrary, the average processing time for Trust Funded (TF) grant increased significantly from 133 days in FY 2010 to 223 days in FY 2011 (Figure 3).
- For all grant agreements types, the average processing time for drafting *and* internal clearances increased from 82 days in FY 2010 to 102 days in FY 2011. The average processing time for grant agreement drafting *and* internal clearances for TF grants increased significantly from 120 days in FY 2010 to 201 days in FY 2011, whereas for GMA/MoU it decreased from 66 days in FY 2010 to 46 days in FY 2011 (Table 2).
- In FY 2011, the average grant set-up processing time for WB recipient decreased in comparison to FY 2010, from 66 days to 43 days. However, for other recipients there is a significant increase – National Government from 143 days to 255, Network/Association/Foundation from 112 days to 164 days, and NGOs/Civil Society from 93 days to 211 days (Table 3).
- As of 28 February 2011, 24 grant agreements are currently being processed. These grants have been in process since project approval for an average of 121 days (Figure 4).

¹ Grant agreement types are based on type of recipient and type of funding source. Grant agreement type: (1) Development Grant Facility (DGF); (2) Trust Fund (TF); and (3) Grant Manager Agreement for World Bank units (GMA).

1. INTRODUCTION

This report provides a statistical summary overview of Cities Alliance proposal approval and grant set-up processing time in FY 2010 – 2011. The report presents statistical summary in the following areas: (1) Average processing time for proposal approval; and (2) Average processing time for grant set-up.

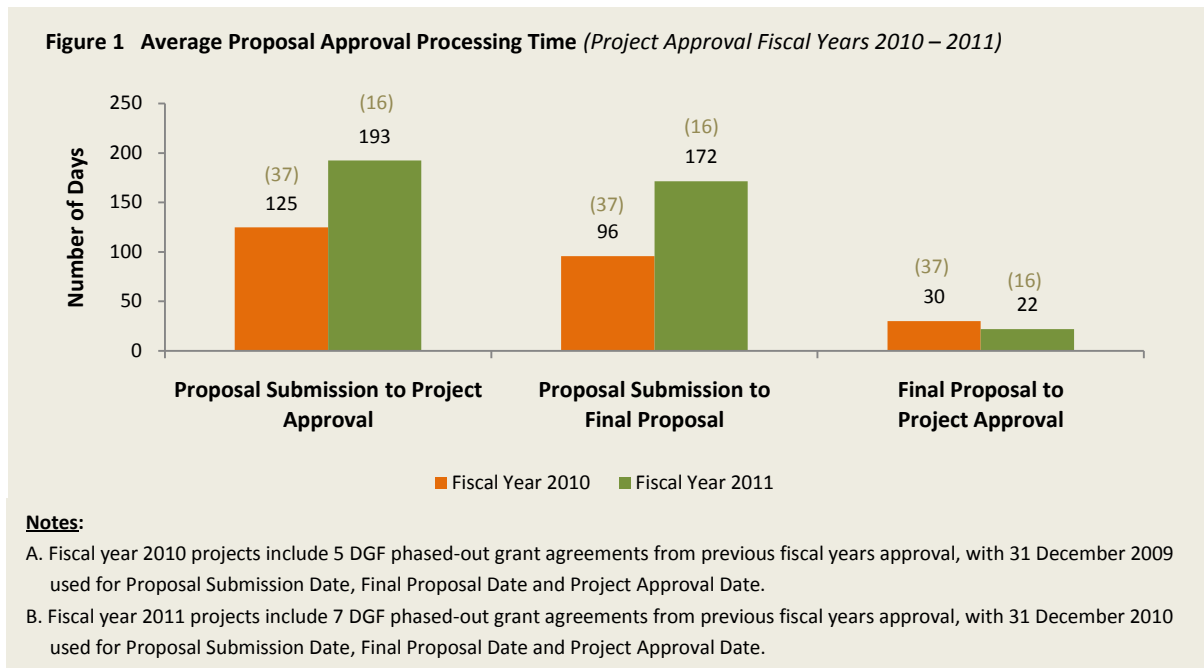
The following parameters were used in analysing the data:

1. A total of 53 projects were selected for proposal approval analysis:
 - a. 37 projects approved in FY 2010;
 - b. 16 projects approved in FY 2011.
2. A total of 71 projects with 79 grant agreements were selected for grant set-up data analysis
 - a. FY 2010: 36 projects with 39 grant agreements processed and countersigned;
 - b. FY 2011: 13 projects with 15 grant agreements processed and countersigned;
3. DGF phase-out grant agreements were included in the analysis:
 - a. 5 phased-out grant agreements in FY 2010;
 - b. 7 phased-out grant agreements in FY 2011.
4. Processing time is indicated by the number of days. The days counted refer to official business days, Monday to Friday. Cities Alliance/World Bank official holidays are excluded.
5. Project approval refers to the period from proposal submission *to* approval of the proposal.
6. Grant set-up refers to period from project approval *to* grant agreement countersigned.
7. Proposal submission refers to the date on which the proponent submitted a proposal for grant funding request for the first time.
8. Final proposal refers to the date of submission of a proposal version that was used by the Cities Alliance to approve a project.
9. Project approval date refers to the date on which the Cities Alliance Manager or Consultative Group approved a grant-funding request for the first time.

The data used for the analysis was sourced from the Cities Alliance Secretariat proposal and project databases as well as the grant set-up and Programme Administration Team's grant administration file.

2. PROPOSAL APPROVAL PROCESSING TIME FOR PROJECTS APPROVED IN FISCAL YEARS 2010 AND 2011

Figure 1 shows the average proposal approval processing time in FY 2010 and 2011 (with 37 and 16 number of approved proposals, respectively). It includes the following information: (1) Average processing time from proposal submission to project approval; (2) Average processing time from proposal submission to final proposal; and (3) Average processing time from final proposal to project approval.



The first chart in Figure 1 (from the left) shows the overall proposal approval processing time, from proposal submission to project approval. Despite lower number of proposal approval in FY 2011 (16 proposals) in comparison to FY 2010 (37 proposals), the average processing time shows a notable increase, from 125 days in FY 2010 to 193 days in FY 2011.

The second chart in Figure 1 shows the average processing time from proposal submission to final proposal. The average processing time increased considerably from 96 days in FY 2010 to 172 in FY 2011.

The third chart illustrates the average processing time from final proposal to project approval. FY 2011 shows a slightly lower average processing time with 22 days, whereas the average processing time in FY 2010 is 30 days.

3. GRANT SET-UP PROCESSING TIME IN FISCAL YEARS 2010 AND 2011

3.1. OVERALL GRANT SET-UP PROCESSING TIME

Table 1 presents data on grant set-up process over the last two fiscal years, including grants that are being processed as of 28 February 2011. Additional data on the overall average grant set-up processing time for countersigned grant agreements is illustrated in Figure 2.

Table 1 Grant Set-Up Process in Fiscal Years 2010 and 2011
(As of 28 February 2011)

Project Approval Fiscal Year	Fiscal Year 2010 Countersigned		Fiscal Year 2011 Countersigned		Fiscal Year 2011 On-going Grant Set-Up	
	Number of Projects	Grant Agreement Countersigned	Number of Projects	Grant Agreement Countersigned	Number of Projects	Grant Agreement to be Processed
2005	-	-	-	-	1	1*
2006	1	1*	-	-	-	-
2007	2	2*	-	-	-	-
2008	2	2*	-	-	1	1*
2009	7	10	1	1	4	5*
2010	24	24	8	10	5	7
2011			6	6	10	10
Total	36	39	15	17	21	24

* DGF phased-out grant agreements.

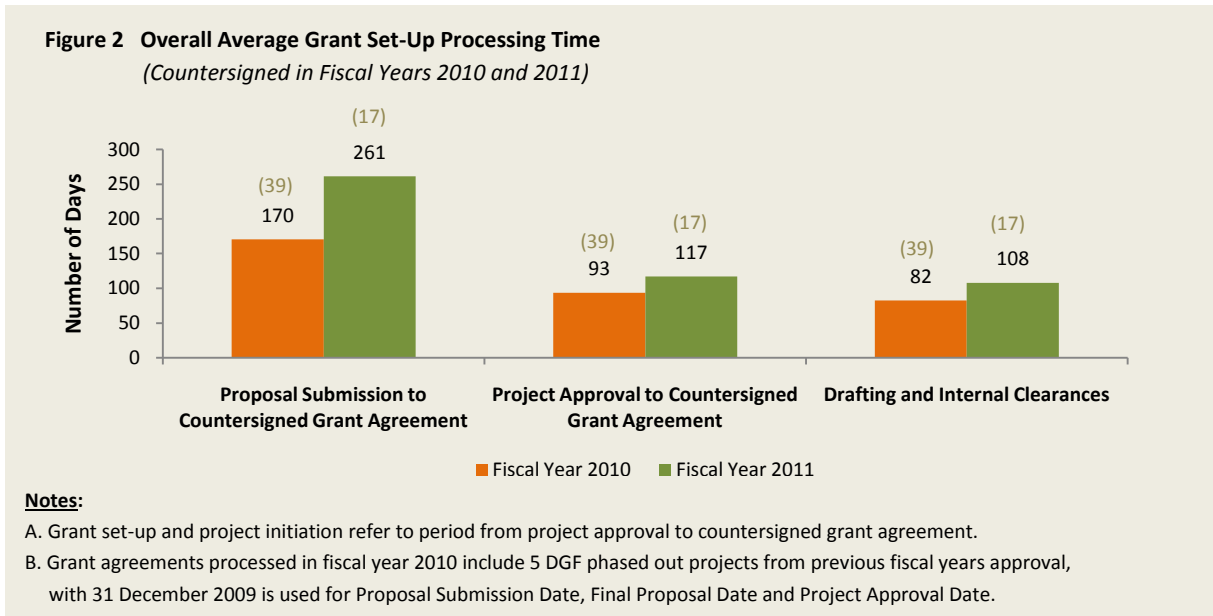
A total of 39 grant agreements were countersigned in FY 2010 (for 36 projects) and 17 grant agreements in FY 2011 (for 15 projects). Additionally, 24 grant agreements are being processed in FY 2011 (for 21 projects).

Figure 2 illustrates the overall average grant set-up processing time in FY 2010 and 2011. It includes the following information: (1) Average processing time from proposal submission to grant agreement countersigned; and (2) Average processing time from project approval to grant agreement countersigned.

Despite a lower number of grant agreements countersigned in FY 2011 (17 grant agreements) in comparison to FY 2010 (39 grant agreements), the data shows an increase in grant set-up processing time for each stage of grant set-up:

1. The average processing time from proposal submission to countersigned grant agreement increased significantly, from 170 days in FY 2010 to 261 days in FY 2011;

2. The average processing time from project approval to countersigned grant agreement slightly increased, from 93 in FY 2010 to 117 days in FY 2011.
3. The average processing time for drafting *and* internal clearances somewhat increased, from 82 days in FY 2010 to 108 days in FY 2011.

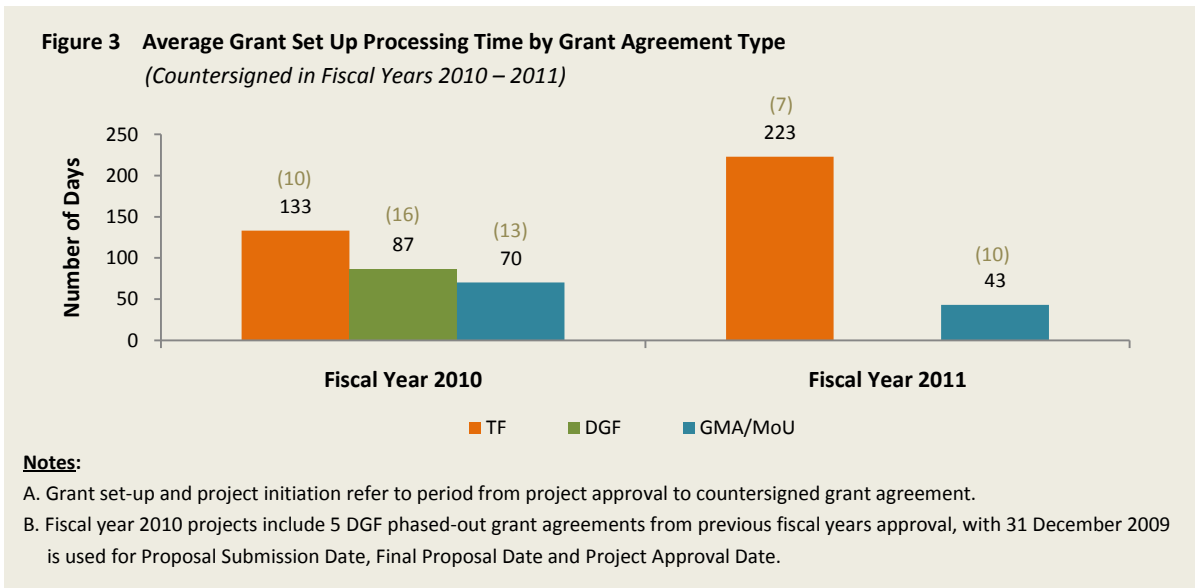


3.2. GRANT SET-UP PROCESSING TIME BY GRANT AGREEMENT TYPE

Figure 3 illustrates the overall average grant set-up processing time by grant agreement type, from project approval to countersigned grant agreement for: (1) Development Grant Facility (DGF); (2) Trust Fund (TF); and (3) Grant Manager Agreement/ Memorandum of Understanding (GMA/MoU). More detailed data, including Proposal Submission to Countersigned Grant Agreement, Proposal Submission to Project Approval, and Drafting *and* Internal Clearances, is presented in Table 2.

In the last two fiscal years, GMA/MoU shows the lowest average grant set-up processing time as illustrated in Figure 3

1. GMA/MoU: The average processing time decreased from 70 days in FY 2010 (13 grant agreements countersigned) to 46 days in FY 2011 (10 grant agreements countersigned).
2. TF: Despite the fact that the number of TF grant agreements countersigned decreased from 10 in FY 2010 to 7 in FY 2011, the average processing time shows a significant increase from 133 days in FY 2010 to 223 days in FY 2011.
3. DGF: The average processing time for DGF grant agreement is 87 days in FY 2010 (16 grant agreements countersigned, including 5 phased-out grant agreements). No DGF grant agreements have been countersigned in FY 2011 as they are currently being processed.



Of the grant agreements countersigned in FY 2010 – 2011, the data demonstrates a significant increase in processing time for proposal submission to countersigned grant agreement (Table 2):

1. Overall, the average processing time increased considerably from 170 days in FY 2010 (39 grant agreements countersigned) to 261 days in FY 2011 (17 grant agreements countersigned);
2. For TF, the average processing time increased drastically from 297 days in FY 2010 (10 grant countersigned) to 433 days in FY 2011 (7 grant agreements countersigned);
3. The average processing time for DGF in FY 2010 is 113 days (16 grant agreements countersigned). No data is presented for FY 2011 as the DGF grant agreements are still being processed;
4. The average processing time for GMA grants slightly decreased from 144 days in FY 2010 (13 grant agreements countersigned) to 141 days in FY 2011 (10 grant agreements countersigned).

Moreover, the overall average processing time for grant agreement drafting and internal clearances increased from 82 days in FY 2010 to 108 days in FY 2011. Breaking the data down by grant agreement type, the average processing time for grant agreement drafting and internal clearances in FY 2010 and 2011 is as follows:

1. TF – increased significantly from 120 days in FY 2010 to 201 days in FY 2011;
2. DGF – the processing time is 72 days. No data presented for FY 2011 as the DGF grant agreements are still being processed;
3. GMA – decreased from 66 days to 43 days.

Table 2 Average Grant Set Up Processing Time by Grant Agreement Type (in days)
(Countersigned in Fiscal Years 2010 – 2011)

	Fiscal Year 2010				Fiscal Year 2011			
	Overall	TF	DGF	GMA/MoU	Overall	TF	DGF	GMA/MoU
Number of Grant Agreements Processes and Countersigned	39	10	16	13	17	7	-	10
Proposal Submission to Countersigned Grant Agreement	170	297	113	144	261	433	-	141
Proposal Submission to Project Approval	78	165	27	74	145	211	-	99
Project Approval to Countersigned Grant Agreement	93	133	87	70	117	223	-	43
Drafting and Internal Clearances	82	120	72	66	108	201	-	43

Note:

Grant agreement processed in FY 2010 include 5 DGF phased-out grant agreement from previous fiscal years approval, with 31 December 2009 is used for Proposal Submission Date, Final Proposal Date and Project Approval Date.

3.3. GRANT SET-UP PROCESSING TIME BY GRANT RECIPIENT TYPE

Data on grant set-up processing time by grant recipient type is presented in Table 3. The recipients are categorised into the following grant recipient types:

1. World Bank;
2. UN-HABITAT;
3. GIZ;
4. UNEP;
5. National Government;
6. Municipal/Sub-National;
7. Academia/Research Institutes;
8. NGOs/Civil Society;
9. Network/Association/Foundation.

Table 3 indicates the average processing time from project approval to countersigned grant agreement in FY 2010 and 2011 for different grant recipients which was as follows:

1. World Bank – decreased from 70 days in FY 2010 to 43 days in FY 2011;
2. UN-HABITAT – 97 days in FY 2010. No data presented for FY 2011 as the grant agreements are still being processed;
3. UNEP – 208 days in FY 2010 (no grant agreements in FY 2011);
4. GIZ – 76 days in FY 2010. No data presented for FY 2011 as the grant agreements are still being processed;

5. NZAID – 105 days in FY 2010 (no grant agreements in FY 2011);
6. National Government – increased from 143 days in FY 2010 to 255 days in FY 2011;
7. Municipal/Sub-National – 80 days in FY 2010. No data presented for FY 2011 as the grant agreements are still being processed;
8. Academia/Research Institute – 91 days in FY 2010. No data presented for FY 2011 as the grant agreements are still being processed;
9. Network/Association/Foundation – increased from 112 days in FY 2010 to 164 days in FY 2011;
10. NGOs/Civil Society – increased drastically from 93 days in FY 2010 to 211 days in FY 2011.

Table 3 Average Grant Set-Up Processing Time by Grant Recipient Type (in days)
(Countersigned in Fiscal Years 2010 – 2011)

Grant Recipient	Number of Grant Agreements	Project Approval to Countersigned grant Agreement Received from Recipient	Project Approval to Countersigned grant Agreement	Drafting and Internal Clearances
2010	39	105	93	82
Academia/Research Institutes	4	101	91	83
GIZ	4	86	76	66
Municipal/Sub-National	3	106	80	75
National Government	2	161	143	105
Network/Association/Foundation	3	116	112	91
NGOs/Civil Society	1	99	93	92
NZAID	1	113	105	86
UNEP	2	246	208	197
UN-HABITAT	6	105	97	79
WB	13	78	70	66
2011	17	125	117	108
National Government	4	268	255	225
Network/Association/Foundation	2	176	164	151
NGOs/Civil Society	1	216	211	205
WB	10	48	43	43
Grand Total	56	111	101	90
Note:				
Grant agreement processed in FY 2010 include 5 DGF phased-out grant agreement from previous fiscal years approval, with 31 December 2009 is used for Proposal Submission Date, Final Proposal Date and Project Approval Date.				

The average processing time for grant agreement drafting *and* internal clearances in FY 2010 and 2011 is as follows:

1. World Bank – decreased from 66 days in FY 2010 to 43 days in FY 2011;
2. UN-HABITAT – 79 days in FY 2010. No data presented for FY 2011 as the grant agreements are still being processed;
3. UNEP – 197 days in FY 2010 (no grant agreements in FY 2011);
4. GIZ – 66 days in 2010. No data presented for FY 2011 as the grant agreements are still being processed;
5. NZAID – 86 days (no grant agreements in FY 2011);
6. National Government – the average processing time doubled, from 105 days in FY 2010 to 225 days in FY 2011;
7. Municipal/Sub-National – 75 days. No data presented for FY 2011 as the grant agreements are still being processed;
8. Academia/Research Institute – 83 days. No data presented for FY 2011 as the grant agreements are still being processed;
9. Network/Association/Foundation – increased from 91 days in FY 2010 to 151 days in FY 2011;
10. NGOs/Civil Society – increased drastically from 92 days in FY 2010 to 205 days in FY 2011.

3.4. ON-GOING GRANT SET-UP

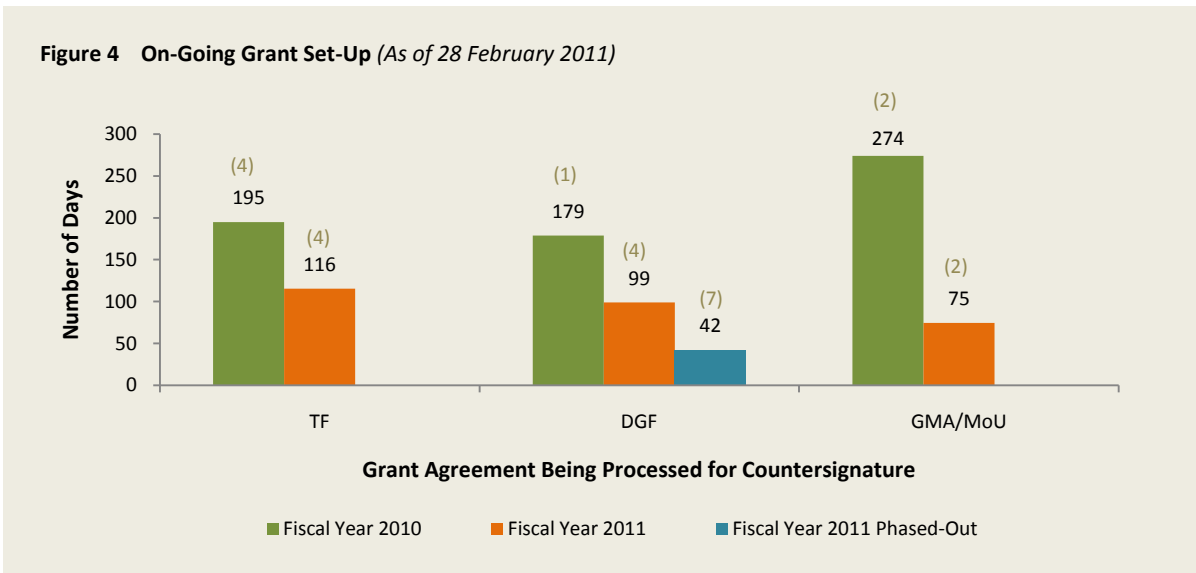
Figure 4 illustrates data on current grant agreements in process. As of 28 February 2011, 23 grant agreements are currently being processed and the overall average number of days since project approval is 121 days:

1. **TF grant agreements:**
 - a. 4 grant agreements for projects approved in FY 2010. The average number of days since project approval is 195 days;
 - b. 4 grant agreements for projects approved in FY 2011. The average number of days since project approval is 116 days.
2. **DGF grant agreements:**
 - a. 1 grant agreement for a project approved in FY 2010. The average number of days since project approval is 179 days;

- b. 4 grant agreement for projects approved in FY 2011. The average number of days since project approval is 99 days;
- c. 7 grant agreements for phased-out projects of previously approved projects. The average number of days since project approval is 42 days.

3. GMA/MoU grant agreements:

- a. 2 grant MoU for projects approved in FY 2010. The average number of days since project approval is 274 days;
- b. 2 grant MoU for projects approved in FY 2011. The average number of days since project approval is 75 days.



ANNEX 1

Average Grant Set-Up Processing Time by Grant Recipient Type (in days)

(Countersigned in Fiscal Year 2011)

Project Approval Fiscal Year	Project Title	Country	Grant Amount Assigned (in US\$)	Grant Recipient	Grant Agreement Type	Project Approval to Countersigned Grant Agreement Received from Recipient	Project Approval to Countersigned Grant Agreements	Drafting and Internal Clearances
2010	Indonesia Slum Alleviation Policy and Action Plan (SAPOLA)	Indonesia	455,000	Ministry of Finance	TF	249	245	235
2010	Jordan Secondary Cities Development Strategy Program	Jordan	476,000	Ministry of Municipal Affairs	TF	171	126	107
2010	Namibian City Development Strategies (CDS) Pilot	Namibia	250,000	Association of Local Authorities of Namibia	TF	246	223	198
2009	Development of the National Urban Policy and Strategic Urban Development Plan for Uganda	Uganda	450,000	Ministry of Lands, Housing and Urban Development	TF	472	471	425
2010	Shack/Slum Dwellers International: Transforming Settlements of the Urban Poor in Uganda: A Secondary Cities Support Programme (TSUPU)	Uganda	595,000	Slum Dwellers International	TF	216	211	205
2010	Strengthening Urban Local Governments in Uganda to Achieve the Goals of the TSUPU project	Uganda	229,500	International City Management Association	TF	106	104	103
2010	Transforming the Settlements of the Urban Poor in Uganda A Secondary Cities Support Programme (TSUPU)	Uganda	1,847,000	Ministry of Finance, Planning and Economic Development	TF	180	179	133