Evaluation of Project Implementation Modalities

Findings and Signposts

Mexico City -17 November 2010

- **TOR:**

"The evaluation of client and of non-client grant implementation for city development and slum upgrading projects in cities or at national level should provide evidence to assess the applicability and effects of [client and member] implementation modalities".

- **Agreed to take a *forward looking* approach:**
  - Guidance to the Alliance and its partners on improving ownership, ease of administration and the quality of projects.
  - Support to the implementation of the Medium Term Strategy and new CA business model.

Desk Reviews & Interviews

- 33 Project Files: Weighted to Africa: 28
- Interviews: CA Secretariat & Members

Field Investigations

- Asia: Philippines Member (2), Client (1)
- North Africa: Syria (Member)
- Sub-Saharan Africa: Cameroon (Client), Senegal (Client), Malawi (Client), Mozambique (2 Member, 4 Client, 1 Joint)

Analysis

- Quantify efficiency of Grant Administration
- Establish benchmarks to assess project quality
- Use case studies to assist in problem / solution identification

Grant Administration Process
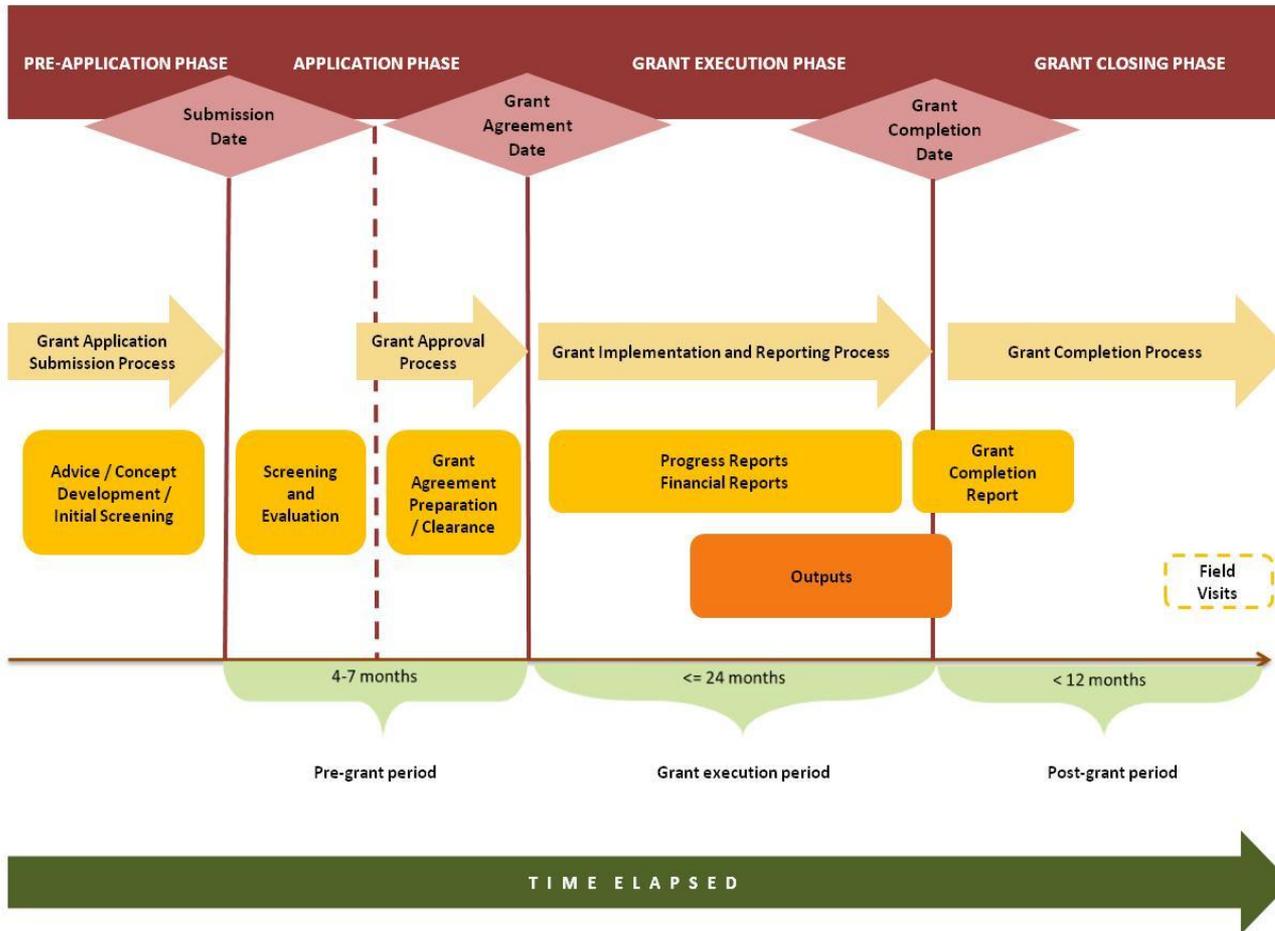
Grant Application Phase
- **High transaction costs** - *especially on clients*
- Secretariat highly visible in process

Grant Execution Phase
- Exceed target timeframes
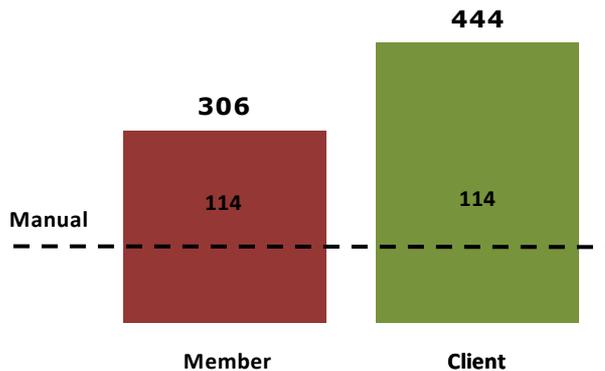- **Members key to quality**

Grant Closing Phase
- **Limited capturing and sharing of results & lessons**

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CA: One Brand - One Service?
- Alliance / Secretariat / Member distinctions not clear to clients
- Accountability & roles need to be clearer

Average length of application phase of GMA & TF

Average length of application phase of DGF

Keeping a Client Focus

- Conceptual: Proposal Preparation
  - Issue: Proposal prep is difficult & perhaps too interactive
  - Response: Simplification
- Administrative / Grant Making
  - Issue: Lack of predictability of timelines
  - Response: Streamline & agree performance targets

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- **Africa:** Major Client problems from Project Approval to Grant Agreement Signing

Actual duration vs. expected duration of projects (months)

- Overruns common: wide range of project duration & causes of extensions

- **Timely delivery important to realise results & catalytic effects**

- Africa: Weak Client / local capacities affect execution duration

Actual: 37

Expected: 27

Actual: 30

Expected: 23

Member

Client

Problems delaying grant implementation	Member	Client
Delay in disbursement of own contribution	3	2
Delay in disbursement of member contribution	1	1
Unfamiliarity with procurement procedures	0	2
Bureaucracy, slow decision-making processes at ministerial, local governmental level	3	1
Lengthy mobilization of local stakeholders or other administrative/ technical disruptions	1	4
Lack of experience in project planning and design - technical/financial	2	1
Unforeseen causes, eg. natural disasters, political instability, currency rate fluctuations, etc.	3	4

G|H|K CitiesAlliance
Cities Without Slums

- **Benchmarks**

  - Ownership: Government support/Institutionalisation/Linkages to Investment

  - Quality: Pro-poor / Participatory

  - Catalyst: Scaling up / Replication / Awareness

- **Findings**

Mode	Ownership	Quality	Catalyst
Member	🟨 Fair	🟩 Good	🟨 Fair
Client	🟩 Good	🟨 Fair	🟩 Good

Legend:
- Good
- Fair
- Poor

  - Member / Client Execution both perform reasonably well – Client execution has benefited from Member support

  - National / regional policy frameworks are important to getting results – noticeable in SU projects

  - Post Grant implementation needs stronger focus / commitment

A New Beginning

- **Upside**
  - *Strong* local ownership among local stakeholders
  - Members played a key role to facilitate participatory / pro-poor approaches and results
  - Coherence of Effort worked well – WB & AFD a good division of roles
- **Signposts**
  - Long duration: Grant process: 5+ yrs
  - Greater focus on national governance / policy frameworks: enable cities to succeed
  - Stronger linkages to implementation: capacity building and investment

"this study opened my mind" ("Mayor")

Value -Added	Score
Coherence of Effort	🟠
Knowledge Management / Leverage	🟢
Flexible Grant Funding	🔴
Reputational Leverage	🟢

🟩	Working Well
🟨	Room for Improvement
🟥	Major overhaul needed

Four Pillars: Meeting the Challenges ?

Pillars	Challenges	Signposts
Country Programme	• Coherence of Effort / Harmonisation • Multi-level engagement to improve alignment of policy frameworks • Deepen engagement with clients	• Responds well BUT **execution** is key • Binding MOUs upfront to "lock-in" the Alliance – **predictability to Clients** • Strong **on the ground presence** likely to be important
Catalytic Fund	• Improve efficiency & transaction costs • Flexible to respond to opportunities	• Proposal Prep: Two stage can assist • Reform of Administration Process Urgent and Mission Critical – **Needs attention**
Knowledge & Learning	• Improve M&E of results • Improve knowledge sharing / access	• CP approach offers new opportunities for better performance: Build in mechanisms early • Fewer grants – easier to manage knowledge if mechanisms agreed
Communication & Advocacy	• Link to specific country context / Local initiatives	• Develop mechanisms to harness advocacy to CPs / Grants

- **Grant Administration Process (GAP)**
  - Lengthy, complex and duplication: client & member approach both need improving

- **Coherence of Effort**
  - Where there is coherence of effort – from Application to Execution - CA value added is likely enhanced: Each mode can benefit from improvement

- **Client vs Member Grant Execution**
  - No necessary link between mode of execution and strength of client ownership: Recognise constraints and pragmatism
  - Partnerships are the key

- **Quality of Projects**
  - CA support, client and member execution, contributes to better evidence on urban poverty and more participatory pro-poor planning approaches

- **National and Local Levels are both Necessary**
  - Alignment among national, regional & local levels a key success factor that requires greater attention