



Cities Alliance: Standard Operating Procedures

Last updated 12 November 2013

Table of Contents

Abbreviations and Acronyms	4
Glossary of Terms	5
1 INTRODUCTION	7
2 Basic Provisions	8
3 The Consultative Group	9
4 The Executive Committee	11
5 The Policy Advisory Forum.....	13
6 Secretariat	14
7 Human Resources.....	15
8 Results Framework and Performance Monitoring System	16
9 Programming of Cities Alliance Funds	17
A. Programming of Cities Alliance Funds: Core and Non-Core Funds	17
B. Approval for the Financing of Activities from the Core and Non-Core Funds	18
10 Administration, Accounting and Reporting on Donor Contributions	19
A. Administration of Contributions to the Trust Funds	19
B. Accounting and Reporting	20
C. Auditing	20
11 Procurement	21
12 Anti-Corruption	22
13 Grant Making Methodology.....	23
A. Initiation, Appraisal and Approval of Funding Proposals	23
(1) Country Programmes (CPs)	23
(2) Catalytic Fund (CATF)	25
(3) Analytical and Strategic Activities (ASAs)	26
(4) Other Programme and Administrative Expenditures	28
B. Grant Set-Up and Disbursement of Funds	28
C. Supervision and Monitoring of Project Implementation	29
D. Project Closure.....	29
14 Fiduciary Management of Grant Activities	31
A. Financial Management of Grants.....	31

B. Procurement in Grants	31
C. Environmental and Social Safeguards	32
D. Disbursement of Grant Funds	32
15 Other Operating Priorities and Principles	34
A. Role of Cities and Local Governments	34
B. Poverty Reduction and the Role of the Urban Poor	34
C. Gender	34
D. Youth	34
E. Engagement with Private Sector Partners	35
F. Human Rights	35
F. Environment and Climate Change [to be developed]	36
16 World Bank Legacy Operations	37
17 Procedures for Updating the Standard Operating Procedures	38
Annex A	Matrix of Responsibilities between the UNOPS Liaison Officer and the Secretariat
Annex B	Country Programmes Guidelines [<i>under revision to be approved in CY 2014</i>]
Annex C	Catalytic Fund Guidelines [<i>under revision to be approved in CY 2014</i>]
Annex D	Analytical and Strategic Activities Guidelines [<i>under development to be approved in CY 2014</i>]
Annex E	Results Framework
Annex F	Template for Integrated Safeguards Data Sheet
Annex G	Template for Integrated Assessment Framework
Annex H	Form of UN to UN Agency Contribution Agreement
Annex I	Form of Externally Financed Outputs Agreement (EFO)
Annex J	Form of Memorandum of Cooperation Agreement between UNOPS and a Government
Annex K	Form of Grant Support Agreement
Annex L	Work Programme Proposal Administration of Legacy Cities Alliance Operations

Abbreviations and Acronyms

ASA	Analytic and Advisory Activity
CA	Cities Alliance
CATF	Catalytic Fund
CG	Cities Alliance Consultative Group
CP	Country Programme
EXCO	Cities Alliance Executive Committee
IAF	Integrated Assessment Framework
JPO	United Nations Junior Professional Officer
M&E	Monitoring and Evaluation
NGO	Non-Governmental Organisation
PAF	Policy Advisory Forum
PMS	Performance Monitoring System
RFW	Results Framework
SOP	Standard Operating Procedures
TM	Task Manager
UNOPS	United Nations Office for Project Services
UNV	United Nations Volunteers

Glossary of Terms

Action Plan: The Cities Without Slums Action Plan.

Annual Report: The results-based narrative reporting and financial reporting provided by the Secretariat under Paragraph 66 of the Standard Operating Procedures.

Annual Work Plans: Plans prepared by the Secretariat that include a financial summary of the prior year's sources and uses of funds, a proposed annual budget and summary of outputs for the coming year, and a staffing table/organogram.

Charter: The Cities Alliance Charter, dated 8 November 2011 and as may be amended from time to time.

Cities Alliance Director (the CA Director): The Director of the Cities Alliance Secretariat.

Consultative Group (CG): The Board of the Cities Alliance and its highest and primary decision-making body. The duties and authorities of the Consultative Group are defined by the CA Charter under Paragraphs 24-27 of the Charter.

Contribution: With respect to the Contribution Agreement, the total amount of funds expressed as the respective Donor's Contribution in such Contribution Agreement; and together from all Donors, the "Contributions."

Contribution Agreement: The Contribution Agreement between UNOPS and the Donor for the Cities Alliance Programme.

Donor: Any government, government entity or other organisation that enters into a Contribution Agreement with UNOPS.

Executive Committee (EXCO): Formed by the CG to streamline decision-making procedures and provide oversight and guidance of Secretariat operations between Consultative Group meetings. Per Paragraph 28 of the Charter, the EXCO is entirely accountable to the CG. The roles and responsibilities of the EXCO are defined in Paragraph 33 of the Charter.

Funds: The trust funds that are administered by UNOPS on behalf of the Cities Alliance.

Grant Support Agreement (GSA): The agreement signed between UNOPS and the Recipient (Grantee) in support of a particular Cities Alliance activity.

Medium-Term Business Plans: Plans of three years or more prepared by the Secretariat that include a review of Cities Alliance goals and objectives; proposed programming of Country Programme, Catalytic Fund and Analytic and Strategic Activities over the medium term; and a review of targets and milestones under the Results Framework. It puts forward a financial plan that allows the CA to undertake the proposed plans, and it may also include recommendations for changes to governance, management and staffing.

Member: Any Member of the Cities Alliance as defined by Paragraph 15 of the Charter.

The Policy Advisory Forum (PAF): The Cities Alliance platform for public discussion, debate and knowledge sharing of activities that improve awareness of relevant policies or activities, changing policies and behaviour, as defined in Paragraphs 35-40 of the Charter.

Recipient: Either the Grantee under the Grant Support Agreement or any other recipient of the Contribution.

Secretariat: UNOPS personnel carrying out the Secretariat function of the Cities Alliance, as defined in Paragraphs 41-44 of the Charter.

Task Manager (CA TM): The Secretariat staff member who is assigned to lead a particular task or activity for which he or she holds responsibility on fiduciary, budgetary, supervision and quality of outputs.

UNOPS: The United Nations Office for Project Services.

1 INTRODUCTION

1. The Cities Alliance is a partnership for urban poverty reduction and the promotion of the role of cities in sustainable development. It aims at supporting cities, local governments and their partners¹ in the developing world in addressing challenges to capture the gains of urbanisation and taking advantage of opportunities, for the benefit of their citizens. The Cities Alliance was created in 1999 when 10 donor governments joined the World Bank, UN-Habitat and the major international associations of local authorities—United Cities and Local Governments (UCLG) and Metropolis—to form a new partnership aimed at focusing on two key issues: The growth of slums and the management of cities where slum growth was taking place.

2. The first act of the Cities Alliance after its establishment in 1999 was to produce the Cities Without Slums Action Plan, which created a target of improving the lives of 100 million slum dwellers by the year 2020—the first time such a measurable target had been set in the international development arena. South African President Nelson Mandela agreed to serve as patron of the Action Plan, which was subsequently incorporated into the United Nations Millennium Declaration in 2000 as Target 11 of the Millennium Development Goals.

3. By decision of the members at the launch of the Cities Alliance, the World Bank was requested to act as Trustee of the organisation, and as host of the Secretariat. Under the direction of a Manager, the Secretariat was responsible for managing the daily operations of the organisation. Within the World Bank, the Cities Alliance Secretariat was located within the Sustainable Development Network, under the Director dealing with urban development.

4. In 2007, the Cities Alliance adopted a Medium Term Strategy for the period 2008-2010. The Strategy proposed a longer-term and more programmatic approach to the work of the organisation, and required a number of significant changes to the Cities Alliance's business model and, eventually, the drafting of a wholly new Charter. The new Charter was adopted in 2010.

5. The Consultative Group subsequently decided that the next phase in the organisation's development would be facilitated by moving the Secretariat to Brussels. This was confirmed at the 2012 Annual Meeting in Hanoi, Vietnam with the decision to move to Brussels and, subsequently, to identify the United Nations Office for Project Services (UNOPS) as Trustee and host of the Secretariat.

6. This compendium of Standard Operating Procedures (SOP) has been prepared to guide the operations of the Cities Alliance in general, and the work of the Secretariat and UNOPS as Trustee in particular, as well as their interactions with the CA governing bodies. It builds upon many of the procedures that were used while the Secretariat was based at the World Bank, and also uses the policies of UNOPS as the new host of the Secretariat and Trustee. It will be reviewed on a regular basis by the EXCO of the Cities Alliance.

¹ Partners are non-Consultative Group Members and may include cities, national associations of local governments, national governments, civil society organisations, NGOs, university and research institutes, private enterprises, etc.

2 Basic Provisions

7. As defined by Paragraph 6 of the Cities Alliance Charter: “[t]he Cities Alliance is a global partnership for urban poverty reduction and the promotion of the role of cities in sustainable development” (*Charter, Paragraph 6, p. 2*).

8. In accordance with Paragraph 14 of the Charter, “[m]embership of the Cities Alliance is open to representatives of (i) national governments; (ii) multi-lateral organisations; (iii) global organisations of local authorities; (iv) international networks of organisations engaged in urban development; and (v) other partners as described [in the remainder of the Charter]” (*Charter, Paragraph 14, p. 4*).

9. **Membership.** As defined by the Paragraph 15 of the Charter, “[t]here are two categories of membership: (a.) Full Members and (b.) Associate Members” (*Charter, Paragraph 15, p. 5*). Prospective members meeting the criteria outlined under Paragraph 8, above, may become CA members provided that they: “(i) are sponsored by 3 (three) existing Full Members of the Consultative Group (ii) endorse the Cities Alliance Charter and (iii) undertake to meet their financial contributions to the Cities Alliance Trust Fund” (*Charter, Paragraph 20, p. 5*).

10. **Membership fees.** Membership fees and exceptions are set out in Paragraph 21 of the Charter: “With the exception of UCLG and Metropolis, all members are required to make a financial contribution to the core funds of the Cities Alliance, according to the Schedule of Annual Membership Fees listed as Annex II². The CG, upon recommendation by the EXCO, may decide upon other exceptions to the rule.” (*Charter, Paragraph 21, p. 5*). All contributions are administered by UNOPS on behalf of the Member in accordance with the terms of the Contribution Agreement between UNOPS and the Member, the UNOPS Standard Provisions Applicable to Contributions to the Cities Alliance Programme and these Standard Operating Procedures. Per Paragraph 22 of the Charter, “[m]embers that fail to make their agreed financial contribution for two consecutive financial years will no longer be Members of the Consultative Group, and they will be notified by the EXCO.” (*Charter, Paragraph 22, p. 5*).

11. **Governance structure.** As defined by the Paragraph 23 of the Charter: “[t]he Cities Alliance is composed of four structures: a) the Consultative Group (CG); b) the Executive Committee (EXCO); c) the Policy Advisory Forum (PAF); and d) the Secretariat” (*Charter, Paragraph 23, p. 5*).

12. In the event of any conflict between any provision of the Standard Operating Procedures and any provision of the CA Charter, the provisions of the Charter will prevail, and in the event of any conflict between any provision of the Standard Operating Procedures and any provision of the Contribution Agreement, the provisions of the Contribution Agreement will prevail.

² Charter Annex II: Schedule of Minimum Annual Membership Fees: “These fees constitute the core resources of the Cities Alliance and are used to fund the annual Work Programme for the Cities Alliance. Members are encouraged to contribute more than the minimum.

Multi-lateral Organisations:	\$250,000
National Governments (non-Developing Countries):	\$250,000
National Governments (Developing Countries):	\$ 50,000
Global Organisations of Local Authorities, UCLG and Metropolis:	N/A
International Non-Governmental Organisations and Networks:	\$ 50,000
Foundations, Private Sector and Universities:	\$ 250,000
Other Partners (as defined by the CG):	\$ TBA

3 The Consultative Group

13. **The Consultative Group (CG)** functions as the Board of the Cities Alliance and is its highest and primary decision-making body. The duties and authorities of the Consultative Group are defined under Paragraph 27 of the Charter:

- a) Adopt, and amend, the Charter;
- b) Approve the long- and medium-term strategic direction of the Cities Alliance;
- c) Ratify the annual work plan and budget of the Cities Alliance, including that of the Secretariat and the Policy Advisory Forum, following approval by the Executive Committee;
- d) Approve the criteria to be used in evaluating and approving Cities Alliance activities;
- e) Review and evaluate the overall performance of the Cities Alliance;
- f) Establish the membership fees for different membership categories;
- g) Help raise additional resources;
- h) Appoint Rotating Members of the Executive Committee;
- i) Appoint the Chairperson of the Policy Advisory Forum;
- j) Approve the applications of new CG members; and
- k) Decide on the physical location of the Secretariat.” (*Charter, Paragraph 27, p. 6*)

14. **Consultative Group membership.** As defined in Paragraph 24 of the Charter: “The Consultative Group comprises Full Members and Associate Members of the Cities Alliance.” (*Charter, Paragraph 24, p. 6*).

15. **Decision making authority.** As set out in Paragraph 25 of the Charter: “Two thirds of the membership constitutes a quorum of the Consultative Group. Decisions in the Consultative Group are taken by Full Members by consensus. Consensus means no objection to agreement, but does not preclude the ability to dissent on the record without objecting.” (*Charter, Paragraph 25, p. 6*). Associate Member representatives: “are entitled to participate in the CG session without participation in the decision-making process” (*Charter, Paragraph 17, p. 5*). “Others interested in Cities Alliance activities may be invited by the CG Co-Chairs to attend specific CG sessions as Observers” (*Charter, Paragraph 18, p. 5*).

16. **Consultative Group Chairs.** As set out in Paragraph 26 of the Charter: “[t]he Consultative Group is co-chaired by the World Bank and UN-Habitat.” (*Charter, Paragraph 26, p. 6*). Upon request of the Secretariat and the decision of CG member representatives, the Chairpersons may also be asked to represent the CA in certain fora, and to generally promote the partnership.

17. **Meetings of the Consultative Group.** The Consultative Group meets at least once a year and as often as necessary to fully discharge its duties. Meetings of the CG are normally convened in November of each year. The meetings are attended by representatives of the CA Members as appointed by their organisations. Recommendations for possible meeting locations for the next year’s CG meeting are formulated by the Secretariat and decided upon by the CG, normally at the end of the current year’s CG meeting. Upon decision of the CG Chairpersons, and in consultation with the EXCO Chair and the CA Director, CG meetings may take place over audio or video.

18. Provisional agendas for meetings of the CG are drafted by the CA Director, in consultation with the CG Chairpersons, and are circulated among CG member representatives at least 30 days prior to the opening date of the meeting. The provisional agenda shall be circulated together with notice of the meeting and the related preparatory documentation. Additions to the agenda and modification by any CA member representatives should be provided no less than 15 days prior to the opening of the meeting. The agenda and the documentation should then be re-transmitted accordingly. The final agenda is adopted at the beginning of the meeting. Whenever the CA Director in agreement with the CG Chairpersons determines that a decision must be taken by the CG that does not warrant the calling of a CG meeting, the

Secretariat will circulate via email the issue to all members of the CG and the decision may be taken by the CG virtually on a no-objection basis. The Secretariat will keep records of the process and the decisions taken.

19. A report outlining the main deliberations is circulated by the Secretariat to the CG Chairs no later than 15 days after closing day of the meeting. The CG Chairpersons have an additional five days to clear the report, after which it will be immediately circulated to the CG Members for information. The report is formally approved at the beginning of the following CG meeting. Records of the CG meetings are kept by the Secretariat.

4 The Executive Committee

20. To discharge its duties more effectively, streamline decision-making procedures and provide oversight and guidance of Secretariat operations between Consultative Group meetings, the CG has formed and appointed an **Executive Committee** (EXCO). Per Paragraph 28 of the Charter, “[t]he EXCO is accountable to the Consultative Group in all matters.” (*Charter, Paragraph 28, p. 6*). The roles and responsibilities of the EXCO are defined in Paragraph 33 of the Charter:

- “a) Provide guidance to the Secretariat on matters of policy and strategy;
- b) Approve the Business Plan, annual work plan and budget of the Cities Alliance, including that of the Secretariat and the Policy Advisory Forum, subject to ratification by the CG³;
- c) Monitor progress and make recommendations to the CG;
- d) Participate in the selection of the Director of the Secretariat;
- e) Approve any operating manuals produced by the Secretariat;
- f) Select countries for country programmes;
- g) Nominate the Chairperson of the Policy Advisory Forum for CG appointment;
- h) Respond to requests from the CG; and
- Consider applications for membership and makes recommendation to the CG”. (*Charter, Paragraph 33, p. 7*).

21. **Executive Committee membership.** As defined in Paragraph 29 of the Charter the EXCO comprises representatives from: “a) Permanent Members (a. UCLG and UN-Habitat); b) Rotating Members (a. One national government from Developing Countries; b. Two national governments from non-Developing Countries; c. Two other Full Members or Associate Members; c) Ex-Officio Member (a. Director of the Secretariat); d) Participating Observer (a. World Bank)”. (*Charter, Paragraph 29, p. 7*). “The Chairperson of the EXCO may invite the Chairperson of the PAF to participate in the discussion of the EXCO as an Observer.” (*Charter, Paragraph 30, p. 7*).

22. **Selection of EXCO Members.** Per Paragraph 32 of the Charter, “Rotating Members are selected by the CG, for three-year terms, appointed on a staggered basis.” (*Charter, Paragraph 32, p. 7*).

23. **Decision making authority.** As set out in Paragraph 31 of the Charter: “Permanent Members and Rotating Members are decision making and the Ex-Officio Member and Observer are non-decision making.” (*Charter, Paragraph 31, p. 7*).

24. **Executive Committee Chair.** “The UCLG representative acts as the Chairperson of the Executive Committee. If, for any reason, the UCLG representative is not available, the EXCO Members will elect a Chairperson for that meeting.” (*Charter, Paragraph 32, p. 7*).

25. **Meetings of the Executive Committee.** “The Executive Committee meets as often as necessary, but no less than twice per year. One of the EXCO meetings precedes the CG meeting.” (*Charter, Paragraph 34, p. 8*). EXCO meetings are normally convened in May and in November, the latter directly preceding the CG annual meeting. Upon decision of the Chairperson and in consultation with the CA Director, EXCO meetings may take place over audio or video. Recommendations for possible meeting locations for the next EXCO meeting are formulated by the Secretariat and decided upon by the EXCO, normally at the end of the current EXCO meeting. Whenever the CA Director in agreement with the EXCO Chairperson determines that a decision must be taken by the EXCO that does not warrant the calling of an EXCO meeting, the Secretariat will circulate via email the issue to all members of the EXCO, and the

³ Although subject to CG ratification, the established practice is that EXCO approval provides sufficient authority to the Trustee to undertake Cities Alliance activities. See Paragraphs 58 and 59 of the SOP.

decision may be taken by the EXCO virtually on a no-objection basis. The Secretariat will keep records of the process and the decisions taken.

26. Provisional agendas for meetings of the EXCO are drafted by the CA Director, in consultation with the EXCO Chair, and are circulated among EXCO member representatives at least 30 days prior to the opening date of the meeting. The provisional agenda shall be circulated together with notice of the meeting and the related preparatory documentation. Additions to the agenda and modification by any EXCO member representatives should be provided no less than 15 days prior to the opening of the meeting. The agenda and the documentation should then be re-transmitted accordingly. The final agenda is adopted at the beginning of the meeting.

27. EXCO decisions are taken by consensus of Members, and the Chairperson shall ascertain consensus. "Consensus means no objection to agreement, but does not preclude the ability to dissent on the record without objecting." (*Charter, Paragraph 25, p. 6*). A report outlining the main deliberations is circulated by the Secretariat to the EXCO Chairperson no later than 15 days after the closing day of the meeting. The EXCO Chairperson has an additional five days to clear the report, after which it will be immediately circulated to the EXCO and CG Members for information. The report is formally approved at the beginning of the following EXCO meeting. Records of the EXCO meetings are kept by the Secretariat.

5 The Policy Advisory Forum

28. As defined in Paragraph 35 of the Charter: “The **Policy Advisory Forum** [“PAF”] is the Cities Alliance platform for public discussion, debate and knowledge sharing of activities that improve awareness of relevant policies or activities, changing policies and behaviour.” (*Charter, Paragraph 35, p. 8*).

29. **Policy Advisory Forum composition.** As defined in Paragraph 38 of the Charter: “The PAF provides a platform for Full Members and Associate Members of the Consultative Group to engage in policy dialogue with other parties, including but not limited to representatives of: a) Country partners of the Cities Alliance, particularly cities and local authorities; b) Universities and training institutions; c) Non-governmental organisations; d) Community-based organisations; e) Foundations; and f) Private sector organisations.” (*Charter, Paragraph 38, p. 8*).

30. **Policy Advisory Forum Chair.** Per Paragraph 37 of the Charter, “[t]he PAF has a Chairperson for a period of three years. In formulating the work programme and activities of the PAF, the Chairperson will work in close consultation with the Chairperson of the EXCO, the Co-Chairs of the Consultative Group and the Director of the Secretariat.” (*Charter, Paragraph 37, p. 8*).

31. **Meetings of the Policy Advisory Forum.** “The main PAF meeting is held in conjunction with the annual meeting of the Consultative Group. In between meetings, the PAF can also be convened, in coordination with the Secretariat and the Chairperson of the PAF, at a country or city level.” (*Charter, Paragraph 39, p. 8*).

32. Provisional agendas for meetings of the PAF are drafted by the CA Director, with the PAF Chair after consultation with the CG and EXCO chairs and CA members as appropriate, and are circulated among PAF representatives at least 30 days prior to the opening date of the meeting. The provisional agenda shall be circulated together with notice of the meeting and the related preparatory documentation. Additions to the agenda and modification by any PAF representative should be provided no less than 15 days prior to the opening of the meeting. The agenda and the documentation should then be re-transmitted accordingly. The final agenda is adopted at the beginning of the meeting.

33. Records of the PAF meetings are kept by the Secretariat, and a report outlining the main deliberations is circulated by the Secretariat to the PAF Chair no later than 15 days after the closing day of the meeting. The PAF Chairperson has an additional five days to clear the report, after which it will be circulated to the PAF participants. The report is formally approved at the beginning of the following PAF meeting.

6 Secretariat

34. As defined by Paragraph 41 of the Charter, the **Cities Alliance Secretariat** “carries out the Cities Alliance Work Programme and manages its day-to-day operations. A primary function of the Secretariat is to actively facilitate the participation of members in the activities of the organisation. It also provides for appropriate services to CG Members and facilitates their involvement in its activities” (*Charter, Paragraph 41, p. 9*). The Secretariat is accountable to the CG, and it reports regularly to the CG and EXCO as directed under Section 10.B of the SOP. Roles and responsibilities of the Secretariat are defined by the CA Charter under Paragraph 44:

- “a) Facilitate Member involvement in the activities of the Cities Alliance;
- b) Screen and evaluate project proposals, in accordance with criteria approved by the CG;
- c) Provide Secretariat services to the CG, EXCO and PAF;
- d) Prepare and present medium- and long-term strategies, for consideration by EXCO and the CG;
- e) Support the CG and EXCO in fundraising on behalf of the Cities Alliance;
- f) Maintain a database of projects of the Cities Alliance;
- g) Monitor the implementation of projects and disseminate lessons learned from CA and other activities, including an Annual Progress Report;
- h) Draft the Work Programme and budget for EXCO approval and CG ratification, and facilitate its implementation; and
- Prepare and present status reports on progress and results.” (*Charter, Paragraph 44, p. 9*).

35. **Administration.** Per Paragraph 42 of the Charter [to be amended], the Cities Alliance Secretariat is “administered by and within the [World Bank] [United Nations Office for Project Services (UNOPS)], and [the World Bank] [UNOPS] serves as trustee of Cities Alliance financial resources.” (*Charter, Paragraph 42, p. 9*). As of transition date, the Cities Alliance Secretariat is headquartered in Brussels from where it manages operations.

36. **Secretariat staff.** The Secretariat is supported by a minimum of staff necessary to implement the activities approved by the EXCO and ratified by the CG in the Annual Work Plans, budgets and medium-term Business Plan for Core, Non-Core and Project funds. The Secretariat is headed by a Director. Per Paragraph 43 of the Charter [to be amended], “[t]he Cities Alliance Secretariat staff are [World Bank] [UNOPS] staff members recruited and managed according to [World Bank] [UNOPS] policies and procedures.” (*Charter, Paragraph 43, p. 9*). In order to discharge its duties effectively, UNOPS, in accordance with approved budgets, may engage external consultants, interns or participate in donor-funded staffing programmes such as Secondments, United Nations Volunteer (UNV), and Junior Professional Officer (JPO) programmes.

37. **The CA Director.** The CA Director is selected and appointed in accordance with UNOPS policies and procedures, while retaining the ability to operate in a functionally independent and effective manner in accordance with UNOPS organisational directives and administrative instructions. The approval of the Director’s terms of reference, and the selection of the Director, will be made in consultation with the Executive Committee. The EXCO will also participate in clarifying the CA Director’s duties, responsibilities and expectations as well as on-going review of his/her performance.

38. The CA Director is responsible for the selection of all Secretariat staff in accordance with Section 7 of the SOP. All selections will be made under UNOPS policies and procedures within the budgets approved through the Cities Alliance governance mechanisms.

7 Human Resources

39. All human resources services will be provided in accordance with the relevant UNOPS rules and regulations on the process of personnel selection and administration, including the applicable organisational directives, administrative instructions and United Nations staff rules. This will include the selection and recruitment process of personnel as required, the designing of terms of reference for specific positions, writing and publishing of the vacancy in electronic and print media, and selecting and recruiting selected candidates, as well as the on-going management of their contracts with respect to the payment of salaries and corresponding entitlements. Any costs relating to such positions, including any commitments and liabilities that may arise out of or in connection with personnel entitlements notwithstanding the appointment end date, will be charged against the Contributions.

40. UNOPS will select and appoint a Liaison Officer, a dedicated UNOPS resource to the Secretariat paid from the direct costs as defined in Paragraph 63 of the SOP. The roles and responsibilities of the UNOPS Liaison Officer and the Secretariat are outlined in the attached Matrix of Responsibilities (Annex A).

41. Authorisations to incur expenditures and commitments in relation to Cities Alliance shall be made by UNOPS-authorized officials in accordance with UNOPS' organisational directives and administrative instructions on delegations of authority, and Work Plans and Budgets as approved by the EXCO and ratified by the CG.

42. **Personnel contracts.** Personnel that are recruited for and/or managed by the Secretariat shall be subject to the provisions of the contract modality that governs their position. These shall include:

- UNOPS staff contracts, the contract modality that will result in Secretariat personnel holding UNOPS staff member status; or
- Individual contractor agreements, the contract modality used by UNOPS to engage individuals to provide services within specific project-based deliverables.

43. In accordance with the approved budgets, the CA Director may request that UNOPS reclassify certain positions. Upon receiving any such recommendation, UNOPS may then proceed with reclassifying these positions in accordance with its rules and regulations. It is understood that UNOPS will classify the Secretariat positions upon transfer from the World Bank, in consultation with the CA Director.

8 Results Framework and Performance Monitoring System

44. **Monitoring and evaluation.** The main objective of the Cities Alliance is to strengthen and promote the role of cities in poverty reduction, and in sustainable development. To assess the extent to which its efforts and those of partners are making progress toward that objective, Cities Alliance monitors and evaluates its activities within an agreed-upon results framework.

45. Monitoring and evaluation (M&E) provides information to the CA on achievement of developmental results, effectiveness in achieving those results, and efficiency of its operating systems. It also supports learning from experience and promotes accountability for results. The CA's M&E system has two major components: the Results Framework (RFW) and the Performance Monitoring System (PMS).

46. **Results Framework.** The Charter establishes the developmental objectives of the Cities Alliance, its approach and the type of activities it supports. The Results Framework articulates the different tiers of results (outputs, intermediate outcomes, outcomes and impact) expected by CA interventions that lead to the achievement of the objectives of the Cities Alliance through causal and logical relationships. The Results Framework includes selected Performance Indicators with related critical assumptions to help measure and document progress across the various tiers of results.

47. The Results Framework is approved by the CG as part of its roles and responsibilities for the strategic direction of the Cities Alliance, and for reviewing and evaluating its overall performance. The Cities Alliance Results Framework is presented in Annex E to the SOP, and may be periodically updated by the Secretariat for EXCO approval and CG ratification. The Secretariat reports annually to the CG and EXCO on progress towards the agreed results through a corporate scorecard, which is annexed to the annual work plan (see Paragraph 57).

48. **Performance Monitoring System.** The Results Framework forms the basis of a PMS, which operationalises the performance indicators into baselines, milestones and targets, data sources, and tools and frequency for data collection. The PMS operates at the grant/activity level, across grant portfolios and for the programme as a whole. The PMS is not only about monitoring, control and tracking emerging results; it is also about learning for both clients and the Cities Alliance that can be applied in the design of new activities. Part of the PMS are project evaluations described under Paragraph 111 of the SOP.

49. **Independent Evaluations.** UNOPS also relies on periodic Independent Evaluations to help assess the efficiency and relevance of the Programme, verify the achievement of the agreed-upon results, and assess its higher-level impact. Independent Evaluations of the Cities Alliance Programme should be determined by CG in line with international practice—at least every five years—and administered by the Secretariat. The Secretariat should propose the terms of reference for the Evaluation which will be reviewed by the CG. The Secretariat will prepare a report with all comments received and distribute it to CG. The revised TOR is then approved by the CG. The CG will also engage at relevant stages of the evaluation process in consultation with UNOPS. The process of selection will be carried out in accordance with UNOPS organisational directives and administrative instructions

9 Programming of Cities Alliance Funds

A. Programming of Cities Alliance Funds: Core and Non-Core Funds

50. **Contributions**⁴. “With the exception of UCLG and Metropolis, all members are required to make a financial contribution to the core funds of the Cities Alliance, according to the Schedule of Annual Membership Fees listed as Annex II [of the Charter]. The CG, upon recommendation by the EXCO, may decide upon other exceptions to the rule” (*Charter, Paragraph 21, p. 5*). These financial contributions (the “Contributions”) constitute the “Core Funds” of the Cities Alliance and are used to fund the Annual Work Plans and Medium-term Business Plans approved by the EXCO and ratified by the CG. Members may contribute more than the minimum amounts set out in Annex II of the Charter.

51. **Core Funds**. Contributions to the Core Funds are pooled in a multi-donor fund administered by UNOPS and used for Cities Alliance administrative and operational activities under the Annual Work Plans, budgets and Business Plan approved by the EXCO, ratified by the CG, and administered under the Charter, Standard Operating Procedures, and the standard provisions governing the multi-donor fund (as contained in the Contribution Agreement).

52. In exceptional circumstances where a potential donor is not able to agree with the provisions of the multi-donor fund, the Trustee may administer the Member Core Fund Contribution in a single donor fund, rather than being pooled with other donor funds, so long as those funds are used for administrative and operational activities under the Annual Work Plans, budgets and Business Plan approved by the EXCO and ratified by the CG.

53. **Non-Core Funds**. In addition, while Members should endeavour to allocate all Contributions to the Core Fund, they can offer to make additional Contributions, above and beyond annual membership fees, to “Non-Core Funds”, particularly if such Contributions will result in the mobilisation of additional funds. Non-Core Funds contain resources that are earmarked for specific purposes to be mutually determined between the Member and the Secretariat. Non-Core Funds are administered under the Charter, Standard Operating Procedures, and the standard provisions governing the Funds (as contained in the Contribution Agreement). Examples of earmarking for Non-Core Funds include directing funding toward a particular geographical focus or in support of specific business lines.

54. Acceptance of Non-Core Funds should meet all of the following criteria:

- Support the strategy and Business Plan of the Cities Alliance;
- Contribute towards achievement of the results targeted in the Cities Alliance Results Framework (see Section 8); and
- Cover the costs of the Secretariat and Trustee for administering, managing and reporting on the funds.

The receipt of Non-Core Funds is subject to agreement in advance in accordance with the criteria specified in Paragraph 54 by the EXCO for amounts less than USD 5 million, and by the CG from amounts greater than or equal to USD 5 million.

55. **Project Funds**. The Cities Alliance may also administer “Project Funds” with Contributions from non-Members (e.g., donors that wish to financially contribute to CA activities but do not wish to join the Consultative Group). Project Funds are subject to the same procedures and criteria as Non-Core Funds.

⁴ See Section 10, below, for details on the financial administration of Contributions.

B. Approval for the Financing of Activities from the Core and Non-Core Funds

56. **Three-year Business Plan.** The Secretariat will prepare a three-year Business Plan, which will be reviewed and approved by the EXCO, and ratified by the CG. The Business Plan will include a review of Cities Alliance goals and objectives (including any recommended changes), proposed programming of Country Programme, Catalytic Fund and Analytic and Strategic Activities over the medium term, and a review of targets and milestones under the Results Framework (see Section 8). It may also include recommendations for changes to governance, management and staffing, and will put forward a financial plan that will allow the CA to undertake the proposed plan. The Business Plan will be reviewed periodically as determined by the EXCO or CG.

57. **Annual Work Plan.** The Secretariat will prepare an Annual Work Plan with respect to the Core, Non-Core and Project funds, with reference to the approved Business Plan for all programmatic and internal and external monitoring and evaluation purposes. The annual work plan will be prepared with reference to the overall objectives of the Cities Alliance as set out in the Charter and as reflected in the Results Framework. It will include a financial summary of the prior year's sources and uses of funds, a proposed **Annual Budget** and summary of outputs for the coming year, the annual scorecard and a staffing table/organogram. The annual work plan, including the annual budget, is submitted for approval to the EXCO and ratification by the CG.

58. **Authority to undertake Core-funded Cities Alliance activities.** Approval by the EXCO of the Annual Work Plan, budget and Business Plan provides the authority for UNOPS to proceed with Core-funded Cities Alliance activities, subject to availability of funds and to the approval process for individual grant allocations. CG will ratify the approved Annual Work Plan, budget and Business Plan. EXCO approval provides sufficient authority to UNOPS to undertake Cities Alliance activities.

See Section 13.B. for procedures for disbursement grant funds under Core-funded activities.

59. **Authority to undertake Non-Core-funded Cities Alliance activities.** Approval by the EXCO of the Annual Work Plan, budget and Business Plan provides the authority for UNOPS to proceed with Non-Core-funded Cities Alliance activities, subject to availability of funds and to the approval process for individual grant allocations. CG will ratify the approved Annual Work Plan, budget and Business Plan. EXCO approval provides sufficient authority to UNOPS to undertake Cities Alliance activities.

See Section 13.B. for procedures for disbursement grant funds under Non-Core-funded activities.

10 Administration, Accounting and Reporting on Donor Contributions

A. Administration of Contributions to the Trust Funds

60. As the trustee of the Cities Alliance Programme, UNOPS will have full fiduciary responsibility and accountability for the receipt, custody and disbursement of all Contributions provided by the Donors under any Contribution Agreements entered into between UNOPS and any Donor.

61. **Administration of Contributions.** Contributions received by UNOPS under, or pursuant to, any CA Contribution Agreement, shall be administered in accordance with UNOPS' organisational directives, including the UNOPS Financial Regulations and Rules, and administrative instructions. All Core, Non-Core and Project Contributions received by UNOPS shall be recorded in a separate ledger accounts established by UNOPS. All Core Fund Contributions will be pooled along with other Contributions received from Donors for the same purpose, except in the exceptional circumstances described under Paragraph 52.

62. As per the Annex I, Article 2.4 of the Contribution Agreement: "The value of the Contribution if made in a currency other than in USD shall be determined by the actual amounts credited by the bank into the UNOPS bank account on the date of payment of each installment. Such amounts shall increase or decrease the funds available for disbursements to the Programme. All expenditures made for the Programme in currencies other than USD shall be recorded using the United Nations operational rate of exchange in effect on the date of each transaction and/or payment. UNOPS shall not absorb or otherwise assume responsibility for any net exchange gains and net exchange losses in the value of the Contribution received as well as Programme related transactions".

63. **Management fees.** Per the Standard Provisions Applicable to Contributions to the Cities Alliance Programme, UNOPS will deduct the approved fees to cover its direct and indirect costs expended in support of implementation of the Cities Alliance Programme.

UNOPS costs and fees:

- A. Indirect costs are recovered through a UNOPS Management Fee of:
 - 4% of all expenditures made through Grant Support Agreements, Memoranda with Governments and UN to UN Agency Contribution Agreements and equivalent instruments; and
 - 8% of all other expenditures.
- B. Direct costs of UNOPS (USD 300,000 year 1)⁵.
- C. Direct Allocable Costs of up to 1%⁶

UNOPS costs and fees will be included in the annual budget and approved through Cities Alliance Programme governance.

64. **Interest income.** Any interest accrued on the cash balances of the Contribution received by UNOPS shall be credited to the Fund that is used to administer the Contribution and used in accordance

⁵ Reviewed annually by UNOPS and the Secretariat.

⁶ Allocable costs are direct costs incurred by UNOPS for which direct benefit is shared among multiple programmes and projects (such as audits, insurance, IT systems etc.).

with UNOPS' Financial Regulations and Rules and financial and administrative practices of UNOPS for the benefit of the Programme, in accordance with the SOP.

B. Accounting and Reporting

65. **Cities Alliance Fiscal Year.** Starting on 1 January 2014, the CA fiscal year will be on a calendar year basis. Additional accounting and reporting will be provided from the transition date to 31 December 2013.

66. **Reporting.** The Secretariat will provide the Donors with:

- Annual result-based narrative reports [the "Annual Report"] by 31 March following the end of each calendar year.

UNOPS will provide the Donors with:

- Semi-annual interim financial statements as of 30 June and 31 December within one month of the end of each reporting period;
- Annual certified financial statements as of 31 December by 30 June of the following calendar year;
- Certified final financial statements will be provided no later than 31 July of the calendar year following the year during which activities funded by the Contribution are operationally completed.

67. All reports will be prepared and submitted in accordance with UNOPS standard requirements and formats.

68. The above reports do not include reporting on the legacy portfolio, which will come separately from the World Bank as provided in the past, including on a World Bank fiscal year basis, in accordance with the contribution agreement terms that the World Bank entered with donors.

C. Auditing

69. **Audit procedures.** As per article 8.1 of the Contribution Agreement: "all Contributions to UNOPS [...] are subject exclusively to the internal and external auditing procedures laid down in the UNOPS Financial Regulations and Rules and further regulated by the Executive Board of UNDP/UNFPA/UNOPS. Disclosure of audit reports is regulated by the audit disclosure policies applicable to UNOPS". For audit requirements at the project level as they apply to grant recipients, please see Paragraph 116.

11 Procurement

70. **Procurement.** Any procurement activities carried out by UNOPS shall be in accordance with UNOPS internal rules and regulations as defined by the UNOPS Financial Regulations and Rules and UNOPS Procurement Manual⁷. Equipment and materials purchased by UNOPS with Donor Contributions shall be the property of UNOPS unless otherwise agreed, or until such time as UNOPS transfers such property to a Recipient per the Grant Support Agreements, inter-agency agreements, project cooperation agreements or other arrangements.

⁷ (see <http://www.unops.org/SiteCollectionDocuments/Procurement%20docs/UNOPS%20procurement%20manual%20EN.pdf>).

12 Anti-Corruption

71. The CA Secretariat as provided by UNOPS adheres to anti-corruption policies of the highest international standards. Pertinent text outlining anti-corruption and fraud measures is included in the Contribution Agreement with Donors. Applicable UNOPS policies are: UNOPS policy to address fraud (OD 10, revision 2); Charter of the Internal Audit and Investigations Group (OD 25, revision 1); Protection against retaliation for reporting misconduct or cooperating with duly authorized fact-finding activities (OD 35, new); and UNOPS Legal Framework for Addressing Non-Compliance with United Nations Standards of Conduct (OD36). The general conditions attached to grant agreements for Recipients of CA funds includes anticorruption and procurement standards. Within the framework provided by the above policies, the CA Secretariat relies also on its specific fiduciary assessments of Recipients (see Integrated Assessment Framework, IAF – Annex G) and on project control tools (such as procurement plans, social and environmental plans, financial and progress reports, as well as supervision missions).

13 Grant Making Methodology

72. The Cities Alliance is a partnership. Its activities are mainly implemented through Members, or through Partners⁸ with the support of Members. In certain circumstances, the Secretariat may initiate and carry out selected activities (see Paragraph 92 below), as approved by the CG and EXCO.

73. **Cities Alliance objectives.** As stated in Paragraph 7 of the Charter: “the Cities Alliance is governed by three over-arching objectives: (i) to strengthen and promote the role of cities in poverty reduction, and in sustainable development; (ii) to capture and strengthen the synergies between and among Members and partners; and (iii) to improve the quality of urban development cooperation and lending”. (*Cities Alliance Charter, Paragraph 7, p. 3*).

74. **Cities Alliance activities.** To meet these objectives, the partnership supports the following types of activities: (a) Country Programmes (CPs), which offer longer-term programmatic support, at a multiple city / national scale; (b) Catalytic Fund (CATF) projects, which are shorter-term activities designed to catalyse change; (c) Analytic and Strategic Activities (ASAs) designed to: (i) fill knowledge gaps by delivering and disseminating quality products and learning, and (ii) to engage CA Members and partners on strategic global or regional priorities to promote joint advocacy initiatives and policy dialogues; and (d) other programme management and administrative activities to be undertaken by the Secretariat as approved in the Annual Work Plan and budget.

75. **Grant recipients.** Grant recipients may be any city, national association of cities, national government, CA member, civil society organisation, private sector company, foundation or academic institution. The prospective recipient needs to meet eligibility criteria as specified in the Charter⁹, Sections 13A and 14, below, and in the Country Programmes Guidelines (Annex B of the SOP), the Catalytic Fund Guidelines (Annex C to the SOP) and the Analytic and Strategic Activities (ASAs) Guidelines (Annex D to the SOP) or other such guidelines as EXCO may provide.

76. While the processing of grants to support each of these types of activities includes many aspects that are similar—such as appraisal processes, approval threshold, set-up and closure procedures—there are important differences, as highlighted in the following sections.

A. Initiation, Appraisal and Approval of Funding Proposals

(1) Country Programmes (CPs)¹⁰

77. **Initiation.** Potential countries are assessed and identified by the Secretariat using a set of criteria endorsed by the EXCO. The list of potential countries is then submitted to the EXCO for discussion, review and final selection of the country(ies) that should be invited to participate in the programme. Once the country government indicates commitment and accepts the invitation, the Secretariat facilitates a collaborative design process that brings together the national government, local authorities, organisations of the urban poor, CA Members and other partners in a series of engagements to develop a common understanding of existing programmes, gaps and priorities.

⁸ Partners are non-Consultative Group Members and may include cities, national associations of local governments, national governments, civil society organisations, NGOs, university and research institutes, private enterprises, etc.

⁹ Per Paragraph 12 of the Charter, “Cities Alliance country-specific activities are limited to those countries listed in the OECD Development Assistance Committee’s list of Aid Recipients, as amended (Developing Countries). Any city, national association of cities, or national government with their partners can approach the Cities Alliance for support, either through one or more members of the Cities Alliance, or through the Secretariat, which will attempt to identify appropriate member(s) to provide such support.” (*Charter, Paragraph 12, p. 4*).

¹⁰ Additional details are included in the Country Programmes Guidelines (Annex B to the SOP).

78. **CP Concept Note.** As a result of these engagements, a general Concept Note is developed that broadly defines objectives and activities of the proposed Country Programme. Further analysis is conducted and additional partner forums held to identify appropriate activities and clarify roles, responsibilities and potential partnerships in order to maximise synergies and meet commonly agreed objectives. The Concept Note is finalised by the Secretariat and shared with all members and partners involved in the design process. It is also circulated to all Members of the Cities Alliance Consultative Group for purposes of Member coordination.¹¹

79. **CP Framework document.** The Concept Note is then translated into a more detailed Framework document. Original objectives and activities are verified and refined through the joint forum of partners, facilitated by the Secretariat. The Framework adds an important level of detail to the Concept Note. It further defines roles and responsibilities and allocates resources across activities of the proposed Country Programme. The Secretariat provides an indicative budget for the programme, and the indicative amount of resources available from the CA. CA Members and other partners also indicate their expected contributions to the programme and identify those Members/partners who play a leading role.

80. Country Programme Framework documents are endorsed by the national government and all Members and partners involved in the Country Programme and approved by the Consultative Group of the Cities Alliance on a no-objection basis. Following the endorsement and approval of the Framework, implementing partners (CA Members, national/local governments, institutes, NGOs etc., identified during the design process) develop proposals for activities within the Framework and submit them to the Secretariat.¹²

81. **Initial Appraisal.** A Cities Alliance Task Manager (CA TM) undertakes threshold screening of all proposals to ensure compliance with funding eligibility and selection criteria as well as safeguards requirements and facilitates the review of other fiduciary aspects by assigned specialists as needed in accordance to the relevant modalities and tools (see Section 14, *Fiduciary Management of Grant Activities*—Section 14.A., Financial Management (FM); Section 14.B., Procurement; and Section 14.C., Environmental and Social Safeguards). As appropriate, the CA TM may also ask for internal and external peer reviews of the proposal by experts. A Threshold Screening Report is prepared for each proposal. The Threshold Screening Report includes: (i) the technical and substantive assessment of the proposal against predefined set of relevant criteria, and (ii) a summary of the relevant fiduciary findings emerging from the various assessments and any other relevant comments. For proposals that do not pass the threshold screening in accordance with the CA TM assessment, comments are sent to the applicant with feedback on what revisions may be needed to strengthen the application or address the identified gaps, including recommendations on procurement and FM matters and recommended technical and institutional mitigating measures against identified risks.

82. **Appraisal Completion.** For proposals that pass the threshold screening in accordance with the CA TM assessment, the proposal and the related Threshold Screening Report are sent to the CA Director, with a copy to all relevant teams, recommending endorsement and clearance to proceed to the next steps. Once the report and the proposal are endorsed and cleared by the CA Director, they are sent to the CG for Member coordination if the request is for an amount greater than USD 75,000. If the request is under USD 75,000 the CA Director may approve the proposal directly.¹³

83. After Member coordination:

¹¹ Member coordination is undertaken to ensure that the proposed activity does not, inter alia, conflict with other donor activities in the country, and that it will contribute to other programmatic synergies.

¹² In certain circumstances, some initial activities can be funded during the Initiation, Concept Note and Framework stages as part of the preparatory work for the development of a Country Programme.

¹³ This approval does not pertain to signature of grants, which is subject to level of delegation of authority provided.

- If there are no comments, or if the comments do not have a material effect on the proposed activities/budget or other key aspects of the activity, a recommendation for final approval is sent to the CA Director and/or the CG in accordance with authorisation levels stated in Paragraph 84, below.
- If substantial comments and inputs from Member coordination are received, the CA TM consolidates them into a Summary, which is shared with applicants asking for further revision of the proposals. If the revised proposal is satisfactory, the CA TM sends recommendation for final endorsement and clearance to the CA Director highlighting how the issues raised were addressed. Final approval will then follow the authorisation levels and modalities stated in Paragraph 84, below.

84. **Approval.** The CA Director approves¹⁴ all proposals requesting funding of USD 250,000 or less, with the Secretariat informing the CG of these approvals on a regular basis. Proposals requesting funding for amounts greater than USD 250,000 are circulated to the CG for approval on a “no objection” basis.

(2) Catalytic Fund (CATF)¹⁵

85. **Initiation.** Activities supported by the Catalytic Fund aim to make a positive impact on urban development challenges by leveraging cooperation and partnership among urban development actors. Such activities should be contextually innovative and foster knowledge as well as learning among cities, practitioners and policymakers. Grants are awarded at least annually through a competitive process and may focus on specific themes or general urban developmental issues.

86. CATF supported activities are initiated by a call for proposals at least once a year. The call may be for a specific theme that has been endorsed by CG following suggestions from CG Members or EXCO or a recommendation from the Secretariat. Once the call has been issued, applicants submit Concept Notes that outline the proposed project, covering its rationale and objectives, activities, outputs/deliverables, timeline and resources. The Secretariat screens the Concept Notes to ensure that they meet a set of agreed minimum criteria for eligibility. Concept Notes that pass the minimum threshold are referred to the CA Director for clearance, then to an independent Expert Evaluation Panel (EEP), which evaluates them on a competitive basis using a predefined set of selection criteria. Following an assessment and validation process, the panel provides a ranked list of all scored concept notes to the CA for further consideration and processing.

87. **Initial Appraisal.** The Secretariat reviews the EEP list taking into consideration additional strategic factors—such as theme, geography, Members’ engagement and knowledge needs aimed at maintaining the strategic balance of the overall grant portfolio and available budget. Following a decision meeting chaired by the CA Director, the Secretariat makes recommendations on which Concept Notes are eligible in principle for funding and qualified to proceed. This list of Concept Notes is shared with the CG to ensure that the proposed activities do not conflict with or duplicate CA Members’ activities and for approval in principle for funding on a “no objection” basis. CG may also provide any comments that proponents have to address in the development of the full proposals.

88. Once the Concept Note evaluation process is completed, the Secretariat notifies successful applicants of the approval in principle of their Concept Notes and invites them to develop and submit full funding proposals. In addition, the Secretariat provides comments on areas that need to be modified and/or strengthened, including recommendations from the CG and the EEP. Comments also include

¹⁴ This approval does not pertain to signature of grants which is subject to level of delegation of authority provided.

¹⁵ Additional details are included in the Catalytic Fund Guidelines (Annex C to the SOP).

inputs on procurement and FM matters and eventual technical and institutional mitigating measures against identified risks.

89. **Appraisal Completion.** Once a full proposal is received, the CA TM undertakes threshold screening of the proposal to ensure compliance with funding eligibility and selection criteria as well as safeguards requirements and facilitates the review of other fiduciary aspects by assigned specialists as needed in accordance to the relevant modalities and tools (see Section 14, *Fiduciary Management of Grant Activities*—Section 14.A., Financial Management (FM); Section 14.B., Procurement; and Section 14.C., Environmental and Social Safeguards). A Threshold Screening Report is prepared for each proposal. The Threshold Screening Report includes: (i) the technical and substantive assessment of the proposal against predefined set of relevant criteria, and (ii) a summary of the relevant fiduciary findings emerging from the various assessments. For proposals that do not pass the threshold screening in accordance with the CA TM assessment, comments are sent to the applicant with feedback on what revisions may be needed to strengthen the application or address the identified gaps. For proposals that pass the threshold screening in accordance with the CA TM assessment, the proposal and the related Threshold Screening Report are sent to the CA Director, with a copy to all relevant teams, recommending endorsement and clearance to proceed to final approval. Final approval follows the authorisation levels and modalities stated in Paragraph 90, below.

90. **Approval.** The CA Director approves¹⁶ all proposals requesting funding of USD 250,000 or less, with the Secretariat informing the CG of these approvals on a regular basis. Proposals requesting funding for amounts greater than USD 250,000 are circulated to the CG for approval on a “no objection” basis.

(3) Analytical and Strategic Activities (ASAs)¹⁷

91. ASA activities enable the partnership to play an effective role in the development and dissemination of practitioner-oriented knowledge and tools and in diagnostic and analytical work; in fostering policy dialogues and exchanges; and facilitating joint advocacy initiatives in order to achieve its stated objectives. ASAs can be executed either by the Secretariat (Track I) or by CA Members (Track II).

92. **Initiation of Track I ASAs (Secretariat Executed).** For Track I ASAs, the CA Task Manager, in consultation with the CA Director, identifies a need/gap in the Business Plan that can be addressed through a Secretariat-managed initiative using a predefined set of criteria and that is consistent with approved budget. Following the endorsement of the activity by the CA Director, the CA TM develops a Concept Note (CN) that states the rationale, objectives, activities, outputs/deliverables, implementation mechanisms and plan as well as resources needed (both financial and human).

93. **Appraisal for Track I ASAs.** The CA TM sends the Concept Note to a group of peer reviewers consisting of internal and, as appropriate, external experts, and facilitates a Concept Review meeting. The CA TM prepares minutes of the Concept Review meeting and revises the Concept Note to reflect feedback/inputs provided during the Review. The minutes from the review meeting and the final Concept Note are then sent to the CA Director for endorsement and clearance, and then to the CG for Member coordination if the request is for an amount greater than USD 75,000. If the request is under USD 75,000 the CA Director may approve the proposal directly¹⁸.

94. After Member coordination:

- If there are no comments or if the comments do not have a material effect on the proposed activities/budget or other key aspects of the activity, the CA TM will send the Concept Note to the

¹⁶ This approval does not pertain to signature of grants, which is subject to level of delegation of authority provided.

¹⁷ Additional details are included in the Analytical and Strategic Activities Guidelines (Annex D to the SOP).

¹⁸ This approval does not pertain to signature of grants, which is subject to level of delegation of authority provided.

CA Director for review and endorsement. Final approval will then follow the authorisation levels and modalities stated under Paragraph 95, below.

- If substantial comments and inputs from Member coordination are received, the CA TM consolidates them into a Summary and further revises the Concept Note. The revised Concept Note is then sent to the CA Director for review and endorsement. Final approval will then follow the authorisation levels and modalities stated under Paragraph 95, below.

95. **Approval of Track I ASAs.** The CA Director approves¹⁹ all Concept Notes requesting funding of USD 250,000 or less, with the Secretariat informing the CG of these approvals on a regular basis. Proposals requesting funding for amounts greater than USD 250,000 are circulated to the CG for approval on a “no objection” basis.

96. **Initiation of Track II ASAs (Member Executed)**²⁰. Track II ASAs may be initiated by CA Members, who identify a need/gap in the Business Plan that needs to be addressed for the overall achievement of the partnership goals. The activity can also be identified by the Secretariat, which in turn determines that implementation by a Member(s) and Partner(s) would maximise the results, effectiveness and impact of such an activity. In both cases, the Secretariat engages with potential implementing Member(s) and Partner(s) and facilitates the preparation of the Concept Note, which highlights the rationale, objectives, activities, outputs/deliverables, implementation mechanisms and plan, as well as resources needed for undertaking the activity.

97. The CA TM sends the Concept Note to a group of peer reviewers consisting of internal and external experts and facilitates a Concept Review meeting. The CA TM prepares minutes of the Concept Review meeting and facilitates the Member(s)' revision of the Concept Note to reflect feedback/inputs provided during the Review. The final Concept Note is then sent to the CA Director with the relevant documentation for endorsement and clearance. Following the clearance of the Concept Note by the CA Director, the Concept Note is sent to the CG for Member coordination.

98. After Member coordination:

- If there are no comments or if the comments do not have a material effect on the proposed activities/budget or other key aspects of the activity, the implementing Member(s) work with the CA TM to develop and submit a full proposal.
- If substantial comments and inputs from Member coordination are received, the CA TM consolidates them into a Summary, which is shared with implementing Member(s) asking for further revision of the Concept Note. If the revised proposal is satisfactory, the implementing Member(s) work with the CA TM to develop and submit a full proposal.

99. **Initial Appraisal of Track II ASAs.** Once a full proposal is received, the CA Task Manager undertakes threshold screening of all proposals to ensure compliance with funding eligibility and selection criteria as well as safeguards requirements and facilitates the review of other fiduciary aspects by assigned specialists as needed in accordance to the relevant modalities and tools (see Section 14, *Fiduciary Management of Grant Activities*—Section 14.A., Financial Management (FM); Section 14.B., Procurement; and Section 14.C., Environmental and Social Safeguards). A Threshold Screening Report is prepared for each proposal. The Threshold Screening Report includes: (i) the technical and substantive assessment of the proposal against predefined set of relevant criteria, and (ii) a summary of the relevant fiduciary findings emerging from the various assessments. For proposals that do not pass the threshold screening in accordance with the CA TM assessment, comments are sent to the applicant Member(s) with feedback on what revisions may be needed to strengthen the application or address the identified gaps,

¹⁹ This approval does not pertain to signature of grants, which is subject to level of delegation of authority provided.

²⁰ In certain cases, for ASAs Track II, Partners could also be involved in the execution of the grant if in partnership with a Member.

including recommendations on procurement and FM matters and recommended technical and institutional mitigating measures against identified risks.

100. **Appraisal Completion of Track II ASA activities.** For proposals that pass the threshold screening in accordance with the CA TM assessment, the proposal and the related Threshold Screening Report are sent to the CA Director, with a copy to all relevant teams of the Secretariat and UNOPS, recommending endorsement and clearance to proceed to final approval. Final approval will then follow the authorisation levels and modalities stated under Paragraph 101, below.

101. **Approval of Track II ASA activities.** The CA Director approves²¹ all proposals requesting funding of USD 250,000 or less, with the Secretariat informing the CG of these approvals on a regular basis. Proposals requesting funding for amounts greater than USD 250,000 are circulated to the CG for approval on a “no objection” basis.

(4) Other Programme and Administrative Expenditures

102. **Other Programme and Administrative Expenditures.** Funding allocations may also be made to cover other programme and administrative expenditures, such as: the costs of holding meetings of the CG, the EXCO and the PAF; the payment of salaries and benefits of the Secretariat staff; and other general operating costs. Approval by EXCO of the Annual Work Plans, budgets and Business Plans provides the authority for the Secretariat to proceed with such expenditures, subject to availability of funds and to the approval process for individual grant allocations. The CG will ratify approved Annual Work Plans, budgets and Business Plans²².

B. Grant Set-Up and Disbursement of Funds

103. Grants are governed by agreements based on the following modalities: UN to UN Agency Contribution Agreements for inter-agency grants (Annex H); Externally Financed Outputs Agreements for the World Bank (Annex I); Memoranda of Understanding for grants to Governments (Annex J); Grant Support Agreements for grants to all other external recipients (Annex K).

104. **Creation of records.** Following the approval of a proposal, the CA TM in consultation with relevant staff in the Secretariat and in UNOPS creates the relevant records in ATLAS and in other systems as may be required in order to facilitate timely and effective grant payment and monitoring during implementation. Such records are approved in the systems by the authorised officials in accordance with UNOPS regulations and procedures.

105. **Disbursement package preparation.** The CA TM ensures that the project budget, M&E, activities, outputs and deliverables, milestones and timelines as well as other terms of the grant agreement and reporting templates are agreed upon with the Recipient. The CA TM then prepares the following: (i) Grant Approval Request together with Project Proposal, Evaluation Report and other supporting documentation; and (ii) Standardised legally approved grant agreement, in any of the appropriate modalities, together with its supporting annexes, inclusive of templates for reporting. The package is submitted to the authorising UNOPS official for review and signing of the grant agreement, in any of the appropriate modalities, in accordance with UNOPS regulations and procedures.

²¹ This approval does not pertain to signature of grants, which is subject to level of delegation of authority provided.

²² See footnote 3. Although subject to CG ratification, the established practice is that EXCO approval provides sufficient authority to the Trustee to undertake Cities Alliance activities. See also Paragraphs 58 and 59 of the SOP.

106. **Grant effectiveness.** Once the grant agreement in any of the appropriate modalities is signed by UNOPS, the CA TM facilitates its signing by the Recipient and submission of one original countersigned copy. After receipt of the countersigned agreement by UNOPS, the first installment of the grant is paid in accordance with the terms stated therein. Subsequent installments, if any, are paid in accordance with the agreed schedule and satisfactory achievement of the milestones including timely submission of acceptable financial and narrative reports, as may be required under the grant agreement in any of the appropriate modalities.

C. Supervision and Monitoring of Project Implementation

107. **Reporting.** As agreed through the grant agreement in any of the appropriate modalities, the recipient submits—if not otherwise specified—narrative progress on a six-month basis, and interim unaudited financial reports on a quarterly basis. The CA TM, in consultation with project team members, reviews the progress and financial reports to determine whether the implementation arrangements—including those covering financial management, procurement and safeguards—remain satisfactory and whether the recipient needs to implement any follow-up actions, including a timeline for their implementation. Project information will be made publicly available through the CA project database in accordance to UNOPS disclosure policies and the principles of the International Aid Transparency Initiative (IATI) of which UNOPS is a member.

108. **Monitoring.** The CA TM monitors overall progress of implementation, ensuring that activities are undertaken on a timely basis and that milestones are being achieved in accordance with the agreed implementation plan. If any delays are observed, these are formally reported to the CA Director, and the CA TM works with the recipient to ensure remedial actions are taken.

109. **Amendment.** In rare cases where delays or other circumstances may require amendment to the grant agreement in any of the appropriate modalities, including extension of closing date, the CA TM in consultation with the Recipient reviews the status of implementation, makes a recommendation and submits a notification letter to a UNOPS-authorized official for approval. Such recommendation should only be considered if (i) the project objectives continue to be achievable; (ii) the performance of the Recipient and other implementing agencies is satisfactory; and (iii) the recipient has prepared a specific action plan acceptable to the Secretariat.

D. Project Closure

110. **Grant closing date.** In addition to monitoring the progress of implementation of the project activities and compliance with other terms and condition of the grant, the CA TM closely monitors the grant closing date of each project and: (i) notifies the Recipient six (6) months before the grant closing date of the upcoming closure, the completion procedures and reporting requirements; and (ii) in consultation with the Recipient and other project teams, determines if an extension may be needed and takes the steps outlined in Paragraph 109, above.

111. **Grant closing notification.** For successfully completed projects, the CA TM ensures that the Recipient has submitted all the reports, outputs and deliverables as agreed upon in the grant agreement in any of the appropriate modalities. In consultation with project team members, the CA TM verifies that all deliverables, outputs, reports have been received and are consistent with terms of the agreement, and ensures that all outputs and deliverables and completion reports are of acceptable quality and completeness. If all is satisfactory, the TM prepares a summary evaluation and a grant closing notification letter for review and approval by the appropriate authority. Once the notification letter is signed by UNOPS it is sent to the Recipient, the records in the various systems are updated, and any unspent funds are returned to UNOPS.

112. **Grant termination.** For non-performing projects/grants—for example, where the Recipient has not complied with the terms and conditions of the grant agreement in any of the appropriate modalities, or grant closing date is approaching and any extension would not result in successful completion of activities and achievement of the stated objectives, or efforts to solve problems/issues with the Recipient have not yielded satisfactory results—the CA TM in consultation with other project team members and following CA Director endorsement and clearance, makes a recommendation to UNOPS to terminate the grant according to the relevant provisions. The case should be properly documented and an official termination letter prepared for review and approval by a UNOPS-authorized official. The letter should be countersigned by the Recipient. Any unspent grant funds should be paid back to UNOPS by the Recipient. Any undisbursed grant funds are forfeited/cancelled and grant records closed. In case the Recipient did not spend the funds in accordance with the terms and condition of the grant agreement in any of the appropriate modalities, the Recipient must, subject to the terms and conditions of the grant agreement in any of the appropriate modalities, repay funds already received.

113. **Project evaluations.** The Secretariat will carry out annually project evaluations on a sample of projects selected according to criteria established by the Secretariat in consultation with EXCO.

14 Fiduciary Management of Grant Activities

A. Financial Management of Grants

114. **Acceptable financial management arrangements.** All CA grant recipients are required to maintain or cause to be maintained acceptable financial management arrangements (i.e. budgeting, accounting, internal controls, funds flow, financial reporting, and auditing, and other risk management systems) that adequately reflect the operations, resources and expenditures related to grant funded activities. Such arrangements should provide assurance that the proceeds of the grant will be used for the purposes for which it was intended. Where feasible, these financial management arrangements should be integral to the existing recipient's institutional systems and processes.

115. **Assessment of financial management arrangements.** To ascertain such assurance, the Secretariat will conduct, as part of its due diligence during the appraisal stage of funding applications, a financial management assessment (based on the Integrated Assessment Framework - IAF, Annex G) using an agreed set of guiding principles and procedures and taking into account the size and nature of the grant and type of recipient. The assessment is expected to provide evidence of the recipient's existing financial management arrangements, help identify potential gaps/risks, and assist both recipient and UNOPS to agree on measures needed to address them. The agreed mitigating measures will be part of the approval package. In addition, the result of the assessment will inform UNOPS on: (i) whether funding should be provided, and if so, what are the most appropriate disbursements arrangements; and (ii) the type of and extent to which capacity building support may be needed in order to strengthen existing arrangements. The assessment may be carried out through both a review of relevant documentation, and site visits by the Secretariat personnel or consultants appointed by UNOPS to undertake the assessment.

116. **Financial reporting.** As per Paragraph 107, during the implementation of project activities, grant recipients are expected to prepare and furnish—if not otherwise specified—interim unaudited financial reports for all activities funded by the grant in a form and substance satisfactory to UNOPS, and in compliance with the terms and conditions of the grant agreement in any of the appropriate modalities.

117. **Audit.** Based on the financial and risk assessment of the project, its duration and size, disbursement arrangements and other considerations, UNOPS will request the recipient to have its financial statements audited by an independent auditor in accordance with consistently applied auditing standards acceptable to UNOPS. The recipient will be requested to submit annual and/or completion audits in standards acceptable to UNOPS.

B. Procurement in Grants

118. **Acceptable procurement arrangements.** CA grant recipients are expected to have acceptable procurement arrangements that ensure efficiency and cost-effectiveness, quality of goods and services, transparency, and fair competition. As part of the due diligence in the appraisal of funding applications, the Secretariat will initiate a procurement capacity assessment of the recipient based on a set of agreed parameters (as specified within the Integrated Assessment Framework, Annex G) and other relevant documentation. The assessment will evaluate the recipient's capacity to procure goods and services in a manner that ensures that the best total value is achieved, that the process is transparent and fair, and that the recipient's procurement arrangements meet the requirements set out in the grant agreement, in any of the appropriate modalities. The recipient and UNOPS will agree upon actions needed to address any weaknesses identified during the assessment which will be part of the approval package. The assessment may be carried out through both a review of relevant documentation, and site visits by Secretariat personnel or consultants appointed by UNOPS to undertake the assessment.

119. The grant agreement in any of the appropriate modalities may also contain necessary provisions that are considered essential in guiding the procurement of goods and services needed for the implementation of project activities. The recipient is expected to: (a) maintain an acceptable written code of conduct that governs the performance of its employees engaged in the awarding and administration of contracts; (b) establish and maintain acceptable written procurement procedures; and (c) ensure that contracts are only made with contractors with the ability to provide the identified services on time and to acceptable standards.

C. Environmental and Social Safeguards

120. **Environmental and social soundness of funded activities.** The Cities Alliance is committed to ensuring that all activities it supports are environmentally and socially sound and that adequate mitigation measures for any potential adverse impacts/risks that may arise from the implementation of project activities are designed and implemented throughout the project life. To achieve this, the Secretariat has put in place a social and environmental checklist (which is included in the Integrated Assessment Framework, Annex G) and a screening tool (the Integrated Safeguard Data Sheet, Annex F) for assessing and identifying potential impacts/risks during the appraisal and approval of all funding applications.

121. The primary objectives of applying the checklist and tool are: (i) to ensure that environmental and social concerns are clearly identified at the time of appraisal of funding applications; and (ii) adequate measures are designed and agreed upon to minimise any social and environmental impacts/risks identified as well as those that may emerge during implementation of project activities.

122. **Environmental and social safeguards screening.** Consequently, all funding applications will be screened by the CA TM for any potential adverse impacts/risks using the standard environmental and social screening tool included in Annex F. Following the screening, the CA TM will recommend for endorsement of the CA Director the classification of the project into one of the following risk categories:

- Category 1: Activities with minimal or no adverse environmental and/or social impacts/risks;
- Category 2: Activities with potential limited adverse environmental and/or social impacts/risks that are few in number, generally site-specific, largely reversible, and can easily be mitigated with cost-effective measures; and
- Category 3. Activities with potential adverse environmental or social impacts/risks that may require considerable investment of resources (time and finance) to mitigate or minimise to acceptable levels.

123. For projects assigned Category 1, no additional action will be required. For Category 2 projects, the Secretariat will require the Recipient and other implementing agencies to design and agree upon adequate mitigation measures for the identified risks. Such measures may include targeted consultations with relevant project stakeholders and other groups that might be affected by the implementation of project activities and consultancy expertise and support. The identified mitigating measures will be part of the approval package. During implementation, the Recipient will be responsible for monitoring the identified risks, implementing the agreed mitigating measures and ensuring that progress, and any deviations, are included as part of project reporting. The Secretariat will be responsible for supervising overall compliance. The Secretariat will typically not approve or finance any projects classified as Category 3, except after review and having received the no objection of the CG.

D. Disbursement of Grant Funds

124. **Grant disbursement arrangements.** Grant disbursement arrangements (including disbursement methods and conditions) will be defined by the grant agreement in any of the appropriate modalities. This will be done after taking into consideration the results of the assessment of the Recipient's capacity and fiduciary arrangements, any other identified risks, the activity implementation plan, and the cashflow needs of the activity to be funded.

125. **Currency of grant payments.** Grant payments may be made either in USD or in local currency, according to the provisions of the grant agreement in any of the appropriate modalities.

126. **Exchange rate losses.** Any exchange rate losses shall be borne by the recipient.

15 Other Operating Priorities and Principles

127. As stated in its Charter, Paragraph 6: “the Cities Alliance is a global partnership for urban poverty reduction and the promotion of the role of cities in sustainable development”. (*Charter, Paragraph 6, p. 2*). Within this broad framework, the Cities Alliance is guided by the following core principles in undertaking any activity under these Standard Operating Procedures:

A. Role of Cities and Local Governments

128. As a global partnership, the Cities Alliance is committed to urban poverty reduction and promoting the role of cities in sustainable development. Typically, the Cities Alliance will work closely with the national association of local governments, especially in those countries where Cities Alliance activities involve the provision of support to multiple cities. The Cities Alliance will also provide support to national governments to promote the formulation and adoption of national urban policies that provide clear institutional arrangements and appropriate support to local authorities. In this respect, the Cities Alliance promotes the principle of subsidiarity in its operations so that development decisions can be taken at the lowest effective level of government.

B. Poverty Reduction and the Role of the Urban Poor

129. As stipulated in its overall impact statement, activities undertaken by the Alliance aim at improving the health and socio-economic conditions and inclusion of the urban poor. Central to this objective, the activities of the Cities Alliance should facilitate inclusion of the urban poor into the fabric of the cities in which they reside, promote their urban citizenship, and increase the access to social and economic opportunities as well as their resilience. The Cities Alliance will promote these endeavours in all of its joint operations, such as in slum upgrading initiatives at the national and local levels, in mechanisms to engage citizens and/or in partnerships to increase the governance and management capacity of cities. Appropriate provision should be made to ensure the incorporation of organisations representing slum dwellers and the urban poor into Cities Alliance activities.

C. Gender

130. Through its history, the Cities Alliance has very clearly underscored the need for gender equality and the empowerment of women through the promotion of meaningful and leadership roles for women, and more successful and sustainable development outcomes for both women and men in cities. This requires gender analysis at all stages of the project cycle and the inclusion of gender indicators in the monitoring and evaluation of results. Gender-disaggregated data is encouraged in all projects.

D. Youth

131. In most of the countries in which the Cities Alliance is active, a majority of the urban population is comprised of children and youth. There are more people under the age of 25 today than ever, totalling nearly three billion or almost half of the total global population. These youth live, by and large, in cities and towns. Young people are society’s most essential and dynamic human resource. Should they transition into adulthood in an environment that supports equal opportunities, representation in governance, education, and secure employment opportunities, they can become the engine for the creation of the economic and social capital that is needed to jump-start development in many regions of the world. The

Cities Alliance is committed to reflecting these demographic realities and supporting youth as positive change agents, ensuring that special attention is paid to projects and policies needed to cater for their special needs, including certain sub-groups, and promoting their systematic and active participation in policies and project activities.

132. The Cities Alliance will utilise its Performance Monitoring System to track and report upon its impacts with respect to gender and youth.

E. Engagement with Private Sector Partners

133. The more structured and programmatic engagement of appropriate and relevant private sector partners is an increasing priority for the Cities Alliance. These partnerships can take a number of forms, including engaging with private sector organisations as knowledge partners, to including them in the operations of the Cities Alliance, particularly in the context of Country Programmes. Particular attention should be paid to involving representatives of local and national private sector partners in Country Programmes. These engagements will be guided by the policy framework of the UN Global Compact.

F. Human Rights

134. Human rights standards and principles serve as an overarching framework providing the moral and legal basis for activities of Cities Alliance. Accordingly, the principles of participation, inclusion, equality, non-discrimination, freedom of speech and transparency lie at the core of the work of the Cities Alliance. Cities Alliance is committed to incorporate strategies for the empowerment of the most vulnerable and those who have been left behind in creating an enabling urban environment in which their rights to adequate housing, basic services, land and property can thrive.

135. These standards and principles will inform the Cities Alliance's project cycle. Situation analyses consider power structures and urban inequality; paying attention to disparities, injustices and the basic causes of development challenges. The project design ensures active involvement of partners and the implementation of the projects focuses on empowering the target community. Project monitoring and evaluation includes participation of target communities and follows human rights targets and indicators to ensure a continued and meaningful impact on the lives of urban dwellers, particularly those most marginalised and vulnerable.

F. Environment and Climate Change [to be developed]

16 World Bank Legacy Operations

136. With the decision of the Cities Alliance Consultative Group (CG) to select UNOPS to administer the Cities Alliance financial resources and serve as the new Secretariat of the Cities Alliance, the WB will conclude the on-going operations of the Cities Alliance that have been under its administration (Legacy Operations).

137. Annex L makes provisions for a project to provide the necessary resources to the World Bank for the Administration of Legacy Cities Alliance Operations. Through this proposal, the World Bank will ensure continued oversight and management of the Legacy Funds and the regular financial and substantive reporting to CA members.

17 Procedures for Updating the Standard Operating Procedures

138. The provisions of these Standard Operating Procedures shall be subject to annual review by the EXCO. Should any revision to the body of the SOP be considered necessary upon request by the Secretariat, a CA Member or UNOPS, proposed amendments to sections 1 (Introduction), 2 (Basic Provisions), 3 (The Consultative Group), 4 (The Executive Committee), 5 (The Policy Advisory Forum), 6 (Secretariat), 8 (Results Framework and Performance Monitoring System), 9 (Programming of Cities Alliance Funds), 10 (Administration, Accounting and Reporting on Donor Contributions), 12 (Anti-corruption), 14 (Fiduciary Management of Grant Activities), 15 (Other Operating Priorities and Principles) and 17 (Procedures for updating the Standard Operating Procedures) shall be recommended by the Secretariat and mutually agreed upon between UNOPS and the EXCO, with ratification by the CG. Proposed amendments to sections 7 (Human Resources), 11 (Procurement), 13 (Grant Making Methodology) and 16 (Interface with World Bank Legacy Operations) shall be recommended by the Secretariat and mutually agreed upon between UNOPS and the EXCO. Any amendment to Annex E shall be recommended by the Secretariat and mutually agreed upon between UNOPS and the EXCO, for ratification by the CG. Any amendment to Annexes A, B, C, D, F and G shall be recommended by the Secretariat and mutually agreed between UNOPS and the EXCO²³.

²³ This repartition of responsibilities in amendment approval reflects the roles and responsibilities outlined in the Charter where specified, as well as the nature of the tools and provisions covered by the SOP.

**Annex A Matrix of Responsibilities between the UNOPS
Liaison Officer and the Secretariat**

This matrix outlines responsibilities between the Secretariat, the UNOPS Liaison Officer and other UNOPS staff with respect to matters of HR, procurement, grant making and financial administration.

X = Lead, Main Responsible, Clearer etc.

(X) = Support, Comments, Feedback etc.

1. Human Resources Management

A. Recruitment of CA Secretariat Staff

Activity	Secretariat	Liaison Officer/ Program Associate*	Other UNOPS Staff	CG/EXCO
A1. Identification of international substantive staff needs	X			X
A2. Preparation and substantive review of the TOR	X			
A3. Review of the TOR for compliance with UN standards		(X)	X	
A4. Determination of contract modality and recruitment level	X	(X)	X	
A5. Advertisement of position		X	(X)	
A6. Prequalification and preparation of shortlist of candidates	(X)	(X)	X	
A7. Review and concurrence of shortlist	X			
A8. Convening and management of selection panel*	(X)	(X)	X	
A9. Recommendation of candidate	X	(X)	(X)	
A10. Presentation of recommended candidate to UNOPS Appointment and Selection Panel (ASP)		(X)	X	
A11. Final approval of selection	X			
A12. Issuance of Offer of Appointment		(X)	X	
A13. Issuance of Letter of Appointment		(X)	X	
A14. Administration of contract including assignment and separation entitlements		(X)	X	

* The Program Associate supports the Liaison Officer in his/her execution of duties

** Representatives of the Secretariat and the UNOPS Liaison Officer participate in the selection panel which is established as part of the UNOPS selection procedures

B. HR Support for CA Secretariat Staff

Activity	Secretariat	Liaison Officer/ Program Associate	Other UNOPS Staff	CG/EXCO
B1. Substantive supervision of staff	X		(X)	
B2. Substantive supervision of CA Manager			X	X
B3. Performance appraisal	X		(X)	
B4. Attendance recording	(X)	X		
B5. Leave approval	X	(X)		
B6. Leave tracking	X			
B7. Issuance and extension of Laissez-passer		(X)	X	
B8. Payment of salary and entitlements*			X	

* Budgets for the costs of international experts are to include provision for all termination liabilities specified in the employment contracts.

C. Recruitment of Individual Consultants (international and local)

Activity	Secretariat	Liaison Officer/ Program Associate	Other UNOPS Staff	CG/EXCO
C1. Identification of consultancy needs	X			
C2. Preparation and substantive review of the TOR	X			
C3. Determination of contract modality and recruitment level	X		X	
C4. Review of the TOR for compliance with UN standards		X	X*	
C5. Advertisement of position		X		
C6. Prequalification and preparation of shortlist of candidates	X	(X)		
C7. Review and concurrence of shortlist		X	X*	
C8. Convening and management of selection panel	(X)	(X)	X	
C9. Recommendation of candidate	X	(X)		
C10. Presentation of recommended candidate to Contracts Committee or Procurement Authority		X	X	
C11. Final approval of selection		(X)	X	
C12. Issuance of Offer of Appointment Contract		(X)	X	
C13. Issuance of Letter of Appointment		(X)	X	
C14. Negotiation, issuance and administration of contract, including travel authorisation/arrangements	(X)	X		
C15. Technical supervision of consultant	X			
C16. Performance and Evaluation of work progress	X			
C17. Review/approval of final report	X	(X)	(X)	
C18. Payment of consultant		(X)	X	

* Would apply only to IICA 3 and above.

2. Procurement services

D. Consulting Firms

Activity	Secretariat	Liaison Officer/ Program Associate	Other UNOPS Staff	CG/EXCO
D1. Identification of consultancy needs	X			
D2. Preparation of draft Terms of Reference	X			
D3. Review/revision of Terms of Reference		X		
D4. Advertisement of position		X		
D5. Prequalification		X		
D6. Short-listing	X	(X)	(X)	
D7. Concurrence and approval of shortlist	(X)		X	
D8. Preparation and issuance of RFP/ITB		X	(X)	
D9. Evaluation of proposals and final recommendation	X	(X)		
D10. Award of contract	X*		X	
D11. Drafting, negotiation and signing of contract and authorisation to proceed	X*	(X)	X	
D12. Administration of the contract	(X)	X		
D13. Technical monitoring	X			
D14. Evaluation of performance	X	(X)	(X)	
D15. Payment to consulting firm		(X)	X	

* Contracts will be awarded by officers holding delegations of authority. Secretariat staff can award contracts if delegated to do so.

E. Procurement of Equipment and Supplies

Activity	Secretariat	Liaison Officer/ Program Associate	Other UNOPS Staff	CG/EXCO
E1. Preparation of equipment list	X			
E2. Preparation of detailed specifications	X	(X)		
E3. Finalization of specifications		X		
E4. Advertising (if required)		X		
E5. Prequalification and short-listing		X		
E6. Concurrence and approval of shortlist	(X)		X	
E7. Issuing Invitation to bid		X		
E8. Evaluation of bids and final recommendation	(X)	X		
E9. Award of purchase order	(X)	X		
E10. Inspection and shipment (if required)		X	(X)	
E11. Customs clearance (if required)		X	(X)	
E12. Delivery to final user	(X)	X		
E13. Receipt and acceptance of equipment/supplies	X	X		
E14. Payment to supplier		(X)	X	

F. Procurement of services

Activity	Secretariat	Liaison Officer/ Program Associate	Other UNOPS Staff	CG/EXCO
F1. Preparation of detailed specifications	X	(X)		
F2. Preparation of tender documents		X		
F3. Advertising (if required)		X		
F4. Prequalification (if required)		X		
F5. Preparation of proposed short-list	(X)	X		
F6. Concurrence and approval of shortlist	X		X	
F7. Issuance of tender		X		
F8. Evaluation of bids and final recommendation	(X)	X		
F9. Award of contract	X*		X	
F10. Contract, preparation, negotiation and signing and authorisation to proceed	X*	(X)	X	
F11. Payment to contractors		(X)	X	
F12. Contract administration		X		
F13. Technical monitoring of contract	X			
F14. Certification of Completion	X	(X)		

* Contracts will be awarded by officers holding delegations of authority. Secretariat staff can award contracts if delegated to do so.

3. Travel and Events Management

G. Travel Support

Activity	Secretariat	Liaison Officer/ Program Associate	Other UNOPS Staff	CG/EXCO
G1. Clearance of mission	X			
G2. Issuance of travel authorisation	X	(X)		
G3. Booking and purchase of tickets	X			
G4. Hotel Reservation	X			

G5. Payment of DSA etc.		X	(X)	
G6. Settlement of travel claim	(X)	X	(X)	

H. CG, EXCO and PAF Meetings

Activity	Secretariat	Liaison Officer/ Program Associate	Other UNOPS Staff	CG/EXCO
H1. Preparation and circulation of provisional agendas	X	(X)		X
H2. Logistical arrangements	X	(X)		
H3. Managing invitations	X			
H4. Arrangement of translators and interpreters	X	(X)		
H5. Travel arrangements for participants	X	(X)		

4. Grant Making Activities

Activity	Secretariat	Liaison Officer/ Program Associate	Other UNOPS Staff	CG/EXCO
> Grant Appraisal				
I1. Initiation of funding proposals for all business lines	X			
I2. Technical appraisal of funding proposals for all business lines	X			(X)
I3. Fiduciary assessment (FM, procurement, safeguards) of recipient and proposals for all business lines	X			
I4. Approval of funding proposals for all business lines	X	(X)		X
> Grant Set Up				
I5. Drafting and consultations on draft Grant Support Agreements, Government MOUs, UN-to-UN Agreements*.	X	(X)	(X)	
I6. Review/revision of Grant Support Agreements, Government MOUs, UN-to-UN Agreements	(X)	(X)	X	
I7. Final award and signature of Grant Support Agreements, Government MOUs, UN-to-UN Agreements.	X	(X)		
I8. Creation of grant payment records in ATLAS	(X)	X	(X)	
I9. Disbursement package preparation and release of 1 st Installment	(X)	X	X	
> Grant Monitoring				
I10. Technical Monitoring of project implementation	X			
I11. Financial Management and release of follow-on payments	X	(X)	X	
I12. Amendment of Grant Support Agreements, Government MOUs, UN-to-UN Agreements	X	X	X	
I13. Evaluation of performance of funded activity	X	(X)	(X)	
I14. Grant closure	X	(X)	X	

* Deviations from pre-approved templates must be cleared by UNOPS Legal.

5. Financial Administration and Reporting

Activity	Secretariat	Liaison Officer/ Program Associate	Other UNOPS Staff	CG/EXCO
J1. Administration of Contributions	(X)	(X)	X	
J2. Transfer of Funds	(X)	(X)	X	
J3. Preparation of Medium-term business plans	X			(X)
J4. Preparation of annual work plan (including annual budget)	X	(X)	(X)	
J5. Approval of annual work plan (including annual budget) and business plans				X
J6. Maintenance of separate ledger account for project funds		(X)	X	
J7. Interest calculation			X	
J8. Review of progress against annual work plan and agreement on necessary budget revisions	X	(X)	(X)	
J9. Semi-annual interim financial statements to donors	(X)	(X)	X	
J10. Annual certified financial statements to donors	(X)	(X)	X	
J11. Annual results-based narrative reports	X	(X)	(X)	
J12. Closure of accounts and return of unspent balance	(X)	(X)	X	

Annex B Country Programmes Guidelines [*under revision to be approved in CY 2014*]

Country Programmes

Guidelines

Draft
April 26, 2013
Washington DC

October 2011
Updated April 2013



Cities Alliance
Cities Without Slums

Index

Acronyms and Abbreviations	2
1 Concept and Key Characteristics	3
1.1 Principles	4
1.2 Objectives	4
1.3 Partners	5
1.4 Indicative Activities, Outputs and Outcomes	6
1.4.1 Activities and Intermediate Outcomes	6
1.4.2 Expected Outcomes and Impact	6
2 Initiation	8
2.1 Geographic Focus	8
2.2 Country Identification	8
2.2.1 Country Identification Criteria	9
2.2.2 Collaborative Programme Design	10
2.3 Concept Note	11
2.4 Framework document	11
3 Appraisal	12
3.1 Initiation of Proposals under the Framework Document	12
3.2 Fiduciary review	13
3.2.1 Financial Management	13
3.2.2 Procurement	13
3.2.3 Safeguards	13
4 Approval	14
5 Grant Set-Up and Disbursement of Funds	15
5.1 Memoranda of Understanding and Grant Support Agreements	15
5.2 Creation of Records	15
5.3 Disbursement Package Preparation	15
5.4 Grant Effectiveness	15
6 Supervision, Monitoring and Evaluation	16
6.1 Reporting	16
6.2 Performance Monitoring System [to be developed]	16
6.3 Disclosure policies and record retention [to be developed]	16
ANNEX A Country Programmes Flow Chart [to be developed]	17
ANNEX B Country Programmes Application Template	18
ANNEX C Country Programmes Concept Note Template [to be developed]	24
ANNEX D Country Programmes Framework Document Template [to be developed]	25

Acronyms and Abbreviations

CA	Cities Alliance
CDS	City Development Strategy
CG	Cities Alliance Consultative Group
CP	Country Programme
LICs	Low-income countries
M&E	Monitoring and Evaluation
MICs	Middle-income countries
MTS	Medium-Term Strategy
NGO	Non-governmental organisation
PMS	Performance Monitoring System
SDI	Shack/Slum Dwellers International
SOP	Cities Alliance Standard Operating Procedures
SSA	Sub-Saharan Africa
TM	Cities Alliance Task Manager
UCLG	United Cities and Local Governments
UN	United Nations
UNOPS	United Nations Office for Project Services

1 Concept and Key Characteristics

1. The developing world is experiencing significant and transformational demographic shifts. Over the next two decades, hundreds of millions of poor people will find their way to cities of all sizes, seeking a better life for themselves and their descendants. Between 2000 and 2030, the urban population of Asia is expected to jump from 1.36 billion to 2.64 billion, and that of Africa from 294 million to 742 million.
2. While there is often a focus on the megacities of the world such as Lagos, São Paulo, Mumbai and Cairo, most of this urbanisation will actually take place in small and medium-sized cities. For example, in Ethiopia – Africa’s second most populous country and one of the world’s poorest – the bulk of urbanisation will take place in some 800 small towns. Such towns have very real resource constraints, adding a further dimension to the challenge.
3. Within this context, it is critical to focus on two essential challenges which, if left unchecked, will have multi-generational consequences:
 - Current patterns of urbanisation are extremely inefficient, wasteful and dysfunctional; and
 - The urban and urbanising poor are marginalised and exploited in this process.
4. One of the most important contributing factors to dysfunctional urbanisation is the negative response of local and national governments to urban growth. Many governments believe that urban growth can be curtailed, while some have even attempted to control rural-urban migration flows. Most, if not all, of these attempts have ended in utter failure. The impact of these failed responses is evident in the growth of slums throughout Africa and Asia; the poor are increasingly excluded and relegated to the margins of society, denied access to land, services or legal recognition.
5. After over a decade of working towards sustainable urbanisation, the Cities Alliance believes that the ongoing, systematic extension of land, services and citizenship to the world’s urban poor is the most urgent and essential pre-condition for cities to benefit from the urban transition.
6. A number of developing countries have recently begun to explore policy changes that anticipate an urban future. It is vital that these countries are encouraged to implement bold new approaches that will allow their cities and countries to respond to the needs of existing slum dwellers, and simultaneously anticipate the needs of future urban dwellers.
7. At the same time, few effective strategies have been developed that provide the poor with sufficient quantities of land to settle and develop, or for commercial development, health, education or other services. The most important enabling strategy for the creation of affordable housing in developing-country cities is one that makes land available for people to settle and progressively build their homes, and where services can gradually be provided. Moreover, the rights of the urban poor to the city and its services must be acknowledged through the extension of citizenship.
8. With positive and forward-looking policy approaches based on these principles, significant steps can be taken at the national, local and community levels to capture the benefits of urbanisation, and provide a framework within which cities can be seen as vital players in the social, economic and political transformation of the country.

9. These concepts are at the heart of the Cities Alliance's Country Programme (CP) model, through which a country's national and local governments can engage with Cities Alliance members on a significant, long-term basis. One of the partnership's four main Business Lines, CPs are longer-term and programmatic approaches to addressing the specific urban development needs of a selected country, in the context of rapid urbanisation and the growth of urban poverty. They also promote the development of inclusive cities.

1.1 Principles

10. While each Country Programme is developed according to the specific national context, it is guided by a set of core principles that build upon key lessons learned through years of accumulated global experience of the Cities Alliance:

1. **Long-term, pro-poor programming**, where urban programmes are strategically developed to ensure city governments are better able to effectively address urban growth and poverty reduction.
2. **Collaborative programme design**, whereby the partners are engaged and mobilised in support of a jointly designed programme of support. The CP seeks to coordinate and align efforts towards common objectives, link to past and current initiatives of members and partners, and foster client ownership.
3. **Multi-sectoral, aligned approach**, that seeks to bring national government policies, city development processes and community activities across sectors into alignment in support of integrated urban development.
4. **Building long-term institutional capacity**, by engaging and investing in national, regional, local and community institutional structures, including universities, to ensure meaningful national capacity to implement programmes on a sustainable basis.
5. **Engaging for systemic change and impacts at scale**, by supporting the emergence of an appropriate policy framework, and the institutionalisation of dialogue between citizens and government¹, building upon both local knowledge and global good practice, at local and national levels.

1.2 Objectives

11. Country Programmes support the emergence of a more effective urban agenda centred on sustainable, inclusive cities.² Towards this end, Cities Alliance support focuses on improving the quality of relationships and coherence of effort among national and local governments, urban poor communities, CA members and other partners.

12. In accordance with the Paris Agenda, coherence of effort is defined by three key elements: (i) strong city and national government ownership; (ii) alignment with the overall national poverty framework and with urban strategies at the national, local government, and community levels; and (iii) harmonisation

¹ For the urban poor to effectively engage with urban planning processes that affect their lives, it is important that such communities are actively mobilised and empowered to participate in a meaningful way. Such processes should recognise the complexity of urban communities and institutionalise a platform for dialogue that will ensure that each group that makes up the community is given influential voice.

² Inclusive cities promote growth with equity. All residents of an inclusive city, regardless of economic status, gender, race, ethnicity or religion, are enabled and empowered to fully participate in the social, economic and political opportunities that the city offers.

among CA members' activities on urban development in the country/city and with other national or international development partners.

13. To improve ownership, alignment and harmonisation of urban assistance in a given country, CPs have two inter-related components:

- A **Framework** to enhance the cooperation system in a given country among national and local governments, urban poor communities, Cities Alliance members and other partners; and
- **Funding** to complement CA member and partner activities by filling action or knowledge gaps.

14. While the funding for CPs is modest, the framework is intended to enable a vast number of stakeholders to align their efforts and finance towards common objectives. It is designed to facilitate domestic (and international) public and private investment into the urban sector by providing a clear policy and institutional framework enabling a wide range of organisations to find the institutional hooks on which to hang support programmes.

1.3 Partners

15. Partnership lies at the core of a Country Programme and is the key instrument for achieving coherence of effort. Partnerships are brokered around the shared objectives and commitment to supporting the emergence of a more effective urban agenda centred on sustainable, inclusive cities. The shape and form of a country partnership will depend on the specific context of each country, but will always be in support of the national urban agenda. Partnerships are brokered at four different levels.

1. **National primary partners:** Every CP invests in promoting a partnership between three key primary partners – national government, city governments and urban poor communities. This partnership is brokered around the joint objectives of alignment and ownership, such that national policy creates the enabling environment for city governments to better serve their citizens and that urban poor communities are in turn empowered to maximise the opportunities provided by improved service delivery.
2. **National support partners:** CPs identify national/local organisations that play a supporting role to the primary partners, including local government associations,³ training institutes, academia, NGOs and the private sector and will invest in building partnerships that improve the quality or widen the scope of the support given to the primary partners.
3. **Cities Alliance Members:** CPs invest in the mobilisation of Cities Alliance Members to seek common purpose among them and to ensure that the Cities Alliance as a partnership coherently engages with the national partners with a high quality support programme.
4. **Other international support partners:** CPs develop a set of institutional arrangements that enable an array of additional partners to effectively engage with the national urban agenda. Any international NGO, private sector company, foundation or academic institution can strengthen the national urban agenda and gain access to these partnerships by identifying a point of access and demonstrating common purpose.

³ As the local affiliate of Cities Alliance member UCLG, national associations of local governments/cities are engaged as CA members in the CP design process.

1.4 Indicative Activities, Outputs and Outcomes

1.4.1 Activities and Intermediate Outcomes

16. By principle, the Country Programmes are implemented through implemented through partnerships (output 1, of the Cities Alliance Results Framework). In a Country Programme, the channeled Technical Assistance (output 2) builds up to a comprehensive approach that jointly with CA members deliver the four main intermediate outcomes of the Alliance as defined in the Results Framework:

- (a) National policy frameworks developed and/or enhanced to address urban development needs;
- (b) Local pro-poor and climate-resilient strategies and plans developed, and resources mobilised;
- (c) Mechanisms to engage citizens in city/urban governance developed; and
- (d) Capacities of cities in governance and management strengthened.

17. As a Business Line of the Cities Alliance, Country Programmes are unique in that, because of their comprehensive nature, they deliver on each of these four Intermediate Outcomes. While the exact activities vary from one programme to the next because they are defined by partners in-country to fit the specific context, they draw on a menu of activities within the core competencies of the Cities Alliance.

18. Given the nature and scale of the urban transformation, a combination of national policy dialogue and policy preparation⁴, as well as city development strategies⁵ and city-wide slum upgrading strategies⁶, are the key support offered through the Cities Alliance. The further focus is on linking these strategies with processes at the national level and at the community level for greater alignment and synergies. The types of activities and outputs that constitute a Country Programme are included in Table 1.

1.4.2 Expected Outcomes and Impact

19. By moving away from shorter-term, ad hoc initiatives and adopting a longer-term, programmatic approach, CPs are expected to support sustainable impacts at scale.

20. The Partnership of Cities Alliance members is responsible for delivering the four Intermediate Outcomes listed in Table 1 as part of a CP. These Intermediate Outcomes are intended to result in 'Cities increasingly characterised by effective local government, active citizenship, and delivering improved and responsive services to the urban poor', the overarching Outcome of the Cities Alliance Results Framework.

⁴ National urban policies supported by the CA will typically focus on the system of cities in a country and on cities as drivers of economic development with a special focus on the urban poor.

⁵ A CDS is an action-oriented strategic planning process, developed and sustained through participation, to promote equitable and inclusive growth in cities and their surrounding regions to improve the quality of life for all citizens. With a CDS, cities move beyond planning around the short-term political or donor-funding cycle to considering where they should be in 20 or 30 years, and the steps that need to be taken to achieve those goals.

⁶ Slum upgrading is a process through which informal areas are gradually improved, formalised and incorporated into the city itself, through extending land, services and citizenship to slum dwellers. It involves providing slum dwellers with the economic, social, institutional and community services available to other citizens. These services include legal (land tenure), physical (infrastructure), social (crime or education, for example) or economic.

21. Specifically, Country Programmes contribute to this Outcome by achieving the following:

- National policies that enable pro-poor city development adopted;
- Cities access increased investment for an inclusive and resilient future;
- Increased recognition of the urban poor and their needs; and
- Capacity and influence of institutions is in place to sustain the urban agenda.

Table 1: Intermediate Outcomes and Activities of a Country Programme

Intermediate Outcome 1: National policy frameworks developed and/or enhanced to address urban development needs	Intermediate Outcome 2: Local pro-poor and climate-resilient strategies and plans developed, and resources mobilised	Intermediate Outcome 3: Mechanisms to engage citizens in city/urban governance developed	Intermediate Outcome 4: Capacities of cities in governance and management strengthened
<p>Activity 1: Establishing and maintaining a dialogue through national fora to garner citizens' and municipal inputs and build a consensus around policy issues.</p> <p>Activity 2: Supporting national partners to collect baseline, elaborate and submit policy paper and/or recommendations.</p> <p>Activity 3: Promoting resilient and inclusive cities and related pro-poor urban policies through advocacy and awareness activities.</p>	<p>Activity 1: Establishing and maintaining a dialogue through municipal fora as a mechanism to share information, assess needs, broker partnerships, and negotiate development priorities.</p> <p>Activity 2: Elaborating City Development Strategies (CDS) and city-wide slum upgrading strategies that are inclusive and climate resilient through participatory planning processes</p> <p>Activity 3: Building partnerships, including with the private sector, to mobilise resources for implementing of city development and city-wide slum upgrading strategies.</p>	<p>Activity 1: Establishing, strengthening and promoting recognition of organisations of the urban poor at settlement, municipal and national levels.</p> <p>Activity 2: Establishing and maintaining a dialogue through settlement-level community fora as a mechanism to identify local development solutions.</p> <p>Activity 3: Implementing community-led upgrading projects identified through local-level dialogue.</p>	<p>Activity 1: Providing organisational-development support to cities and institutions mandated to steer the urban development agenda, incl. national gov't, municipal associations and educational institutions</p> <p>Activity 2: Training city officials and representatives of other organisations mandated to steer the urban development agenda, incl. municipal associations.</p> <p>Activity 3: Conducting cross-learning exchanges for stakeholders and encouraging cross-country and city cooperation.</p>

2 Initiation

2.1 Geographic Focus

22. The Cities Alliance develops CPs primarily in low-income countries (LICs), with a focus on Sub-Saharan Africa (SSA).⁷ The fastest urbanising region in the world, SSA is set to double its urban population in the next 20 to 30 years, potentially creating a huge opportunity for governments that adopt enabling policies. While the spatial distribution and impacts of urbanisation will vary from country to country, most growth will take place in small and secondary cities, where capacity constraints are most extreme. However, the largest slums and pressures will be felt in the primary cities.

23. While the main focus of the CP approach is on lower income countries (LICs) in SSA, support is also extended to a limited number of middle-income countries (MICs) that have large populations of the urban poor and whose experience might be relevant to other LICs. Programming in MICs focuses on developing an asset base for South-South exchange and/or regional policy influence. A key element of the CP is the identification of examples that might be relevant in a different geographic context, including policy, planning practice and implementation modalities.

2.2 Country Identification

24. The Cities Alliance prioritises working to develop CPs with those governments already committed to change and reform over time. Indeed, most of the countries where Cities Alliance support is required will have to consider fundamental reforms in order to overcome huge social, economic and infrastructural backlogs. A city that has 40, 50 or 60 percent of its population living in slums, un-serviced and socially excluded, does not have a 'slum problem' – it has a city problem. It is no real surprise that the Cities Alliance's most effective work has been undertaken in cities in countries where a set of reforms is underway, or where there are very clear signs of a move towards reform.

25. Natural partners of the Cities Alliance CPs are, therefore, those governments that have already taken the decision (or are in the process of doing so) to decisively address the needs of their urban poor and have recognised that, in order to make this sustainable, it must be undertaken in the context of citywide or nationwide reforms.

26. Countries where CPs have the potential to achieve the greatest impact and to support activities that can achieve scale are identified using a set of criteria endorsed by the Executive Committee (EXCO) by which each country is ranked by the Secretariat (2.2.1). The list of potential countries is then submitted to the EXCO for discussion, review and final selection of the country(ies) that should be invited to participate in the programme. Once the country government indicates commitment and accepts the invitation, the Secretariat facilitates a collaborative design process (2.2.2) that brings together the various stakeholders in a series of engagements to develop a common understanding of existing programmes, gaps and priorities.

27. Interested countries with support from Cities Alliance member(s) and/or the Secretariat can motivate their selection to the Executive Committee by demonstrating the degree to which they meet or exceed these criteria with supporting information and analysis. Those low-income countries in Sub-

⁷ The Cities Alliance Consultative Group (CG) agreed to focus the Partnership's support in Sub-Saharan Africa at its November 2010 Annual Meeting.

Saharan Africa where CA currently has active projects, with a primary focus on countries with multiple grants, as well as other countries at the direction of EXCO, will be prioritised for analysis.

2.2.1 Country Identification Criteria

28. The identification of countries by EXCO with whom the Cities Alliance works to develop CPs is guided by the following criteria:

1) Demonstrated political commitment to the urban poor

A key tenet of the Cities Alliance is to support governments that are already beginning to strategise for their urban future and which have a constructive attitude towards their urban poor. Evidence of varying degrees of this commitment includes:

- Clear political commitment to slum upgrading;
- Establishing targets and budgeting national (and local) funds for slum upgrading;
- Willingness to adopt a partnership and process approach to slum upgrading; and
- A commitment to providing opportunities for the urban poor.

2) Empowered local government

Effective urban development requires empowered local government. It is therefore necessary to consider the extent to which national government is committed to decentralisation and the mandating and resourcing of local authorities, which is evidenced through the following types of mechanisms:

- Legislative and regulatory frameworks for the transfer of authority to local governments;
- Transparent, predictable and formula-driven system for fiscal transfers; and
- Commitment to enhancing capacity of local governments to deliver on their mandates.

3) Cities Alliance member engagement

The CA works through its members. This is particularly important in a CP, which typically involves a number of CA members, each bringing their own specific skills and expertise. Both the quantity and quality of member engagement in the urban sector in a given country should be considered, as well as the willingness/interest to collaborate for greater impact. Ultimately, it is for the national and local government to specify what support is required, and to identify the members they wish to engage.

4) History of past CA investment(s)

Where appropriate, a CP builds upon and consolidates previous and current Cities Alliance activities in a given country. It is necessary to consider the outcomes (and impacts, if possible) of Cities Alliance investments, because CPs will consciously seek to build on successful projects, especially those that have already influenced changes in attitudes, policies, behaviours, and/or processes in the field of urban and city development.

5) Local civil society

In order to enable constructive dialogue, a CP is designed to create the space for organisations that represent the urban poor, and which are able to articulate the concerns, needs and expectations of the urban poor, as well as the positive contribution that they can make to urban development.

Ideally, CPs are undertaken in a country with:

- Local NGO capacity with experience in urban programming;

- Local SDI or similar urban poor movement operational; and
- International NGOs with local urban programming experience.

6) Investment leverage

If cities are to become more inclusive they need to approach urban growth in a proactive and long-term manner, while taking steps to facilitate the citywide provision of basic municipal services. However, the real test of the planning and regulatory framework introduced by the local government will be the ability of the city to attract investment from a variety of sources, from the private sector to slum dwellers themselves. It is therefore necessary to consider the availability of:

- Potential to raise enhanced revenue from own sources through new instruments, institutional capacity building measures, municipal reforms and, not least, a willingness to collect;
- Domestic private sector, commercial investment;
- National or sub-national allocation on budget for slum upgrading and transparent, predictable and formula-driven systems for fiscal transfers;
- Loan(s) with urban investment components; and
- Donor support.

7) National partnerships

In the context of both utilising and building local capacity, it is important to mobilise a wide range of local partners. The potential for such partnerships is explored, including:

- Private sector, urban institutes, horizontal networks and local universities that can add extra institutional capacity;
- South-South cooperation agreements that are in place or in process; and
- Other funded urban programmes that can be integrated.

2.2.2 Collaborative Programme Design

29. Once the country government indicates commitment and accepts the invitation, the Secretariat facilitates a collaborative design process to develop the initial pillars of the future Country Programme.

30. A collaborative programme design process is fundamental to the objectives of CPs. The process actively brings the national government and CA members together in a series of facilitated engagements with local authorities and organisations of the urban poor to develop a common understanding of existing programmes and priorities.⁸

31. The dialogue among partners serves to collectively define the demand, establish a framework and inform how resources can best be utilised to:

- Build on and support existing government programmes and CA member and other initiatives currently underway;
- Strengthen the operational synergies between partners; and
- Fill defined programming gaps that will enable an integrated approach to supporting a policy of inclusive cities.

⁸ In the interest of ensuring the central role of cities in the programme design process the national Municipal Association will be incorporated into the member engagement process as the local affiliate of United Cities and Local Government.

This type of process itself is an important method for building partnerships among diverse stakeholders in a given country, which will ultimately contribute to the achievement of the programme objectives.

2.3 Concept Note

32. As a result of the country identification and the engagements with the relevant stakeholders, a general Concept Note (Annex C) is developed through a joint forum of partners. The Concept Note broadly:

- **Defines objectives and activities.** Based on the situation analysis, appropriate activities are identified to maximise synergies and meet commonly agreed objectives. This process includes defining the geographic scope.
- **Clarifies roles and responsibilities.** Based on mandates, capacities and commitment of CA members and other country institutions, appropriate roles and partnerships are identified.

33. The Concept Note is finalised by the Secretariat and shared with all partners involved in the design process, as well as all Members of the Cities Alliance CG through Member coordination.⁹

2.4 Framework document

34. The Concept Note is then translated into a more detailed Framework document (Annex D). Original objectives and activities are verified and refined through the joint forum of partners, facilitated by the Secretariat. The Framework adds an important level of detail to the Concept Note. It further defines roles and responsibilities and allocates resources across activities of the proposed Country Programme. The Secretariat provides an indicative budget for the programme, and the amount of resources available from the CA. CA Members and other partners also indicate their expected contributions to the programme and identify those Members/partners who will play a leading role.

35. Country Programme Framework documents are endorsed by the national government and all Members and partners involved in the Country Programme and approved by the Consultative Group of the Cities Alliance on a no-objection basis. Following the endorsement and approval of the Framework, implementing partners (CA Members, national/local governments, institutes, NGOs etc., identified during the design process) develop specific individual proposals for the identified activities and submit them to the Secretariat.¹⁰

⁹ Member coordination is undertaken to ensure that the proposed activity does not, inter alia, conflict with other donor activities in the country, and that it will contribute to other programmatic synergies.

¹⁰ In certain circumstances, some initial activities can be funded during the Initiation, Concept Note and Framework stages as part of the preparatory work for the development of a Country Programme.

3 Appraisal

3.1 Initiation of Proposals under the Framework Document

36. The identified implementing partners (CA members or other city/country partners) develop individual proposals as identified under the framework and submit them to the CA Secretariat in order to receive the funding. The proposals for discrete activities add yet another level of detail to what is outlined in the CP Framework and are developed using the Project Proposal Template (Annex B), with the support, as necessary, of the Secretariat.

37. **Appraisal of proposals.** The designated Cities Alliance Task Manager (TM) verifies that the individual proposals capture the agreed-upon objectives and activities outlined in the Framework. The TM also undertakes threshold screening of the proposals to ensure compliance with general funding eligibility and selection criteria as well as safeguards requirements and facilitates the review of other fiduciary aspects by assigned specialists as needed in accordance to the relevant modalities and tools (see SOP Section 14 and Section 3.2 below). As appropriate, the TM may also ask for internal and external peer reviews of the proposal by experts.

38. A Threshold Screening Report is prepared for each proposal. The Threshold Screening Report includes: (i) the assessment of the proposal against predefined set of relevant criteria, and (ii) a summary of the relevant fiduciary findings emerging from the various assessments and any other relevant comment. For proposals that do not pass the threshold screening in accordance with the TM's assessment, comments are sent to the applicant with feedback on what revisions may be needed to strengthen the application or address the identified gaps, including recommendations on procurement and FM matters and recommended technical and institutional mitigating measures against identified risks.

39. **Appraisal Completion.** For proposals that pass the threshold screening in accordance with the CA TM assessment, the proposal and the related Threshold Screening Report are sent to the CA Manager, with a copy to all relevant teams, recommending endorsement and clearance to proceed to the next steps. Once the report and the proposal are endorsed and cleared by the CA Manager, they are sent to the CG for Member coordination if the request is for an amount greater than US\$75,000. If the request is under US\$75,000 the CA Manager may approve the proposal directly¹¹.

40. After Member coordination:

- If there are no comments, or if the comments do not have a material effect on the proposed activities/budget or other key aspects of the activity, a recommendation for final approval is sent to the CA Manager and/or the CG in accordance with authorisation levels stated in Section 3.2.
- If substantial comments and inputs from Member coordination are received, the TM consolidates them into a Summary, which is shared with applicants asking for further revision of the proposals. If the revised proposal is satisfactory, the TM sends a recommendation for final endorsement and clearance to the CA Manager highlighting how the issues raised were addressed. Final approval will then follow the authorisation levels and modalities stated in Section 4.

¹¹ This approval does not pertain to signature of grants, which is subject to level of delegation of authority provided.

3.2 Fiduciary review

3.2.1 Financial Management

41. All CA grant recipients are required to maintain or cause to be maintained acceptable financial management arrangements (i.e. budgeting, accounting, internal control, funds flow, financial reporting, and auditing, and other risk management systems) that adequately reflect the operations, resources and expenditures related to grant funded activities. Such arrangements should provide assurance that the proceeds of the grant will be used for the purposes for which it was intended. And where feasible, these financial management arrangements should be integral to existing recipient's institutional systems and processes.

42. CPs proposals are subject to a financial management assessment of the Recipient organization based on the Integrated Assessment Framework (IAF). The assessment is part of the package that is submitted with the Threshold Screening Report. For additional details on assessment of financial management capacity during the appraisal process, see the SOP, Section 13, *Fiduciary Management of Grant Activities*.

3.2.2 Procurement

43. CA grant recipients are expected to have acceptable procurement arrangements that ensure efficiency and cost-effectiveness, quality of goods and services, transparency, and fair competition.

44. CPs proposals are subject to a procurement capacity assessment of the Recipient organization based on the Integrated Assessment Framework (IAF). The assessment is part of the package that is submitted with the Threshold Screening Report. For additional details on procurement assessment during the appraisal process, see the SOP, Section 13, *Fiduciary Management of Grant Activities*.

3.2.3 Safeguards

45. The Cities Alliance is committed to ensuring that all activities it supports are environmentally and socially sound and that adequate mitigation measures for any potential adverse impacts/risks that may arise from the implementation of project activities are designed and implemented throughout the project life.

46. CPs proposals will be screened by the TM for any potential adverse impacts/risks using the standard environmental and social screening tool (ISDS). The assessment is part of the package that is submitted with the Threshold Screening Report, and should include adequate mitigation measures for the identified risks. For additional details on safeguards screening during the appraisal process, see the SOP, Section 13, *Fiduciary Management of Grant Activities*.

4 Approval

47. The CA Manager approves¹² all proposals requesting funding of USD 250,000 or less, with the Secretariat informing the CG of these approvals on a regular basis. Proposals requesting funding for amounts greater than USD 250,000 are circulated to the CG for approval on a “no objection” basis.

¹² This approval does not pertain to signature of grants, which is subject to level of delegation of authority provided.

5 Grant Set-Up and Disbursement of Funds [under development]

5.1 Memoranda of Understanding and Grant Support Agreements

48. Grants are governed by agreements based on the following modalities: UN to UN Agency Contribution Agreements and Externally Financed Outputs Agreements¹³ for inter-agency grants (Annex H); Memoranda of Understanding for grants for Governments (Annex I); Grant Support Agreements for grants for all other external recipients are governed by (Annex J). UNOPS expenditures are specified in the CA annual budget.

5.2 Creation of Records

49. Following the approval of a proposal, the TM in consultation with relevant staff in the Secretariat and in UNOPS creates the relevant records in ATLAS and in other systems as may be required in order to facilitate timely and effective grant payment and monitoring during implementation. Such records are approved in the systems by the authorised officials in accordance with UNOPS regulations and procedures.

5.3 Disbursement Package Preparation

50. The CA TM ensures that the project budget, M&E, activities, outputs and deliverables, milestones and timelines as well as other terms of the grant agreement and reporting templates are agreed upon with the Recipient. The CA TM then prepares the following: (i) Grant Approval Request together with Project Proposal, Evaluation Report and other supporting documentation; and (ii) Standardised legally approved grant agreement, in any of the appropriate modalities, together with its supporting annexes, inclusive of templates for reporting. The package is submitted to the authorising official for review and signing of the grant agreement, in any of the appropriate modalities, in accordance with UNOPS regulations and procedures.

5.4 Grant Effectiveness

51. Once the grant agreement in any of the appropriate modalities is signed by UNOPS, the CA TM facilitates its signing by the Recipient and submission of one original countersigned copy. After receipt of the countersigned agreement by UNOPS, the first installment of the grant is paid in accordance with the terms stated therein. Subsequent installments, if any, are paid in accordance with the agreed schedule and satisfactory achievement of the milestones including timely submission of acceptable financial and narrative reports, as may be required under the grant agreement in any of the appropriate modalities.

¹³ If UNOPS confirms this modality (undergoing legal review).

6 Supervision, Monitoring and Evaluation [under development]

6.1 Reporting

1. The specific mechanisms for monitoring CP progress are developed according to the specific programme context, and may vary from project to project, but in each case the lead CA Member is expected to play a key role. The CA Secretariat has the following monitoring and evaluation responsibilities:

- Project oversight via regular missions and/or desktop reviews of quarterly financial reports and bi-annual progress reports against agreed results framework per grant..
- Monitoring progress of CPs against the overall Cities Alliance Results Framework and provide data and information for corporate scorecard reporting and
- Supporting the feedback of knowledge and learning from the above monitoring into the programme and making adjustments as necessary to the programme design and management.

6.2 Performance Monitoring System [to be developed]

2. Each CP has a macro level Results Framework, derived from the overall Country Programmes Results Framework, which articulates overall programme objectives, output and intermediate outcome indicators, how the indicators will be used and a results monitoring framework.

3. Each individual grant proposal also incorporates a Results Framework that stipulates the project level objectives, output and intermediate outcome indicators. These project-level frameworks correlate to the overall programmatic framework. Individual grant recipients (CA members and/or partners) are responsible for reporting to CA Secretariat against the project-level results framework and on progress of individual grant-funded projects.

6.3 Disclosure policies and record retention [to be developed]

ANNEX A Country Programmes Flow Chart [to be developed]

ANNEX B Country Programmes Application Template



Application Form for Submission Country Programmes

Page Limits: Please do not exceed twelve pages.

SECTION 1 - GENERAL PROPOSAL INFORMATION	
<p>1.1 Title of proposed project [Create a short but descriptive title that captures the overall scope of the project.]</p>	<p>1.2 Submission date</p>
<p>1.3 Proposal submitted by [A proposal is typically submitted by a mayor or a metropolitan or district governor, or the head of a national local authority association. In the case of national level actions, the proposal is usually submitted by a ministry or urban development agency or authority. Other types of organisations such as civil society organisations or universities can also apply.]</p> <p>Organisation: Name and title: Address: Telephone/Fax/E-mail:</p>	<p>1.4 Contact Person [Please insert full details of the person responsible who will be answering communications related to the proposal.]</p> <p>Organisation: Name and title: Address: Telephone/Fax/E-mail:</p>
<p>1.5 Organisation Administering the Grant [Please insert the name of the organisation that will sign the Grant Agreement, receive the funding, and be responsible for grant administration and monitoring, and the name of the person who will represent the organisation.] [Please see recipient TOR for more details available at www.citiesalliance.org] [The organisation listed here can be the same as 1.3 and, in some circumstances, as 1.7.]</p> <p>Organisation: Name and title: Address: Telephone/Fax/E-mail:</p>	<p>1.6 Cities Alliance Country Programme Partners [Please insert the name of the Cities Alliance members and organisation(s) that are partners in the Country Programme] [Please see the Cities Alliance website for a list of CA members available at www.citiesalliance.org]</p> <p>Organisation: Name and title: Address: Telephone/Fax/E-mail:</p>
<p>1.7 Main Implementing Organisation [only if applicable] [If the Recipient will be supported in the Grant Administration in some or all the project activities and deliverables by any partner organisation, the main partner should be listed here.]</p>	<p>1.8 Other Implementing Organisation (s) [only if applicable] [Please list additional partner organisations that will support in some or all of the project activities and deliverables of the Grant Administration. Please add additional text boxes below if more than one organisation is involved]</p>

<p>Organisation: Name and title: Address: Telephone/Fax/E-mail:</p>	<p>Organisation: Name and title: Address: Telephone/Fax/E-mail:</p>																					
<p>1.9 What is the main project theme? [To mark a checkbox, double-click on it and choose 'checked' from the default value section. Try to limit choice to one box.]</p> <p><input type="checkbox"/> Citizen mobilization/engagement</p> <p><input type="checkbox"/> City governance, planning and management</p> <p><input type="checkbox"/> Municipal association capacity</p> <p><input type="checkbox"/> Land and Security of tenure and access to shelter</p> <p><input type="checkbox"/> National urban policy and dialogue</p> <p><input type="checkbox"/> Access to economic opportunities</p> <p><input type="checkbox"/> Access to affordable services</p> <p><input type="checkbox"/> Other <i>(please specify)</i> _____</p>	<p>1.10 Geographic scope of the project [To mark a checkbox, double-click on it, and choose 'checked' from the default value section. More than one box can be checked.]</p> <p><input type="checkbox"/> City: <i>[specify]</i></p> <p><input type="checkbox"/> State/province: <i>[specify]</i></p> <p><input type="checkbox"/> Country: <i>[specify]</i></p> <p><input type="checkbox"/> Global / Regional / Multi-city / Multi-country: <i>[specify]</i></p>																					
<p>1.11 Expected project duration</p> <p>_____ Months</p>	<p>1.12 Budget Summary</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">SOURCE</th> <th style="text-align: right;">Total</th> <th style="text-align: right;">%</th> </tr> </thead> <tbody> <tr> <td>Cities Alliance</td> <td style="text-align: right;">[grant amount requested]</td> <td style="text-align: right;">[of total]</td> </tr> <tr> <td>Co-financier 1 <i>[indicate name]</i></td> <td style="text-align: right;">[amount]</td> <td style="text-align: right;">[of tot]</td> </tr> <tr> <td>Co-financier 2 <i>[indicate name]</i></td> <td style="text-align: right;">[amount]</td> <td style="text-align: right;">[of tot]</td> </tr> <tr> <td>...</td> <td style="text-align: right;">[...]</td> <td style="text-align: right;">[...]</td> </tr> <tr> <td>Government <i>[indicate name]</i></td> <td style="text-align: right;">[amount]</td> <td style="text-align: right;">[of tot]</td> </tr> <tr> <td colspan="3">TOTAL Project Cost</td> </tr> </tbody> </table>	SOURCE	Total	%	Cities Alliance	[grant amount requested]	[of total]	Co-financier 1 <i>[indicate name]</i>	[amount]	[of tot]	Co-financier 2 <i>[indicate name]</i>	[amount]	[of tot]	...	[...]	[...]	Government <i>[indicate name]</i>	[amount]	[of tot]	TOTAL Project Cost		
SOURCE	Total	%																				
Cities Alliance	[grant amount requested]	[of total]																				
Co-financier 1 <i>[indicate name]</i>	[amount]	[of tot]																				
Co-financier 2 <i>[indicate name]</i>	[amount]	[of tot]																				
...	[...]	[...]																				
Government <i>[indicate name]</i>	[amount]	[of tot]																				
TOTAL Project Cost																						

SECTION 2 – PROJECT BACKGROUND [This section should provide an overview of the urban development context and policies, the key issues to be addressed by the proposed project, and its added value to previous or ongoing projects on similar issues. This information should provide the background to understand why the proposed approach has been chosen, which will be explained in detail in the following section 3]. [Please answer each question below in the order presented].

2.1. Project background and rationale

- ❖ What is the context of the project?
- ❖ What are the key issues to be addressed?
- ❖ Why is this project needed?
- ❖ How does the project relate to the Country Programme?

SECTION 3 – PROJECT DESCRIPTION [This section provides details on the logical framework of the project and its main approaches on some of the main tenets: coordination, participation, sustainability and knowledge] [Please answer each question below in the order presented. Please be clear and detailed for questions on project outputs, outcomes and objective as these will be included in the Grant Agreement.]

3.1 Project Objectives and Results

- ❖ What is the main objective of the project?
- ❖ What are the expected outcomes of the project [The Project Outcomes are the direct short- term benefits produced by the project outputs and their utilisation. What is the benefit and who will benefit? Please also include indicators that will be used to measure the outcomes, who will measure them and how.]
- ❖ What are the main activities and outputs of the project? [The 'Project Activities are the actions taken or the work performed to produce the outputs. The Project Outputs are the deliverables, i.e. products, goods and services – including knowledge and skills – that result *directly* from the project activities. Please list all outputs which are relevant to observe progress towards the objectives.]

3.2 Project Approach

- ❖ How will the project facilitate broad participation of stakeholders and build partnerships among urban actors? [Please describe the nature and extent of participation of all important stakeholders in project development and activities. Please also describe potential partnerships including both with the private sector and community organizations. If appropriate, discuss stakeholders' needs and benefits in terms of gender and age].
- ❖ How will the project scale up and institutionalise its approach? [Please describe how you intend to increase or extend the impacts of the project and how it can become an integral part of the urban governance of a city or country.]
- ❖ How will the project engage financing partners to provide capital for the implementation of plans and strategies to be developed by the project? [Please give special attention to capital investment for infrastructure and impact on local/national government budgets.]
- ❖ How will the project capture experiences and results, facilitate learning processes and disseminate knowledge? [Which mechanisms for monitoring, evaluation and learning will be used or established by the project? How will be M&E and knowledge activities be used to stimulate learning processes within the project management, among stakeholders and beyond? How do you plan to disseminate the project's experiences on local and national level and for the Cities Alliance? If appropriate, discuss projects' M&E in terms of gender and age] [Please note that CA strongly encourages peer-to-peer exchange activities and learning among cities with similar experiences]

SECTION 4 – PROJECT AND FIDUCIARY RISKS AND ARRANGEMENTS

4.1 Project Risks

- ❖ Will the project entail any social risks? [impacts on indigenous people, land acquisition, and/or other relevant potential social impacts] YES NO
- ❖ Will the project entail resettlement? YES NO
- ❖ Will the project entail any environmental risks? [impacts on natural habitats, forest conservation areas, on physical cultural resources and/or other relevant potential environment impacts] YES NO
- ❖ Will the project entail any other risks including, but not limited to political and financial risks? [e.g. upcoming elections that could change government commitment towards the project; required co-finance does not materialise] YES NO
- ❖ If the answer was yes to any of the three above questions, please describe the type of risks involved in the project and the mitigating measures to be undertaken to minimise those potential adverse impacts.

4.2 Fiduciary Risks [a Financial Management Assessment of the Organisation Administering the Grant is required, see 1.5]

- ❖ Is the Recipient a registered organisation under the countries'/cities' legal requirement? YES NO
- ❖ Can the Recipient provide proof of registration and years of operation? YES NO
- ❖ Does the Recipient have (or can open) a bank account and are they authorized to receive international donor funds? YES NO
- ❖ Is the Recipient liable for audit? YES NO
- ❖ Does the Recipient follow any Procurement Guidelines and if so can this document be provided for review? YES NO
- ❖ Is the Recipient familiar with World Bank Procurement Guidelines? YES NO

4.3 Project implementation arrangement [Please describe major entities involved in the administration of the grant and project implementation activities, their lines of accountability and financial transfer with regard to the grant. To this effect a flow chart/graph illustrating the funds flow and how the project will be managed is well accepted]

Section 5 – PROJECT SCHEDULES and DELIVERABLES (Section 5A) and COST ASSUMPTION SUMMARY (Section 5B)

SECTION 5A - PROJECT SCHEDULES AND DELIVERABLES: Please indicate the proposed activities, the implementing entity for each activity, the respective deliverables and the planned time-period of their delivery.											
<i>[COUNTRY NAME, PROJECT NAME]</i>											
Key activities <i>(please add/delete 'activities' where needed)</i>	Implementing entity for the activity <i>(If the entity needs to be contracted please specify 'individual consultancy' or 'firm consultancy')</i>	Proposed Budget <i>(approximate cost per main activity only)</i>	Deliverables <i>(mark the respective delivery quarter with X)</i>	YEAR 1				YEAR ...			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Activity 1.											
Sub-activity 1.1			Deliverable <i>(add as many deliverables as needed)</i>								
Sub-activity 1.X <i>(add as many sub-activities as needed)</i>			Deliverable <i>(add as many deliverables as needed)</i>								
Activity 2.											
Sub-activity 2.1			Deliverable <i>(add as many deliverables as needed)</i>								
Sub-activity 2.X <i>(add as many sub-activities as needed)</i>			Deliverable <i>(add as many deliverables as needed)</i>								
Activity Y. <i>(add as many main activities as needed)</i>											
Sub-activity Y.1 <i>(add as many sub-activities as needed)</i>			Deliverable <i>(add as many deliverables as needed)</i>								

Example on how to fill out the above table

Activity 1. Climate Resilient Adaptation Strategies And Action Plans		50,000								
Sub-activity 1.1. Awareness Training & orientation for senior municipal officials.	UoM Faculty of Architecture (consultancy firm)		Awareness raising and orientation workshop for 15 senior municipal officials from 5 cities.		X					

SECTION 5B – COST ASSUMPTION SUMMARY:

Data for this summary should be from the detailed cost worksheet provided in Annex 1 (electronic Excel file)

[COUNTRY NAME, PROJECT NAME]

Summary of costing details of project main activities

Project Activity ^{/i}	Total Budget	Consulting Services \$	Dissemination Cost \$	Training/ Seminars/ Workshops \$	Others \$	Remarks
Activity 1 ^{/ii}	0.0	0.0	0.0	0.0		
Activity 2 ^{/ii}	0.0	0.0	0.0	0.0		
Activity 3 ^{/ii}	0.0	0.0	0.0	0.0		
Project Management Costs ^{/ii}	0.0	0.0				
Supervision and Grant Administration <i>(limited to 15% of CA requested budget)</i> ^{/ii}	0.0					0.0
Sub Total of the CA Activities Cost	0.0	0.0	0.0	0.0	0.0	
Co financing ^{/iii}	0.0	0.0	0.0	0.0	0.0	
Total Project Cost	0.0	0.0	0.0	0.0	0.0	

/i The items under "Project Activities" are the main activities proposed to be financed by the Cities Alliance Grant.

/ii Provide details for proposed budget for this activity in the relevant activity tab. For any additional activity please add a new detail costing tab.

/iii Provide the Co Financing information in the Co-financing tab.

Note :

1. The exchange rates applicable for the quarter should be stated. Exchange Rate means the exchange rate used for conversion from the local currency to US Dollar.

2. Goods, Vehicles and Equipments are not eligible for CA funding.

ANNEX C Country Programmes Concept Note Template [to be developed]

ANNEX D Country Programmes Framework Document Template [to be developed]

Annex C Catalytic Fund Guidelines [*under revision to be approved in CY 2013*]

Catalytic Fund (CATF)

Guidelines

Draft
April 2013
Washington DC

October 2011
Updated April 2013



Cities Alliance
Cities Without Slums

Index

1	Acronyms and Abbreviations	3
2	Concept and Key Characteristics	4
	2.1 Principles	4
	2.2 Objectives	4
	2.3 Applicants and Recipients.....	5
	2.4 Overview of Grant-making Process	5
3	Initiation	7
	3.1 The Call for Proposals	7
	3.2 Minimum Threshold Screening	8
4	Initial Appraisal	10
	4.1 Review of the Concept Notes by the Expert Evaluation Panel	10
	4.1.1 Composition and process of the Panel.....	10
	4.1.2 Selection Criteria used by the Panel	11
	4.1.3 Guidelines for Selection Criteria.....	12
	4.2 Secretariat Decision Meeting	14
	4.3 Invitation to Submit Full Funding Proposals	15
5	Appraisal Completion	16
	5.1 Screening of Full Proposal	16
	5.2 Fiduciary review	16
	5.2.1 Financial Management.....	16
	5.2.2 Procurement	16
	5.2.3 Safeguards	17
6	Approval.....	18
7	Grant Set-Up and Disbursement of Funds [under development]	19
	7.1 Memoranda of Understanding and Grant Support Agreements... 	19
	7.2 Creation of Records	19
	7.3 Disbursement Package Preparation	19
	7.4 Grant Effectiveness.....	19
8	Supervision, Monitoring and Evaluation [under development]	21
	8.1 Reporting	21
	8.2 Performance Monitoring System	22
	8.3 Disclosure policies and record retention	22
9	Knowledge and Learning.....	23
ANNEX A	Procedures Flow Chart [under development]	24
ANNEX B	CATF Concept Note Template (most recent)	25
ANNEX C	CATF Full Application Template	30
ANNEX D	Terms of Reference for CATF Project Sponsors	37
ANNEX E	Terms of Reference for CATF Grant Recipients	39

1 Acronyms and Abbreviations

CA	The Cities Alliance
CATF	Cities Alliance Catalytic Fund
CAPAT	Cities Alliance Programme Administration Team
CG	Cities Alliance Consultative Group
CN	Project Concept Note
CP	Country Programmes
EEP	Expert Evaluation Panel
EXCO	Cities Alliance Executive Committee
FM	Financial Management
FP	Project Full Proposal
K+L	Knowledge and Learning
M&E	Monitoring and Evaluation
NGO	Non-governmental Organisation
OECD	Organisation for Economic Cooperation and Development
PMS	Performance Monitoring System
PPD	Cities Alliance Proposal/Project Database
SOP	Cities Alliance Standard Operating Procedures
TM	Cities Alliance Task Manager
TOR	Terms of Reference
UCLG	United Cities and Local Governments
UN	United Nations
UNOPS	United Nations Office for Project Services
WUF	World Urban Forum

2 Concept and Key Characteristics

1. The Catalytic Fund (CATF) is a Cities Alliance (CA) global funding instrument which provides grant support for innovative projects that strengthen and promote the role of cities in poverty reduction and in sustainable urban development.
2. The Catalytic Fund replaced the CA Open Access Grant Facility in 2010 as one of the core elements of a renovated CA business model under the revised Charter. First presented to the Cities Alliance Executive Committee (EXCO) in July 2010, the CATF model was discussed among members at the November 2010 Consultative Group meeting in Mexico City, and the final design of the CATF was adopted in January 2011.

2.1 Principles

3. The Catalytic Fund (CATF) has been developed in accordance with the following principles:
 - **Strategic relevance within the CA business model (Principle 1).** The CATF was developed in harmonisation with the CA Results Framework and in complementarity and integration with other CA tools, namely Country Programmes (CP), Knowledge and Learning (K+L) and Communication and Advocacy.
 - **Global reach (Principle 2).** The CATF is to maintain a wide geographical scope of the CA, much beyond the limited number of countries envisaged for CP. However, global reach is also intended thematically as to include a vast array of issues, and constituency-like as to include all the main stakeholders.
 - **Demand orientation (Principle 3).** Cities with strong member support and engagement are at the centre of the CATF, and mechanisms will be in place to foster ownership and commitment.
 - **Process optimisation and transparency (Principle 4).** The CATF will intend to systematically lower transaction costs for CA members and partners, while maintaining transparency in the selection process and increasing the developmental value of its projects.
 - **Portfolio quality enhancement (Principle 5).** The CATF is to enhance the quality of the CA portfolio by selecting projects which are able to reflect CA comparative advantages and strategically leverage CA impact and learning.

2.2 Objectives

4. The Catalytic Fund has two major and complementary strategic objectives in line with the Results Framework of the Cities Alliance. The first objective is oriented towards the specific local and national situation, while the second aims at the broader CA constituency.
 - **Objective 1.** The Catalytic Fund aims to catalyse urban transformation processes that promote more inclusive cities by connecting cities and their innovative ideas to CA members¹ (See Box 1);
 - **Objective 2.** The Catalytic Fund aims to advance collective know-how on global urban challenges through the learning that can be distilled from the project experiences and shared among CA partners, members and beyond.

¹ Transformation processes are intended to occur not only at the city level but also at the national level, e.g. through the development of a national policy.

BOX 1

DEFINING CATALYTIC

A catalytic effect has different aspects to it. As intended specifically by the CATF, it will:

- ❖ **Bring Impact.** A catalytic effect is about impact and change, and the action of a catalyst able to initiate and then mediate this process of transformation.
- ❖ **Shape a cooperation system.** A catalytic effect develops only through the building and development of a dense system of partnerships. Positive change in complex systems such as cities adapts to the idea of multiple drivers where different approaches, activities and competencies are being aligned for synergetic effects towards a common goal.
- ❖ **Innovate.** The catalytic effect is creative and value-added. It often relies on diverse combinations of inputs, alternative pathways and new solutions. Innovation will be measured in terms of new ideas, products and processes in the local city context.

2.3 Applicants and Recipients

5. Applicants and grant recipients may be any city, national association of cities, national government, CA member, civil society organisation, private sector company, foundation or academic institution, as long as the applicant has CA member support and meets other country and eligibility criteria as set out in the Charter, SOP and these Guidelines.

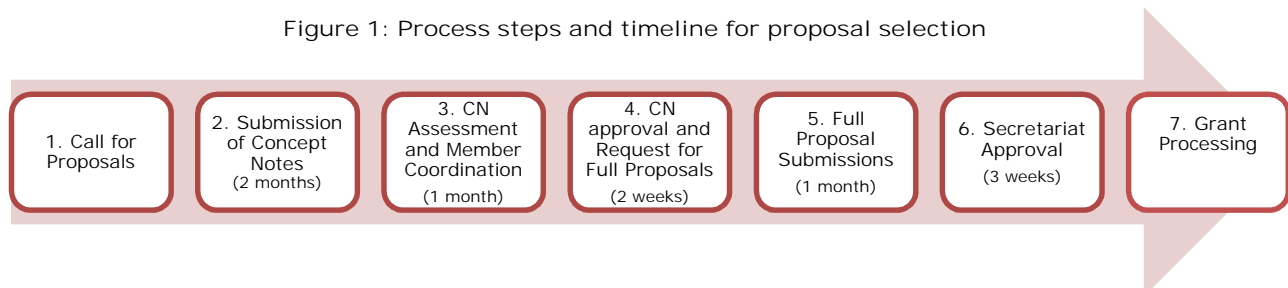
2.4 Overview of Grant-making Process

6. The CATF builds around the following five major tenets:

- Grants are awarded in a **competitive** process intended to increase the quality and focus of the portfolio. (See *Principles 1, 2 and 5.*)
- The window for CATF support will be open **at least once a year**. Proposals will be processed in a batch, instead of appraising proposals individually throughout the year. This is a direct consequence of the need to evaluate proposals comparatively. At the same time, this simplified process will also contribute to the lowering of transaction costs (see *Principle 4*) and with it stimulate demand. (See *Principle 3.*)
- Call for proposals can be **thematic specific** to increase the overall focus and coherence of the CATF portfolio and fill crucial knowledge and strategic gaps. (See *Principles 1 and 5.*)
- An **Expert evaluation panel** (EEP) will be used in the selection process to aid the CA Secretariat (hereafter known as the Secretariat) in assessing the relevance and quality of proposals, and in supporting objectivity and transparency. The final decision will be taken by the Secretariat, while also considering the composition and characteristics of the overall CA portfolio. (See *Principles 4 and 5.*)
- The **grant size** will be limited to US\$50,000 – US\$250,000. The Secretariat is forecasting funding about 10 activities for each call (ca. US\$2 million). Sponsorship by one or more Cities Alliance members is required. Multiple sponsors are strongly encouraged. (See *Principle 3.*)

7. The major steps of the envisioned selection process are outlined in Figure 1. Subsequent sections elaborate on the full details of this process and the tools needed.

Figure 1: Process steps and timeline for proposal selection



8. **Step 1:** At defined times² the Secretariat will issue a Call for Proposals via the Cities Alliance website.
9. **Step 2:** Once this call has been issued, the Cities Alliance will accept submissions of project Concept Notes over a predetermined period of time, typically two months. The Concept Note³ is a concise outline of the intended project and will follow a simple format designed to answer the basic questions of who, what, why, where and how much.
10. **Step 3:** The Secretariat screens the Concept Notes to ensure that they meet the minimum criteria for eligibility.⁴ The Concept Notes that pass the minimum threshold are referred to an independent EEP⁵, which evaluates them on a competitive basis using a predefined set of selection criteria. Following an assessment and validation process, the panel provides a ranked list of all scored Concept Notes to the CA for further consideration and processing.
11. The EEP list is reviewed by the Secretariat and modified if needed. During this process and in addition to the selection criteria, the Secretariat may also take into consideration additional strategic factors – such as theme, geography or member engagement and knowledge needs (defined as portfolio criteria⁶) – in order to maintain the strategic balance of the overall Cities Alliance grant portfolio. Following a decision meeting, the Secretariat makes recommendations on which Concept Notes are eligible in principle for funding and qualified to proceed. The Cities Alliance Consultative Group (CG) examines the recommended Concept Notes to ensure that the proposed activities do not conflict with or duplicate Cities Alliance member activities and approves the recommendation.
12. **Step 4:** Once the evaluation process is complete, the Secretariat notifies successful applicants that their Concept Notes have been approved in principle for funding and invites them to revise and develop the Note into a Full Proposal, typically within a two-month timeframe. The Secretariat notifies also any eventual feedback on the project design and matters arising from an early fiduciary screening as well as recommendations by the CG and the EEP members.
13. **Step 5:** The Full Proposal⁷ is essentially an expanded version of the Concept Note incorporating the above inputs and providing further detailed information needed to process the grant. An application is not considered to be formally approved until a satisfactory Full Proposal is provided that meets the established standards. Full Proposals which are not submitted within the established time limit will be removed from consideration, and the applicant must restart the application process during the next Call for Proposals.
14. **Step 6:** Once a Full Proposal is received and meets the established standards for project design and fiduciary issues, it is formally approved by the Secretariat. Under special circumstances (decided on need basis), proposals could be referred to the CA Consultative Group for final endorsement on a no-objection basis. The process of evaluation and approval is expected to be 5 weeks.
15. **Step 7:** The Secretariat will then undertake the fiduciary and legal process to make the grant effective.

² Timing and number of calls depend upon resource availability and strategic decisions at management and CG level.

³ For more details on the Concept Note see Section 3.1 and Annex B.

⁴ For more details on the Eligibility Criteria see Section 3.2.

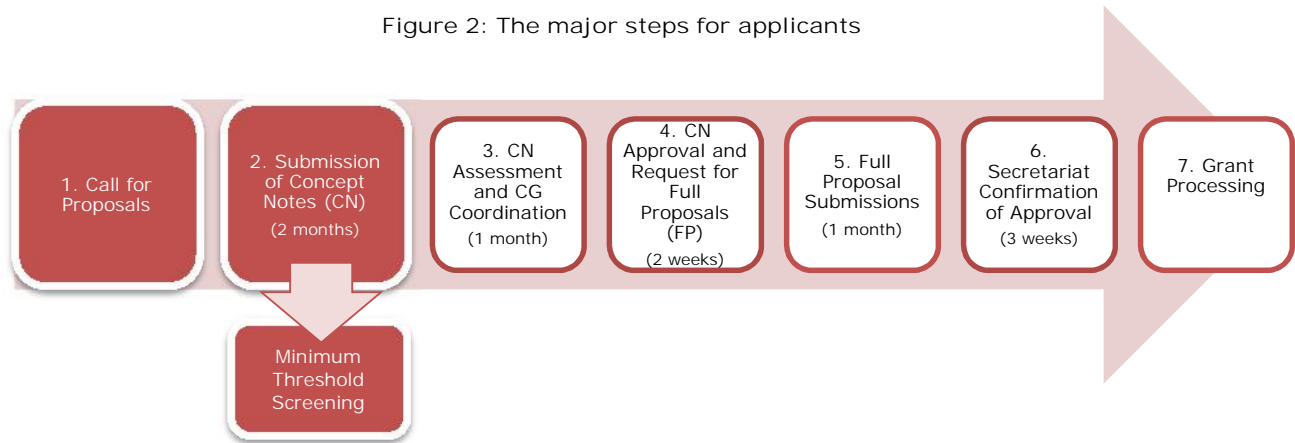
⁵ For more details on the EEP and the evaluation mechanism at this stage see Section 4.1

⁶ For more on the Strategic Portfolio Criteria see Section 4.2.

⁷ For more details on the Full Application see section 4.3 and Annex C.

3 Initiation

Figure 2: The major steps for applicants



16. The Catalytic Fund is a demand-driven tool. Access for applications to funding from the CATF follows two major steps. The first step refers to the period intervals, at least once a year, when the CA is open for submission of applications. When the window is open, interested applicants apply for funding to the CA by submitting project Concept Notes. (See Section 3.1.) In order to be further processed, the whole batch of received Concept Notes must be verified to be in full compliance with a set of eligibility criteria. (See Section 3.2.)

3.1 The Call for Proposals

17. The CA will issue a call for project Concept Notes at least once a year at set times and for specific durations. Proposals received before or after such an interval will not be considered. The call for Concept Notes is posted on the CA website along with the major instructions for application, scope and eligibility criteria. Additional posting and marketing is decided by the Secretariat on a discretionary basis depending also on the available resources and the response rate.

18. Calls for the CATF could be either general or theme-specific. **General** means a call whose scope is defined by the three major areas of typical intervention outlined in the CA Charter: (a) Citywide and nationwide slum upgrading programmes; (b) City development strategies; and (c) National policies on urban development and local government. A call may also prioritise a specific **thematic** area (e.g. youth, climate change, municipal finance). A thematic call tends to increase the overall focus and coherence of the CATF portfolio. It also benefits better, more targeted sharing and dissemination of project experiences, fills crucial knowledge gaps, and prioritises issues that are of crucial relevance to both CA members and international debates. **Box 2** shows CA past practices in theme selection.

19. The CATF Concept Note is the official format (Annex B) through which applicants respond to the Call for Proposals. Concept Notes could be submitted in English, French, Portuguese and Spanish⁸ and must

BOX 2

THEME SELECTION GUIDANCE

Through internal consultations, the CATF coordinator develops a long list of potential themes based on corporate strategic considerations and priorities. After further consultations and voting, the long list is reduced to a short list of four possible themes. At its annual meeting, EXCO is requested to assess the short list and provide recommendations for selection to the CG. The CG formally selects a theme for the next CATF Call for Concept Notes.

⁸ Languages allowed may vary.

strictly observe the relevant provisions contained in the call for Concept Notes and accompanying submission modalities (see Box 3). Concept Notes shall be sent by e-mail to the Secretariat at catf@citiesalliance.org.

20. The rationale of the CATF Concept Note is to allow the EEP to judge a project's potential without excessively burdening the applicant with premature requirements or the evaluators with unnecessary documentation. The major functions of the CATF Concept Note are (i) to provide sufficient understanding of a project as to enable a competitive assessment in terms of its catalytic and knowledge potential; and (ii) early flag potential risks connected with the project and downstream activities.

3.2 Minimum Threshold Screening

21. Each Concept Note submitted to the Secretariat must comply with minimum requirements in order to be considered for further processing. The Secretariat undertakes the initial and main verification for compliance with the eligibility criteria once the Concept Notes are received and batched. The eligibility criteria are as follows:

- Country eligibility
- CA member(s) support
- Government commitment and approval
- Within scope
- Budget
- Specific submission and application modalities

A. Country eligibility. Proposed projects must be implemented in countries that are on the OECD Development Assistance Committee's List of Aid Recipients (access the current DAC list at www.oecd.org). Typically, and unless specified otherwise, if a Call for Proposals is over-subscribed, preference will be given to those countries where the Cities Alliance does not have a significant existing programme/set of activities.⁹

B. Cities Alliance member(s) support. Proposed projects must be sponsored by at least one member of the Cities Alliance.¹⁰ Multiple sponsors are strongly encouraged, in keeping with the Cities Alliance objective of improving the coherence of urban development cooperation. Sponsorship is defined in its scope and responsibilities by the sponsors' terms of reference.¹¹ The sponsor should be contacted prior to submission of the Concept Note. Proponent and sponsor(s) should also have discussed and endorsed the Concept Note including the role of the sponsor(s) prior to submission.

C. Government commitment and endorsement. Government commitment and endorsement of the proposed project is essential for success, and is a fundamental requirement for eligibility. Activities at the city level must demonstrate strong commitment from local authorities. Projects at the national level must demonstrate strong commitment from the national government. In all cases, country-specific activities (whether at the local, provincial/state or national level) must secure no-objection by the government of the country, specifically by the Ministry in charge of international aid. If the Concept Note is successful, the applicant will be invited to submit supporting letters demonstrating the government's commitment and endorsement. These letters should be submitted together with the Full Proposal.

D. Within Scope. Project objectives and activities must be in line with the mandate and scope defined by the Cities Alliance Charter. Generally the Catalytic Fund will only support those activities that strengthen

⁹ Countries where the Cities Alliance currently has a significant existing programme/set of activities are: Brazil, Burkina Faso, Ghana, India, Mozambique, Philippines, South Africa, Uganda and Vietnam.

¹⁰ Please see CA website for a list of current Cities Alliance members.

¹¹ Please see Annex D for the CA sponsors' terms of reference.

and promote the role of cities in poverty reduction and in sustainable urban development. If the call is theme-specific, then proposed projects will also need to fully address the chosen theme.

E. Budget. The grant request to Cities Alliance must be limited to between US\$50,000 and US\$250,000. Co-financing is highly encouraged.

F. Specific application and submission modalities. The CA regulates the submission of the Concept Notes and Full Proposals according to specific modalities previously defined, such as language, time intervals, etc. (See Box 3 for most common examples of application modalities). Both the Concept Note and the Full Proposal templates are accompanied by additional specific instructions regarding the questions to be answered and the maximum length allowed.

22. Once the Concept Notes have been reviewed for eligibility, the Secretariat will prepare a report listing: (i) Eligible and ineligible Concept Notes; and (ii) Reasons for ineligibility. All eligible Concept Notes are further processed and forwarded to the EEP. (See Section 4.) Compliance is re-assessed once the Full Proposals are received.

BOX 3

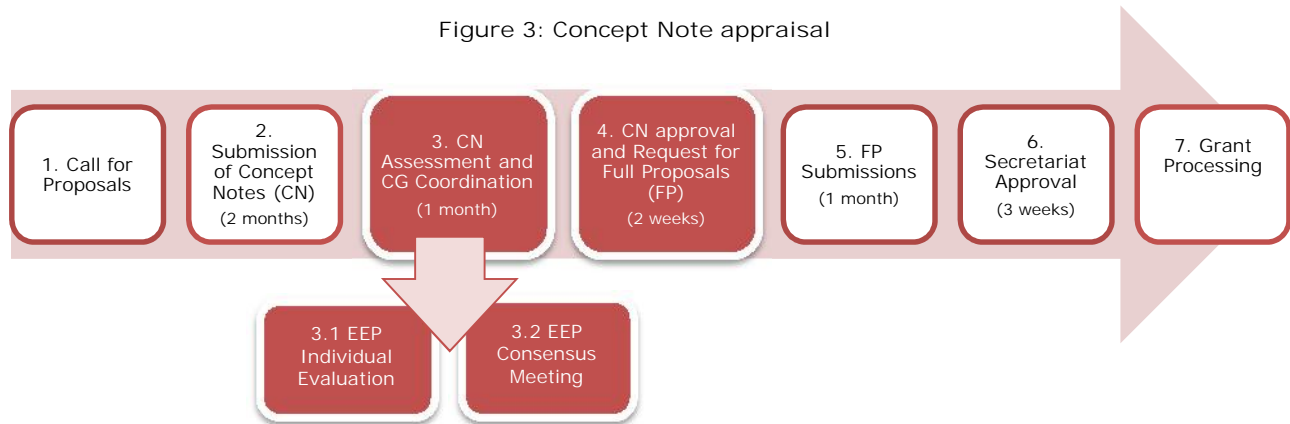
EXAMPLE OF SUBMISSION MODALITIES

- ❖ **Use of template.** All initial submissions must use the designated Concept Note Template and follow the instructions as specified in the Template, which can be downloaded at: www.citiesalliance.org/catalytic-fund
- ❖ **Language.** All submissions must be in, English, French, Portuguese or Spanish.
- ❖ **Timing.** Concept Note submissions can only be made in response to the Secretariat's Call for Proposals, which is issued at least once a year.
- ❖ **Deadlines.** Once the Call for Proposals has been issued, Concept Notes must be submitted before the specified deadline.
- ❖ **Submission modalities.** All Concept Notes should be sent via e-mail to the Cities Alliance Secretariat at CATF@citiesalliance.org

4 Initial Appraisal

4.1 Review of the Concept Notes by the Expert Evaluation Panel

Figure 3: Concept Note appraisal



23. The batch of eligible Concept Note enters the formal appraisal process. During this assessment process, the Secretariat will benefit from the support and recommendations of an Expert Evaluation Panel (EEP) (4.1.1). The EEP assesses eligible Concept Notes using a defined set of selection criteria (4.1.2) and their guidelines (4.1.3). Those applicants whose Concept Notes the CA determines to be eligible in principle for funding (4.2) will then be invited to develop full project proposals (4.3).

4.1.1 Composition and process of the Panel

24. After the Secretariat verifies Concept Notes' compliance with the eligibility criteria, the batch of Concept Notes is transmitted to the EEP for initial assessment.

25. The EEP aids the Secretariat in assessing the quality of the eligible Concept Notes received through the Call for Proposals. The idea of a panel of experts supporting the Secretariat in the selection process rests on three major rationales: (i) lower transaction costs for the Secretariat; (ii) a pool with the diverse set of skills and expertise needed to foresee the catalytic and knowledge potential of a project; and (iii) guaranteed transparency and objectivity of the process in light of an open competition.

26. **Panel composition.** EEP membership¹² is drawn from preminent urban experts in a specific thematic area and/or region. Members' knowledge and experience is relevant not only for judging a full-fledged proposal, but also for understanding a project's potential for nested knowledge value and catalytic effect based on a short Concept Note. The panel will maintain a regional and gender balance. Finally, diversity will also be considered in regard to the professional experience of the experts. Nominations for the EEP are recommended by the Secretariat and subsequently approved by EXCO. EEP members are appointed for three years and can be confirmed by EXCO for a further mandate following a Secretariat review. The EEP will be managed by an appointed Chair who acts as the main focal point for the other panel members and ensures the overall coordination of its operations.

27. **The Panel Process.** As per Figure 3, the EEP's work is typically articulated in two major steps:

A. First assessment – Evaluating the Concept Notes (Fig. 3, step 3.1). Detailed methods and tools to be employed in the Concept Note assessment is developed by the appointed Chair in close consultation with the Secretariat. The assessment shall adhere to the following general principles:

¹² Initially they will be ITAs.

- 1) Concept Notes will be evaluated on a competitive basis taking into account the pre-defined set of criteria provided by the Secretariat, as outlined in Section 4.1.3;
- 2) Concept Notes will be subject to a scoring system and will be individually assessed by multiple panel members, possibly three individual assessments per Concept Note; and
- 3) Each assessment shall be complemented by few lines of comments on the overall value of the Concept Note.

B. Full assessment – Consensus meeting on the Concept Notes list (Fig. 3, step 3.2). The Chair will convene the panel members virtually to validate the individual scoring, strengths and weaknesses of the Concept Notes and to resolve any differences in judgement. The Chair is responsible for moderating the meeting, ensuring quality and effective discussion, and reaching consensus among panel members on the final scores¹³. Modalities and logistics of the consensus meeting are agreed closely with the Secretariat, but the meeting will take place no later than 20 working days from the time the batch of Concept Notes is submitted to the EEP. The Chair is responsible for providing a ranked list of all scored Concept Notes, based on a consensus of the panel, as the outcome of the meeting. The Chair then submits the ranked list to the CA for further consideration and processing. The list should be annotated and further consolidate the various comments provided by the panel members. The Chair should be available to answer requests for clarification by the Secretariat.

28. At later stages, once the Secretariat has cleared the list of Concept Notes approved in principle for funding, the Chair – in collaboration with other panel members – will be requested to further elaborate the initial assessment into a more detailed and comprehensive set of recommendations. These recommendations should provide indications as to how the successful Concept Notes could be best and further developed into Full Proposals. The Secretariat then conveys the recommendations to the respective proponents.

4.1.2 Selection Criteria used by the Panel

29. The EEP and the Secretariat use a predetermined set of selection criteria to assess the Concept Notes and – at a later stage – confirm the selection of Full Proposals. The selection criteria are in line with the core principles of the CA Charter¹⁴ and are derived from the objectives of the CATF: (1) to cause catalytic effects on urban transformation; and (2) to advance collective know-how. The first objective informs the development of three clusters of criteria outlined in accordance with the definition of catalytic: to bring impact, shape a system of cooperation, and innovate. (See Box 1) The second objective of the CATF informs the cluster of criteria labeled Knowledge and Learning. The Implementation Conditions cluster of criteria does not map to any specific CATF objective, but rather covers the probability of successfully concluding the project.

30. It is worth noting that the criteria and sub-criteria are not necessarily meant to aggregate mathematically into a final numerical score. Rather, they function as guidance for evaluating those aspects that are most important to the CA and that need to be considered when evaluating the proposals competitively. The next section elaborates a set of guidelines that help navigating each criteria cluster, safeguarding objectivity and uniformity.

¹³ In the event that consensus is not reached on the day of the meeting, additional sessions will be scheduled following decision by the panel chair. If consensus is not reached within the agreed additional period, decision will be transferred to the Secretariat.

¹⁴ As of 23 January 2009.

Table 1: The CATF selection criteria

1. Implementation Conditions	<ul style="list-style-type: none"> • Capacity • Cost-Effectiveness • Results Framework • Fiduciary Management • Risks and Mitigations • Co-Funding
2. Impact	<ul style="list-style-type: none"> • Scalability • Transferability • Institutionalisation • Follow-up investments • Targeting the objective
3. Cooperation	<ul style="list-style-type: none"> • Ownership • Harmonisation • Alignment • Partnerships, Dialogue and Consultations
4. Innovation	<ul style="list-style-type: none"> • Innovative design, process and products
5. Knowledge and Learning	<ul style="list-style-type: none"> • Learning from M&E • Learning and dissemination • Applicability

4.1.3 Guidelines for Selection Criteria

31. This section defines the different selection criteria that guide the screening and assessment process.

A. Implementation Conditions

- 1. Capacity.** The capacity of an organisation refers to its potential to perform, i.e. to successfully utilise its skills and resources in the forms needed to accomplish the objectives of the project. Generally, capacity to perform is captured along organisational dimensions, such as human capital, financial and technical resources, and partnerships. Other aspects also include more intangible criteria, such as the leadership and the history of the organisation. The external operating environment shall also be taken into consideration, especially when it might constitute a significant obstacle to an organisation's performance.
- 2. Cost effectiveness.** The rationale provided for the project's major costs, which should be well proportioned between the project activities and the intended results. The project should also make adequate use of existing local and/or national resources.
- 3. Results Framework.** The central idea behind the project and how that idea is captured in the result framework should be clear, realistic and achievable within two years or less (the timeframe of project implementation). The project should have a realistic plan with concrete steps or activities for achieving the project objectives, as well as clear and measurable results that will have a direct impact on the intended beneficiaries.
- 4. Fiduciary management.** The project needs to be in compliance with specific corporate policies that regulate the use of CA grants. This covers procurement, financial management and disbursement policies, and is informed by targeted Secretariat assessments.

5. **Risks and mitigations.** The project should adequately identify any potential social and/or environmental impacts and risks connected to its activities and outline relevant mitigation measures accordingly.¹⁵
6. **Co-Financing.** All proposals should include co-financing from the recipient organisation, implementing partners, and other sources. The amount of co-financing should match the financial capacity of the proponent as well as the size of the project. Co-Financing might also be an in-kind contribution if it is directly related to project activities.¹⁶

B. Impact

1. **Scalability.** The potential of a project to be expanded over its initial geographic area to benefit more people within a city or country. In order to increase the potential for scaling up, the selected city should preferably have (or have realistic ambitions to develop) appropriate links to other cities in the country, for example, through local authority associations.
2. **Institutionalisation.** The potential of a project to become an integral part of the urban governance of the city/country. The project should preferably reflect activities that directly or indirectly are able to impact on policy formulation, legal framework, institutional reform or work processes. Since the process of institutionalisation may take place after the completion of a project, its financial sustainability serves as a relevant proxy to understanding the likelihood of institutionalisation.
3. **Transferability.** A project whose design is flexible enough to be potentially adapted in a new and different context. While scalability is country-oriented and related more to a quantitative increase in inputs and outputs, transferability refers rather to the 'concept' of a project and its adoptability in different cities worldwide.
4. **Follow-up investments.** In order to strengthen catalytic transformation, project activities should be able to stimulate, mobilise and attract potential capital and/or impact on a government's budgets. Private and public sector investment partners should be clearly identified and involved in the design of the activity from the beginning in order to increase the odds of investment follow-up. In addition, the project should establish mechanisms to foster continued financing beyond its lifespan.
5. **Targeting the objective.** The project must aim to strengthen and promote the role of cities in poverty reduction, and in sustainable development along the lines emphasised by the Cities Alliance Charter.

C. Cooperation

1. **Ownership.** A project shall reflect strong ownership of the city and/or government supporting the application. The local/national partner should be committed to (and be in a condition to) leading the development and implementation of the project and account for its results. In difficult contexts, capacity development and participatory activities might be critical in creating, strengthening and broadening ownership and should be adequately reflected in the project design.
2. **Alignment.** Project activities should reflect domestic priorities. The expected results should be aligned with the overall national poverty framework and with urban strategies at the national and/or local level, as well as with relevant urban development and urban poverty alleviation projects on the ground.

¹⁵ At the Full Proposal stage, this will be informed by an environmental and social assessment (ISDS).

¹⁶ Examples of in-kind co-financing include: (i) A local authority assigns a staff member from its planning office to work on the project full-time for a period of 18 months. (ii) A computer and GIS software needed for a project component will be donated for the exclusive use of the project for a period of two years.

3. **Harmonisation.** Project activities should be designed to promote coordination amongst development partners. The project should reflect complementary cooperation among CA members' activities on urban development in the country/city and other national or international development partners.
4. **Consultations, dialogue and partnerships.** Project proposals must be conceived as a participatory process with local stakeholders including both the private sector and community organisations. The project design must include appropriate strategies and actions to ensure adequate participation of communities, paying attention to gender, age and other relevant characteristics. The project will need to demonstrate the nature and extent of participation by relevant stakeholders.

D. Innovation

1. The criteria of innovative design, process and products considers the extent to which a project idea is innovative within the specific context of the project, and how this is justified in the project proposal. This criterion also includes whether the method employed is distinctive compared to other approaches, and if the project outputs could potentially be used innovatively within the local context.

E. Knowledge and learning

1. **Learning from M&E.** Project design should incorporate ways to capture the experience and results of the project implementation. Of particular importance are the quality of the indicators and other monitoring tools that track (and re-adjust) project progress, as well as dedicated activities targeted at measuring project success such as impact assessment.
2. **Learning and dissemination.** A project shall convey and/or stimulate learning-oriented activities with the aim of sharing and disseminating the experiences, information and knowledge stemming from project implementation and outputs. Examples include peer-to-peer exchanges, write-shops, communities of practice, centres of excellence, and study tours.
3. **Applicability.** Projects with a focus on knowledge development should envisage outputs that are ready to be used by practitioners engaged in similar contexts. The quality of the knowledge product should consider the potential interest to other governments, cities and practitioners and, most importantly, direct applicability and relevance in the field.

4.2 Secretariat Decision Meeting

32. Once the EEP provides its ranked list of all scored Concept Notes to the Secretariat, a dedicated Decision Meeting is convened by the Secretariat to review them on the basis of additional criteria designed to maintain the strategic balance of the CA portfolio. The strategic portfolio criteria are: (i) the geographical scope of the portfolio; (ii) the balance between MIC and LDC; (iii) optimal member engagement; (iv) knowledge gap-filling¹⁷; and (v) thematic balance. The decision meeting is chaired by the CA Manager and includes Task Managers from the Secretariat. A report outlining the main deliberations is circulated including the final list as approved by the Chair on which Concept Notes are eligible in principle for funding and qualified to proceed.

33. This list of Concept Notes is shared with the CG to ensure that the proposed activities do not conflict with or duplicate CA Member activities, and for approval in principle for funding on a no-objection basis. At this stage, Members can also provide comments and recommendations to be conveyed to applicants

¹⁷ Activities related to project research should cover areas and aspects that are not fully covered by previous research, or for which exists a well-motivated knowledge demand.

in view of the development of the Full Proposals and/or project implementation. If the above coordination process reveals any issue or objections, the Secretariat should endeavour to resolve such matters through appropriate consultation. Matters that cannot be resolved in this manner will be deferred to EXCO.

34. Once the Concept Note evaluation process is completed, the Secretariat notifies successful applicants of the approval in principle of their Concept Notes and invites them to develop and submit full funding proposals. In addition, the Secretariat provides comments on areas that need to be modified and/or strengthened, including recommendations from the CG and the EEP. Comments also provide preliminary inputs on procurement and Financial Management (FM) matters and eventual technical and institutional mitigating measures against identified risks.

4.3 Invitation to Submit Full Funding Proposals

35. A CATF Full Proposal is the official format through which qualified applicants are invited to complete the process after a successful Concept Note. Full Proposals must be submitted in English¹⁸ and must strictly observe the relevant provisions contained in the accompanying guidelines. Full Proposals should be sent by e-mail to the Secretariat at catf@citiesalliance.org.

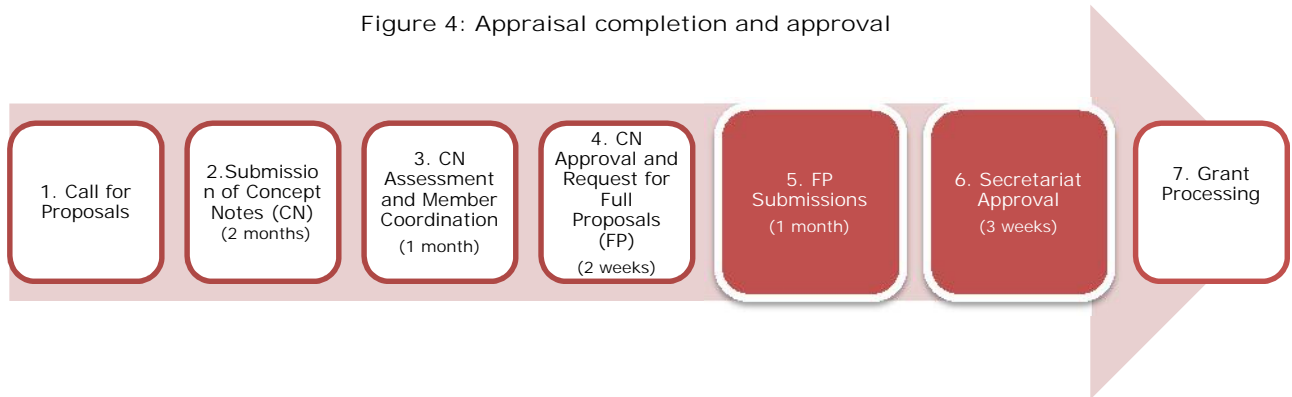
36. The rationale behind the CATF Full Proposal is to provide additional fiduciary and project design information needed to formally confirm the funding. The major functions of the CATF Full Proposal are (i) to provide full understanding of the project design; (ii) to highlight compliance with existing UNOPS and CA fiduciary policies; and (iii) to provide the relevant M&E information in terms of baseline and targets. The CATF Full Proposal has the following characteristics:

- It is thorough in testing the relevance of the proposed project to CATF objectives.
- It focuses on the design of the project, encompassing results framework, M&E, timeline, institutional arrangement and budget.
- It builds on the Concept Note but is also a stand-alone document.

¹⁸ Languages allowed may vary.

5 Appraisal Completion

Figure 4: Appraisal completion and approval



5.1 Screening of Full Proposal

37. Once a Full Proposal is received, the CA Task Manager (TM) undertakes threshold screening of the proposal to ensure compliance with funding eligibility and selection criteria – as well as safeguard requirements – and facilitates the review of other fiduciary aspects by assigned specialists as needed in accordance to the relevant modalities and tools (see SOP Section 13 and Section 5.2 below).

38. A Threshold Screening Report is prepared for each proposal. The Threshold Screening Report includes: (i) the assessment of the proposal against predefined set of relevant criteria, and (ii) a summary of the relevant fiduciary findings emerging from the various assessments. For proposals that do not pass the threshold screening in accordance with the TM's assessment, comments are sent to the applicant with feedback on what revisions may be needed to strengthen the application or address the identified gaps. For proposals that pass the threshold screening in accordance with the TM's assessment, the proposal and the related Threshold Screening Report are sent to the CA Manager, with a copy to all relevant teams, recommending endorsement and clearance to proceed to final approval. Final approval follows the authorisation levels and modalities stated in Section 6, below.

5.2 Fiduciary review

5.2.1 Financial Management

39. All CA grant recipients are required to maintain or cause to be maintained acceptable financial management arrangements (i.e. budgeting, accounting, internal control, funds flow, financial reporting, and auditing, and other risk management systems) that adequately reflect the operations, resources and expenditures related to grant funded activities. Such arrangements should provide assurance that the proceeds of the grant will be used for the purposes for which it was intended. And where feasible, these financial management arrangements should be integral to existing recipient's institutional systems and processes.

40. CATF Full Proposals are subject to a financial management assessment of the Recipient organization based on the Integrated Assessment Framework (IAF). The assessment is part of the package that is submitted with the Threshold Screening Report. For additional details on assessment of financial management capacity during the appraisal process, see the SOP, Section 13, *Fiduciary Management of Grant Activities*.

5.2.2 Procurement

41. CA grant recipients are expected to have acceptable procurement arrangements that ensure efficiency and cost-effectiveness, quality of goods and services, transparency, and fair competition.

42. CATF Full proposals are subject to a procurement capacity assessment of the Recipient organization based on the Integrated Assessment Framework (IAF). The assessment is part of the package that is submitted with the Threshold Screening Report. For additional details on procurement assessment during the appraisal process, see the SOP, Section 13, *Fiduciary Management of Grant Activities*.

5.2.3 Safeguards

43. The Cities Alliance is committed to ensuring that all activities it supports are environmentally and socially sound, and that adequate mitigation measures for any potential adverse impacts/risks that may arise from the implementation of project activities are designed and implemented throughout the project life.

44. CATF Full proposals will be screened by the TM for any potential adverse impacts/risks using the standard environmental and social screening tool (ISDS). The assessment is part of the package that is submitted with the Threshold Screening Report, and should include adequate mitigation measures for the identified risks. For additional details on safeguards screening during the appraisal process, see the SOP, Section 13, *Fiduciary Management of Grant Activities*.

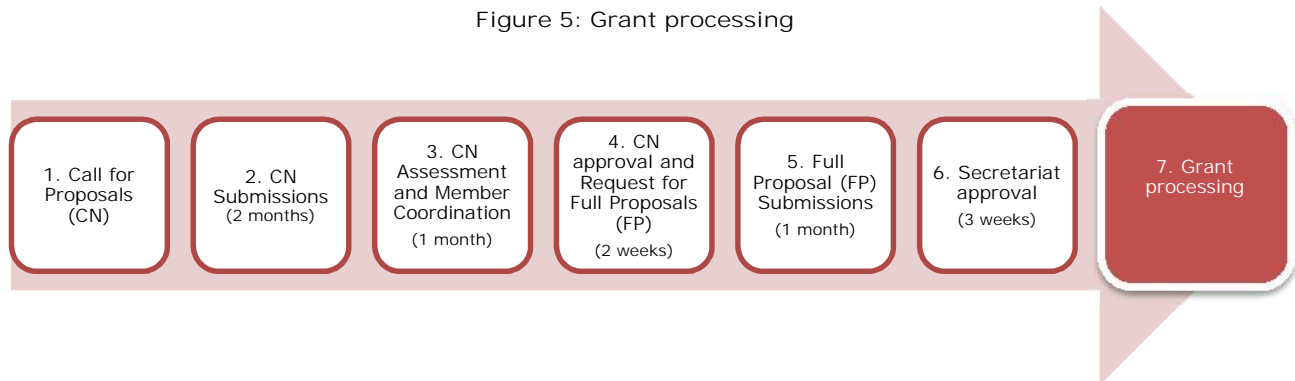
6 Approval

45. The CA Manager approves¹⁹ all proposals requesting funding of USD 250,000 or less, with the Secretariat informing the CG of these approvals on a regular basis. Proposals requesting funding for amounts greater than USD 250,000 are circulated to the CG for approval on a “no objection” basis.

¹⁹ This approval does not pertain to signature of grants which is subject to level of delegation of authority provided.

7 Grant Set-Up and Disbursement of Funds [under development]

Figure 5: Grant processing



7.1 Memoranda of Understanding and Grant Support Agreements

1. Grants are governed by agreements based on the following modalities: UN to UN Agency Contribution Agreements and Externally Financed Outputs Agreements²⁰ for inter-agency grants (Annex H); Memoranda of Understanding for grants for Governments (Annex I); Grant Support Agreements for grants for all other external recipients are governed by (Annex J). UNOPS expenditures are specified in the CA annual budget.

7.2 Creation of Records

46. Following the approval of a proposal, the TM, in consultation with relevant staff in the Secretariat and in UNOPS, creates the relevant records in ATLAS and in other systems as may be required in order to facilitate timely and effective grant payment and monitoring during implementation. Such records are approved in the systems by the authorised officials in accordance with UNOPS regulations and procedures.

7.3 Disbursement Package Preparation

47. The CA TM ensures that the project budget, M&E, activities, outputs and deliverables, milestones and timelines as well as other terms of the grant agreement and reporting templates are agreed upon with the Recipient. The CA TM then prepares the following: (i) Grant Approval Request together with Project Proposal, Evaluation Report and other supporting documentation; and (ii) Standardised legally approved grant agreement, in any of the appropriate modalities, together with its supporting annexes, inclusive of templates for reporting. The package is submitted to the authorising official for review and signing of the grant agreement, in any of the appropriate modalities, in accordance with UNOPS regulations and procedures.

7.4 Grant Effectiveness

48. Once the grant agreement in any of the appropriate modalities is signed by UNOPS, the CA TM facilitates its signing by the Recipient and submission of one original countersigned copy. After receipt of the countersigned agreement by UNOPS, the first installment of the grant is paid in accordance with the terms stated therein. Subsequent installments, if any, are paid in accordance with the agreed schedule

²⁰ If UNOPS confirms this modality (undergoing legal review).

and satisfactory achievement of the milestones including timely submission of acceptable financial and narrative reports, as may be required under the grant agreement in any of the appropriate modalities.

8 Supervision, Monitoring and Evaluation [under development]²¹

8.1 Reporting

49. The general objective of the M&E system of the CATF is to gather information in order to provide the Secretariat, the main stakeholders and the CA members with:

- A. Regular information the progresses of each CATF project towards the agreed project results (the 'M')
- B. An assessment of each concluded CATF project (the 'E'). Since there are different possible focuses for a final assessment, projects' evaluation sets out to determine and reflect upon: (i) the extent to and modalities through which project results have been achieved; (ii) the extent to and modalities through which the project has impacted on the stakeholders along the two major dimensions defined by the CATF objectives - catalytic transformation and knowledge spin.

50. The following are the major tools and activities involved in the CATF M&E system and how they relate to (A) and (B) above.

Quarterly progress and financial report (Fig. 6 steps 2 and 4). M&E at this level will be concentrated mainly on the project progress of activities in accordance with the timeline and the delivery of the outputs and will take into consideration obstacles that are encountered. The progress report will be accompanied by a financial report.

The midterm report (Fig. 6 step 3). This report is submitted after one year of project implementation and provides a more detailed analysis of the project status, which moves beyond checks on the project management to verify its progresses in the more broader context defined by the objectives of the CATF. Thus, for instance, questions on involvement of stakeholders and CA members as well as progresses on learning are measured. The progress report will be accompanied by a financial report.

The completion report (Fig. 6 step 6). The completion report has a threefold function. First, it provides detail on the project implementation to measure what has been achieved vis-à-vis what was initially planned as per the result framework, timeline and budget. Second, the report further elaborates on aspects central to the CATF (e.g. cooperation system, innovation, change etc.). Finally, bridging with a K&L function, the completion report provides an initial reflection on the project experiences and a look forward on potential follow up activities to enhance its impact. The completion report will be accompanied by a financial audit.



Figure 6: The M&E Cycle

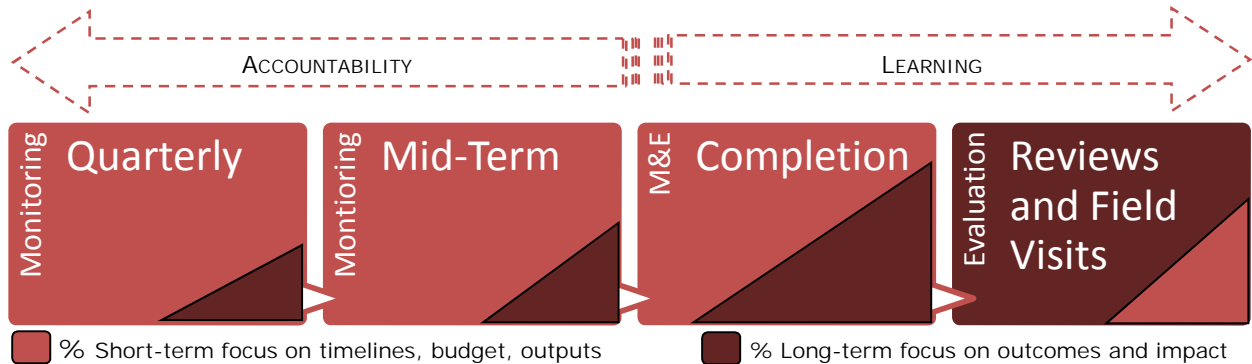
The completion report shall build on the results of a **stakeholder evaluation workshop (Fig. 6 step 5)** which aims at bringing more objectivity to the process of reporting by gathering different viewpoints and experiences. The stakeholder workshop can also be conceived as a forum in which proposals on the way forward can be discussed and developed.²²

²¹ To be revised once the new Cities Alliance Performance Monitoring System is in place.

²² This represents a continuation of stakeholder involvement in earlier stages of the project, at the planning cycle and rebuts a commitment of the CA towards dialogue and participation. Minutes for the workshop report will be included as a part of the completion report material.

Evaluations (Desk reviews and Field visits). Desk reviews will be carried out for each completed project within six month from the project’s end.²³ Where needed, they can be followed by a field visit ²⁴ at discretion of the Secretariat. The aim of the evaluations is to learn lessons from past experiences so as to improve the effectiveness of future planning but, most importantly, to avail valuable information to be used for K+L activities of the CA, its members and constituency. The review will assess the project’s ‘success’ based on a series of conceptual benchmarks derived from the objective of the CATF but also from other priorities of the CA which might be strategically relevant at a point in time (e.g. Communications and Advocacy purposes). The evaluations will also include recommendations for improving the quality of future project.

Figure 7. The different CATF M&E tools and their main focuses



8.2 Performance Monitoring System

[Under Development]

8.3 Disclosure policies and record retention

[Under Development]

²³ Evaluation will be carried out by EEP Members so that part of the learning can feed into the next EEP selection process.

²⁴ Field visits might involve CA members.

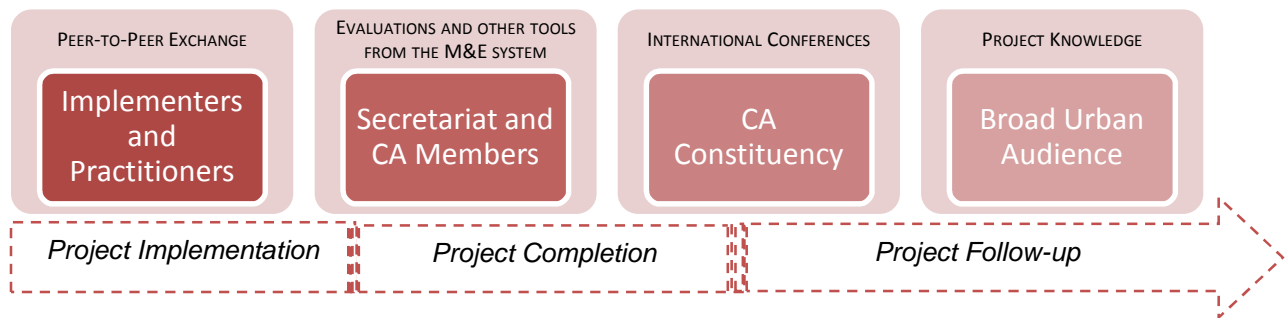
9 Knowledge and Learning

51. As per the second objective of the CATF, the K+L component shall aim to actively support projects in view of their potential to become case studies and generate practical experiences in dealing with a well-defined problem that addresses local needs as well as the knowledge interest of the CA.

52. The main activities of knowledge generation, sharing and learning envisioned under the CATF are:

- **Peer-to-peer exchange activities during project implementation.**²⁵ This exchange shall occur between the city/country implementing the project and a city/country from a different countries and be organised around specific learning opportunities stemming from the project implementation.
- **Evaluations.** Information gathered through desk reviews and field visits part of the M&E system can be used for knowledge and learning activities. (See Section 5.1). As previously noted, evaluations are already targeted on ‘reflection’ and ‘impact’ – both aspects that can be of high relevance for future planning and organisational learning of CA members for their development interventions.²⁶
- **International Conferences.** When opportunities are identified, CATF project results and experiences can be presented directly by the implementers to a peer audience of professionals and policy makers in the context of international conferences (e.g. at WUF, UCLG congress, Africities, and others).
- **Project Knowledge.** Project experiences can also be captured and distilled outside the rigid format of reports and evaluations and be narrated by professional writers in order to reach a broader audience and raise the profile of cities. This category also includes case studies (written and multimedia) and practitioner’s notes.

Figure 8. Four Learning Activities and their main audiences



53. The EEP process can also serve as a useful resource for the CA learning function. The debates emerging from the consensus-building process for funding decisions might be extremely relevant and insightful with regard to the current trends and innovative solutions in urban development and, as such, be of great interest to an audience beyond the Secretariat. One mechanism to facilitate the sharing of this knowledge with CA members, partners and beyond would be to synchronise the selection meetings with a CA event, e.g. the CG meeting, or with renowned international events, e.g. WUF or UCLG Congress.

²⁵ This is to be budgeted in the proposal.

²⁶ Possible mechanisms for this would be to have EEP members who perform evaluations report back on the results, not only to the Secretariat but also to the Policy Advisory Forum and the members.

ANNEX A Procedures Flow Chart [under development]

ANNEX B CATF Concept Note Template (most recent)



Reference No.
[Not to be filled]

Concept Note Template for Submission
‘Youth and the City: Challenges of and Visions for Demographic Change’
Catalytic Fund

Page Limits: Specific section limits indicated in Section 2 and 3. OVERALL DO NOT EXCEED 8 SIDES OF A4/Letter.

SECTION 1 - GENERAL PROPOSAL INFORMATION	
<p>1.1 Title of proposed project [Create a short but descriptive title that captures the overall scope of the project.]</p>	<p>1.2 Submission date</p>
<p>1.3 Proposal submitted by [A proposal is typically submitted by a mayor or a metropolitan or district governor, or the head of a national local authority association. In the case of national level actions, the proposal is usually submitted by a ministry or urban development agency or authority. Other types of organisations such as civil society organisations or universities can also apply.]</p> <p>Organisation: Name and title: Address: Telephone/Fax/E-mail:</p>	<p>1.4 Contact Person [Please insert full details of the person responsible who will be answering communications related to the proposal.]</p> <p>Organisation: Name and title: Address: Telephone/Fax/E-mail:</p>
<p>1.5 Recipient Organisation [Please insert the name of the organisation that will sign the Grant Agreement, receive the funding, and be responsible for grant administration and project implementation, and the name of the person who will represent the organisation.] [Please see recipient TOR for more details available at http://www.citiesalliance.org.] [The organisation listed here can be the same as 1.3 and, in some circumstances, as 1.7.]</p> <p>Organisation: Name and title: Address: Telephone/Fax/E-mail:</p>	
<p>1.6 Other Implementing Organisation [only if applicable] [If the Recipient will be supported in the project implementation in some or all the project activities and deliverables by any partner organisations, those partners should be listed here. Please add additional text boxes below if more than one organisation is involved]</p> <p>Organisation: Name and title: Address: Telephone/Fax/E-mail:</p>	
<p>1.7 CA members sponsoring the project [In some circumstances it can be the same as in 1.5 when a CA member is playing a leading operational role in the project]. [For more details see Sponsor TOR available at www.citiesalliance.org.] [Please add additional text boxes below if more than one CA member is involved.]</p> <p>Organisation: Name and title of representative in charge: Address: Telephone/Fax/E-mail:</p>	<p>Type of Sponsorship [To mark a checkbox double-click on it, and choose ‘checked’ from the default value section] [more than one box can be checked.]</p> <p><input type="checkbox"/> Co- or full implementation <input type="checkbox"/> Co-funding <input type="checkbox"/> Grant Administration <input type="checkbox"/> Analytic and/or Advisory Assistance and Support <input type="checkbox"/> Joint Knowledge Management [e.g. M&E, learning events]</p>
<p>1.9 Beside youth, what is the main project focus? [To mark a checkbox, double-click on it and choose ‘checked’ from the default value section. Try to limit choice to one box.]</p>	<p>1.10 Geographic scope of the project [To mark a checkbox, double-click on it, and choose ‘checked’ from the default value section. More than one box can be checked.]</p>

<input type="checkbox"/> Citizen engagement <input type="checkbox"/> City governance <input type="checkbox"/> Security of tenure and access to shelter <input type="checkbox"/> Environment <input type="checkbox"/> Access to economic opportunities <input type="checkbox"/> Access to affordable services <input type="checkbox"/> Other (please specify) _____	<input type="checkbox"/> City: [specify] <input type="checkbox"/> State/province: [specify] <input type="checkbox"/> Country: [specify] <input type="checkbox"/> Global / Regional / Multi-city / Multi-country: [specify]																					
1.11 Expected project duration [please note that this is expected to be two year maximum after signing date of the Grant Agreement] _____ Months	1.12 Budget Summary <table border="1"> <thead> <tr> <th>SOURCE</th> <th>Total</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>Cities Alliance</td> <td>[grant amount requested]</td> <td>[of total]</td> </tr> <tr> <td>Co-financier 1 [indicate name]</td> <td>[amount]</td> <td>[of tot]</td> </tr> <tr> <td>Co-financier 2 [indicate name]</td> <td>[amount]</td> <td>[of tot]</td> </tr> <tr> <td>...</td> <td>[...]</td> <td>[...]</td> </tr> <tr> <td>Government [indicate name]</td> <td>[amount]</td> <td>[of tot]</td> </tr> <tr> <td colspan="3">TOTAL Project Cost</td> </tr> </tbody> </table>	SOURCE	Total	%	Cities Alliance	[grant amount requested]	[of total]	Co-financier 1 [indicate name]	[amount]	[of tot]	Co-financier 2 [indicate name]	[amount]	[of tot]	...	[...]	[...]	Government [indicate name]	[amount]	[of tot]	TOTAL Project Cost		
SOURCE	Total	%																				
Cities Alliance	[grant amount requested]	[of total]																				
Co-financier 1 [indicate name]	[amount]	[of tot]																				
Co-financier 2 [indicate name]	[amount]	[of tot]																				
...	[...]	[...]																				
Government [indicate name]	[amount]	[of tot]																				
TOTAL Project Cost																						

SECTION 2 – PROJECT BACKGROUND [ONE SIDE OF A4/LETTER MAX] [This section should provide an overview of the urban development context and policies with special reference to youth, the key issues to be addressed by the proposed project, and its added value to previous or ongoing projects on similar issues. This information should provide the background to understand why the proposed approach has been chosen, which will be explained in detail in the following section 3]. [Please answer each question below in the order presented].

2.1. Project background and rationale

- ❖ What is the context of the project?
- ❖ What are the key issues to be addressed?
- ❖ Why is this project needed?
- ❖ How different it is this project from other or earlier projects on the same issue?

SECTION 3 – PROJECT DESCRIPTION [TWO SIDES OF A4/LETTER MAX] [This section provides details on the logical framework of the project and its main approaches on some of the CATF main tenets: coordination, participation, sustainability and knowledge] [Please answer each question below in the order presented. Please be clear and detailed for questions on project outputs, outcomes and objective as these will be included in the Grant Agreement.]

3.1 Project Objectives and Results

- ❖ What is the main objective of the project?
- ❖ What are the expected outcomes of the project [The Project Outcomes are the direct short- term benefits produced by the project outputs and their utilisation. What is the benefit and who will benefit?]
- ❖ What are the main activities and outputs of the project? [The 'Project Activities are the actions taken or the work performed to produce the outputs. The Project Outputs are the deliverables, i.e. products, goods and services – including knowledge and skills – that result *directly* from the project activities. Please list all outputs which are relevant to observe progress towards the objectives.]

3.2 Project Approach

- ❖ How does this project initiate, complement and/or leverage other development initiatives in or for cities? [Please describe how the project will align to local and domestic priorities and programmes and harmonise with donor activities.]
- ❖ How will the project facilitate broad participation of stakeholders and build partnerships among urban actors? [Please describe the nature and extent of participation of all important stakeholders in project development and activities. Please also describe potential partnerships including both with the private sector and community organizations. If appropriate, discuss stakeholders' needs and benefits in terms of gender and age.]
- ❖ How will the project scale up and institutionalise its approach? [Please describe how you intend to increase or extend the impacts of the project and how it can become an integral part of the urban governance of a city or country.]

- ❖ How will the project engage financing partners to provide capital for the implementation of plans and strategies to be developed by the project? [Please give special attention to capital investment for infrastructure and impact on local/national government budgets.]
- ❖ How will the project monitor and evaluate its impact on youth? [Please describe M&E mechanisms that will be used or established by the project to account for demographic and gender-related characteristics of the youth target groups. Please describe also how results will be captured.]
- ❖ How will the project facilitate learning processes and disseminate knowledge? [How will be M&E and knowledge activities be used to stimulate learning processes within the project management, among stakeholders and beyond? How do you plan to disseminate the project’s experiences on local and national level and for the Cities Alliance?] [Please note that CA strongly encourages peer-to-peer exchange activities and learning among cities with similar experiences.]

SECTION 4 – PROJECT AND FIDUCIARY RISKS AND ARRANGEMENTS

4.1 Project Risks

- ❖ Will the project entail any social risks? [impacts on indigenous people, land acquisition, resettlement and/or other relevant potential social impacts] YES NO
- ❖ Will the project entail any environmental risks? [impacts on natural habitats, forest conservation areas, on physical cultural resources and/or other relevant potential environment impacts] YES NO
- ❖ Will the project entail any other risks including, but not limited to political and financial risks? [e.g. upcoming elections that could change government commitment towards the project; required co-finance does not materialise] YES NO
- ❖ If the answer was yes to any of the three above questions, please describe the type of risks involved in the project and the mitigating measures to be undertaken to minimise those potential adverse impacts.

4.2 Fiduciary Risks [as applies to the Recipient organisation, see 1.5]

- ❖ Is the Recipient a registered organisation under the countries’/cities’ legal requirement? YES NO
- ❖ Can the Recipient provide proof of registration and years of operation? YES NO
- ❖ Does the Recipient have (or can open) a bank account? YES NO
- ❖ Is the Recipient liable for audit? YES NO
- ❖ Does the Recipient follow any Procurement Guidelines and if so can this document be provided for review? YES NO
- ❖ Is the Recipient familiar with World Bank Procurement Guidelines? YES NO

4.3 Project implementation arrangement [Please describe major entities involved in the administration of the grant and project implementation activities, their lines of accountability and financial transfer with regard to the grant. To this effect a flow chart/graph illustrating the funds flow and how the project will be managed is well accepted]

4.4 If approved, would this activity have no-objection by the national government? [Please note that if this Concept Note is approved additional documentation supporting this point may be requested (e.g. a letter of no-objection). This is one of the grant eligibility conditions]. YES NO

SECTION 5 - PROJECT SCHEDULES AND OUTPUTS/DELIVERABLES						BUDGET [approximate cost per component only]
KEY ACTIVITIES [Please specify project components and activities. Please add/delete 'components' or 'activities' where needed]	WHO [please specify the entity responsible for the DIRECT implementation of the activity. If the entity needs to be contracted please specify 'individual consultancy' or 'firm consultancy']	OUTPUTS/DELIVERABLES [Please indicate which output/deliverable is planned to be due in which time period]				
		YEAR 1		YEAR 2		
		Semester 1	Semester 2	Semester 1	Semester 2	
1. Component						Component 1 US\$
1.1 Activity: <i>e.g. developing a baseline survey</i>		<i>e.g. questionnaire on...</i>	<i>e.g. database Concept Note</i>			
1.2 Activity: <i>e.g. disseminating the baseline survey</i>				<i>e.g. public database</i>	<i>e.g. launch workshop</i>	
1.3 Activity:						
1.4 Activity:						
2. Component [if applicable]						Component 2 US\$
2.1 Activity:						
2.2 Activity:						
2.3 Activity:						
2.4 Activity:						
3...						...
...						

6. How did you learn about the Catalytic Fund?

- Cities Alliance website/newsletter
- Cities Alliance members website/newsletter
- Newspaper/Radio
- A colleague
- Other (please specify) _____

CONCEPT NOTES SHOULD BE SUBMITTED VIA E-MAIL ONLY TO THE CITIES ALLIANCE SECRETARIAT AT CATF@CITIESALLIANCE.ORG BEFORE **APRIL 30 2012**. FOR ADDITIONAL INFORMATION OR QUESTIONS RELATED TO THE CATALYTIC FUND PLEASE CONTACT CATF@CITIESALLIANCE.ORG.

ANNEX C CATF Full Application Template



**Full Application Template for Submission
‘Youth and the City: Challenges of and Visions for Demographic Change’
Catalytic Fund**

PLEASE COMPLETE ALL SECTIONS EVEN THOUGH SOME INFORMATION PROVIDED IS THE SAME AS IN THE CONCEPT NOTE

SECTION 1 - GENERAL PROPOSAL INFORMATION	
<p>1.1 Title of proposed project [Create a short but descriptive title that captures the overall scope of the project.]</p>	<p>1.2 Submission date</p>
<p>1.3 Proposal submitted by [A proposal is typically submitted by a mayor or a metropolitan or district governor, or the head of a national local authority association. In the case of national level actions, the proposal is usually submitted by a ministry or urban development agency or authority. Other types of organisations such as civil society organisations or universities can also apply.]</p> <p>Organisation: Name and title: Address: Telephone/Fax/E-mail:</p>	<p>1.4 Contact Person [Please insert full details of the person responsible who will be answering communications related to the proposal.]</p> <p>Organisation: Name and title: Address: Telephone/Fax/E-mail:</p>
<p>1.5 Recipient Organisation [Please insert the name of the organisation that will sign the Grant Agreement, receive the funding, and be responsible for grant administration and project implementation, and the name of the person who will represent the organisation.] [Please see recipient TOR for more details available at http://www.citiesalliance.org.] [The organisation listed here can be the same as 1.3 and, in some circumstances, as 1.7.]</p> <p>Organisation: Name and title: Address: Telephone/Fax/E-mail:</p>	
<p>1.6 Other Implementing Organisation [only if applicable] [If the Recipient will be supported in the project implementation in some or all the project activities and deliverables by any partner organisations, those partners should be listed here. Please add additional text boxes below if more than one organisation is involved]</p> <p>Organisation: Name and title: Address: Telephone/Fax/E-mail:</p>	
<p>1.7 CA members sponsoring the project [In some circumstances it can be the same as in 1.5 when a CA member is playing a leading operational role in the project]. [For more details see Sponsor TOR available at www.citiesalliance.org.] [Please add additional text boxes below if more than one CA member is involved.]</p> <p>Organisation: Name and title of representative in charge: Address: Telephone/Fax/E-mail:</p>	<p>Type of Sponsorship [To mark a checkbox double-click on it, and choose ‘checked’ from the default value section] [more than one box can be checked.]</p> <p><input type="checkbox"/> Co- or full implementation <input type="checkbox"/> Co-funding <input type="checkbox"/> Grant Administration <input type="checkbox"/> Analytic and/or Advisory Assistance and Support <input type="checkbox"/> Joint Knowledge Management [e.g. M&E, learning events]</p>
<p>1.9 Beside youth, what is the main project theme? [To mark a checkbox, double-click on it and choose ‘checked’ from the default value section. Try to limit choice to one box.]</p> <p><input type="checkbox"/> Citizen engagement <input type="checkbox"/> City governance <input type="checkbox"/> Security of tenure and access to shelter <input type="checkbox"/> Environment</p>	<p>1.10 Geographic scope of the project [To mark a checkbox, double-click on it, and choose ‘checked’ from the default value section. More than one box can be checked.]</p> <p><input type="checkbox"/> City: [specify] <input type="checkbox"/> State/province: [specify] <input type="checkbox"/> Country: [specify] <input type="checkbox"/> Global / Regional / Multi-city / Multi-country: [specify]</p>

<input type="checkbox"/> Access to economic opportunities <input type="checkbox"/> Access to affordable services <input type="checkbox"/> Other (please specify) _____																						
1.11 Expected project duration [please note that this is expected to be two year maximum after signing date of the Grant Agreement] _____ Months	1.12 Budget Summary <table border="1"> <thead> <tr> <th>SOURCE</th> <th>Total</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>Cities Alliance</td> <td>[grant amount requested]</td> <td>[of total]</td> </tr> <tr> <td>Co-financier 1 [indicate name]</td> <td>[amount]</td> <td>[of tot]</td> </tr> <tr> <td>Co-financier 2 [indicate name]</td> <td>[amount]</td> <td>[of tot]</td> </tr> <tr> <td>...</td> <td>[...]</td> <td>[...]</td> </tr> <tr> <td>Government [indicate name]</td> <td>[amount]</td> <td>[of tot]</td> </tr> <tr> <td colspan="3">TOTAL Project Cost</td> </tr> </tbody> </table>	SOURCE	Total	%	Cities Alliance	[grant amount requested]	[of total]	Co-financier 1 [indicate name]	[amount]	[of tot]	Co-financier 2 [indicate name]	[amount]	[of tot]	...	[...]	[...]	Government [indicate name]	[amount]	[of tot]	TOTAL Project Cost		
SOURCE	Total	%																				
Cities Alliance	[grant amount requested]	[of total]																				
Co-financier 1 [indicate name]	[amount]	[of tot]																				
Co-financier 2 [indicate name]	[amount]	[of tot]																				
...	[...]	[...]																				
Government [indicate name]	[amount]	[of tot]																				
TOTAL Project Cost																						

SECTION 2 – PROJECT BACKGROUND [This section should provide an overview of the urban development context and policies, the key issues to be addressed by the proposed project, and its added value. This information should provide the background to understand why the proposed approach has been chosen].

2.1 Project Summary

2.2 What is the context of the project?

2.3 What are the key issues to be addressed?

2.4 Why is this project needed?

SECTION 3 – PROJECT DESIGN [This section presents the details of the project design and approach. As a first step it provides a systematic analysis of stakeholders involved in the project. As a second step, it outlines the results framework of the project in terms of goals, outcomes, outputs and activities. Finally, it elaborates in more details some key elements of the project’s strategy, namely innovation, coherence, participation, institutionalization, sustainability and learning]

3.1 Stakeholder analysis [Please add/delete lines where needed]

Who are the key stakeholders? [Please identify those organizations, groups or communities that are relevant to the project because they can have an influence (for example in terms of institutional mandate, resources, and interests). Examples of most common key stakeholders might include <u>specific</u> organizations, groups or communities from the National and Local Government, Civil Society, Private Sector, Media, University etc. (gender, age and other relevant characteristics should be taken into account)].	What are key stakeholders’ potential involvement and/or contributions to the project? [Please describe the identified stakeholders’ potential role and contributions to the project. ‘Contribution’ is not only to be intended as responsibility in carrying out specific activities or delivering specific products or services for the project but also, for instance, as participation in the consultation process, provision of knowhow, information, financial resources, public relations etc.]	Please identify those organizations, groups or communities that might be negatively affected or concerned with respect to the project but might not play a direct role in it. [Please explain also why the project is of concern to that organizations, groups or communities; why could they be negatively affected by it; and where they see obstacles or limitations.]

3.2 Results Framework [Please note that, having identified a goal, some prefer to complete the framework starting bottom up from the activities and

working the way up to the goal and not in the order presented below]		
<i>Developmental Goal</i> [The Development Goal is the high level and <u>long term</u> urban development impact of the project. This is the wide change to which the project intends to contribute but whose achievement depend also on other efforts outside the scope of the project]		
<i>Outcomes (also called ‘Purposes’ or ‘Project objectives’)</i> [The Project Outcomes are the <u>direct short/medium term benefits</u> produced by the project outputs and their utilisation. What are the benefits and who will benefit? What direct improvements or changes will the project bring about? Outcomes should indirectly motivate the crucial reasons for undertaking the project]		INDICATORS: [The quantitative or qualitative variable that allows to verify to what extent planned outcomes have been achieved]
<i>Outputs (also called ‘Deliverables’)</i> [The Project Outputs are the specific deliverables, i.e. <u>goods and services</u> – including knowledge and skills – that result directly from activities related to the project. Please list all outputs which are relevant to observe progress towards outcomes]		INDICATORS: [The quantitative or qualitative variable that allows to verify to what extent planned outputs have been achieved]
<i>Activities</i> [The Project Activities are the actions taken or the work performed to produce the outputs during the time span of the project]		
3.3. In which respects are the project concept and/or activities and/or deliverables innovative in your context?		
3.4 How does this project initiate, complement and/or leverage other urban development initiatives in or for cities? [Please describe how the project will align to local and domestic priorities and programmes and harmonise with donor activities.]		
3.5 How will the project facilitate broad participation of stakeholders and build partnerships among urban actors? [Please describe <u>how</u> the key stakeholders as identified in 3.1 will be mobilized, as well as the potential partnerships that could be developed through and as a result of project activities.]		
3.6 How will the project scale up and institutionalise its approach? [Please describe how you intend to increase or extend the impacts of the project and how it can become an integral part of the urban governance of a city or country.]		
3.7 How will the project engage financing partners to provide capital for the implementation of plans and strategies to be developed by the project? [Please give special attention to capital investment for infrastructure and impact on local/national government budgets.]		
3.8 How will the project monitor and evaluate its impact on youth? [Please describe M&E mechanisms that will be used or established by the project to account for demographic and gender-related characteristics of the youth target groups. Please describe also how results will be captured.]		
3.9 How will the project facilitate learning processes and disseminate knowledge? [How will be M&E and knowledge activities be used to stimulate learning processes within the project management, among stakeholders and beyond? How do you plan to disseminate the project’s experiences on local and national level and for the Cities Alliance?] [Please note that CA strongly encourages peer-to-peer exchange activities and learning among cities with similar experiences.]		

SECTION 4 – PROJECT IMPLEMENTATION SPECIFICS [PLEASE MARK N/A WHEN A QUESTION DOES NOT APPLY TO YOUR PROJECT]

4.1 Please describe project location and other topographical and physical characteristics of the environment which are relevant to the project [if the project activities do not have a specific physical dimension please note 'N/A'. If the geographical focus areas for the project have not yet been identified, please explain how locations will be selected]

[PLEASE ADD MAPS if relevant]

4.2 Please describe any direct and significant impacts associated with the proposed project of social or environmental nature. [Significant social impacts might, for example, occur when dealing with indigenous people or other vulnerable groups, land acquisition, resettlement. Environmental impacts might occur on natural habitats, forest conservation areas, on physical cultural resources]

4.3 Please describe any potential indirect and/or long term impacts of social and environmental nature due to anticipated future activities in the project area or linked to project follow up investments

4.4 If adverse impact is mentioned in 4.2 and 4.3, please describe measures that exist or can be taken to mitigate potential negative impacts of the project

4.5 Please identify and describe any associated or parallel project [please describe only other projects which occur in the same context and time span and which might impact, link or have some practical implications on components and activities of the proposed project]

4.6 Please describe the project implementation arrangement [To this effect a flow chart/graph illustrating how the project will be managed is welcomed]

4.7 Please describe the funds flow [To this effect a flow chart/graph illustrating the funds flow among project partners and implementers is welcomed]

SECTION 5 - PROJECT SCHEDULES AND DELIVERABLES									
Key activities [Please mark the duration of the activities (#####) and indicate which deliverable is planned to be due in which time period] [please add/delete 'components' or 'activities' where needed]	WHO [please specify the entity responsible for the DIRECT implementation of the activity. If the entity needs to be contracted please specify 'individual consultancy' or 'firm consultancy'.]	YEAR 1				YEAR 2			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Component [please specify]									
1.1 Activity: [please specify, e.g. <i>baseline survey</i>]		####	####	<i>database</i>					
1.2 Activity:									
1.3 Activity:									
1.4 Activity:									
2. Component [if applicable]									
2.1 Activity:									
2.2 Activity:									
2.3 Activity:									
2.4 Activity:									
3. Component [if applicable]									
3.1 Activity:									
3.2 Activity:									
3.3 Activity:									
3.4 Activity:									
4....									
4.1...									
Budget requirements by quarter [approximate]		US\$	US\$	US\$	US\$	US\$	US\$	US\$	US\$

SECTION 6 - PROJECT BUDGET [THIS BUDGET IS FOR THE GRANT AMOUNT REQUESTED TO CA ONLY]					
	Budget per expenditure category (US\$)				Comments
	Consulting Services	Training/ Workshops/ Seminars	Dissemination	Other [please specify in Comments]	
A. PROJECT ACTIVITIES [please add/delete lines where needed]					
1. Component [please specify]					
1.1 Activity: [please specify]	US\$	US\$	US\$	US\$	US\$
1.2 Activity:	US\$	US\$	US\$	US\$	US\$
1.3 Activity:	US\$	US\$	US\$	US\$	US\$
1.4 Activity:	US\$	US\$	US\$	US\$	US\$
2. Component					
2.1 Activity:	US\$	US\$	US\$	US\$	US\$
2.2 Activity:	US\$	US\$	US\$	US\$	US\$
2.3 Activity:	US\$	US\$	US\$	US\$	US\$
2.4 Activity:	US\$	US\$	US\$	US\$	US\$
A. SUB-TOTAL PROJECT ACTIVITIES	US\$	US\$	US\$	US\$	US\$
B. OPERATING COSTS [MAXIMUM 15% of the total]					
Independent Audit					US\$
Supervision Costs	US\$	US\$	US\$	US\$	US\$
B. SUB-TOTAL OPERATING COSTS	US\$	US\$	US\$	US\$	US\$
TOTAL (A+B)					US\$

SECTION 7 - BUDGETING ASSUMPTIONS [ONLY FOR CONSULTING SERVICES see above PROJECT BUDGET] [please add/delete lines where needed]				
Type of Consulting Services	Unit Description	Unit Cost	No. of units	TOTAL (US\$)
Consultant A [please specify if (a) individual or firm; and (b) scope of assignment/activity]	[e.g. day, hour, lump sum]	US\$		US\$
Consultant B [please specify if (a) individual or firm; and (b) scope of assignment/activity]	[e.g. day, hour, lump sum]	US\$		US\$
TOTAL				US\$

ANNEX D Terms of Reference for CATF Project Sponsors



Terms of Reference for a Project Sponsor - *Catalytic Fund*

One of the eligibility criteria for applying to the Catalytic Fund requires that a project Concept Note and proposal must be sponsored by at least one member of the Cities Alliance. Cities Alliance members active in the relevant city and/or country should be contacted by proponents²⁷ for possible sponsorship prior to submitting the project Concept Note or proposal. Proponent and sponsor(s) should also have discussed and endorsed the project including the role of the sponsor(s) prior to submission. Please visit <http://www.citiesalliance.org/ca/our-members> for a list of current Cities Alliance members.²⁸

The CA defines five different types of sponsorship through which CA members can be involved in a project (one or more):

1. *Full or Co-implementation.* The sponsor implements full or specific components or activities of the proposed project in close coordination with the proponents.
2. *Co-funding.* The sponsor financially supports components or specific activities of the proposed project.
3. *Grant Administration.* The sponsor provides administration services regarding the grant management on behalf of the proponents.
4. *Analytic and/or Advisory Assistance and Support.* A sponsor provides technical assistance and capacity building to achieve project's objectives and outputs.
5. *Joint Knowledge Management.* A sponsor supports the monitoring of the progress of the project, its evaluation and/or learning activities.

By agreeing to be a sponsor of the proposed project in one of the five modalities described above, the Cities Alliance Member(s) agree to the following terms of reference:

- ❖ The sponsor has ensured that the proposed project is complementary, or at least not in conflict, with the country-level programmes or activities of other donors and national governments.
- ❖ The sponsor has reviewed and/or jointly developed the application that has been submitted by the proponent.
- ❖ The sponsor will extend active support in one of the above five modalities to the project, the forms and details of which should be agreed with the recipient and documented in the application.
- ❖ The sponsor will follow progress of the project activities and inform the Cities Alliance Secretariat if they become aware of any factor that might significantly impede or improve project implementation including any emerging environmental or social risks.
- ❖ The sponsor will ensure timely payment of its co-financing contribution, if any.
- ❖ The sponsor will collaborate with other Cities Alliance members in the country in support of the project's objectives and activities.
- ❖ The sponsor, if requested, will support Cities Alliance project evaluation activities.

²⁷ A proponent to Catalytic Fund is typically a city, an association of cities, or a national government. Other types of organizations such as civil society organizations or universities can apply.

²⁸ The Cities Alliance Secretariat may contact the sponsor upon receipt of a funding application to confirm their agreement to the above sponsor terms of reference.

ANNEX E Terms of Reference for CATF Grant Recipients



Terms of Reference for a Grant Recipient - *Catalytic Fund*

The recipient organisation is the organisation that receives and administers the grant, and is responsible for project implementation activities and reporting.²⁹ The Cities Alliance prefers its funds and project activities to be administered and implemented by a city, an association of cities, or a national government.³⁰

However, in some cases where it is determined that the recipient city, association of cities or national government may have insufficient capacity to manage Cities Alliance grants, or for other operational reasons, a member of the Cities Alliance (the sponsor of the project), or another third party may be requested to play an operational role, such as receiving and administering the funds. Such an organization may also implement some or all of the project activities on behalf of the recipient.

The terms of reference for the recipient organisation include:

- ❖ Overall responsibility for the proper use of the Cities Alliance funds.
- ❖ Enter into a grant agreement with the World Bank, on behalf of the Cities Alliance, which will stipulate the terms and conditions for receiving and utilizing the funds.
- ❖ Comply with all provisions in the grant agreement and applicable World Bank policies and procedures.
- ❖ Be responsible for using the funds only for the activities specified in the grant agreement.
- ❖ Define the institutional arrangement, including relationship with sponsor and other implementing partners.
- ❖ Provide timely reporting to the Cities Alliance Secretariat on progress in implementing the project, and financial reporting on the uses of the funds as specified by the grant agreement.
- ❖ Communicate with the Cities Alliance Secretariat on all significant matters relating to the project, such as changes in activities, budget revision and timeline. This includes also any emerging social and environmental risks and any adverse impacts resulting from implementation of project activities.
- ❖ Participate in knowledge sharing activities so that other cities/countries might benefit from the project experiences.

In cases where a Cities Alliance member or another third party is playing an operational role in the project, they will, in addition to the above Recipient TOR, also agree to:

- ❖ If administering the grant, provide the required financial reporting to both the Cities Alliance Secretariat and the partner entity/organization on behalf of which they are implementing the project.
- ❖ Submit progress reports and other monitoring requirements jointly with the partner entity/organization.
- ❖ Engage the partner entity/organization in work programming, particularly if implementing the project on its behalf.

²⁹ The Recipient is also typically the organization that submits the application (i.e. the proponent) since the Cities Alliance believes that an activity's chance of success is directly related to the extent that it is conceived, designed, proposed and managed by the entity requesting the assistance.

³⁰ Other organizations such as Universities and NGOs can also apply.

Annex D Analytical and Strategic Activities Guidelines
[under development to be approved in CY 2014]

Analytic and Strategic Activities (ASAs)

Guidelines

Draft
April 30, 2013
Washington DC



Cities Alliance

Cities Without Slums

Index

Acronyms and Abbreviations	2
1 Concept and Key Characteristics	4
1.1 Principles	4
1.2 Objectives	4
1.3 Recipients and Implementing Partners of ASAs	5
2 Initiation, Appraisal and Approval	Error! Bookmark not defined.
2.1 Track I: Secretariat-Executed ASAs.....	5
2.1.1 Step 1: Initiation by the Secretariat	6
2.1.2 Step 2: Appraisal of the Concept Note	6
2.1.3 Step 3: Member Coordination and Approval of Concept Note	6
2.2 Track II: Member-Executed ASAs - Joint Work Programmes	7
2.2.1 Step 1: Initiation by the Secretariat or CA members	7
2.2.2 Step 2: Appraisal of Concept Note	8
2.2.3 Step 3: Development of a Full Proposal.....	8
2.2.4 Step 4: Appraisal of the Full Proposal	8
2.2.5 Step 5: Approval of Track II ASA activities.....	9
2.3 Fiduciary review	9
2.3.1 Financial Management	9
2.3.2 Procurement	9
2.3.3 Safeguards	9
3 Grant Set-up and Disbursement of Funds	10
3.1 Memoranda of Understanding and Grant Support Agreements...	10
3.2 Creation of Records	10
3.3 Disbursement Package Preparation	10
3.4 Grant Effectiveness.....	10
4 Supervision, Monitoring and Evaluation	11
4.1 Reporting	11
4.2 Performance Monitoring System [to be developed].....	11
4.3 Disclosure policies and record retention [to be developed]	11
4.4 Branding and Dissemination of Deliverables	11
ANNEX A Procedures Flow Chart	12
ANNEX B ASA Track I and II Concept Note Template	13
ANNEX C ASA Track II Full Proposal Template	14

CA	Cities Alliance
CG	Cities Alliance Consultative Group
FM	Financial Management
ITA	Independent Technical Assessment
JWP	Joint Work Programmes
IAF	Integrated Assessment Framework
M&E	Monitoring and Evaluation
NGO	Non-governmental Organisation
PMS	Performance Monitoring System
SOP	Cities Alliance Standard Operating Procedures
TM	Cities Alliance Task Manager
UN	United Nations
UNOPS	United Nations Office for Project Services

1 Concept and Key Characteristics

1. Analytic and Strategic Activities (ASAs) of the Cities Alliance help promote the role of cities in urban poverty reduction and sustainable development by: delivering quality knowledge products¹ to targeted audiences, fostering policy dialogues with members and partners on city and urban themes, and promoting advocacy initiatives on key global and regional strategic issues.
2. ASAs were introduced in FY14 to provide a common grant-making framework for a former broad range of activities – often defined as Joint Work Programmes (JWP) – that are executed either by the Secretariat or by one or multiple CA members. These Guidelines establish the common strategic umbrella and the defined set of grant-making procedures to be applied to these specific Cities Alliance activities.

1.1 Principles

3. ASAs are based on the following principles:
 - **Adherence to the CA Results Framework (Principle 1):** ASAs must directly contribute to the achievement of specific Secretariat Outputs as identified in the Result Framework of the Cities Alliance.
 - **Engaging members (Principle 2):** ASAs should typically be implemented through a collaboration of more than one CA member (Track II). Secretariat execution (Track I) is preferred under the delivery of specific corporate services and products and/or for transaction cost considerations.
 - **Ensuring quality and clarity of the approval process (Principle 3):** ASAs are subject to strong quality control through the systematic use of internal and external, recorded peer review mechanisms. They retain an agile set of procedures for rapid processing.

1.2 Objectives

4. Cities Alliance ASAs have two major objectives:
 - **Objective 1:** Strengthening the capacity of the Cities Alliance to develop and disseminate practitioner-oriented tools and diagnostic and create learning opportunities for urban professional and stakeholders on topical issues (e.g. pro-poor development approaches for and in cities, climate change, national policies).
 - **Objective 2:** Engaging CA Members on strategic global or regional priorities to formulate common positions and promote joint advocacy initiatives and policy dialogues (e.g. HABITAT III, Arab Spring, Post MDG).
5. Generally, ASAs contribute directly to outputs identified in the CA Results Framework, to which the Secretariat has committed itself to deliver on a permanent basis. More specifically, ASAs help the Secretariat convene partnerships for regional and global priorities (Output 1) and deliver CA knowledge to targeted audiences, create learning opportunities and foster policy dialogues on topical issues (Output 3).
6. ASAs represent the grant products and processes through which the Business Lines (FY12-15) “Knowledge and Learning” and “Communications and Advocacy” are typically operationalized.

¹ A knowledge product is defined as a medium that efficiently and effectively creates, locates, captures, and shares the expertise of the Cities Alliance in areas such as slum upgrading, City Development Strategies and National Urban Policies.

1.3 Recipients and Implementing Partners of ASAs

7. ASAs, particularly JWPs, are typically implemented through a collaboration of at least two CA members. In certain cases, CA Partners could also be involved in the execution of the grant as an additional implementing partner. Partners are non-Consultative Group Members and may include cities, national associates of local governments, national governments, civil society organisations, NGOs, university and research institutes, private enterprises, among others. The activity must also meet country and eligibility criteria as specified in the SOP and these Guidelines.

2 Initiation, Appraisal and Approval

8. ASAs are differentiated through a basic two track system: Secretariat-Executed ASAs (Track I) and Member-Executed ASAs – Joint Work Programmes (Track II). Both tracks share the following characteristics:

- Concept Notes defining the proposed activities are to be developed.
- Concept Note Review Meetings in the Secretariat are to be organised and documented.
- Any activity requesting a budget of over US\$75,000 requires an external peer review.

9. The following sections elaborate each step of the grant-making process for both tracks.

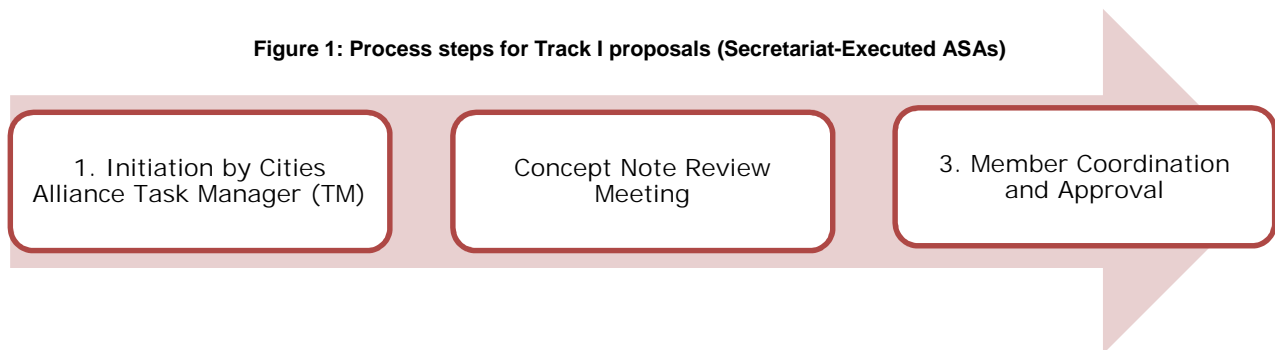
2.1 Track I: Secretariat-Executed ASAs

10. Track I provides an umbrella for grants² that are directly implemented and/or administered by Secretariat staff. Sample activities include:

- Major corporate consultancy services;
- Studies, publications and toolkits on identified key issues and themes, such as Secondary Cities, Incremental Housing and Urbanization Reviews;
- Consultations and policy dialogues, learning events and advocacy activities, such as peer-to-peer events and study tours, the PAF, World Urban Forum and Africities.

11. Secretariat-Executed ASAs should be preferred if: a) the task is directly related to specific corporate service provision or products, and b) transaction costs for delivering the assignment can be substantially minimised. Figure 1 shows a simple and transparent, quality-oriented process consisting of three steps that structure the grant making of Secretariat-Executed ASAs.

Figure 1: Process steps for Track I proposals (Secretariat-Executed ASAs)



² This is applicable only for Secretariat-Executed activities above US\$25,000.

2.1.1 Step 1: Initiation by the Secretariat

12. Based on strategic directions or areas of intervention typically agreed upon in existing Business Plans and Annual Work Plans, the TM of the CA Secretariat discusses the initial idea for an ASA with the CA Manager and receives managerial concurrence that the proposed activity is eligible.

13. The TM formally initiates the grant-making procedure through the development of a Concept Note (see Annex B). The Concept Note is a concise outline of the intended activity stating the rationale and objectives of the proposed activity, the expected outputs and deliverables, and how they link to the Business Plan, Annual Work Plan and RF; implementation arrangements; and resources needed (human and financials). After finalising the Concept Note, the TM facilitates its appraisal.

2.1.2 Step 2: Appraisal of the Concept Note

14. The TM sends the Concept Note to the group of internal peer reviewers consisting of all CA Task Managers asking for preliminary comments. Proposals exceeding US\$75,000 also require an external peer review. Once comments are received, the TM prepares and circulates a matrix compiling initial comments and sets up a Concept Review meeting. The TM chairs the Concept Review Meeting, to which all CA Task Managers are invited.

15. Proposals are judged and screened against the following criteria:

- **Contribution to CA Results Framework.** The central idea behind the proposal and how the suggested activities contribute to CA Results Framework should be clearly stated. The project should have a realistic plan with concrete steps or activities for achieving the project objectives, as well as clear and measurable results.
- **Alignment to the CA work programme.** The suggested activity needs to be reflected in the CA Business Plan, annual work programme or derived from other CA Member recommendations from CG Meetings.
- **Enhancing Quality.** The suggested proposal must to meet a set of quality criteria, such as: clear project design, timeline and budget, a description of applied instruments, and measures for dissemination and learning among the CA partnership.

16. The TM prepares minutes of the Concept Review meeting and revises the Concept Note to reflect all comments provided. The minutes from the review meeting and the final Concept Note are then sent to the CA Manager for clearance and endorsement.

2.1.3 Step 3: Member Coordination and Approval of Concept Note

17. Subject to the Manager's clearance, the Concept Note is sent to the CG for two-week member coordination if the request is for an amount greater than US\$75,000. If the request is under US\$75,000, the CA Manager may approve the proposal directly³.

18. After Member coordination:

- If there are no comments, or if the comments do not have a material effect on the proposed activities/budget or other key aspects of the activity, the TM sends the Concept Note to the CA Manager for review and endorsement. Final approval follows the authorisation levels and modalities stated under Paragraph 16.

³ This approval does not pertain to signature of grants, which is subject to level of delegation of authority provided.

- If substantial comments and inputs from Member coordination are received, the TM consolidates them into a Summary and further revises the Concept Note. The revised Concept Note is then sent to the CA Manager for review and endorsement. Final approval follows the authorisation levels and modalities stated under Paragraph 16.

19. The CA Manager approves⁴ all Concept Notes requesting funding of USD 250,000 or less, with the Secretariat informing the CG of these approvals on a regular basis. Proposals requesting funding for amounts greater than USD 250,000 are circulated to the CG for approval on a “no objection” basis.

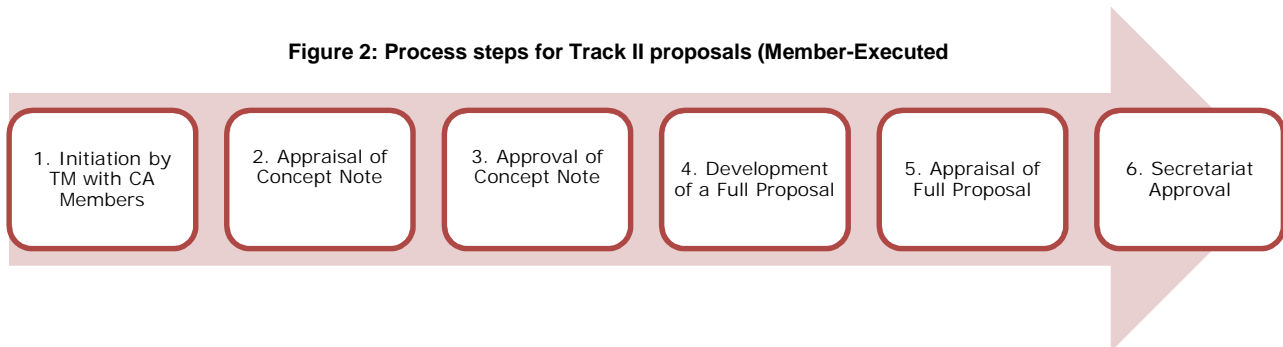
2.2 Track II: Member-Executed ASAs (Joint Work Programmes)

20. Track II grants are typically implemented by two or more members of the Cities Alliance through JWPs. Actively facilitated by the Secretariat, JWPs are multi-year projects between members that focus on the coordinated development and dissemination of joint knowledge products – such as studies, toolkits and e-learning courses – or on other joint and strategic and advocacy initiatives that seek to leverage the collaborative advantage as a partnership. Examples of these activities include:

- Joint development of new tools, such as for climate sensitive development approaches in cities;
- Joint dissemination of existing tools and practices, such as the promotion of successful community-based planning approaches;
- Strategic and advocacy collaborative initiatives, e.g. in response to regional or global agendas that require a concerted approach (e.g. HABITAT III, Arab Spring, Post MDG).

Member-Executed ASAs are the preferred mode of delivery. Figure 2 illustrates the six-step grant-making process:

Figure 2: Process steps for Track II proposals (Member-Executed)



2.2.1 Step 1: Initiation by the Secretariat with CA Members

21. Track II ASAs should be reflected in CA Business Plans, Annual Work Plans, or be derived from CA Member recommendations from CG Meetings. A designated TM of the Secretariat discusses the initial idea with the CA Manager and receives managerial concurrence that the proposed activity is eligible.

22. The TM engages with potential implementing Member(s) and Partner(s) and facilitates the preparation of the Concept Note (see Annex B). The Concept Note states the following: the rationale and objectives of the proposed activity, the expected outputs and deliverables, and how these link to the Business Plan, annual work programme, and Results Framework; implementation arrangements; and resources needed (human and financial). After finalising the Concept Note, the TM facilitates its appraisal.

⁴ This approval does not pertain to signature of grants, which is subject to level of delegation of authority provided.

2.2.2 Step 2: Appraisal of Concept Note

23. The CA TM sends the Concept Note to a group of internal peer reviewers consisting of all CA Task Managers. All Track II proposals are also reviewed by external experts. Once comments are received, the TM prepares and circulates a matrix compiling initial comments and sets up a Concept Review meeting. The TM chairs the Concept Review Meeting, to which all CA Task Managers are invited. The TM prepares Meeting Minutes and facilitates Member revision of the Concept Note to reflect feedback/inputs provided during the review process, including the reviews of external experts.

24. The Concept Note is screened against an established set of criteria, which is currently under development.⁵ The final Concept Note is then sent to the CA Manager with the relevant documentation for clearance and endorsement, after which it is sent to the CG for Member coordination.

25. After Member coordination:

- If there are no comments or if the comments do not have a material impact on the proposed activities/budget or other key aspects of the activity, the implementing Member(s) work with the TM to develop and submit a Full Proposal (Annex C).
- If substantial comments and inputs from Member coordination are received, the TM consolidates them into a Summary, which is shared with implementing Member(s) along with a request for further revision of the Concept Note. If the revised proposal is satisfactory, the implementing Member(s) work with the TM to develop and submit a Full Proposal.

2.2.3 Step 3: Development of a Full Proposal

26. The rationale behind the ASA Full Proposal is to provide the additional fiduciary and project design information needed to formally confirm the funding. The major functions of the Full Proposal are: (i) to provide a full understanding of the project design; (ii) to highlight compliance with existing UNOPS and CA fiduciary policies; and (iii) to provide the relevant M&E information in terms of baseline and targets.

The Full Proposal is:

- Thorough in testing the relevance of the proposed project to ASA objectives;
- Focused on the design of the project, encompassing Results Framework, M&E, timeline, institutional arrangement and budget;
- Based on the Concept Note but is also a standalone document.

2.2.4 Step 4: Appraisal of the Full Proposal

27. Once a full proposal is received, the TM undertakes threshold screening to ensure compliance with funding eligibility, selection criteria, and safeguard requirements. The TM also facilitates the review of other fiduciary aspects by assigned specialists as needed in accordance with the relevant modalities and tools (see Section 2.3).

28. A Threshold Screening Report is prepared for each proposal. The Threshold Screening Report includes: (i) the assessment of the proposal against a predefined set of relevant criteria; and (ii) a summary of the relevant fiduciary findings emerging from the various assessments. For proposals that do not pass the threshold screening in accordance with the TM's assessment, comments are sent to the applicant Member(s) with feedback on the revisions needed to strengthen the application or address the identified gaps, including recommendations on procurement and Financial Management matters and recommended technical and institutional mitigating measures against identified risks.

⁵ Criteria may include: Partnership arrangement, indication of how CA money is used to build operational bridges between CA members, existing activities, dissemination strategy, etc.

29. For proposals that pass the threshold screening in accordance with the TM's assessment, the proposal and the related Threshold Screening Report are sent to the CA Manager, with a copy to all relevant teams, recommending endorsement and clearance to proceed to final approval. Final approval will then follow the authorisation levels and modalities as outlined in Step 5.

2.2.5 Step 5: Approval of Track II ASA activities.

30. The CA Manager approves⁶ all Concept Notes requesting funding of USD 250,000 or less, with the Secretariat informing the CG of these approvals on a regular basis. Proposals requesting funding for amounts greater than USD 250,000 are circulated to the CG for approval on a “no objection” basis.

2.3 Fiduciary Review

2.3.1 Financial Management

31. All CA grant recipients are required to maintain or cause to be maintained acceptable financial management arrangements (i.e. budgeting, accounting, internal control, funds flow, financial reporting, and auditing, and other risk management systems) that adequately reflect the operations, resources and expenditures related to grant-funded activities. Such arrangements should provide assurance that the proceeds of the grant will be used for the intended purposes. And where feasible, these financial management arrangements should be integral to existing recipient's institutional systems and processes.

32. ASA Track II proposals are subject to a financial management assessment of the Recipient organization based on the Integrated Assessment Framework (IAF). The assessment is part of the package that is submitted with the Threshold Screening Report. For additional details on assessment of financial management capacity during the appraisal process, see the SOP, Section 13, *Fiduciary Management of Grant Activities*.

2.3.2 Procurement

33. CA grant recipients are expected to have acceptable procurement arrangements that ensure efficiency and cost-effectiveness, quality of goods and services, transparency, and fair competition.

34. ASA Track II proposals are subject to a procurement capacity assessment of the Recipient organization based on the Integrated Assessment Framework (IAF). The assessment is part of the package that is submitted with the Threshold Screening Report. For additional details on procurement assessment during the appraisal process, see the SOP, Section 13, *Fiduciary Management of Grant Activities*.

2.3.3 Safeguards

35. The Cities Alliance is committed to ensuring that all activities it supports are environmentally and socially sound, and that adequate mitigation measures for any potential adverse impacts/risks that may arise from the implementation of project activities are designed and implemented throughout the project life.

36. ASA Track II proposals will be screened by the TM for any potential adverse impacts/risks using the standard environmental and social screening tool (ISDS). The assessment is part of the package that is submitted with the Threshold Screening Report, and should include adequate mitigation measures for the identified risks. For additional details on safeguards screening during the appraisal process, see the SOP, Section 13, *Fiduciary Management of Grant Activities*.

⁶ This approval does not pertain to signature of grants, which is subject to level of delegation of authority provided.

3 Grant Set-up and Disbursement of Funds [under development]

3.1 Memoranda of Understanding and Grant Support Agreements

37. Grants are governed by agreements based on the following modalities: UN to UN Agency Contribution Agreements and Externally Financed Outputs Agreements⁷ for inter-agency grants (Annex H); Memoranda of Understanding for grants for Governments (Annex I); Grant Support Agreements for grants for all other external recipients are governed by (Annex J). UNOPS expenditures are specified in the CA annual budget.

3.2 Creation of Records

38. Following the approval of a proposal, the TM in consultation with relevant staff in the Secretariat and in UNOPS creates the relevant records in ATLAS and in other systems as may be required in order to facilitate timely and effective grant payment and monitoring during implementation. Such records are approved in the systems by the authorised officials in accordance with UNOPS regulations and procedures.

3.3 Disbursement Package Preparation

39. The CA TM ensures that the project budget, M&E, activities, outputs and deliverables, milestones and timelines as well as other terms of the grant agreement and reporting templates are agreed upon with the Recipient. The CA TM then prepares the following: (i) Grant Approval Request together with Project Proposal, Evaluation Report and other supporting documentation; and (ii) Standardised legally approved grant agreement, in any of the appropriate modalities, together with its supporting annexes, inclusive of templates for reporting. The package is submitted to the authorising official for review and signing of the grant agreement, in any of the appropriate modalities, in accordance with UNOPS regulations and procedures.

3.4 Grant Effectiveness

40. Once the grant agreement in any of the appropriate modalities is signed by UNOPS, the CA TM facilitates its signing by the Recipient and submission of one original countersigned copy. After receipt of the countersigned agreement by UNOPS, the first installment of the grant is paid in accordance with the terms stated therein. Subsequent installments, if any, are paid in accordance with the agreed schedule and satisfactory achievement of the milestones including timely submission of acceptable financial and narrative reports, as may be required under the grant agreement in any of the appropriate modalities.

⁷ If UNOPS confirms this modality (undergoing legal review).

4 Supervision, Monitoring and Evaluation [under development]

4.1 Reporting

41. The CA Secretariat has the following monitoring and evaluation responsibilities:

- Overseeing projects via regular missions and/or desktop reviews of quarterly financial reports and bi-annual progress reports against agreed results framework per grant;
- Monitoring progress of ASAs against the overall Cities Alliance Results Framework and provide data and information for corporate scorecard reporting.
- Supporting the feedback of knowledge and learning from the above monitoring into the programme and making adjustments as necessary to the programme design and management.

4.2 Performance Monitoring System [to be developed]

4.3 Disclosure policies and record retention [to be developed]

4.4 Branding and Dissemination of Deliverables

42. All deliverables, in particular publications, financed under ASA tracks need to clearly be identified with the CA logo according to established CA specifications as well as logos of JWP members. This also applies to knowledge products of CA members that used CA funding as co-financing.

43. As stipulated in the CA Results Framework, tracking the use of CA knowledge products is considered as a key indicator to report on corporate results as well as ensure that feedbacks from users are taken into consideration in the design of future knowledge products. Against this background, TMs are advised to ensure that dissemination strategies are built into the design of proposals, particularly for ASA Track II proposals.

44. Methods of dissemination might include: linkage and exchange events to share outputs; informing training curricula for urban practitioners and decision makers; workshops; training ateliers with selected target groups, etc. Basic and compulsory methods for dissemination of any deliverable financed under ASAs tracks is the dissemination through existing CA information management systems, such as the CA project database and www.citiesalliance.org.

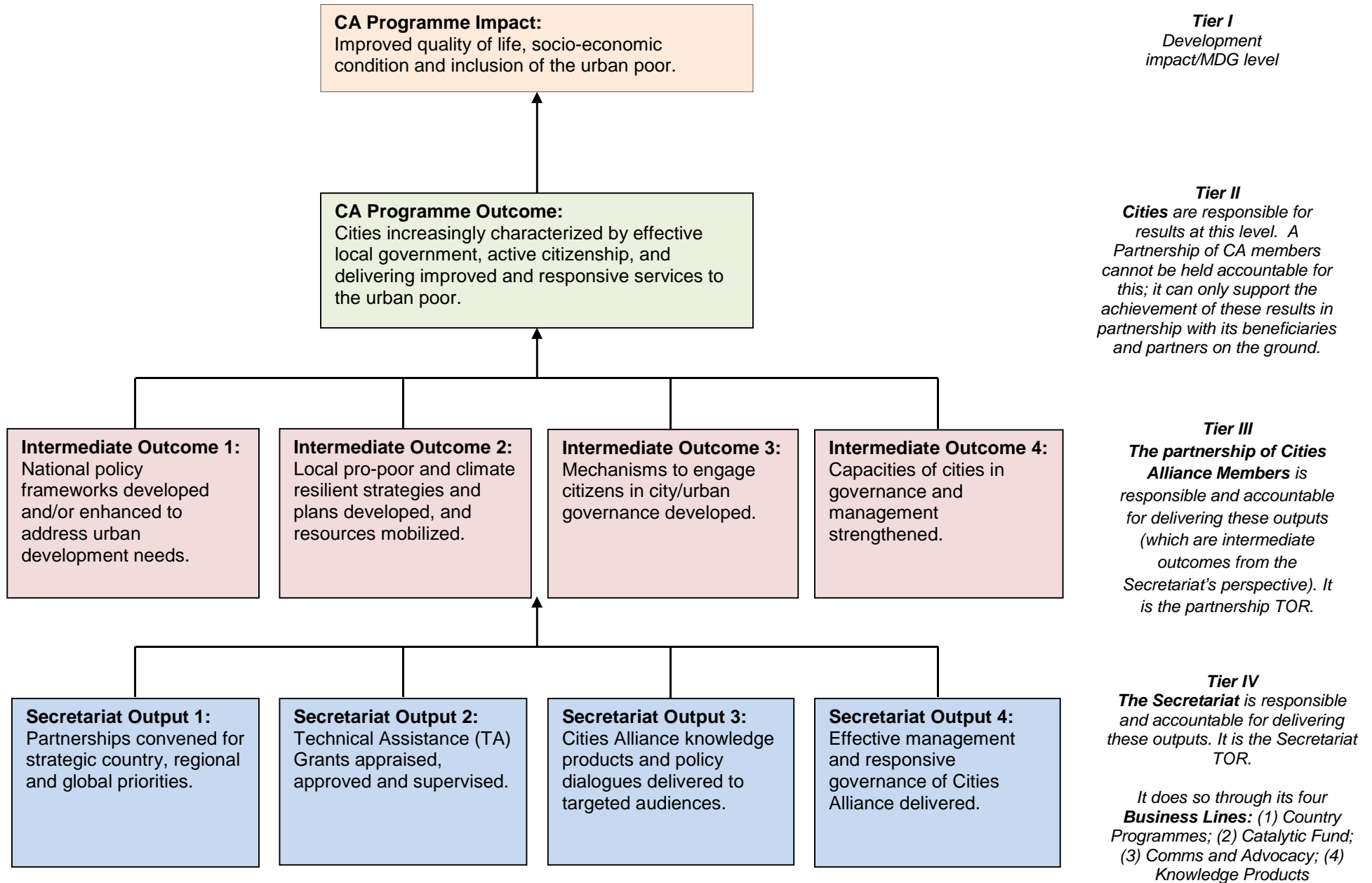
ANNEX A Procedures Flow Chart [under development]

ANNEX B ASA Track I and II Concept Note Template [under development]

ANNEX C ASA Track II Full Proposal Template [under development]

Annex E Results Framework

RESULT CHAIN



TIER IV – SECRETARIAT OUTPUTS - INDICATORS

IV.1 Partnerships convened for strategic country, regional and global priorities.

- Total Number of multi-member partnership agreements endorsed per year.
- Total financing by partners and specific funds raised for partnership agreements per year.
 - Total Value (US\$)
 - Ratio of \$ per dollar of Secretariat funding
- Diversity of partners

IV.2 Technical Assistance Grants appraised, approved and supervised.

- Total number of grant proposals approved per year.
- Total value (US\$) of TA grants approved per year.
- Quality of supervision.

IV.3 Knowledge products and policy dialogues delivered to targeted audiences.

- Knowledge products produced with grant financing by (a) members and partners and (b) by the Secretariat.
 - Total #
 - Total Value (US\$)
- Knowledge products produced with grant financing and freely accessed by targeted audiences.
 - Total Number of unique visitors to the CA website per year
- Policy dialogues and formal learning events that are financed by grants and carry out by: (a) members and partners and (b) by the Secretariat.
 - Total #
 - Total Value (US\$)

IV.4 Effective management and responsive governance of Cities Alliance delivered.

- Average time for key phases in the project cycle:
 - From initial submission of proposal to approval of grant
 - From approval of grant to grant agreement
 - From grant agreement to first disbursement
 - From final disbursement to closing
- Members' ratings of Secretariat's effectiveness:
 - Support to governance meetings
 - Quality and Timeliness of reports to members

TIER III – INTERMEDIATE OUTCOMES - INDICATORS

III.1 National policy frameworks developed and/or enhanced to address urban development needs.

- National urban development policy frameworks adopted.
 - Total # of urban policies by Country
 - Status of the policy (Rating scale)
 - Comprehensiveness of the policy (Rating scale)

III.2 Local pro-poor and climate resilient strategies and plans developed, and resources mobilized.

- Total number of local pro-poor and climate resilient strategies/plans developed per year.
- Total financial resources mobilized by partners for strategy implementation.
 - Total value (US\$) of resources committed (budget) by the city for implementation
 - Total value (US\$) of resources committed by partners for implementation
 - Average funding per \$ of seed capital (grants) per year

III.3 Mechanisms to engage citizens in city/urban governance developed.

<ul style="list-style-type: none"> ▪ How effectively the Country Programme has incorporated mechanisms of citizen engagement at community and municipal levels (Rating scale). ▪ How effectively the Country Programme has incorporated mechanisms of citizen engagement at the national levels (Rating scale). ▪ How effectively grants financed at the city level have sustainable mechanisms for stakeholder engagement (Rating scale).
III.4 Capacities of cities in governance and management strengthened.
<ul style="list-style-type: none"> ▪ Degree of capacity strengthened of local government authorities (Rating scale). ▪ Degree of capacity strengthened of training organizations (Rating scale).

TIER II – OUTCOMES - INDICATORS

II. Cities increasingly characterized by effective local government, active citizenship, and delivering improved and responsive services to the urban poor
II.1 Effective Local Government <ul style="list-style-type: none"> ▪ Municipal expenditures per person (based on total city population) per year. ▪ Municipal employees per person (based on total city population). ▪ Average number of women among municipal employees ▪ Proportion of municipal employees with post-secondary education.
II.2 Active Citizenship <ul style="list-style-type: none"> ▪ Voter participation in most recent municipal election (as % of eligible voters). ▪ Average % of women voter participation ▪ Existence of active municipal website for citizen questions and complaints. ▪ Functioning of local-level consultation structures, at ward or sub-ward level. ▪ Participatory planning process in place (budgetary or other). ▪ Level of civil society activity in municipality
II.3 Delivering improved and responsive services to the urban poor <ul style="list-style-type: none"> ▪ Access to regular potable water in slum and/or low-income areas. ▪ Kilometers of maintained roads in slum and/or low-income areas. ▪ Proportion of households in slum and/or low-income areas with sewerage connections. ▪ Proportion of households in slum and/or low-income areas with regular electricity connections. ▪ Proportion of households in slum and/or low-income areas served by regular solid waste collection (either publicly or privately).
II.4 Effectiveness of advocacy and knowledge product dissemination <ul style="list-style-type: none"> ▪ Official Development Assistance for urban development. ▪ City and urban themes in corporate strategic directions

TIER I – IMPACT – INDICATORS

I. Improved health, socio-economic condition and inclusion of the urban poor.
<ul style="list-style-type: none"> ▪ I.1 % of city population living in slums. ▪ I.2 % of households in urban areas that exist without secure tenure. ▪ I.3 Under age 5 mortality rate in urban areas. ▪ I.4 Increase in participation of urban poor in voting population.

ANNEX F Template for Integrated Safeguards Data Sheet

INTEGRATED SAFEGUARDS DATA SHEET (ISDS) (DRAFT)

Date ISDS Prepared:

I. BASIC INFORMATION

A. Basic Project Data

Country:	Activity ID:
Activity Name:	
Task Manager (TM):	
Estimated Approval Date:	
Business Line:	
Theme:	
Grant Amount (US\$m.):	
Safeguard Category:	

B. Project Objectives:

C. Project Description (activities and deliverables):

D. Project location and salient physical characteristics relevant to the safeguard analysis (if known):

E. Grant recipient's Institutional Capacity for Safeguard Policies:

F. Environmental and Social Safeguards expert(s) comments (if applicable):

II. SAFEGUARD RISKS IDENTIFIED

Safeguard Checklist (based on IAF self-assessment and TM assessment)	Yes	No	TBD
1. Building rehabilitation			
TM comments:			
2. New Building Construction			
TM comments:			

Safeguard Checklist <i>(based on IAF self-assessment and TM assessment)</i>	Yes	No	TBD
3. Individual wastewater treatment system			
<i>TM comments:</i>			
4. Historic building(s) and districts			
<i>TM comments:</i>			
5. Land use planning			
<i>TM comments:</i>			
6. Acquisition of land¹			
<i>TM comments:</i>			
7. Hazardous or toxic materials			
<i>TM comments:</i>			
8. Handling/management of medical waste			
<i>TM comments:</i>			
9. Social and gender impacts			
<i>TM comments:</i>			

III. SUGGESTED RISK MITIGATION MEASURES

A. xxx:

B. xxx:

C. xxx:

IV. APPROVALS

Signed and submitted by:		
Task Manager:	Name	Date
Approved by:		
Safeguard Focal Point:	Name	Date
Comments:		
CA Manager:	Name	Date
Comments:		

¹ Land acquisition includes displacement of people, change of livelihood, encroachment on private property. This is to land that is purchased/transferred and affects people who are living and/or squatters and/or operate a business (kiosks) on land that is being acquired.

Annex G Template for Integrated Assessment Framework

CITIES ALLIANCE - INTEGRATED ASSESSMENT FRAMEWORK (IAF) (To be submitted with Full Proposal Template)

Activity Name:

Activity ID:

Country:

Grant Amount:

A. Financial Management (FM) and Procurement

Item	Question	Recipient Response	Comments of TM
General information on Grant Recipient	Name and contact information of Recipient organization (address, telephone, fax, email and website).		
	Is the Recipient a legal entity? What is the year of registration (attach statute and proof of registration)? How many years has it been operating?		
	Is the Recipient a government entity (e.g. government agency or department, public institute or body, or state-owned enterprise)? Can the Recipient receive and sign International Donor Grant Agreements under the law of the Federal/National Government of your Country?		
	Provide a brief description of the Recipient organization and its main business (please provide an organogram of the organization).		
	Does the Recipient have previous experience in administering grants from other international donors? If so, please provide the names of the donor agency, years and grant amounts, project name and any other relevant details of recent projects.		
Ethics, Anti-Corruption and	Does the Recipient have a Code of Ethics? Is it published? If so, where? How is the Code administered? Are there avenues for confidential reporting regarding compliance and other		

Item	Question	Recipient Response	Comments of TM
Transparency	business conduct concerns?		
	Has the Recipient or its directors ever been convicted of a criminal offence? If so please provide details including dates.		
	Does the Recipient, or any of its directors or staff have ownership or a stake in any firm that provides the same type of services/goods/works as will be procured under the grant?		
	Does the Recipient publish annual or other reports? If so, are they publicly available, for instance through a website? If so please attach or provide links.		
	Does the Recipient have a transparency policy?		
	Does the Recipient have policies and procedures for mitigating Fraud and Corruption? (Briefly describe the policy in place and provide us with a copy of the policy document.)		
Financial Management arrangements	Has the Recipient adopted an internal control framework that is documented and includes clearly defined roles for management, internal auditors (if any), the board of directors or comparable body, and other personnel?		
	Does the Recipient have staff specialized in (a) financial management (b) accounting (c) contract management? If yes, please specify the qualifications and years of experience for each.		
	Will the Recipient have a finance person designated to manage the requested grant? If the answer is 'yes' please provide the qualification and the experience of the person in managing external donor funds and if 'no' what alternate mechanism is proposed by the entity to manage the proposed grant.		

Item	Question	Recipient Response	Comments of TM
	Does the Recipient have a Financial Management (FM) or Operating Manual (OM) that describes the financial management policies and internal control system? (If yes, please attach a copy. If not attach a description of how Financial Management function will be carried out. Also provide a funds and reporting flow chart).		
	Is the Recipient authorized to operate bank accounts on its own for receiving international donor funds? In what bank does the Recipient hold a bank account if any? Who is authorized to deposit and withdraw funds?		
	Does the Recipient keep adequate records of financial transactions, including funds received, utilized, and fund balances? (For example, up-to-date cash book, bank statements, and reconciled bank statements).		
	Provide a brief description of the accounting system currently used by the Recipient for reporting to external donor agencies.		
	State whether the accounting system is computerized or manual. If computerized can the system generate periodical financial reports for submission to external donor agencies.		
	On what accounting basis are reports prepared (i.e. IAS, GAAP, local accounting standards, etc.)		
	How often does the Recipient produce interim financial statements or financial reports? (If yes, please describe the kind of information is included in the financial reports – such as income and expenditures tables, balance sheet, reconciled bank accounts - and attach sample copies of recent reports)		
	Are the annual financial statements audited by an external audit		

Item	Question	Recipient Response	Comments of TM
	<p>firm? (If yes, please attach a copy of each of the two most recent audited financial statements, including the Audit Opinions and Management Letters from the auditors for the same periods).</p>		
	<p>Are the audit reports public and/or published on the website? If so please provide the link.</p>		
	<p>Does the Recipient periodically monitor budget utilization and generate exception reports? (If so briefly describe the steps involved in this monitoring and evaluation process.) How are any exceptions generated through this monitoring addressed and rectified?</p>		
	<p>Does the Recipient have an internal audit function? Is the internal audit function carried out independently and objectively in the execution of its duties? Is the internal audit function carried out in accordance with internationally recognized standards, such as those prescribed by the Institute of Internal Auditors (IIA)? Are actions taken on internal audit findings?</p>		
	<p>What are the effects of the tax policies of the Recipient's country/state on the management of grant funding received?</p>		
Procurement	<p>Does the Recipient have in place specific policies and procedures that promote transparency, economy and efficiency in procurement? Are these policies and procedures written in a Procurement Manual? (If yes, please attach a copy of the Manual. If no, please describe the policy and procedures in place)</p>		
	<p>Does the Recipient Manual (or equivalent) describe procedures for procuring of Consultants and Services and Goods?</p>		

Item	Question	Recipient Response	Comments of TM
	Please briefly explain the process involved in hiring Consultants (international/national) and procuring Services and Goods.		
	Please explain the experience of the Recipient in complying with internationally accepted procurement standards.		
	Does the Recipient monitor procurement performance in projects at periodic intervals, and have processes in place to respond when issues are identified?		
	Does the internal audit function, if any, include audits of procurement procedures and activities?		
	Does the Recipients employees understand all of its FM and procurement policies and procedures?		

B. Social and Environmental Risks

Will the site activity include/involve any of the following potential issues and/or impacts:	Activity and potential issues and/or impacts	Status
	1. Building rehabilitation <ul style="list-style-type: none"> • Site specific vehicular traffic and pedestrian safety • Increase in dust and noise from demolition and/or construction • Construction waste • Site is in a populated area 	<input type="checkbox"/> Yes <input type="checkbox"/> No
	2. New building construction <ul style="list-style-type: none"> • Excavation impacts and soil erosion • Increase sediment loads in receiving waters • Site specific vehicular traffic and pedestrian safety • Increase in dust and noise from demolition and/or construction • Construction waste • Site is in a populated area 	<input type="checkbox"/> Yes <input type="checkbox"/> No
	3. Individual wastewater treatment system <ul style="list-style-type: none"> • Effluent and / or discharges into receiving waters 	<input type="checkbox"/> Yes <input type="checkbox"/> No

	4. Historic building(s) and districts • Risk of damage to known/unknown historical or archaeological sites	[] Yes [] No
	5. Land use planning a. Land use planning with direct investment in implementation b. Investment during implementation with potential displacement or restrictions to access to parks or protected area but undefined scope c. Investment during implementation and clear scope of affected parties/scope of resettlement	[] Yes [] No
	6. Acquisition of land ¹ (a) Involuntary taking of land resulting in: • Relocation or loss of shelter • Lost assets or access to assets • Loss of income sources or means of livelihood, whether or not the affected persons must move to another location; or (b) The involuntary restriction of access to legally designated parks and protected areas resulting in adverse impacts on the livelihoods of the displaced persons	[] Yes [] No
	7. Hazardous or toxic materials ² • Removal and disposal of toxic and/or hazardous demolition and / or construction waste • Storage of machine oils and lubricants • Use of pesticides	[] Yes [] No
	8. Handling / management of medical waste • Clinical waste, sharps, pharmaceutical products (cytotoxic and hazardous chemical waste), radioactive waste, organic domestic waste, non-organic domestic waste • On site or off-site disposal of medical waste	[] Yes [] No
	9. Social and Gender Impact • Human Rights • Children's Rights • Gender Equality	[] Yes [] No

¹ Land acquisition includes displacement of people, change of livelihood, encroachment on private property. This is to land that is purchased/transferred and affects people who are living and/or squatters and/or operate a business (kiosks) on land that is being acquired.

² Toxic / hazardous material includes and is not limited to asbestos, toxic paints, removal of lead paint, etc.

Annex H Form of UN to UN Agency Contribution Agreement

FIDUCIARY MANAGEMENT OVERSIGHT GROUP

GUIDANCE NOTE ON TRANSFERRING CONTRIBUTIONS FROM ONE UN AGENCY TO ANOTHER FOR THE PURPOSE OF PROGRAMMATIC ACTIVITIES

INTRODUCTION

This guidance note and template was prepared in response to a number of bottlenecks identified by country offices, the majority of which were the ‘Delivering as One’ pilot countries, as part of the efforts of the Task Team on Financial Issues to identify and address key bottlenecks in the area of finance. The purpose of this note is to facilitate the legal and financing arrangements where two UN agencies are implementing partners and one transfers resources to the other agency to carry out activities. This guidance note and the template agreement do not replace the current agreements under the following arrangements:

- **Joint Programmes, where transfer of resources from one UN agency to another is legalized through UNDG agreed instruments, including Standard Administrative Arrangement (SAA) and Memorandum of Understanding (MOU);**
The key difference is that under Joint Programmes, either donor(s) contribute to more than one UN agency programmes and each recipient UN agency is accountable to the donor(s), as defined in the UNDG standard agreements (SAA under the Pass-Through fund management modality) or UN agencies decide to pool funds together and entrust the fund management to one UN agency (Managing Agent under Pooled fund management modality), which is also governed by the standard UNDG agreement, i.e. MOU.
- **UNDP arrangements with UN agencies (mainly Specialized Agencies) under the Standard Basic Executing Entity Agreement (SBEAA).**
- **Arrangements among UN entities related to one programme or project funded by the Global Fund to Fight Aids, Tuberculosis and Malaria (GFATM).**

In all other cases, the present guidance note and template agreement is to be used when one UN agency transfers resources to another UN agency for the purpose of programmatic activities in the framework of one programme or project. In such arrangements, the “contributing agency” is accountable to the donor(s) and the “recipient agency” is accountable to the “contributing agency” for use of the funds.

Throughout this template agreement the term “contributing agency” is used to refer to the UN agency that will transfer its resources and the term “recipient agency” to the UN agency that will receive resources and implement the programmatic activities.

This standard template provides an overall format and structure and provides options for the agencies to select depending on the circumstances. The standard UN to UN Agency Contribution Agreement template has been agreed upon by the members of the United Nations Development Group (UNDG). UN agencies are strongly discouraged from agreeing between themselves to variations to this standard template.

NOTE ON HOW TO FILL IN THE AGREEMENT

This agreement is to be used among UN agencies when one UN agency contributes funds to another UN agency for specific activities. The content of the agreement has been simplified in order to reduce transaction costs and improve efficiency. The agreement inserted flexibility where needed and included some options when different options are available.

This note provides additional guidance on some specific provisions of the agreement specified below.

D. Reporting

1. Narrative report:

If the contribution is for a time-bound activity, such as a workshop or training for instance, the parties can agree to consider the final delivery, such as the report of the workshop or training, as being the narrative report. This should be discussed and agreed between the parties and indicated under this section of the agreement.

2. Financial report:

If the contribution concerns activities exceeding one year, the parties should agree on annual financial report(s) in addition to the final financial report. The reporting requirements must be agreed before the signing of the agreement and listed under this provision.

F. INTELLECTUAL PROPERTY RIGHTS

Keep the standard provision in the agreement as and when necessary. However, such clause may not be relevant to certain activities. In case of doubt, please refer to your respective financing agreement specialist.

K. REFUNDS OF UNSPENT BALANCES

With regard to the return of unspent balances, agencies which allow for retention of up to USD 1,000 of the unspent balances should opt for the first option. Other agencies, which require the return of the full amount of the unspent balances, should opt for option 2.

Please ensure to annex the project document, work plan or relevant programmatic document describing the activities to be carried out and the budget.

Please delete this note and any footnotes after completing this document. The Agreement starts from the next page.

UN AGENCY TO UN AGENCY CONTRIBUTION AGREEMENT

A. SUMMARY OF ACTIVITIES

Title: (the “Activities”)

Start/End Dates: Activities start date: [date of receipt of funds]
 Activities end date:

Location: xxx

Contribution Amount: (the “Contribution”)

Contributing Agency: [full name of the agency] (“[NAME OF AGENCY]”)

Recipient Agency: [full name of the agency] (“[NAME OF AGENCY]”)

Nature of Activities: xxx

Purpose [Short description of the Activities (if applicable, a detailed description of the Activities, the work plan and the budget are attached)]

Annexes: In the event that the terms contained in Annex(es) are incompatible with those contained in this Agreement, then the latter shall govern and prevail.
 [List Annex(es), if any]

Expected outcome: xxx

The Recipient Agency will be fully responsible for administering the Contribution in accordance with its financial regulations, rules, policies and procedures, and administrative instructions, and carrying out the Activities efficiently and effectively.

B. BUDGET

The total budget for the Activities is [_____], in USD, as more fully described below and in Annex B.

Summary of activities and BUDGET ¹	Annual (Years 1, 2, X)	Total (all years)
Total programmable amount, including direct costs		
Indirect support costs		
Grand total		

The Contributing Agency will not be responsible for any financial commitment or expenditure made by the Recipient Agency that exceeds the budget for the Activities. The Recipient Agency will promptly advise the Contributing Agency any time when the Recipient Agency is aware that the budget to carry out these Activities is insufficient to fully implement the Activities in the manner set out in the present Agreement, including its Annex(es). The Contributing Agency will have no obligation to provide the Recipient Agency with any funds or to make any reimbursement for expenses incurred in excess of the total budget as set forth herein.

C. COSTS RECOVERY

The Recipient Agency's support costs, determined in accordance with its cost recovery policy, will be paid from the Contribution, in accordance with the budget.

D. REPORTING

Narrative reporting:

The Recipient Agency will provide the Contributing Agency with a narrative report on the progress of the Activities on a regular basis, as set out below.

[]

Financial Reporting:

The Recipient Agency will provide the Contributing Agency with the following financial reports, prepared in accordance with the Recipient Agency's financial regulations, rules, policies, procedures, and administrative instructions:

[]

E. CONTRIBUTIONS

The total amounts paid by the Contributing Agency shall match the total budget amount. For Activities less than one year in duration the Contribution will be paid to the Recipient Agency prior to the commencement of Activities. For multi-year Activities the Contribution will be paid in instalments according to the following schedule.

Schedule of payment:

[date (Date-month-year)]	[amount]
[date(Date-month-year)]	[amount]

The Contributing Agency acknowledges that the Recipient Agency will not pre-finance Activities. If the Contribution, or any part of it, is not received in a timely manner, the Activities may be reduced or suspended by the Recipient Agency with immediate effect.

The Contribution will be paid into the following account:

Account Details: [Insert Recipient Agency account details]
Currency: US Dollars
Bank Address:

When making such transfers the Contributing Agency will notify the Recipient Agency, [details] (for the Attention []), by fax ([]) or by e-mail ([]) of the following: (a) the amount transferred; (b) the value date of the transfer; (c) that the transfer is from the Contributing Agency pursuant to this Agreement.

F. INTELLECTUAL PROPERTY RIGHTS

All Intellectual Property Rights related to the Activities will belong to the Recipient Agency. The Contributing Agency and, if applicable, the relevant programme Government will enjoy a perpetual, royalty-free, non-exclusive and non-transferable license.

G. CORRESPONDENCE

All correspondence regarding the implementation of this Agreement will be addressed to:

[Name of the Contributing Agency]:.....

Address:.....

[Name of the Recipient Agency]:

Address:.....

H. AMENDMENTS

The present Agreement, including its Annex(es), may be modified or amended only by written agreement between the two Agencies.

I. COMPLETION OF THE ACTIVITIES

The Recipient Agency will notify the Contributing Agency when all Activities have been completed.

The Recipient Agency will continue to hold any part of the Contribution that is unutilized at completion of the Activities until all commitments and liabilities incurred in the carrying out of the Activities have been satisfied and all arrangements associated with the Activities have been brought to an orderly conclusion.

J. TERMINATION OF THIS AGREEMENT

This Agreement will terminate upon satisfaction of all commitments and liabilities incurred in carrying out the Activities and the orderly conclusion of all arrangements associated with the Activities.

This Agreement may be terminated by either Agency at any time by written notice to the other. Termination will be effective thirty (30) days after receipt of the notice. In the event of termination under this paragraph, the two Agencies will cooperate to ensure completion of the Activities, satisfaction of all commitments and liabilities, and the orderly conclusion of all arrangements associated with the Activities.

K. REFUNDS OF UNSPENT BALANCES

OPTIONS:

1. Upon termination of this Agreement and following the submission of the final financial report, any unspent balance of the Contribution (where the unspent funds exceed US\$1,000) will be returned to the Contributing Agency, unless otherwise agreed in writing by the two Agencies.

OR

2. Upon termination of this Agreement and following the submission of the final financial report, any unspent balance from the Contribution will be returned to the Contributing Agency, unless otherwise agreed in writing by the two Agencies.

L. SETTLEMENT OF DISPUTES

The two Agencies will use their best efforts to promptly settle through direct negotiations any dispute, controversy or claim arising out of or in connection with this Agreement or any breach thereof. Any such dispute, controversy or claim which is not settled within sixty (60) days from the date either party has notified the other party of the nature of the dispute, controversy or claim and of the measures which should be taken to rectify it, will be resolved through consultation between the Executive Heads of each of the Agencies.

M. ENTRY INTO FORCE AND VALIDITY

This Agreement will enter into force upon its signature by the authorized representatives of the Parties and remain in force until terminated in accordance with Section J above.

IN WITNESS WHEREOF, the undersigned, being duly authorized thereto, have signed the present Agreement in duplicate.

Signed:
On behalf of the [Name of the Contributing Agency]:

Signed:
On behalf of the [Name of the Recipient Agency]

OBJECTIVES, ACTIVITIES AND OUTPUTS

A. OBJECTIVES

- Ñ *This Section should describe the **specific objectives** of the **Project** and for the **specific Period**.*
- Ñ *If subgrants are planned, provide specific objectives for each subgrant. Subgrantees should be listed if known, and if not, the process by which subgrantees will be determined should be described.*

C. ACTIVITIES AND OUTPUTS

- *Provide a description of the key activities/components and outputs that will be financed by the Contribution for the specific Period. Project objectives, activities and outputs should be aligned. Use the table below and modify as appropriate*
- *If subgrants are included, provide a description of activities and outputs for each subgrant.*

Specific Objectives	Key Activities/Components	Agreed Outputs
Objective 1	Activity 1 Activity 2	<ul style="list-style-type: none"> • Outputs • Outputs •
Objective 2		
Objective X		

ANNEX B

BUDGET

- Provide a firm budget as agreed in the approved project proposal, which reflects a breakdown by the activities listed in Annex B using the table below;

The Recipient agrees to spend the Contributions according to the following budget; provided that up to 10% of the total amount may be reallocated among activities listed below without requiring an amendment to the Contribution Agreement; and provided further that UNOPS shall be notified of such reallocation in writing.

Name of Project							
Agreed Components/Activities		Total CA approved Project Budget	Expense Categories				
			Staff Costs (Salaries/ Travel)	Consulting Services fees&travel	Training/ Workshop/ Seminars	Dissemination cost	Others/ Operating cost
Costs of Direct Project Activities	Activity 1	\$0	\$0	\$0	\$0	\$0	\$0
	Activity 2	\$0	\$0	\$0	\$0	\$0	\$0
	Activity 3	\$0	\$0	\$0	\$0	\$0	\$0
	Activity 4	\$0	\$0	\$0	\$0	\$0	\$0
	Activity 5	\$0	\$0	\$0	\$0	\$0	\$0
	Activity X	\$0	\$0	\$0	\$0	\$0	\$0
	Approved Budget for Direct Project Activities (a)	\$0		\$0	\$0	\$0	\$0
Project Admin & Supervision	Audit	\$0	\$0	\$0	\$0	\$0	\$0
	Project Administration & Supervision	\$0	\$0	\$0	\$0	\$0	\$0
	Other (as agreed in proposal)	\$0	\$0	\$0	\$0	\$0	\$0
	Other (as agreed in proposal)	\$0	\$0	\$0	\$0	\$0	\$0
	Approved Budget for Project Admin & Supervision (b)	\$0	\$0	\$0	\$0	\$0	\$0
	<u>TOTAL CA APPROVED BUDGET (a+b)</u>	<u>\$0</u>	<u>\$0</u>		<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
	<u>Co-Financing (Recipient & Partners)</u>	\$0		\$0	\$0	\$0	\$0
	<u>TOTAL PROJECT COSTS</u>	<u>\$0</u>		<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Notes: 1. Project Administration & Supervision costs should not be more than 15% of the total CA approved budget; 2. Type of expenditures under Other Operating Costs to be clearly explained including assumptions;							

GRANT PROGRESS REPORT

Please use this form to report on the implementation of the planned activities and outputs of the project and any risks and issues emerging. The Progress Report is used by the Secretariat for monitoring the progress of Grant and its compliance with terms of the grant agreement and the conditionality of the disbursements.

1. Grant data

1.1 Name of Activity:

1.2 Project No.:

1.3 Grant amount:

1.4 Project Manager:

1.5 Organisation:

1.6 Reporting period:

1.7 Expected completion date of grant:

1.8 Total received (as of date):

1.9 Total spent (as of date):

2. Grant Progresses, Lessons and Changes

2.1 Progress made during reporting period: *(Include reporting on all (i) activities and (ii) outputs specified in the grant agreement, include attachments for deliverables/outputs)*

2.2 Problems encountered/causes for delays/remedies during the reporting period: *(Please explain each output that is behind schedule or under target and describe and justify any adjustments to activities and outputs made to get back on track)*

2.3 Any risks: *(please describe any risks related to external context, procurement and financial arrangements, ethics, negative social and environmental impacts etc. which have emerged during the reporting period)*

2.4 Key lessons learned during the reporting period: *(describe lessons from project management and design, participation, partnership, scaling-up, institutionalisation, financial sustainability, etc.):*

2.5 Assessment of expected results/impact in relation to CA Result Framework: *(include explanation of how the reported activities and outputs are contributing to the following key results areas of the Cities Alliance – where not applicable specify N/A) (please, where possible, provide also figures e.g. X no. of people trained)*

Knowledge products and policy dialogues delivered to targeted audiences

National policy frameworks developed and/or enhanced to address urban development needs

Local pro-poor and climate-resilient strategies and plans developed, and resources mobilized

Mechanisms to engage citizens in city/urban governance developed

Capacities of cities in governance and management strengthened

2.6 Describe attachments (if any):

3. Future Planning

3.1 Projections for next 6 months (anticipated progress, problems or issues):

3.2 Linkages to investments and other funding (identification of specific investment links and founding sources and amounts):

3.3. Other relevant information:

4. Feedback and Signature

4.1 Please highlight what worked well and what could be improved in the support from the Secretariat:

4.2. Project Manager Signature:

[Name and Title]

[Signature]

TO BE COMPLETED BY THE CA SECRETARIAT

1 Analysis of the grant progress:

2 identified risks, issues and recommendations:

3. Other comments:

4. Clearances:

Approval of Progress Report

Approval of disbursement (*if applicable*)

Date

GRANT COMPLETION REPORT

Please use this form to report on the completion of the planned activities and outputs of the project as well as to assess the overall quality and performance of the project, emerging early impacts and key lessons. The Completion Report is used by the Secretariat for an overall assessment of the Grant and its compliance with terms of the grant agreement.

1. Grant data

1.1 Name of Activity:

1.2 Project No.:

1.3 Grant amount:

1.4 Project Manager:

1.5 Organisation:

1.6 Reporting period:

1.7 Completion date of grant:

1.8 Total received (as of date):

1.9 Total spent (as of date):

1.9 Any unpaid (as of date):

2. Grant Objectives and Outputs

2.1 Have the developmental objectives of the grant been met? *(please provide an overall assessment of the grant and the extent to which it achieved its original intent)*

2.2 Achievement of outputs/deliverables: *(please describe, discuss and assess ALL the outputs and the extent to which they have been completed for each of the grant activities. Where relevant, please assess the quality and the dissemination of the outputs and please include attachments in final copy for all outputs/deliverables produced as stated in the Grant Agreement)*

2.3 Were activities completed and outputs produced in accordance with plans? *(for each output and activity indicate and explain differences/variations, the nature of the revisions/adjustments made and their justification)*

2.4 Assessment of results in relation to the CA Result Framework: *(please explain how the completed activities and outputs contributed to the following key results areas of the Cities Alliance – where not applicable specify N/A and where possible, provide also figures e.g. X no. of people trained)*

Knowledge products and policy dialogues delivered to targeted audiences

National policy frameworks developed and/or enhanced to address urban development needs

Local pro-poor and climate-resilient strategies and plans developed, and resources mobilized

Mechanisms to engage citizens in city/urban governance developed

Capacities of cities in governance and management strengthened

2.5 Key lessons learned during the project: *(please list and describe the most significant positive and negative lessons learned with regard to project management and design, participation, partnership, scaling-up, institutionalisation, financial sustainability, etc.):*

3. Impact and Sustainability

3.1 Describe how likely and for how long the outcomes of the project will be sustained after the completion of the grant:

3.2 Provide information on funds and investment mobilized as a result of project activities:

3. Please provide information on other relevant impact if any (including unintended and/or negative) that could have not been achieved in the absence of this grant financing

3.4 Follow up activities and recommendations:

4. Feedback and Signature

4.1 Self-assessment of project management effectiveness *(explain what has worked and what did not and why)*

4.2 Please highlight what worked well and what could be improved in the support from the Secretariat:

--

4.3 Project Manager Signature:

[Name and Title]

[Signature]

TO BE COMPLETED BY THE CA SECRETARIAT

1. Overall assessment of the grant:

2. Identified risks, issues and recommendations:

3. Outputs quality: *(please assess the quality of each of the outputs produced)*

4. Effectiveness Ratings

4.1 Project Success

- Very Unsatisfactory
- Unsatisfactory
- Neither Sat. nor Unsat.
- Satisfactory
- Very Satisfactory

4.2 Secretariat Supervision

- Very Unsatisfactory
- Unsatisfactory
- Neither Sat. nor Unsat.
- Satisfactory
- Very Satisfactory

4.3 Grantee Performance

- Very Unsatisfactory
- Unsatisfactory
- Neither Sat. nor Unsat.
- Satisfactory
- Very Satisfactory

5. Other comments:

6. Clearances:

Approval of Completion Report

Approval of final installment *(if applicable)*

Date

Cities Alliance

Cities Without Slums

Financial Report

Grant funds										
<i>Opening Balance</i>										0
<i>Funds Received from the Cities Alliance</i>										0
<i>Interest earned on Cities Alliance funding</i>										0
<i>Total Grant Funds Available for this Period</i>										0
Expenditures										
Agreed Activities	Total CA approved Project Budget	Staff Costs (Salaries & Travel)	Consulting Services	Training/ Workshop/ Seminars	Dissemination cost	Others	Total for the Semester (USD)	Cumulative Expend up to the reporting period (USD)	Exchange Rate applied	
		1	2	3	4	5	6=(1+2+3+4+5)			
Activity 1										
Activity 2										
Activity 3										
Activity 4										
Activity x										
CA Approved Budget & Expenditures for - Direct Project Activities	\$0								-	
Audit Cost										
Grant Supervision and Administration										
CA Approved Budget & Expenditures for Grant Supervisions & Administration	\$0									
Cities Alliance TOTAL Approved Project Budget & Expenditures	\$0	\$0	\$0	\$0	\$0	\$0			-	
Closing Balance / Funds Carried Forward							xx			
Prepared** by (name)					Authorized Signatory Signature (Project Manager)					

Annex I Form of Externally Financed Outputs Agreement (EFO)

[Date]

[Name]
[Title]
[Office]
[Address]

Agreement by [name of contributor] to Reimburse the International Bank for Reconstruction and Development for the [title] Externally Financed Output (the EFO)

Dear [Mr.][Ms.] _____:

1. We are pleased to acknowledge on behalf of the International Bank for Reconstruction and Development (the Bank) the intention of [name of Contributor] (the Contributor) to provide the sum of [insert sum][United States dollars] ([US\$] _____) (the Funds) [*Note that if funds are provided in a currency other than US\$, conforming changes will need to be made in this template.*] to finance the [title] Externally Financed Output (the EFO), which forms part of the Bank's [Network, Regional or Country] work program. The Contributor may subsequently contribute additional funding support for the EFO, which shall be governed in all respects by the present EFO Agreement (this Agreement). The initial contribution and any subsequent funding from the Contributor shall be referred to as the EFO Funds in this Agreement.
2. The EFO Funds shall contribute to the preparation of output(s) and/or activities(s) as described in the Annex attached hereto (Description of the EFO). The Annex constitutes an integral part of this Agreement.
3. The EFO Funds shall be utilized by the Bank in accordance with the Bank's applicable policies and procedures, *as the same may be amended from time to time, including its framework to prevent and combat fraud and corruption and its screening procedures to prevent the use of Bank resources to finance terrorist activity, in line with the Bank's obligations to give effect to the relevant decisions of the Security Council, taken under Chapter VII of the Charter of the United Nations. The Contributor acknowledges that this provision does not create any obligations of the Bank under the anti-terrorist financing and asset control laws, regulations, rules and executive orders of an individual member country that may apply to the Contributor, nor shall it be deemed a waiver, express or implied, of any of the privileges and immunities of the Bank.*
4. The Contributor will make payment(s) of the EFO Funds in accordance with the payment schedule as specified in the Annex.
5. The Contributor will deposit the EFO Funds into the International Bank for Reconstruction and Development (IBRD) bank account *as the Bank Contact specifies in writing to the Contributor Contact.*

22 December 2011

6. When making such deposit, the Contributor shall instruct its bank to include in its payment details information (remittance advice) field of its SWIFT payment message, information indicating: the amount paid, that the payment is made by the Contributor for the “[insert name of Contributor] EFO (insert EFO title) (EFO Number to be provided by the Bank Contact)”, and the date of the deposit. In addition, the Contributor shall provide a copy of the Contributor’s deposit instruction to the Bank’s Corporate Expense Services Division by e-mail sent to rectrv@worldbank.org or by fax sent to USA (202) 614-1315.

7. It is expected that the EFO will be completed by [insert date] or by such later date as the Bank and the Contributor may agree upon in writing [but not exceeding 24 months which may span 3 fiscal years and an extension of not more than 12 months].

8. The offices responsible for coordination of all matters related to carrying out this Agreement and the EFO are:

For the Bank (the World Bank Contact):

[Unit and/or Department]

The World Bank
1818 H Street, NW
Washington, DC 20433
U.S.A.

Tel:
Fax:
E-mail address:

For the Contributor (the Contributor Contact):

[Office _____]

[Address _____]

Tel:
Fax:
E-mail address:

9. The Bank shall have sole responsibility for the supervision and carrying out of the EFO and shall deliver to the Contributor EFO progress and Completion reports as specified in the Annex. In the event of any changes in the EFO, the Bank and the Contributor may agree to changes to the scope, content, and timing of the EFO and changes to the amount of the EFO Funds. Decisions on any such changes shall be documented by a revision of the Annex to this Agreement, duly signed and dated by the representatives of the Contributor and the Bank. The Contributor understands and agrees that the Bank will not provide any reporting on the EFO Funds provided under this Agreement beyond the standard EFO progress reports, will not maintain separate records

and accounts for the EFO Funds, and will not have any further responsibility to the Contributor with respect to the EFO Funds otherwise than stated in this Agreement.

10. Where appropriate to do so in the opinion of the Bank, the Bank shall acknowledge the Contributor's contribution in any reference made by the Bank with respect to the EFO in publications, speeches, press releases or other similar materials.

11. The Bank shall be solely responsible for the adequacy and quality of the EFO, and payment will not be unreasonably withheld due to any assessment by the Contributor acting in good faith on the adequacy or quality of the EFO. In the event that the Bank determines or decides, for any reason whatsoever, that completion of the EFO is no longer justified within the Bank's work program priorities, or will be substantially delayed compared to the date specified in paragraph 7 above or as amended, other than in any case for causes beyond its reasonable control, the Bank shall refund to the Contributor an appropriate portion of the EFO Funds, as determined by the Bank in its sole discretion, acting in good faith, after taking into account any work that may have been already carried out.

12. The Contributor will not be responsible for the activities of any person employed by the Bank as a result of this Agreement, nor will the Contributor be liable for any costs incurred by the Bank in terminating the engagement of any such person.

13. Nothing in or related to this Agreement is intended to be or should be construed as a waiver of the privileges and immunities of the Bank or its officers and employees, which privileges and immunities are hereby specifically reserved as set forth in the Bank's Articles of Agreement and other applicable rules of international law.

14. The Contributor and the Bank shall use their best efforts to amicably settle any dispute, controversy, or claim arising out of or relating to this Agreement.

15. The Bank and the Contributor will disclose this Arrangement and related information on the EFO in accordance with the World Bank's and Contributor's Policy on [Access to Information](#).

16. The Contributor does not assume liability for any third party claims for damages arising out of this EFO.

17. This Agreement may be amended only by written agreement between the Bank and the Contributor.

18. Please confirm your agreement with the foregoing, on behalf of the Contributor, by signing, dating, and returning to us the enclosed copy of this Agreement. Upon receipt by the Bank of the copy of this Agreement countersigned by you, this Agreement will become effective as of the date of the countersignature.

Sincerely,

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

[Name]
[Title]

AGREED:

[NAME OF CONTRIBUTOR]

By: _____

Date: _____

Name: _____

Title: _____

SAMPLE (Template A)

Description of the EFO#
[Amendment] As of **[insert date]**]

A. Summary

Responsible Bank Unit:
Planned Completion Date of the EFO (same date as paragraph 7):
Contribution Amount:

B. Outputs and Activities:

1. Objectives:
2. Description of Activities and Outputs:
3. Reporting:
 - (i) Annual EFO Progress Report
 - (ii) EFO Completion Report

C. Payment Schedule:

The Contributor shall pay the Bank an amount not exceeding a total of **[insert Contribution amount]** [(US\$) in **[insert number]** installment(s) upon written request for payment by the Bank, as follows:

- (i) **[insert amount (US\$)]** upon countersignature of this Agreement;
- (ii) **[insert amount (US\$)]** on **[insert date]**;
- (iii) A final payment of **[insert amount (US\$)]** on **[insert date no later than Planned Completion Date of the EFO same date as paragraph 7]**.

**INTERNATIONAL BANK
FOR RECONSTRUCTION
AND DEVELOPMENT**

[Name of Contributor]

By **[redacted]**
Name:
Title:
Department/VPU

By **[redacted]**
Name:
Title:

Annex J Form of Cooperation Agreement between UNOPS and a Government

PROJECT COOPERATION AGREEMENT
BETWEEN
THE UNITED NATIONS OFFICE FOR PROJECT SERVICES
AND
[NAME OF GOVERNMENT]
CONCERNING THE IMPLEMENTATION OF
[insert Project/activity name]

WHEREAS UNOPS is a separate, self-financing entity established by UN General Assembly decision 48/501 of 19 September 1994 to provide, inter alia, management and other support services for the benefit of the member states of the United Nations and other mandated clients, impartially, efficiently and on a non-profit basis;

WHEREAS the UNOPS governing body, namely the UNDP/UNFPA/UNOPS Executive Board, in its decisions 2009/25 of 11 September 2009 and 2010/21 of 29 June 2010:

- Reaffirmed the mandate of UNOPS, in the context of coherence and the furtherance of United Nations objectives, to act as a service provider to the United Nations system agencies, funds and programmes, international and regional financial institutions, intergovernmental organizations, donor and recipient governments and non-governmental organizations, foundations and private sector;
- Reconfirmed the role of UNOPS as a central resource for the United Nations system in procurement and contracts management as well as in civil works and physical infrastructure development, including the relevant capacity development activities; and
- Recognized the potential for value-adding contributions that UNOPS can make in providing efficient, cost-effective services to development partners in the areas of project management, human resources, financial management and common/shared services;

WHEREAS the Government of [XX] (“the Government”) and UNOPS have entered into a [*Host Country Agreement*] OR [*Umbrella Memorandum of Understanding*] dated [XX], the provisions of which shall apply mutatis mutandis to this Project Cooperation Agreement (“Agreement”);

WHEREAS the Government and UNOPS acknowledge that their respective activities include areas of common interest where closer collaboration in the form of partnership would be of mutual benefit;

WHEREAS the Government and UNOPS have agreed to cooperate in the implementation of the [project/programme] in [Programme Country] (“Project”), as summarised in Annex “A” (“Project Document”);

WHEREAS UNOPS desires to provide funds (“Contribution”) to the Government in the context of the implementation of the Project;

WHEREAS the Government is ready and willing to accept the Contribution from UNOPS;

NOW, THEREFORE the Government and UNOPS, also referred to in this Agreement individually as “Party” and collectively as “Parties”, have adopted the Agreement to establish the terms and conditions under which the Government will receive the Contribution.

1. Role of the Government

- 1.1 The Government will be responsible for ensuring the Project is implemented in accordance with the Agreement and Annexes “A” and “B” (“Budget), with care, skill, diligence and efficiency.
- 1.2 The Contribution received by Government shall be used in accordance with established national regulations, policies and procedures consistent with international standards, in particular, ensuring that the Contribution is expended for Project activities as set out in this Agreement and Annexes “A” and “B”. Where the national regulations, policies and procedures are not consistent with international standards, the UNOPS regulations, policies and procedures will apply.

2. The Contribution, Purpose and Period

- 2.1 UNOPS shall provide funds, in the amount of [insert numerical amount in United States dollars, hereinafter referred to as “USD”] ([insert written amount in USD only]) to the Government, implementation of the Project and allocation, according to the provisions of the Agreement, Annex “A” and Annex “B”, which form an integral part of the Agreement.
- 2.2 The Contribution shall be used solely for the implementation of the Project, as set out in Annex “A”, as part of the Government’s collaboration with UNOPS.

2.3 The Contribution granted to the Government under the Agreement shall be provided for the period from [*insert date*] to [*insert date*].

3. Financial Arrangements

3.1 UNOPS shall deposit the Contribution in the amount of [XX] directly to the Government.

3.2 The Contribution shall be disbursed by UNOPS in accordance with the following schedule, upon submission of the relevant payment requests and subject to the Government's continued performance under this Agreement:

[Insert date, description and amount]

[Insert date, description and amount]

[Insert date, description and amount]

3.3 The first instalment of the Contribution will be transferred [*prior to the start of Project activities OR after Project activities have been completed*].

3.4 UNOPS will only be required to transfer to the Government the amount owing under the terms of this Agreement. UNOPS will not be liable to the Government or to any third party for any amounts that UNOPS determines are not authorized under this Agreement.

3.5 UNOPS shall deposit the Contribution to the Government's bank account, quoting reference: [Insert]

Bank name:

Account Holder's name:

Account number:

Bank Address:

Sort Code:

IBAN Code:

3.6 Any interest accrued on the cash balances of the funds received by UNOPS under the Agreement shall be refunded to UNOPS.

3.7 All funds received by the Government shall be recorded in a separate ledger account established for the Project.

3.8 Any balance of the Contribution to the Project following completion of the Project or expiry/termination of the Agreement shall be refunded immediately to UNOPS.

3.9 Cash transfer modalities and the size and frequency of disbursements may be revised in writing between the Parties in the course of the Project implementation, and based on Project monitoring, reporting and audits.

4. Accounting, Monitoring and Records

4.1 The Government agrees to cooperate with UNOPS for monitoring all activities supported by the Contribution, and will allow UNOPS staff and representatives (including the internal and external UNOPS auditors and/or investigators) the full and unrestricted access to relevant financial records relating to this Agreement and to the implementation of the Project, and to personnel responsible for the administration of the Contribution provided by UNOPS.

4.2 The Government agrees to maintain all financial records, supporting documents, statistical records and all other records pertinent to this Agreement in accordance with generally accepted accounting principles or [applicable national legislation] to sufficiently substantiate charges to this Agreement.

4.3 The Government agrees to:

- (a) Periodic on-site reviews and spot checks of financial records by UNOPS or its representatives;
- (b) Monitoring of activities following UNOPS standards and guidelines for site visits and field monitoring;
- (c) Financial reviews or audits otherwise ensure adequate accountability of organizations expending UNOPS funds. This may be carried out throughout the period of implementation of the Activity until the balance is paid, and for a period of [X] years from the date of final payment.

5. Reporting

5.1 The Government shall provide UNOPS with the following regular progress reports on the use of each Contribution installment during the life of this Agreement:

- a) Progress reports on the implementation of the Project every six (6) months. Each progress report will contain a description of the activities undertaken, any obstacles encountered, remedial action taken, monitoring and evaluation information, assessment of the results to date and any other relevant information;
- b) Financial reports on the implementation of the Project every six (6) months, including disbursements made against the previous payment and any unspent cash balance from the preceding quarterly period;

- c) An annual financial statement as of 31 December every year;
- d) A final financial statement;
- e) A final narrative report shall be due within three (3) months of the Project's closure. The narrative report shall include a general description of the progress of the activities and specific notes on the results, impact and sustainability of the results.

6. Special Conditions

6.1 [Insert special conditions if any]

7. Equipment, Material Purchases and Assets disposal

7.1 Title to all non-expendable equipment, supplies and other properties purchased from the Contribution shall belong to [*UNOPS OR the funding source- depending on the Project Document*].

7.2 The Government shall maintain records of non-expendable equipment with an acquisition value of USD 500 or more purchased with the Contribution.

7.3 Unless instructed otherwise, within ninety (90) calendar days after the end of the Agreement, the Recipient will provide a list to UNOPS of each item to be disposed of in consultation with, and according to the instructions of, the funding source.

8. Intellectual Property

8.1 [*UNOPS OR the funding source- depending on the Project Document*] shall be entitled to all intellectual property and other proprietary rights including, but not limited to, patents, copyrights, and trademarks, with regard to products, processes, inventions, ideas, know-how, or documents or other materials developed under this Agreement and which bear a direct relation to or are produced or prepared or collected in consequence of, or during the course of, the implementation of this Agreement.

9. Revision of Budget

9.1 The Government shall report any deviations from the Project Budget or Project plans, and shall request prior approvals from UNOPS for any of the following reasons:

- (a) To change the scope or objectives of the Project and/or to revise the funding allocated amongst Project objectives; or
- (b) Additional funding is needed.

10. Anti-Corruption

10.1 The Government warrants that it has not and shall not offer any direct or indirect benefit arising from or related to the performance or award of this Agreement, to any representative, official, employee or other agent of UNOPS or any organization of the UN system.

10.2 The Parties commit not to accept, either directly or indirectly, any inducement or reward in relation to the execution of this Agreement, or any kind of offer, gift, payment or benefit which could be construed as a corrupt practice.

11. Anti-terrorism

11.1 The Government agrees to undertake all reasonable efforts to ensure that none of the Contribution received pursuant to this Agreement is used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNOPS under this Agreement do not appear on the list maintained by the Security Council Committee and established pursuant to resolution 1267 (1999) (the list can be accessed via www.un.org/Docs/sc/committees/1267/1267ListEng.htm). This provision must be included in all sub-agreements.

12. Termination

12.1 UNOPS may at any time, by giving fourteen (14) calendar days written notice, terminate this Agreement, in whole or in part, for convenience.

12.2 UNOPS may at any time, by giving fourteen (14) calendar days written notice, terminate this Agreement, in whole or in part, whenever it is determined that the Government has materially breached the terms and conditions of the Agreement, or where sufficient funds are not available to UNOPS by its funding sources.

12.3 This Agreement may be terminated at any time with both Parties' consent.

12.4 UNOPS may terminate this Agreement, in whole or in part, with immediate effect upon written notice to the Government if it determines that the Government has

engaged in fraudulent or corrupt practices during the award or execution of this Agreement, and without the Government having taken timely and appropriate action satisfactory to UNOPS to remedy the situation.

- 12.5 Upon receipt of, and in accordance with, a termination notice, a Party shall immediately take all necessary steps to cease action, and minimize all expenditures and obligations financed by the Agreement.
- 12.6 Within thirty (30) days of the effective date of termination of this Agreement, the Government shall repay to UNOPS all unexpended Contribution funds which are not otherwise obligated by a legally binding transaction pursuant to this Agreement. Should the funds paid by UNOPS to the Government prior to the effective date of termination be insufficient to cover the Recipient's obligations in the legally binding transaction, the Government may submit to UNOPS within ninety (90) calendar days after the effective date of such termination a written claim covering such obligations. UNOPS shall determine the amount(s) to be paid by UNOPS to the Government in accordance with this Agreement.
- 12.7 The termination of this Agreement shall not affect any rights or obligations that may have accrued prior to such termination or any other right which the terminating Party may have arising out of either the termination or the event giving rise to the termination.
- 12.8 All provisions of this Agreement, which are by their nature intended to survive the expiration or termination of this Agreement shall survive such expiration and termination.

13. Settlement of Disputes

- 13.1 Any dispute between UNOPS and the Government arising out of or relating to the Agreement which is not settled by negotiation or other agreed mode of settlement shall be submitted to arbitration at the request of either Party. Each Party shall appoint 1 (one) arbitrator, and the 2 (two) arbitrators so appointed shall appoint a third, who shall be the chairman. If within 30 (thirty) days of the request for arbitration either Party has not appointed an arbitrator or if within 15 (fifteen) days of the appointment of 2 (two) arbitrators the third arbitrator has not been appointed, either Party may request the President of the International Court of Justice to appoint an arbitrator. The procedure of the arbitration shall be fixed by the arbitrators, and the expenses of the arbitration shall be borne by the Parties as assessed by the arbitrators. The arbitral award shall contain a statement of the reasons on which it is based and shall be accepted by the Parties as the final adjudication of the dispute.

14. Privileges and Immunities

14.1 Nothing in or relating to the Agreement shall be deemed as a waiver, express or implied, of any of the privileges and immunities of the United Nations and/or UNOPS.

15. Indemnity

15.1 The Government shall indemnify and save UNOPS harmless from any and all claims, losses or demands arising from any occurrence occasioned, whether in whole or in part, by any act, omission, fault, default or negligence of the Government, its employees, agents, contractors or other Personnel related to the performance or non-performance of this Agreement. The indemnities contained in this Agreement shall not be prejudiced by, and shall survive the termination of this Agreement.

16. Notices and Addresses

16.1 Any notice to be given to either Party with respect to this Agreement shall be effectively given if delivered in person or sent by facsimile transmission or by electronic mail to the address given in this subparagraph. The address of either Party may be changed by notice in the manner set out in this subparagraph. Any notice to [*the Government*] will be addressed to:

[insert address of the Government]

Telephone: ...
Fax: ...
E-mail: ...

Any notice to UNOPS will be addressed to:

[Insert address]
Telephone: ...
Fax: ...
Email: ... @unops.org

Any notice given or made in accordance with the above shall be deemed to have been given or made and to have been received:

- a) On the Business Day following delivery, if delivered in person (a “Business Day” being any day of the year other than any Saturday, Sunday or holiday recognized by the United Nations);
- b) On the day of sending if sent by facsimile transmission or by electronic mail during normal business hours of the addressee on a Business Day and, if not, then on the first Business Day after the sending thereof.

17. General Provisions

- 17.1 The Agreement including Annexes “A” and “B” which form an integral part hereof, constitutes the entire arrangement between the Government and UNOPS with respect to the Project and supersedes any and all prior agreements and understandings.
- 17.2 The Government shall disclose to UNOPS, without delay, any actual or potential situation that may be reasonably interpreted as either a conflict of interest or a potential conflict of interest.
- 17.3 The Government and UNOPS may amend the terms and conditions of this Agreement at any time prior to its termination or expiration provided that such amendment is in writing, signed and dated by the Government and UNOPS.
- 17.4 In the event of any conflict or inconsistency between the terms of this Agreement such conflict or inconsistency shall be resolved in accordance with the following priority: (i) this Agreement, (ii) Annex A, (iii) Annex B.
- 17.5 Neither Party may assign this Agreement or any of its rights or obligations there under, in whole or in part, without the prior written consent of the other Party, which consent may not be unreasonably withheld.
- 17.6 No waiver of any provision of this Agreement shall be effective unless it is in writing and signed by the Party against which it is sought to be enforced. The delay or failure by either Party to exercise or enforce any of its rights under this Agreement shall not constitute or be deemed a waiver of that Party’s right to thereafter enforce those rights, nor shall any single or partial exercise of any such right preclude any other or further exercise of these rights or any other right.

IN WITNESS WHEREOF, the duly authorized representatives of both Parties have signed this Agreement.

<p>On behalf of the Government of [XX]</p> <p>_____ (Signed) [insert name] [insert position and unit]</p>	<p>On behalf of UNOPS:</p> <p>_____ (Signed) [insert name] [insert position and unit]</p>
---	---

Date: _____	Date: _____
-------------	-------------

PROJECT OBJECTIVES, ACTIVITIES AND OUTPUTS
A. OBJECTIVES

Ñ *This Section should describe the **specific objectives** of the **specific Project** for the **specific Period**.*

Ñ *If subgrants are planned, provide specific objectives for each subgrant. Subgrantees should be listed if known, and if not, the process by which subgrantees will be determined should be described.*

C. ACTIVITIES AND OUTPUTS

- *Provide a description of the key activities/components and outputs that will be financed by the Project funds for the specific Project Period. Project objectives, activities and outputs should be aligned. Use the table below and modify as appropriate*
- *If subgrants are included, provide a description of activities and outputs for each subgrant.*

Specific Objectives	Key Activities/Components	Agreed Outputs
Objective 1	Activity 1 Activity 2	<ul style="list-style-type: none"> • Outputs • Outputs •
Objective 2		
Objective X		

PROJECT BUDGET

- Provide a firm budget as agreed in the approved project proposal, which reflects a breakdown by the Project activities listed in Annex B using the table below;

The Recipient agrees to spend the Project funds according to the following budget; provided that up to 10% of the total Project amount may be reallocated among activities listed below without requiring an amendment to the Cooperation Agreement; and provided further that UNOPS shall be notified of such reallocation in writing.

		Name of Project					
Agreed Components/Activities		Total CA approved Project Budget	Expense Categories				
			Staff Costs (Salaries/ Travel)	Consulting Services fees&travel	Training/ Workshop/ Seminars	Dissemination cost	Others/ Operating cost
Costs of Direct Project Activities	Activity 1	\$0	\$0	\$0	\$0	\$0	\$0
	Activity 2	\$0	\$0	\$0	\$0	\$0	\$0
	Activity 3	\$0	\$0	\$0	\$0	\$0	\$0
	Activity 4	\$0	\$0	\$0	\$0	\$0	\$0
	Activity 5	\$0	\$0	\$0	\$0	\$0	\$0
	Activity X	\$0	\$0	\$0	\$0	\$0	\$0
	Approved Budget for Direct Project Activities (a)	\$0	\$0	\$0	\$0	\$0	\$0
Project Admin & Supervision	Audit	<u>\$0</u>	\$0	\$0	\$0	\$0	\$0
	Project Administration & Supervision	<u>\$0</u>	\$0	\$0	\$0	\$0	\$0
	Other (as agreed in proposal)	<u>\$0</u>	\$0	\$0	\$0	\$0	\$0
	Other (as agreed in proposal)	<u>\$0</u>	\$0	\$0	\$0	\$0	\$0
	Approved Budget for Project Admin & Supervision (b)	\$0	\$0	\$0	\$0	\$0	\$0
	<u>TOTAL CA APPROVED BUDGET (a+b)</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
	<u>Co-Financing (Recipient & Partners)</u>	\$0	\$0	\$0	\$0	\$0	\$0
	<u>TOTAL PROJECT COSTS</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>

Notes:
1. Project Administration & Supervision costs should not be more than 15% of the total CA approved budget;
2. Type of expenditures under Other Operating Costs to be clearly explained including assumptions.

GRANT PROGRESS REPORT

Please use this form to report on the implementation of the planned activities and outputs of the project and any risks and issues emerging. The Progress Report is used by the Secretariat for monitoring the progress of Grant and its compliance with terms of the grant agreement and the conditionality of the disbursements.

1. Grant data**1.1 Name of Activity:****1.2 Project No.:****1.3 Grant amount:****1.4 Project Manager:****1.5 Organisation:****1.6 Reporting period:****1.7 Expected completion date of grant:****1.8 Total received (as of date):****1.9 Total spent (as of date):****2. Grant Progresses, Lessons and Changes****2.1 Progress made during reporting period:** *(Include reporting on all (i) activities and (ii) outputs specified in the grant agreement, include attachments for deliverables/outputs)*

2.2 Problems encountered/causes for delays/remedies during the reporting period:
(Please explain each output that is behind schedule or under target and describe and justify any adjustments to activities and outputs made to get back on track)

2.3 Any risks: (please describe any risks related to external context, procurement and financial arrangements, ethics, negative social and environmental impacts etc. which have emerged during the reporting period)

2.4 Key lessons learned during the reporting period: *(describe lessons from project management and design, participation, partnership, scaling-up, institutionalisation, financial sustainability, etc.):*

2.5 Assessment of expected results/impact in relation to CA Result Framework:
*(include explanation of how the reported activities and outputs are contributing to the following key results areas of the Cities Alliance – where not applicable specify N/A)
 (please, where possible, provide also figures e.g. X no. of people trained)*

Knowledge products and policy dialogues delivered to targeted audiences

National policy frameworks developed and/or enhanced to address urban development needs

Local pro-poor and climate-resilient strategies and plans developed, and resources mobilized

Mechanisms to engage citizens in city/urban governance developed

Capacities of cities in governance and management strengthened

2.6 Describe attachments (if any):

3. Future Planning

3.1 Projections for next 6 months (anticipated progress, problems or issues):

3.2 Linkages to investments and other funding (identification of specific investment links and founding sources and amounts):

3.3. Other relevant information:

4. Feedback and Signature

4.1 Please highlight what worked well and what could be improved in the support from the Secretariat:

4.2. Project Manager Signature:

<i>[Name and Title]</i>	<i>[Signature]</i>
-------------------------	--------------------

TO BE COMPLETED BY THE CA SECRETARIAT

1 Analysis of the grant progress:

--

2 identified risks, issues and recommendations:

--

3. Other comments:

--

4. Clearances:

Approval of Progress Report

--

Approval of disbursement *(if applicable)*

--

Date

--

GRANT COMPLETION REPORT

Please use this form to report on the completion of the planned activities and outputs of the project as well as to assess the overall quality and performance of the project, emerging early impacts and key lessons. The Completion Report is used by the Secretariat for an overall assessment of the Grant and its compliance with terms of the grant agreement.

1. Grant data

1.1 Name of Activity:

1.2 Project No.:

1.3 Grant amount:

1.4 Project Manager:

1.5 Organisation:

1.6 Reporting period:

1.7 Completion date of grant:

1.8 Total received (as of date):

1.9 Total spent (as of date):

1.9 Any unpaid (as of date):

2. Grant Objectives and Outputs

2.1 Have the developmental objectives of the grant been met? *(please provide an overall assessment of the grant and the extent to which it achieved its original intent)*

2.2 Achievement of outputs/deliverables: *(please describe, discuss and assess ALL the outputs and the extent to which they have been completed for each of the grant activities. Where relevant, please assess the quality and the dissemination of the outputs and please include attachments in final copy for all outputs/deliverables produced as stated in the Grant Agreement)*

2.3 Were activities completed and outputs produced in accordance with plans? *(for each output and activity indicate and explain differences/variations, the nature of the revisions/adjustments made and their justification)*

2.4 Assessment of results in relation to the CA Result Framework: *(please explain how the completed activities and outputs contributed to the following key results areas of the Cities Alliance – where not applicable specify N/A and where possible, provide also figures e.g. X no. of people trained)*

Knowledge products and policy dialogues delivered to targeted audiences	
National policy frameworks developed and/or enhanced to address urban development needs	
Local pro-poor and climate-resilient strategies and plans developed, and resources mobilized	
Mechanisms to engage citizens in city/urban governance developed	
Capacities of cities in governance and management strengthened	

2.5 Key lessons learned during the project: *(please list and describe the most significant positive and negative lessons learned with regard to project management and design, participation, partnership, scaling-up, institutionalisation, financial sustainability, etc.):*

3. Impact and Sustainability

3.1 Describe how likely and for how long the outcomes of the project will be sustained after the completion of the grant:

3.2 Provide information on funds and investment mobilized as a result of project activities:

3. Please provide information on other relevant impact if any (including unintended and/or negative) that could have not been achieved in the absence of this grant financing

3.4 Follow up activities and recommendations:

4. Feedback and Signature

4.1 Self-assessment of project management effectiveness (*explain what has worked and what did not and why*)

4.2 Please highlight what worked well and what could be improved in the support from the Secretariat:

4.3 Project Manager Signature:

[Name and Title]

[Signature]

TO BE COMPLETED BY THE CA SECRETARIAT

1. Overall assessment of the grant:

2. identified risks, issues and recommendations:		
3. Outputs quality: <i>(please assess the quality of each of the outputs produced)</i>		
4. Effectiveness Ratings		
4.1 Project Success <input type="checkbox"/> Very Unsatisfactory <input type="checkbox"/> Unsatisfactory <input type="checkbox"/> Neither Sat. nor Unsat. <input type="checkbox"/> Satisfactory <input type="checkbox"/> Very Satisfactory	4.2 Secretariat Supervision <input type="checkbox"/> Very Unsatisfactory <input type="checkbox"/> Unsatisfactory <input type="checkbox"/> Neither Sat. nor Unsat. <input type="checkbox"/> Satisfactory <input type="checkbox"/> Very Satisfactory	4.3 Grantee Performance <input type="checkbox"/> Very Unsatisfactory <input type="checkbox"/> Unsatisfactory <input type="checkbox"/> Neither Sat. nor Unsat. <input type="checkbox"/> Satisfactory <input type="checkbox"/> Very Satisfactory
5. Other comments:		
6. Clearances:		
Approval of Completion Report		
Approval of final installment <i>(if applicable)</i>		
Date		

Annex C 3

Grant funds Available										
<i>Opening Balance</i>							0			
<i>Funds Received from the Cities Alliance</i>							0			
<i>Interest earned on Cities Alliance funding</i>							0			
Total Grant Funds Available for this Period							0			
Expenditures										
Agreed Activities	Total CA approved Project Budget	Staff Costs (Salaries & Travel)	Consulting Services	Training/ Workshop/ Seminars	Dissemination cost	Others	Total for the Semester (USD)	Cumulative Expend up to the reporting period (USD)	Exchange Rate applied	
		1	2	3	4	5	6=(1+2+3+4+5)			
Activity 1										
Activity 2										
Activity 3										
Activity 4										
Activity x										
CA Approved Budget & Expenditures for - Direct Project Activities	\$0								-	
Audit Cost										
Grant Supervision and Administration										
CA Approved Budget & Expenditures for Grant Supervisions & Administration	\$0									
Cities Alliance TOTAL Approved Project Budget & Expenditures	\$0	\$0	\$0	\$0	\$0	\$0			-	
Closing Balance / Funds Carried Forward							xx			
<i>Prepared** by (name)</i>					<i>Authorized Signatory Signature (Project Manager)</i>					

Annex K Form of Grant Support Agreement

Grant Support Agreement

IN SUPPORT OF

[Insert short grant activity or project title]

GRANTEE NAME:

GRANT NUMBER: .../.../...../.../...

This Grant Support Agreement (hereinafter referred to as "Agreement") made is between the United Nations Office for Project Services (hereinafter referred to as "UNOPS") and [insert Grantee's name and address] (hereinafter referred to as "Grantee").

WHEREAS UNOPS desires to provide grant support to the Grantee in the context of the implementation of [insert short grant activity or primary project/programme description] (hereinafter referred to as the "Activity"), as more specifically described in Annex A, on the terms and conditions hereinafter set forth, and

WHEREAS the Grantee is ready and willing to accept such funds from UNOPS for the above-mentioned activities on the terms and conditions as herein set forth.

NOW, THEREFORE, the Grantee and UNOPS agree as follows:

1. Agreement Documents

1.1 The following documents attached hereto shall be deemed to form an integral part of this Agreement in the following order of precedence:

- i. This agreement
- ii. Annex A: Terms of Reference
- iii. Annex B: Grant Budget
- iv. Annex C: Reporting
- v. Annex D: UNOPS General Conditions for Grant Support Agreements

1.2 This Agreement and the Annexes attached hereto shall form the entire Agreement between the Grantee and UNOPS, superseding the contents of any other negotiations and/or agreements, whether oral or in writing, pertaining to the subject of this Agreement.

2. Purpose of the Agreement

2.1 The purpose of this Agreement is to provide support for the Activity being [insert short grant activity description] in [insert country] as described in Annex A (the Terms of Reference). None of the funds provided pursuant to this Agreement may be used for any purposes other than those expressly set forth in Annex A.

2.2 Grant support is being provided to the Grantee on the condition that the action is implemented, and the funds are administered by the Grantee, in accordance with this Agreement.

3. Duration of this Agreement

3.1 This Agreement is effective and funds are granted by UNOPS as of [insert start date] or the date of the last signature below, whichever is the later.

3.2 Funds granted hereunder are available for program expenditures for the estimated period from the effective date specified in clause 3.1 above to [insert end date].

4. Role of the Grantee

4.1 The Grantee shall:

- a. Have full responsibility for ensuring that the Activity is implemented in accordance with the Agreement
- b. Be responsible, in the event of financial review, audit or evaluation for providing the necessary accounting documents
- c. Be responsible for providing all documents and information to UNOPS which may be required under the relevant payment requests
- d. Make the arrangements for providing the financial status documentation and financial guarantee, when requested
- e. Ensure professional management of the Activity, including performance monitoring and reporting activities.

5. Grant Amount and Payments

5.1 UNOPS hereby grants to the Grantee the total amount of USD [insert US Dollar amount in figures and words] as shown in the Budget in Annex B.

5.2 Payments to the Grantee shall be made in accordance with the following schedule upon the submission by the Grantee of appropriate milestone reports along with payment requests, subject to the Grantee's continued performance of its obligations under this Agreement:¹

[Note: Delete or insert milestones as required, but be sure to include the complete payment schedule with all milestones/payments that cover the entire term of the Grant Support Agreement.]

Milestone 1: [insert us dollar amount in figures and words], upon signature of this Agreement by both parties.

Milestone 2: [insert us dollar amount in figures and words], upon certification by UNOPS of receipt and acceptance of the first milestone report and interim financial report on the use of Grant funds by [insert date in month-year format].

Milestone 3: [insert us dollar amount in figures and words], upon certification by UNOPS of receipt and acceptance of the second milestone report and interim financial report on the use of Grant funds by [insert date in month-year format].

Milestone 4: [insert us dollar amount in figures and words], upon certification by UNOPS of receipt and acceptance of the third milestone report and interim financial report on the use of Grant funds by [insert date in month-year format].

Milestone ...: [insert us dollar amount in figures and words], upon certification by UNOPS of receipt and acceptance of the final milestone summary report and final financial report on the use of Grant funds by [insert date in month-year format].

¹ Any advance payment made under the Agreement totalling more than USD30,000 of the total Grant Amount be conditional on the provision of a justification and subsequent approval by UNOPS. Moreover, following the receipt of such exceptional justification, UNOPS may, at its own discretion, further request the Grantee to submit documentation regarding its financial status together with reasonable cash flow estimates. Any advance payment exceeding USD100,000 shall be conditional on a financial guarantee of an amount equivalent to the advance payment.

5.3 Choose one of the following two clause options. Option A deals with the situation where the Grantee has a bank account. Option B deals with the situation where the Grantee has no bank account. *Please delete the clause which is not relevant.*

Option A:

All payments to the Grantee shall be in US dollars, and shall be deposited into the Grantee's bank account in accordance with the ATLAS vendor profile form completed and submitted by the Grantee to UNOPS.

or

Option B:

All amounts in this Article IV are expressed in US dollars but shall be paid to the **Grantee** in local currency, calculated by reference to the UN rate of exchange as at the month and year of the payment. Payment amounts shall be paid in accordance with the payment schedule set out in article 5.2 by cheque to the representative of **the Grantee** authorized in writing by **the Grantee** to accept such payment on its behalf.

5.3.1 The amount of payment of such Grant funds is not subject to any adjustment or revision because of price or currency fluctuations or the actual costs incurred by the **Grantee** in the performance of the activities under this Agreement.

6. Reporting and Evaluation

6.1 The Grantee shall submit to the following milestone reports during the life of this Agreement in the formats provided in Annex C, and in line with above Payment Schedule, (as per clause 5.2):

- (a) To UNOPS, financial reports on the use of Grant funds [insert frequency, e.g. six months]; and
- (b) To [insert as applicable: UNOPS or funding source/client], milestone narrative reports every [insert frequency].

6.2 Within 90 (ninety) calendar days of the end date specified in clause 3.2 above, the Grantee shall submit the following reports in the formats provided in Annex C:

- (a) To UNOPS, a final financial report on the use of Grant funds²; and
- (b) To [insert as applicable: UNOPS or funding source/client], the final narrative milestone summary report.

6.3 Failure to submit the reports specified in clause 5.2 without due cause shall constitute a failure to fulfil a substantial obligation of this Agreement, in accordance with Article 15 of the General Conditions.

The Grantee shall be deemed discharged from its obligation under this Agreement only upon the receipt and acceptance of the reports referred to in clause 5.2 and the return of any unspent funds in accordance with this Agreement.

7. Special Conditions

7.1 [list derogations to the General Conditions, or state 'None applicable']

² For total grants above US\$ 50,000 a certified final financial report is required.

8. Correspondence

8.1 All further correspondence regarding the implementation of this Agreement should be addressed to:

For UNOPS: [insert name, address, e-mail, phone]	For the Grantee: [insert name, address, e-mail, phone]
---	---

8.2 Any notice given by UNOPS or the Grantee shall be sufficient only if in writing and delivered in person, mailed or delivered electronically to the respective addresses specified in article 8.1 above.

IN WITNESS WHEREOF, the undersigned, duly appointed representatives of UNOPS and of the Grantee, have on behalf of UNOPS and the Grantee, respectively, signed the present Agreement on the dates indicated below their respective signatures.

FOR UNOPS: _____ [insert name] [title], [office] Date (mandatory):	FOR THE GRANTEE: _____ [insert name] [title] Date (mandatory):
--	--

GRANT OBJECTIVES, ACTIVITIES AND OUTPUTS

A. OBJECTIVES

- Ñ This Section should describe the *specific objectives* for the *specific Recipient* for the *specific Grant funds* for the *specific Grant Period*.
- Ñ If subgrants are planned, provide specific objectives for each subgrant. Subgrantees should be listed if known, and if not, the process by which subgrantees will be determined should be described.

C. ACTIVITIES AND OUTPUTS

- Provide a description of the key activities/components and outputs that will be financed by the Grant funds for the specific Grant Period. Grant objectives, activities and outputs should be aligned. Use the table below and modify as appropriate
- If subgrants are included, provide a description of activities and outputs for each subgrant.

Specific Objectives	Key Activities/Components	Agreed Outputs
Objective 1	Activity 1 Activity 2	<ul style="list-style-type: none"> • Outputs • Outputs •
Objective 2		
Objective X		

ANNEX B

GRANT BUDGET

- Provide a firm budget as agreed in the approved project proposal, which reflects a breakdown by the Grant activities listed in Annex B using the table below;

The Recipient agrees to spend the Grant funds according to the following budget; provided that up to 10% of the total Grant amount may be reallocated among activities listed below without requiring an amendment to the Grant Agreement; and provided further that UNOPS shall be notified of such reallocation in writing.

Name of Project							
Agreed Components/Activities		Total CA approved Project Budget	Expense Categories				
			Staff Costs (Salaries/Travel)	Consulting Services fees/travel	Training/Workshop/Seminars	Dissemination cost	Others/Operating cost
Costs of Direct Project Activities	Activity 1	\$0	\$0	\$0	\$0	\$0	\$0
	Activity 2	\$0	\$0	\$0	\$0	\$0	\$0
	Activity 3	\$0	\$0	\$0	\$0	\$0	\$0
	Activity 4	\$0	\$0	\$0	\$0	\$0	\$0
	Activity 5	\$0	\$0	\$0	\$0	\$0	\$0
	Activity X	\$0	\$0	\$0	\$0	\$0	\$0
	Approved Budget for Direct Project Activities (a)	\$0		\$0	\$0	\$0	\$0
Project Admin & Supervision	Audit	\$0	\$0	\$0	\$0	\$0	\$0
	Project Administration & Supervision	\$0	\$0	\$0	\$0	\$0	\$0
	Other (as agreed in proposal)	\$0	\$0	\$0	\$0	\$0	\$0
	Other (as agreed in proposal)	\$0	\$0	\$0	\$0	\$0	\$0
	Approved Budget for Project Admin & Supervision (b)	\$0	\$0	\$0	\$0	\$0	\$0
	<u>TOTAL CA APPROVED BUDGET (a+b)</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
	<u>Co-Financing (Recipient & Partners)</u>	<u>\$0</u>		\$0	\$0	\$0	\$0
	<u>TOTAL PROJECT COSTS</u>	<u>\$0</u>		<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
<p>Notes: 1. Project Administration & Supervision costs should not be more than 15% of the total CA approved budget; 2. Type of expenditures under Other Operating Costs to be clearly explained including assumptions.</p>							



GRANT PROGRESS REPORT

Please use this form to report on the implementation of the planned activities and outputs of the project and any risks and issues emerging. The Progress Report is used by the Secretariat for monitoring the progress of Grant and its compliance with terms of the grant agreement and the conditionality of the disbursements.

1. Grant data

1.1 Name of Activity:

1.2 Project No.:

1.3 Grant amount:

1.4 Project Manager:

1.5 Organisation:

1.6 Reporting period:

1.7 Expected completion date of grant:

1.8 Total received (as of date):

1.9 Total spent (as of date):

2. Grant Progresses, Lessons and Changes

2.1 Progress made during reporting period: *(Include reporting on all (i) activities and (ii) outputs specified in the grant agreement, include attachments for deliverables/outputs)*

2.2 Problems encountered/causes for delays/remedies during the reporting period:
(Please explain each output that is behind schedule or under target and describe and justify any adjustments to activities and outputs made to get back on track)

2.3 Any risks: (please describe any risks related to external context, procurement and financial arrangements, ethics, negative social and environmental impacts etc. which have emerged during the reporting period)

2.4 Key lessons learned during the reporting period: *(describe lessons from project management and design, participation, partnership, scaling-up, institutionalisation, financial sustainability, etc.):*

2.5 Assessment of expected results/impact in relation to CA Result Framework: *(include explanation of how the reported activities and outputs are contributing to the following key results areas of the Cities Alliance – where not applicable specify N/A) (please, where possible, provide also figures e.g. X no. of people trained)*

Knowledge products and policy dialogues delivered to targeted audiences

National policy frameworks developed and/or enhanced to address urban development needs

Local pro-poor and climate-resilient strategies and plans developed, and resources mobilized

Mechanisms to engage citizens in city/urban governance developed

Capacities of cities in governance and management strengthened

2.6 Describe attachments (if any):

3. Future Planning

3.1 Projections for next 6 months (anticipated progress, problems or issues):

3.2 Linkages to investments and other funding (identification of specific investment links and founding sources and amounts):

3.3. Other relevant information:

4. Feedback and Signature

4.1 Please highlight what worked well and what could be improved in the support from the Secretariat:

4.2. Project Manager Signature:

[Name and Title]

[Signature]

TO BE COMPLETED BY THE CA SECRETARIAT

1 Analysis of the grant progress:

--

2 identified risks, issues and recommendations:

--

3. Other comments:

--

4. Clearances:

Approval of Progress Report

--

Approval of disbursement *(if applicable)*

--

Date

--

GRANT COMPLETION REPORT

Please use this form to report on the completion of the planned activities and outputs of the project as well as to assess the overall quality and performance of the project, emerging early impacts and key lessons. The Completion Report is used by the Secretariat for an overall assessment of the Grant and its compliance with terms of the grant agreement.

1. Grant data

1.1 Name of Activity:

1.2 Project No.:

1.3 Grant amount:

1.4 Project Manager:

1.5 Organisation:

1.6 Reporting period:

1.7 Completion date of grant:

1.8 Total received (as of date):

1.9 Total spent (as of date):

1.9 Any unpaid (as of date):

2. Grant Objectives and Outputs

2.1 Have the developmental objectives of the grant been met? *(please provide an overall assessment of the grant and the extent to which it achieved its original intent)*

2.2 Achievement of outputs/deliverables: *(please describe, discuss and assess ALL the outputs and the extent to which they have been completed for each of the grant activities. Where relevant, please assess the quality and the dissemination of the outputs and please include attachments in final copy for all outputs/deliverables produced as stated in the Grant Agreement)*

2.3 Were activities completed and outputs produced in accordance with plans? *(for each output and activity indicate and explain differences/variations, the nature of the revisions/adjustments made and their justification)*

2.4 Assessment of results in relation to the CA Result Framework: *(please explain how the completed activities and outputs contributed to the following key results areas of the Cities Alliance – where not applicable specify N/A and where possible, provide also figures e.g. X no. of people trained)*

Knowledge products and policy dialogues delivered to targeted audiences	<div style="border: 1px solid #ccc; height: 35px;"></div>
National policy frameworks developed and/or enhanced to address urban development needs	<div style="border: 1px solid #ccc; height: 35px;"></div>
Local pro-poor and climate-resilient strategies and plans developed, and resources mobilized	<div style="border: 1px solid #ccc; height: 35px;"></div>
Mechanisms to engage citizens in city/urban governance developed	<div style="border: 1px solid #ccc; height: 35px;"></div>
Capacities of cities in governance and management strengthened	<div style="border: 1px solid #ccc; height: 35px;"></div>

2.5 Key lessons learned during the project: *(please list and describe the most significant positive and negative lessons learned with regard to project management and design, participation, partnership, scaling-up, institutionalisation, financial sustainability, etc.):*

3. Impact and Sustainability

3.1 Describe how likely and for how long the outcomes of the project will be sustained after the completion of the grant:

3.2 Provide information on funds and investment mobilized as a result of project activities:

3. Please provide information on other relevant impact if any (including unintended and/or negative) that could have not been achieved in the absence of this grant financing

3.4 Follow up activities and recommendations:

4. Feedback and Signature

4.1 Self-assessment of project management effectiveness (*explain what has worked and what did not and why*)

4.2 Please highlight what worked well and what could be improved in the support from the Secretariat:

4.3 Project Manager Signature:

[Name and Title]

[Signature]

TO BE COMPLETED BY THE CA SECRETARIAT

1. Overall assessment of the grant:

2. Identified risks, issues and recommendations:

3. Outputs quality: *(please assess the quality of each of the outputs produced)*

4. Effectiveness Ratings

4.1 Project Success

- Very Unsatisfactory
- Unsatisfactory
- Neither Sat. nor Unsat.
- Satisfactory
- Very Satisfactory

4.2 Secretariat Supervision

- Very Unsatisfactory
- Unsatisfactory
- Neither Sat. nor Unsat.
- Satisfactory
- Very Satisfactory

4.3 Grantee Performance

- Very Unsatisfactory
- Unsatisfactory
- Neither Sat. nor Unsat.
- Satisfactory
- Very Satisfactory

5. Other comments:

6. Clearances:

Approval of Completion Report

Approval of final installment
(if applicable)

Date

Cities Alliance

Cities Without Slums

Financial Report

Grant funds Available									
<i>Opening Balance</i>							0		
<i>Funds Received from the Cities Alliance</i>							0		
<i>Interest earned on Cities Alliance funding</i>							0		
<i>Total Grant Funds Available for this Period</i>							0		
Expenditures									
Agreed Activities	Total CA approved Project Budget	Staff Costs (Salaries & Travel)	Consulting Services	Training/ Workshop/ Seminars	Dissemination cost	Others	Total for the Semester (USD)	Cumulative Expend up to the reporting period (USD)	Exchange Rate applied
		1	2	3	4	5	6=(1+2+3+4+5)		
Activity 1									
Activity 2									
Activity 3									
Activity 4									
Activity x									
CA Approved Budget & Expenditures for - Direct Project Activities	\$0								-
Audit Cost									
Grant Supervision and Administration									
CA Approved Budget & Expenditures for Grant Supervisions & Administration	\$0								
Cities Alliance TOTAL Approved Project Budget & Expenditures	\$0	\$0	\$0	\$0	\$0	\$0			-
<i>Closing Balance / Funds Carried Forward</i>							xx		
<i>Prepared** by (name)</i>					<i>Authorized Signatory Signature (Project Manager)</i>				

GENERAL CONDITIONS FOR GRANT SUPPORT AGREEMENTS

1. Liability and General Obligations of Grantee

- 1.1 The Grantee shall be responsible for complying with any legal obligations incumbent on them.
- 1.2 The Grantee shall carry out all activities for which it is responsible under this Agreement with due diligence and efficiency.
- 1.3 UNOPS shall not, under any circumstances or any grounds, be held liable in the event of a claim under the Agreement relating to any damage caused during the Activity's execution.
- 1.4 The Grantees shall make good any damage sustained by UNOPS as a result of the execution or faulty execution of the Activity.
- 1.5 Subject to the express terms of this Agreement, it is understood that the Grantee shall have exclusive control over the administration and implementation of this Agreement and that UNOPS shall not interfere in the exercise of such control. However, both the quality of the Grantee's work and the progress being made toward successfully achieving the goals of such activities shall be subject to review by UNOPS. If at any time UNOPS is not satisfied with the quality of work or the progress being made toward achieving such goals, UNOPS may in its discretion (i) withhold payment of funds until in its opinion the situation has been corrected; or (ii) declare this Agreement terminated by written notice to the Grantee; and/or (iii) seek any other remedy as may be necessary. UNOPS' determination as to the quality of work being performed and the progress being made toward such goals shall be final and shall be binding and conclusive upon the Grantee insofar as further payments by UNOPS are concerned.
- 1.6 UNOPS undertakes no responsibilities in respect of life, health, accident, travel or any other insurance coverage for any person who may be necessary or desirable for the purpose of this Agreement or for any personnel undertaking activities under this Agreement. Such responsibilities shall be borne by the Grantee.
- 1.7 The rights and obligations of the Grantee are limited to the terms and conditions of this Agreement. Accordingly, the Grantee and personnel performing services on its behalf shall not be entitled to any benefit, payment, compensation or entitlement except as expressly provided in this Agreement.

2. Intellectual Property Rights

- 2.1 All intellectual property rights, including but not limited to maps, drawings, photographs, mosaics, plans, manuscripts, records, reports, recommendations, estimates, documents, images, sounds and other materials, except pre-existing materials, publicly or privately owned, collected, created, developed or prepared as a consequence of or in the course of the performance of this Activity, shall become the sole property of the Funding Source, unless otherwise stipulated in the Project Agreement.
- 2.2 The Contractor shall hold harmless and fully indemnify UNOPS from and against all claims and proceedings for infringement of any patent rights, design trademark or name or other protected rights resulting from Contractor's performance.

3. Confidentiality

- 3.1 UNOPS and the Grantee undertake to preserve the confidentiality of any document, information or other material directly related to the Activity that is deemed or classified as confidential, where disclosure could cause prejudice to the other party.

4. Allowable Costs

- 4.1 The Grantee shall be reimbursed for costs incurred in carrying out the purposes of this Agreement which are determined by UNOPS to be reasonable, allocable, and allowable in accordance with the terms of this Agreement. The following definitions of what may be considered as reasonable, allocable, and allowable costs apply:
 - (a) Reasonable: shall mean those costs which are generally recognized as ordinary and necessary and would be incurred by a prudent person in the conduct of normal business.
 - (b) Allocable costs: shall mean those costs which are incurred specifically in connection to the Agreement, and are provided in the estimated budget at Annex C.

(c) Allowable costs: shall mean those costs which conform to any limitations in the Agreement.

- 4.2 The eligible costs must be incurred during the period of the Activity, specified in Article 3 of the Agreement and recorded in the Grantee's accounts in accordance with accepted accounting procedures.
- 4.3 Prior to incurring a questionable or unique cost, the Grantee shall obtain UNOPS's written determination on whether the cost will be allowable.
- 4.4 It is UNOPS policy that no funds shall be paid as profit or fee to a Grantee under this Agreement or any sub-Grantee. This restriction does not apply to contractual relationships entered into by the Grantee under this Agreement.

5. Accounting, Audit and Records

- 5.1 The Grantee undertakes to provide any detailed information requested by UNOPS to verify that the Activity and the provisions of the Agreement are being properly implemented.
- 5.2 Prior Grantee shall maintain all financial records, supporting documents, statistical records and all other records pertinent to this Agreement in accordance with generally accepted accounting principles [or applicable national legislation] to sufficiently substantiate charges to this Agreement. Accounting records that are supported by documentation will as a minimum be adequate to verify all costs incurred under the Agreement, receipt, and use of goods and services acquired under the Agreement, the costs of the program supplied from other sources, and the overall progress of the program. Unless otherwise notified, the Grantee's records and sub-Grantee records which pertain to this Agreement shall be retained for a period of seven years from the date of submission of the final financial report and may be audited by UNOPS and/or its representatives.
- 5.3 The Grantee shall furnish, compile and make available at all times to UNOPS any records or information, oral or written, which UNOPS may reasonably request in respect of the funds received by the Grantee.
- 5.4 UNOPS shall retain the right to conduct a financial review, require an audit, or otherwise ensure adequate accountability of organizations expending UNOPS funds.
- 5.5 The Grantee shall allow UNOPS staff and outside personnel (including third party entities engaged by UNOPS) the appropriate right of access to sites and premises of the Activity, and to all records and information required in order to conduct a financial review or audit.
- 5.6 This provision in its entirety shall be incorporated into all sub-grants to eligible sub-Grantees which exceed USD 30,000. Sub-grants to eligible sub-Grantees which are for more than USD 2,500 but less than USD 30,000 shall at a minimum incorporate article 5.2 of this provision.

6. Bank accounts, Payment Advances and Refunds

- 6.1 The Grantee shall maintain advances of UNOPS funds in dedicated and separate accounts to the Grantee's ordinary funds. Such accounts must be interest bearing, unless:
 - (a) The Grantee receives less than \$100,000 in UNOPS awards per year;
 - (b) The best reasonably available interest bearing account would not be expected to earn interest in excess of \$250 per year on UNOPS cash balances; or
 - (c) The depository would require an average or minimum balance so high that it would not be practical to maintain the advance in an interest bearing account.
- 6.2 Interest earned on advances will be remitted to UNOPS. However, the Grantee may retain up to \$250 of interest earnings per account per year, for administrative expenses.
- 6.3 At the time the Agreement expires or is terminated, the following types of funds shall immediately revert to UNOPS:
 - (a) Any balance of funds that has not been disbursed to the Grantee; or
 - (b) UNOPS has advanced funds to the Grantee, but the Grantee has not expended them.
- 6.4 Notwithstanding 3.3 (a) and (b) above, funds which the Grantee has obligated in legally binding transactions applicable to this Agreement will not revert to UNOPS.
- 6.5 UNOPS reserves the right to require refund by the Grantee of any amount which the Grantee did not spend in accordance with the terms and conditions of this Agreement. In the event that a final audit has not been performed prior to the closeout of this Agreement, UNOPS retains the right to a refund until all claims which may result from the final audit have been resolved between UNOPS and the Grantee.
- 6.6 The Grantee acknowledges that UNOPS and its representatives have made no actual or implied promise of funding except for the amounts specified by this Agreement. If any of the funds are returned to UNOPS or if this Agreement is rescinded, the Grantee acknowledges that UNOPS will have no further obligation to the Grantee as a result of such return or rescission.

7. Revision of Agreement Budget

- 7.1 The approved Agreement budget is the financial expression of the Grantee's programme as approved during the award of the Agreement process.
- 7.2 The Grantee is required to report, in writing, deviations from budget and programme plans, and request prior approvals from UNOPS for any of the following reasons:
- (a) To change the scope or the objectives of the programme and/or revise the funding allocated among project objectives.
 - (b) To change a key person where specified in the Agreement, or allow a 25% reduction in time devoted to the project.
 - (c) Additional funding is needed.
 - (d) Where indirect costs have been authorized, the Grantee plans to transfer funds budgeted for indirect costs to absorb increases in direct costs or vice versa.
 - (e) The Grantee intends to contract or sub-grant any of the work under this Agreement, and such contracts or sub-grants were not included in the approved Agreement budget.
- 7.3 The Grantee is further restricted from transferring funds among cost categories. The Grantee is required to get the prior approval of UNOPS before making budget shifts which expect to exceed 50 % of the total Grant budget.
- 7.4 UNOPS is under no obligation to reimburse the Grantee for costs incurred in excess of the total grant amount specified in this Agreement. An increase to the total grant amount shall require an amendment to the Agreement in writing.
- 7.5 The total grant amount under this Agreement is not subject to any adjustment or revision because of price or currency fluctuations or the actual costs incurred by the Grantee in the performance of the activities under this Agreement.

8. Procurement of Goods and Services

- 8.1 Where implementation of the Activity requires the award of procurement contracts, the Grantee shall maintain a written code or standards of conduct that shall govern the performance of its employees engaged in the awarding and administration of contracts. No employee, officer, or agent shall participate in the selection, award, or administration of a contract supported by UNOPS funds if a real or apparent conflict of interest would be involved. Such conflict would arise when the employee, officer or agent, or any member of the employee's immediate family, the employee's partner, or an organization which employs or is about to employ any of the parties indicated herein, has a financial or other interest in the firm selected for an award. The officers, employees, and agents of the Grantee shall neither solicit nor accept gratuities, favours, or anything of monetary value from contractors or parties to sub-agreements. However, the Grantee may set standards for situations in which the financial interest is not substantial or the gift is an unsolicited item of nominal value. The standards of conduct shall provide for disciplinary actions to be applied for violations of such standards by officers, employees, or agents of the Grantee.
- 8.2 The Grantee shall establish written procurement procedures if procurement of goods or services in excess of USD 2,500 is envisaged under this Agreement. All procurement transactions shall be conducted in a manner to provide, to the maximum extent practical, transparent, open and free competition and the use of resources in an ethical, efficient and effective manner. The Grantee shall be alert to organizational conflicts of interest as well as non-competitive practices among contractors that may restrict or eliminate competition or otherwise restrain trade. In order to ensure objective contractor performance and eliminate unfair competitive advantage, contractors that develop or draft specifications, requirements, statements of work, invitations for bids, and/or requests for proposals shall be excluded from competing for such procurements. Contracts shall be made to the offeror whose offer is responsive to the solicitation and is most advantageous to the Grantee, price, quality, and other factors considered. Solicitations shall clearly establish all requirements that the bidder or offeror shall fulfil in order to be evaluated by the Grantee. Any and all offers may be rejected when it is in the Grantee's interest to do so.
- 8.3 Contracts shall be made only with responsible contractors who possess the potential ability to perform successfully under the terms and conditions of the proposed procurement. Consideration shall be given to such matters as contractor integrity, record of past performance, financial and technical resources, or accessibility to other necessary resources.
- 8.4 Grantees shall ensure that the conditions applicable under these General Conditions are also applicable to the contractor.

9. Sub-Grant Agreements

- 9.1 Sub-grant agreements shall be made only with responsible Grantees who possess the potential ability to perform successfully under the terms and conditions of a proposed agreement. Consideration shall be given to such matters as integrity, record of past performance, financial and technical resources, or accessibility to other necessary resources.
- 9.2 All sub-grant agreements shall at a minimum contain provisions to define a sound and complete agreement in addition to those that are specifically required by any other provisions in this Agreement. Whenever a provision within this Agreement is required to be inserted in a sub-agreement, the Grantee shall insert a statement in the sub-agreement that in all instances where UNOPS is mentioned, the Grantee's name will be substituted.
- 9.3 Grantees shall ensure that the conditions applicable under these General Conditions are also applicable to the sub-grantees.

10. Third Party Claims

The Grantee shall be solely liable for claims by third parties arising from the Grantee's acts or omissions in the course of performing this Agreement and under no circumstances shall UNOPS be held liable for such claims by third parties. The Grantee shall indemnify, defend, save and hold UNOPS harmless in respect of such claims. This indemnity shall survive the termination or expiration of the Agreement.

11. Non-expendable equipment

- 11.1 Title to all non-expendable equipment purchased with project funds supplied by UNOPS shall be the property of the Funding Source.
- 11.2 The Grantee shall maintain records of non-expendable equipment with an acquisition value of USD 500 or more purchased with project funds supplied by UNOPS. The Grantee will submit an inventory of such equipment to UNOPS, indicating description, serial no., date of purchase, original cost, present condition, location of each item attached to each half yearly milestone report. Equipment purchased by the Grantee with funds supplied by UNOPS shall be used solely for the purposes indicated in Annex B throughout the duration of this Agreement.
- 11.3 Within 90 calendar days after the end of the Agreement, the Grantee will provide a list, for UNOPS' review and approval, of each item that has an acquisition value of USD 500 or more, with a corresponding detailed proposal relating to the future status of that item, namely whether it is intended for sale, transfer or donation, Where the Grantee sells the property, or item, it will transfer the proceeds of the sale to UNOPS within 30 calendar days.

12. Anti-corruption

- 12.1 The Grantee warrants that it has not and shall not offer any direct or indirect benefit arising from or related to the performance of this Agreement or the award thereof to any representative, official, employee, or other agent of UNOPS or any organization of the UN system.
- 12.2 The Parties declare their commitment to counteract corrupt practices in the execution of this Agreement. Further, the Parties commit themselves not to accept, either directly or indirectly, as an inducement or reward in relation to the execution of this Agreement, any kind of offer, gift, payments or benefits, which would or could be construed as a corrupt practice.

13. Anti-terrorism

- 13.1 The Grantee agrees to undertake all reasonable efforts to ensure that none of the UNOPS funds received pursuant to this Agreement are used to provide support to individuals or entities associated with terrorism and that the Grantees of any amounts provided by UNOPS hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Agreement.

14. Suspension

- 14.1 Whenever UNOPS considers that the Grantee is not performing to a satisfactory standard, UNOPS may suspend, in whole or in part, the Activity under the Agreement in order to renegotiate and/or propose necessary amendments to the Agreement to redress the situation. When UNOPS suspends the Activity,

in whole or in part, it must give immediate written notice to the Grantee, detailing the problems and the conditions required to reinstate the Activity.

- 14.2 The suspension will take effect on the date the Grantee receives the notification.
- 14.3 Upon receipt of a suspension notice, the Grantee shall not incur any costs relating to the Activity, or part of the Activity, which has been suspended.
- 14.4 The Activity, in whole or in part, which has been suspended, can be resumed once UNOPS and the Grantee have agreed on the terms of the continuation (including any extension of duration of the Activity). Any such agreement shall be in the form of a written amendment to the Agreement, pursuant to Article 16 of the General Conditions.
- 14.5 Any portion of this Agreement not suspended shall remain in full effect.

15. Termination

- 15.1 UNOPS may terminate this Agreement at any time, in whole or in part, upon 14 calendar days' written notice to the Grantee, whenever it is determined that the Grantee has failed to fulfil a substantial obligation incumbent on it, under the terms and conditions of the Agreement, or where sufficient funds have not been made available to UNOPS by its funding sources.
- 15.2 This Agreement may be terminated at any time, in whole or in part, by UNOPS with the consent of the Grantee. Both parties shall agree upon termination conditions, including the effective date and, in the case of partial terminations, the portion of the Agreement to be terminated. The agreement to terminate shall be set forth in a letter from UNOPS to the Grantee.
- 15.3 UNOPS may terminate this Agreement or portion of this Agreement with immediate effect upon written notice to the Grantee if it determines that corrupt, fraudulent or misrepresentative practices were engaged in by representatives of the Grantee during award or during the execution of this Agreement without the Grantee having taken timely and appropriate action satisfactory to UNOPS to remedy the situation.
- 15.4 Upon receipt of and in accordance with a termination notice as specified above, the Grantee shall take immediate action to minimize all expenditures and obligations financed by this Agreement and shall cancel such unliquidated obligations whenever possible. Except as provided below, the Grantee shall not incur costs after the effective date of termination.
- 15.5 The Grantee shall within 30 calendar days after the effective date of such termination repay to UNOPS all unexpended UNOPS funds which are not otherwise obligated by a legally binding transaction applicable to this Agreement. Should the funds paid by UNOPS to the Grantee prior to the effective date of the termination of this Agreement be insufficient to cover the Grantee's obligations in the legally binding transaction, the Grantee may submit to UNOPS within 90 calendar days after the effective date of such termination a written request for payment covering such obligations. UNOPS shall determine the amount(s) to be paid by UNOPS to the Grantee under such claim in accordance with this Agreement. This provision must be included in all sub-agreements.
- 15.6 Any portion of this Agreement not terminated shall remain in full effect.

16. Amendment

No modification of or change in this Agreement, waiver of any of its provisions or additional contractual provisions shall be valid or enforceable unless previously approved in writing by the parties to this Agreement or their duly authorized representatives in the form of an amendment to this Agreement duly signed by the parties hereto.

17. Dispute Resolution

Any controversy or claim arising out of, or in accordance with this Agreement or any breach thereof, shall unless it is settled by direct negotiation, be settled in accordance with the UNCITRAL Arbitration Rules as at present in force. Where, in the course of such direct negotiation referred to above, the parties wish to seek an amicable settlement of such dispute, controversy or claim by conciliation, the conciliation shall take place in accordance with the UNCITRAL Conciliation Rules as at present in force. The parties shall be bound by any arbitration award rendered as a result of such arbitration as the final adjudication of any such controversy or claim.

18. Privileges and Immunities

Nothing in or relating to this Agreement shall be deemed a waiver of any privileges and immunities of the United Nations and/or UNOPS.

**Annex L Work Programme Proposal Administration of Legacy
Cities Alliance Operations**

Cities Alliance

Cities Without Slums

Work Programme Proposal

1.) Name of Activity:

Administration of Legacy Cities Alliance Operations

2. Implementation Partner:

Organisation: World Bank, Urban and Disaster Risk Management Department

Contact Person: Sameh Wahba, Sector Manager, Urban Development and Resilience Unit

Contact phone/ email: swahba@worldbank.org

3.) Expected Duration: September 3, 2013* to December 31, 2015**

* Targeted Transfer Date of the Secretariat

** Estimated date to complete Legacy operations

4.) Budget Request:

Amount of total budget requested from Cities Alliance funding: ~~\$3,100,365~~ \$3,193,060

5.) Background

With the decision of the Cities Alliance Consultative Group (CG) to select UNOPS to administer the Cities Alliance financial resources and serve as the new Secretariat of the Cities Alliance, the WB will conclude the on-going operations of the Cities Alliance that have been under its administration (Legacy Operations). This will include oversight of its legacy grant portfolio, administration and eventual closing of the trust funds administered for the CA, administration of future DGF funding made to UNOPS for the CA, and concluding its role as the CA Secretariat.

It is anticipated there will be between 90 and 95 active projects as of September 3, 2013, consisting of a mix of “recipient-executed” and “Bank-executed” projects (see Annex). In addition, it is anticipated there will be a small portfolio of completed projects that are still going through the closure process.

This Administration Proposal provides the plan and budget for the World Bank to conclude its services as trustee of CA funding and role as the CA Secretariat. The staff retained and assigned to implement the plan will not become UNOPS personnel after the Transfer Date (as defined below), but will continue under WB management. The World Bank will undertake the activities specified in this proposal, in collaboration with UNOPS.

The funds to be administered through this proposal (“Legacy Funds”) are the CA Multi-Donor Trust Fund; Land, Services & Citizenship TF; Italian CA TFs (closing during FY14); and funding provided for the CA from the WB’s Development Grant Facility (DGF).

This Work Programme would start from the “Transfer Date”, which would be the first business day after the WB employment contract of the Manager of the Secretariat ends. The first business day is projected to be September 3, 2013. The Work Programme would cover the period from the Transfer Date to completion of the Legacy Operations at the World Bank.

This Work Programme would be administered on a cost recovery basis, with projected costs included in the budget presented below. Any remaining budgeted funds after completion of the Work Programme will be transferred to UNOPS through the Residual Transfer mechanism (see separate proposal). Any increase in budget, if needed, would be requested by the WB through UNOPS/CA Secretariat and paid from remaining residual Legacy Funds still held by the WB.

The World Bank will be responsible for handling any and all claims, controversies and disputes arising out of matters originating in relation to its CA activities undertaken prior to the Transfer Date or from matters for which the Bank retains responsibility through to completion of the Legacy Operations. The Bank will not settle any such claim without first consulting with UNOPS.

UNOPS will be responsible for handling any and all other claims, controversies and disputes relating to the Cities Alliance originating on or after the Transfer Date.

6.) Activity Objective(s):

The objectives of the Work Programme are the successful management through to completion of the Legacy Operations, including all grant-funded activities under World Bank administration, and to support the successful transition of the Cities Alliance programme to Brussels and the UNOPS platform.

7.) Activity Plan Summary:

Key activities and tasks will be carried out under this initiative. These are:

- A. **Continued oversight and management of the Legacy Funds**, in compliance with all WB policies and procedures, until all of the activities are closed and all requirements met.
- B. **Continued financial reporting to CA members/donors on the Legacy Funds**, in a manner consistent with past reporting.
- C. **Continued progress/results reporting to CA members/donors on Legacy Funds**, in a manner consistent with past reporting, and in cooperation with the UNOPS/CA Secretariat.
- D. **Support UNOPS/CA Secretariat during the transitional period** until it can resume normal full operations.
- E. **Report to EXCO** on implementation of the Administration of Legacy CA Operations.

8.) Main Components, Tasks and Deliverables

A. Continued oversight and management of the Legacy Funds

- 1. Continued supervision and monitoring functions for the CA’s portfolio of projects that are either active or in process of closing as of the date of transfer of the Secretariat (targeted for September 3, 2013). This includes:

- a. Grant disbursements
 - b. Grant and project monitoring
 - c. Grant and project closing
 - d. Substantive/technical review of deliverables, reports, and lessons learned
 - e. Amendment of grant agreements (as appropriate)
2. Continued maintenance of project records
 3. Provide briefings to UNOPS/CA Secretariat, through agreed channels, on legacy portfolio progress and outcomes, including through periodic consultations.
 4. Administer the Legacy Funds through to final closing. (Note: the final closing of Multi-Donor TF could extend beyond the Dec 2015 projected date for administrative reasons; however, the grant operations are expected to be closed by end of 2015).

B. Continued financial reporting to CA members/donors on the Legacy Funds

1. Continue to provide financial reporting to CA donors/members under agreements made for the Legacy Funds and in a manner consistent with past practice.
2. Provide copy of financial reporting to UNOPS/CA Secretariat for purposes of compiling overall program reporting to CA members, including financial reporting in the CA annual report.

C. Continued progress/results reporting to CA members/donors on Legacy Funds

1. Continue to provide progress reporting to CA donors/members under agreements made for the Legacy Funds and in a manner consistent with past reporting.
2. Provide UNOPS/CA Secretariat with copy of progress reporting, as well as copy of individual grant progress and completion reporting, project outputs and other grant records from the Legacy Fund, for purposes of compiling program reporting to CA members, including progress reporting in the CA annual report.
3. Write results reporting about the legacy portfolio, or review reporting written by others, that is to be made available to CA members or to the public through the CA website, annual report or other vehicles. Support programme reporting against Results Framework.

D. Support UNOPS/CA Secretariat during the transitional period

1. Facilitate the access of UNOPS/CA Secretariat to program and project records and knowledge assets from the Legacy Operations, as agreed between WB and UNOPS.
2. Provide temporary web-editing and other communications support until this capacity is established in UNOPS/CA Secretariat.
3. Provide temporary support for planning and preparations for CA governance meetings until this capacity is established in UNOPS/CA Secretariat. This includes financial, documentation and logistical support for the Burkina Faso CG/EXCO meetings (tentatively scheduled for early November 2013).
4. Provide advisory support to UNOPS/CA Secretariat during transition period.
5. Identify and support opportunities for further collaboration of the WB with the CA, and appropriate mechanisms for implementation.

E. Report to EXCO on implementation of this Work Programme, i.e., the Administration of Legacy CA Operations

1. Provide reporting to EXCO, with copy to UNOPS/CA Secretariat, on overall implementation of this Work Programme. The reporting will include status reports on legacy portfolio.

9.) Budget

Cities Alliance - Administration of Legacy Operations (projected Sept 1, 2013 to Dec 31, 2015)					
Uses of Funds	FY14 (10 mo.)	FY15 (12 mo.)	FY16 (6 mo.)	Total	
WB staff costs (salary + benefits)	1,032,795	689,958	336,029	2,058,782	
Consultant support	101,000	31,000	0	132,000	
Travel	195,000	129,000	52,000	376,000	
Indirect Costs (office space, comm/IT, etc)	142,000	69,000	45,000	256,000	
Other Expenses (e.g., supplies, freight, printing)	40,000	25,000	15,000	80,000	
Sub-Total Uses of Funds	1,510,795	943,958	448,029	2,902,782	
Contingency - 10%				290,278	
Total Uses of Funds				3,193,060	

* Projected to begin September 3, 2013

** Projected to end December 31, 2015

See Budget Notes, next page.

World Bank fiscal year used (July to June).

10.) Budget Notes

Staff Costs

- There are expected to be 15 current staff who do not transfer with the Secretariat to Brussels. The contracts for most of these staff will be phased out during FY14, in line with gradual closing of grant portfolio. During FY15, the staffing complement is expected to be down to three full-time and two part-time staff, and further reduced in FY16.
- In addition, provisions are made for costs of management of the Legacy Operations by the WB's urban anchor unit, and other support including for grant supervision and Legacy Fund reporting.

Travel

- Budget is provided for staff and consultants to travel for portfolio consultations and advisory support to CA Secretariat, participation in CA governance meetings (approximately 60% of budget); and, staff and consultant travel for supervision and implementation support of recipient-executed grants (approximately 40%).

Consultants

- This primarily includes implementation support for country program grants.

Indirect Costs

- This includes costs for office space, computing, IT support and other overheads for the Legacy Operations.
- Costs will decline as staff complement reduces.

Contingency Costs

- Allowance is made for unforeseen/unbudgeted costs that might incur, such as, for example, larger costs for grant administration and closing Legacy Funds than had been estimated (e.g., safeguards issues), or costs associated with ending of staff contracts.
- Any Contingency Costs or other budget not utilized will be transferred to UNOPS at end of the Project.
- If budgeted funds are not sufficient to cover costs for concluding of Legacy Operations, an additional budget request will be made by the WB through the Secretariat to the Executive Committee.

LEGACY PORTFOLIO – ACTIVE PROJECTS
Projected – September 3, 2013

Sub-Saharan Africa Region						
Country	Fund Name	Execution Type	Fund Closing Date	Grant Approved Amt.	Fund Balance	Recipient
Burkina-Faso	CA-Burkina Faso LSC Framework	Recipient	12/31/2013		0	UN-HABITAT
Cameroon	Cities Alliance - CDS of Yaoundé and its metropolitan area (BE	6/27/2014	36,000	7,965	AFTU2
Cameroon	CA - Cameroon - CDS Yaoundé	Recipient	12/31/2013	240,000	0	Communauté Urbaine de Yaoundé
Central African Republic	Cities Alliance - Towards Sustainable Urban Management: Impr	BE	6/30/2013	301,750	95,998	AFTU2
Chad	Insertion sociale et economique des jeunes de 4 quartiers de N'Djamena	Recipient	12/31/2013	240,000	240,000	ESSOR
Cote d'Ivoire	CA-Abidjan-SU -13 Municipalities	Recipient	12/31/2013	271,404	0	United Nations Development Programme (UNDP)
Ethiopia	CA - Ethiopia - Make Housing Assets Work	Recipient	12/31/2013	250,000	0	Ethiopia Ministry of Urban Development and Construction
Ethiopia	Integrated Urban Database	Recipient	12/31/2013	248,500	98,500	Ethiopian Ministry of Works and Urban Development
Ethiopia	Good Governance for Growth and Transformation	Recipient	12/31/2013		351,700	Ethiopian Civil Service University
Ghana	Cities Alliance: Support to the development of an integrated	BE	1/31/2014	450,000	385,645	AFTU2
Ghana	CITIES ALLIANCE - Land, Services and Citizenship for the Urb	RE	6/30/2014	755,895	455,895	GIZ
Ghana	CITIES ALLIANCE - Sustainable Urban Local Government Capacit	RE	6/30/2014	414,160	264,160	ILGS - The Institute of Local Government Studies
Ghana	CITIES ALLIANCE: Building Capacity of the Urban Poor for Inc	RE	12/31/2013	250,000	20,000	Slum Dwellers International (SDI)
Ghana	Preparation for State of Ghana Cities Project	Recipient	12/31/2013	72,850	72,850	University of Capetown-ACC
Ghana	Cities Alliance: Ghana Urban Voice Radio Program	BE	6/30/2013	58,000	16,759	FEUCA
Malawi	CA-Malawi-National Urban Policy Phase 1	Recipient	12/31/2013	175,000	0	UN-HABITAT
Malawi	Cities Alliance - Grant for Lilongwe City Development Strate	RE	12/31/2013	249,000	149,000	Lilongwe City
Mauritania	Centre d'appui à l'Insertion des jeunes de Nouakchott (CAP Insertion)	Recipient	12/31/2013	250,000	250,000	Communaute Urbaine de Nouakchott
Mozambique	Cities Alliance: Support for upgrading the Chamanculo C Neig	RE	12/31/2014	545,000	375,000	Ministry of Planning & Dev
Mozambique	CA - Mozambique SU & CDS Nampula City	Recipient	12/31/2013	193,000	0	Nampula Municipal Council
Namibia	Namibian City Development Strategies (CDS) Pilot	RE	3/31/2013	250,000	175,000	ALAN - Association of Local Authorities of Namibia

Regional	Creating Enabling Environments for Sustainable Urbanization	BE	6/30/2014	244,000	228,106	FEUCA
Regional	Dissemination of Housing the Poor in African Cities - Quick	BE	12/31/2013	40,000	40,000	FEUCA
Regional	Data and Information Support to State of Cities Report progr	BE	12/31/2013	45,000	43,342	FEUCA
Regional	Cities Alliance - Capacity Support to Roll out SoCR Africa	BE	7/1/2013	45,000	19,706	WBIUR
Regional	CA-Africa-State of African Cities 2012	Recipient	12/31/2013	75,000	0	UN-HABITAT
Regional	Housing the Poor in African Cities - Marketing & Dissemination	Recipient	12/31/2013	125,800	125,800	UN-Habitat
Regional	CA-Africa-Know Your City	Recipient	12/31/2013	74,825	0	United Cities and Local Governments (UCLG)
Regional	Preparation and Development of CA Africa Strategy	BE	12/31/2013	75,000	47,576	FEUCA
Regional	Africa Strategy: Identifying Key Policy Challenges and Strategic Responses, and Preparing Recommendations for Action	BE		75,000	47,576	FEUCA
Regional	Promoting National Approaches to Slum Upgrading and Prevention in Sub Saharan Africa	BE	6/30/2014	75,000	75,000	WBIUR
Regional	Supporting Africa's Urban Transition	BE	3/31/2014	920,000		AFTU1 - Funds given in own Window
Regional	Defining Africa's Emerging Urban Agenda - Central Program Op	RE	6/30/2014	498,000	98,000	University of Cape Town
Southern Africa	CA-Global-UCLG Supervision CDS Projects	Recipient	12/31/2013	56,382	0	United Cities and Local Governments (UCLG)
Southern Africa	CA - Southern Africa - Tenure Security	Recipient	12/31/2013	250,000	0	FinMark Trust
Tanzania	CA-Tanzania-State of Cities Report	Recipient	12/31/2013	250,000	0	TANZANIA CITIES NETWORK (TACINE)
Togo	Greater Lome Urban Development Strategy	Recipient	12/31/2013	370,000	0	Agence de Gestion des Travaux Urbains du Togo (AGETUR)
Uganda	CA:JWP Land Tenure	Recipient	12/31/2013	75,000	0	UN-HABITAT
Uganda	Addressing the Land Information Requirements of the Urban Poor – Phase 2: Scaling Up the Capacity Development Initiatives in the Use and Application of the Social Tenure Domain Model (STDm)	Recipient	12/31/2013	225,000	225,000	UN-Habitat
Uganda	Transforming Settlements of the Urban Poor in Uganda- TSUPU	RE	11/30/2014	450,000	50,000	Ministry of Finance, Planning and Economic Development
Uganda	Transforming Settlements of the Urban Poor in Uganda- TSUPU	RE	11/30/2014	1,847,000	800,000	Ministry of Finance, Planning and Economic Development
Uganda	Transforming the Settlements of the Urban poor (SDI) -TSUPU	RE	11/30/2014	595,000	145,000	Slum Dwellers International (SDI)
East Asia and the Pacific Region						
Country	Fund Name	Execution Type	Fund Closing Date	Grant Approved Amt.	Fund Balance	Recipient
Indonesia	Indonesia Slum Alleviation Policy and Action Plan (SAPOLA)	RE	3/31/2015	455,000	381,526	Ministry of Finance
Indonesia	Making Urban Investment Planning Workd: Building on Indonesian CDS Process	Recipient	12/31/2013	488,200	0	UN-Habitat

Indonesia	Indonesia Slum Alleviation Policy and Action Plan (SAPOLA)	BE	3/31/2015	45,000	11,114	EASIS
Pacific Islands	Regional Institutional Strengthening and Knowledge Management	RE	12/31/2014	349,600	139,600	UN-HABITAT
Papua New Guinea	Papua New Guinea Settlement Upgrading Programme	RE	6/30/2015	350,000	0	UN-HABITAT
Philippines	Philippines Traffic & Transport Mgmt for PH CDS Cities	BE	12/31/2013	65,000	34,045	EASPS
Philippines	Philippines: Developing A Knowledge Management and Exchange	BE	4/14/2013	27,500	13,610	EASPS
Philippines	Developing A Knowledge Management and Exchange System for Ci	RE	4/30/2013	222,500	162,500	League of Cities of the Philippines (LCP)
Philippines	Philippines Traffic and Transport Management for CDS Cities	RE	12/31/2013	435,000	435,000	League of Cities of the Philippines (LCP)
Philippines	National Slum Upgrading Strategy	RE	12/31/2013	455,000	370,000	Housing and Urban Development Coordinating Council Philippines (HUDCC)
Philippines	Philippines: National Slum Upgrading Strategy	BE	12/31/2013	45,000	4,612	EASPS
Philippines	REVIEW OF THE CDS PROGRAM IN THE PHILIPPINES AND PREPARATIO	RE	5/31/2013	169,000	19,000	League of Cities of the Philippines (LCP)
Regional	CA: First Eco2 East Asia Program	BE	12/31/2013	1,133,500	72,394	EASIN
Samoa	Samoa City Development Strategy Programme	RE	12/31/2014	237,000	73,000	UN-HABITAT
Vietnam	Cities Alliance: Vietnam Urban Forum and NUUP	BE	12/31/2013	55,000	39,512	EASVS
Vietnam	Cities Alliance: Strengthening of the Vietnam Urban Forum (V	RE	12/31/2013	445,000	266,968	Ministry of Construction
Vietnam	Support city-wide upgrading process in 20 small and medium cities in Vietnam	RE	9/30/2014	524,900	524,900	Ministry of Construction

Europe and Central Asia Region

Country	Fund Name	Execution Type	Fund Closing Date	Grant Approved Amt.	Fund Balance	Recipient
Albania	Tirana City Development Strategy	Recipient	12/31/2013	250,000	175,000	Municipality of Tirana
Uzbekistan	CITIES ALLIANCE - SUSTAINABLE DEVT. STRATEGY FOR HISTORIC SI	BE	11/30/2013	220,000	200,853	ECSUW

Global / Multi-regional

Country	Fund Name	Execution Type	Fund Closing Date	Grant Approved Amt.	Fund Balance	Recipient
Global	Land, Services and Citizenship - Program Supervision & Imple	BE	6/30/2015	841,336	130,765	FEUCA
Global	Land, Services and Citizenship - Program Management & Trust	BE	6/30/2015	458,664	114,482	FEUCA
Global	Mainstreaming the environment in the Cities Alliance activit	RE	6/30/2014	379,684	79,684	UNEP
Global	First Eco2 Knowledge Program	BE	12/31/2013	366,500	175,068	UDRUR

Global	Cities Alliance - The Governance of Basic Local Public Servi	RE	4/30/2013	50,000	4,940	UCLG (PPIAF)
Global	CA - JWP Supporting Cities in addressing Climate Change chal	RE	6/30/2013	175,000	10,000	UN-HABITAT
Global	Reshaping the City Agenda: A discussion paper on the evolution and formulation of national urban policies	Recipient	12/31/2013	55,000	55,000	UN-Habitat
Global	CA: Advocacy Campaign: Habitat III	Recipient	12/31/2013	200,000	0	United Cities and Local Governments (UCLG)
Global	CA: City Futures Phase III	Recipient	12/31/2013	200,000	0	United Cities and Local Governments (UCLG)
Global	Development of an Incremental and Affordable Housing Policy Toolkit and Pilot Case Studies	BE		100,000	100,000	UDRUR

Latin America and the Caribbean Region

Country	Fund Name	Execution Type	Fund Closing Date	Grant Approved Amt.	Fund Balance	Recipient
Argentina	City Development Strategies for The Province of Buenos Aires	BE	6/30/2013	75,000	22,368	LCSDU
Argentina	City Development Strategies for The Province of Buenos Aires	RE	6/30/2013	424,906	124,906	Federación Argentina de Municipios (FAM)
Brazil	CITIES ALLIANCE NON-CORE GRANT FOR THE BRAZIL: BAHIA POOR UR	BE	12/31/2013	759,396	108,669	FEUCA
Brazil	CITIES ALLIANCE: BRAZIL CITIES ALLIANCE SOCIAL HOUSING INFOR	BE	3/31/2013	75,000	38,719	LCSDU
Brazil	Cities Alliance - BRAZIL: TA to structure the National Monit	BE	6/30/2013	74,000	27,084	LCSDU
Brazil	Brazil: Social Interest Housing Programs- Improving manageri	BE	6/30/2013	234,345	15,626	LCSDU
Brazil	Cities Alliance: TA Involuntary Resettlement Policy	BE	6/30/2013	150,000	102,386	LCSSO
Brazil	Regulation of ZEIS - Special Social Interest Zones in the municipality of Salvador	Recipient	12/31/2013	490,000	0	Fundação Mário Leal Ferreira (FMLF)
Chile	CA - Chile - CDS for Ciudad Sur Santiago	Recipient	12/31/2013	250,000	0	Municipalidad De El Bosque (Chile)
Costa Rica	COSTA RICA:NEIGHBOURHOOD IMPROVMNT AND SLUM ERADICATION	RE	11/30/2013	500,000	50,000	UN-HABITAT
Latin America	Strengthening Climate Adaptation & Disaster Risk Management	BE	12/31/2012	65,000	72	LCSDU

Middle East and North Africa Region

Country	Fund Name	Execution Type	Fund Closing Date	Grant Approved Amt.	Fund Balance	Recipient
Regional	Establishing a Regional City Development Strategy Facility at AUDI	Recipient	12/31/2013	250,000	0	Arab Institute for Urban Development(AUDI)
Tunisia	CITIES ALLIANCE - Tunisia- Urbanization Review	BE	10/31/2013	200,000	101,802	MNSUR

South Asia Region

Country	Fund Name	Execution Type	Fund Closing Date	Grant Approved Amt.	Fund Balance	Recipient
Bangladesh	CA-Bangladesh-Urban Transformation	BE	3/31/2013	75,000	11,834	SASDU
India	Cities Alliance - Institutionalizing Urban Reforms in India	BE	12/31/2013	50,000	45,000	SASDU
India	Cities Alliance: SASDU - PEARL Supervision	BE	9/30/2014	35,000	35,000	SASDU
India	CITIES ALLIANCE: WBI - India Urban Capacity Building	BE	9/30/2014	80,000	70,739	WBIUR
India	Transformation of Mumbai into a World Class City - Phase III	Recipient	12/31/2013	250,000	250,000	Mumbai Transformation Support Unit/All India Institute of Local Self Government (MTSU/AIILSG)
India	Knowledge Support for Peer Experience and Reflective Learning	RE	9/30/2014	500,000	229,953	National Institute of Urban Affairs (NIUA)
India	Supporting and Operationalising the National Urban Sanitation	RE	9/30/2013	75,000	10,000	National Institute of Urban Affairs (NIUA)
India	Agra (India) Slum Upgrading Plan	RE	4/30/2014	499,987	29,987	CURE India