

**PROJECT APPROVAL AND GRANT SET-UP  
PROCESSING TIME**

**STATISTICAL SUMMARY**

**FISCAL YEARS 2009-2012**

17 OCTOBER 2012

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**REPORT HIGHLIGHTS**

- 133 grant agreements were signed between FY 2009 and 2012, with 25, 38, 39 and 31 grant agreements signed respectively in each fiscal year (Table 1).
- Of the last four fiscal years, FY 2010 had the lowest average processing time in terms of the overall time spent from proposal submission to grant agreement signing, with 143 working days. FY2011 shows a significant increase to 232 working days and there was a slight increase to 249 working days in FY 2012 (Figure 1).
- Within FY 2010 and 2012, the overall average processing time for project approval increased significantly, from 60 in FY 2009 to 136 and 130 working day, respectively (Figure 1).
- Between FY 2009 to 2012, the overall average processing time for grant set-up continued to increase from 82 to 84, 97, and 120 working days, respectively (Figure 1).
- The average grant set-up processing time for Recipient Executed Trust Fund (RETF) grants shows a similar pattern, increasing gradually from 88 to 121 to 135 and to 170 working days between FY 2009 to 2012 (Figure 2).
- As of 17 October 2012, 6 RETF grants were in process, with time spent for grant set-up ranging from 62 to 469 working days since project approval (Table 5).

## **1. INTRODUCTION**

This report provides a statistical summary overview of the average processing time for project approval and grant set-up for grant agreements signed in FY 2009 to 2012 and those still in process. The report presents statistical summary in the following areas: (1) Overall average processing time for project approval and grant set-up for all grant agreement types; (2) Average processing time for RETF project approval and grant set-up; (3) Average grant set-up processing time for RETF grants by recipient types; and (4) Overall processing time for RETF grants still in process.

### **1.1 DATA PARAMETER**

The following parameters were used in analysing the data:

1. Projects selected for this review refer to projects with grant set-up completed and grant agreements signed by World Bank in FY 2009 – 2012.
2. A total of 118 projects with 133 grant agreements processed and countersigned were selected for data analysis. Additional information on 8 projects ( 8 RETF grant agreements) currently in-process is provided:
  - a. FY 2009: 22 projects with 25 grant agreements processed and countersigned;
  - b. FY 2010: 35 projects with 38 grant agreements processed and countersigned;
  - c. FY 2011: 35 projects with 39 grant agreements processed and countersigned;
  - d. FY 2012: 26 projects with 31 grant agreements processed and countersigned;
  - e. FY 2013: 6 projects with 6 grant agreements are currently in-process.
3. Processing time is indicated by the number of days. The days counted refer to official business days, Monday to Friday. Cities Alliance/World Bank official holidays are excluded.
4. Project approval refers to the period from project proposal submission to approval of the project.
5. Grant set-up refers to period from project approval to grant agreement signed by the World Bank.
6. Project proposal submission refers to the date on which a proposal for grant funding request was submitted by the proponent for the first time.
7. Project approval date refers to the date on which the Cities Alliance Manager or Consultative Group approved a grant funding request for the first time.
8. Projects funded from DGF on a phase-out basis were included in the analysis.

### **1.2 DEFINITION OF GRANT AGREEMENT TYPES**

The grant agreement types are based on type of recipient and type of funding source and refer to the following categories: (1) Recipient Executed Development Grant Facility (DGF); (2) Recipient Executed Trust Fund (RETF); and (3) Memorandum of Understanding with World Bank units (MoU).

### **1.3 DEFINITION OF GRANT RECIPIENT TYPES**

Grant recipients are categorised as follows:

1. GIZ;
2. UN-Habitat;
3. UNEP; and
4. Third Party.

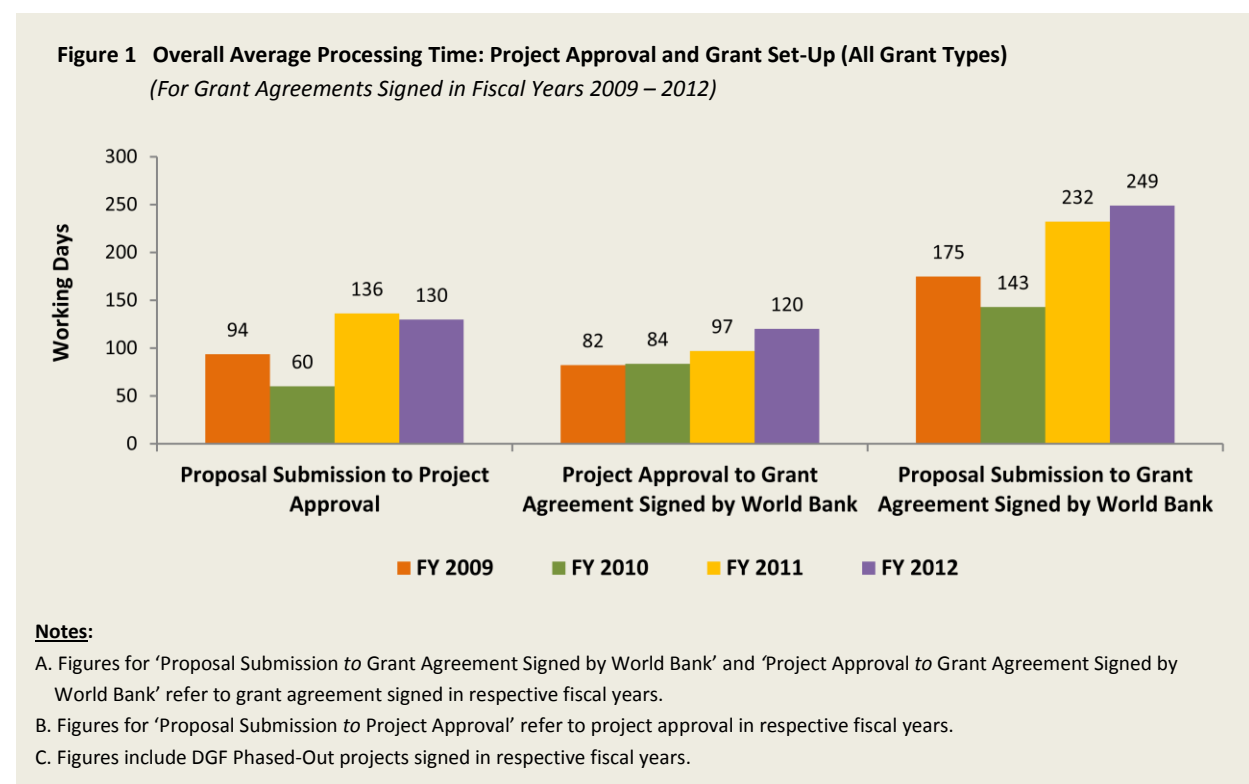
For further analysis, the Third Party grant recipients are categorised into the following organisation type:

1. National Government;
2. Municipal/Sub-National;
3. Academia/Research Institutes;
4. Network/Association/Foundation.

### **2. OVERALL AVERAGE PROCESSING TIME: PROJECT APPROVAL AND GRANT SET-UP (ALL GRANT TYPES)**

Figure 1 illustrates the overall average project approval and grant set-up processing time for all grant agreement types signed in FY 2009 to 2012. Further detailed data, including the number of projects and grant agreements signed, is presented in Table 1.

The data shows that for the last four fiscal years, FY 2010, with 38 grant agreements signed, had the lowest overall average processing time for: (1) project proposal submission to grant agreement signed with 143 working days and (2) proposal submission to project approval with 60 working days. However, the grant set-up processing time shows a gradual increase in the last four fiscal years (82, 84, 97 and 120 working days respectively).



**Table 1 Overall Average Processing Time: Project Approval and Grant Set-Up (All Grant Types)**  
(For Grant Agreements Signed in Fiscal Years 2009-2012)

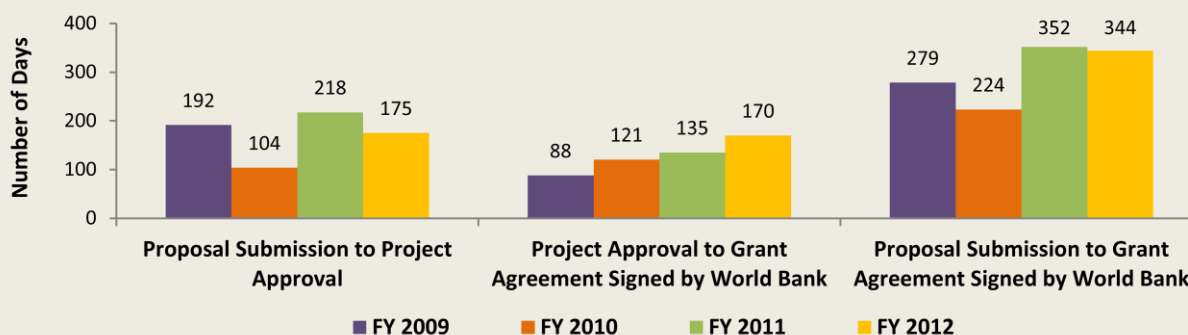
FY Grant Agreements Signed	Number of Projects	Number of Grant Agreements Signed	Average Processing Time (in Working Days)		
			Proposal Submission to Project Approval	Project Approval to Grant Agreement Signed by World Bank	Proposal Submission to Grant Agreement Signed by World Bank
FY2009	22	25	94	82	175
FY2010	35	38	60	84	143
FY2011	35	39	136	97	232
FY2012	26	31	130	120	249

### **3. AVERAGE PROCESSING TIME FOR RECIPIENT EXECUTED TRUST FUND (RETF) GRANTS: PROJECT APPROVAL AND GRANT SET-UP**

Figure 2 illustrates the RETF average processing time for project approval and grant set-up in FY 2009 to 2012. Further detailed data is presented in Table 2. The data shows that FY 2010 had the lowest average processing time for project approval with an average of 104 working days. The average time increased significantly in FY 2011 to 218 working days. Even though the average time remains high, FY 2012 shows a decrease in comparison to previous fiscal year with 175 working days.

For grant set-up, FY 2009 (with only 2 grant agreements signed) had the lowest average processing time with an average of 88 working days. The average processing time for grant set-up increased gradually to 121 working days in FY 2010 (9 grant agreements signed), 135 working days (8 grant agreements signed) in 2011 and 170 working days (9 grant agreements signed) in 2012.

**Figure 2 Average Processing Time for Recipient Executed Trust Fund (RETF) Grants: Project Approval and Grant Set-Up**  
(For Grant Agreements Signed in Fiscal Years 2009 – 2012)



**Notes:**

- Figures for 'Proposal Submission to Grant Agreement Signed by World Bank' and 'Project Approval to Grant Agreement Signed by World Bank' refer to grant agreement signed in respective fiscal years.
- Figures for 'Proposal Submission to Project Approval' refer to project approval in respective fiscal years.

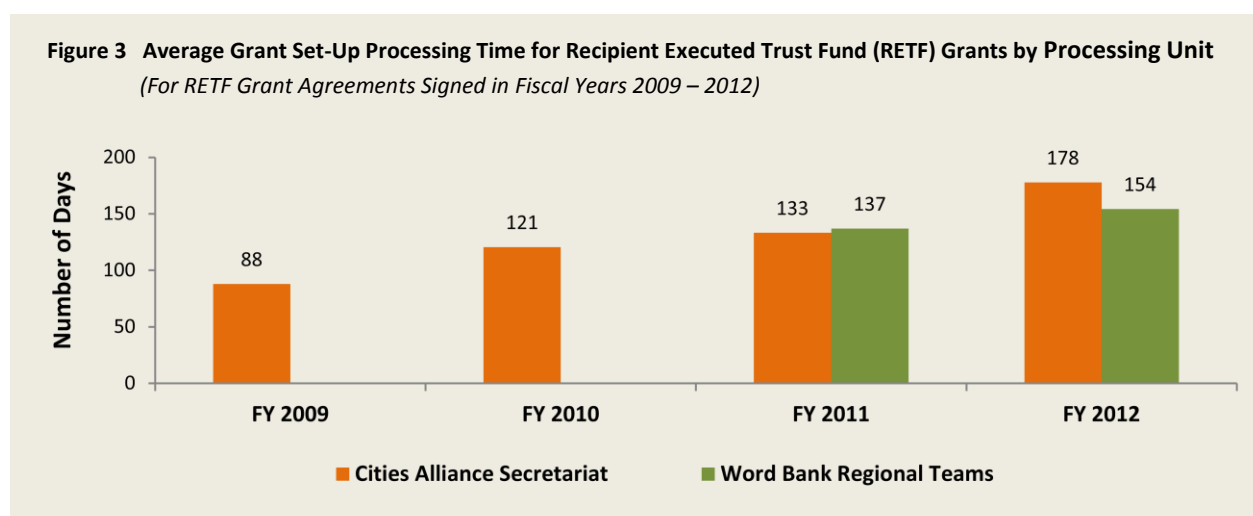
**Table 2 Average Processing Time for Recipient Executed Trust Fund (RETF) Grants: Project Approval and Grant Set-Up**  
(For Grant Agreements Signed in Fiscal Years 2009 – 2012)

Recipient Executed Trust Fund (RETF)				
FY Grant Agreement Signed	Number of Grant Agreements	Proposal Submission <u>to</u> Project Approval	Project Approval <u>to</u> Grant Agreement Signed by World Bank	Proposal Submission <u>to</u> Grant Agreement Signed by World Bank
FY 2009	2	192	88	279
FY 2010	9	104	121	224
FY 2011	8	218	135	352
FY 2012	9	175	170	344

### **3.1 AVERAGE GRANT SET-UP PROCESSING TIME FOR RECIPIENT EXECUTED TRUST FUND (RETF) GRANTS BY PROCESSING UNIT**

Figure 3 illustrates the average processing time for RETF grant set-up by processing unit: (1) processed by Cities Alliance Secretariat and (2) processed by World Bank regional teams. There were no RETF grants processed by World Bank regional teams in FY 2009 and 2010. Processing of RETF grants by WB regional teams began in FY 2011 (all RETF grant agreements signed in FY 2009 and 2010 were processed by Cities Alliance Secretariat).

Overall, the figures show a gradual increase in the average processing time for RETF grant agreements processed by each processing unit from FY 2009 to FY 2012: (1) average times for those processed by Cities Alliance were 88, 121, 133 and 178 working days for respective fiscal years; and (2) for those processed by World Bank regional teams were 137 and 154 working days in FY 2011 and FY 2012.



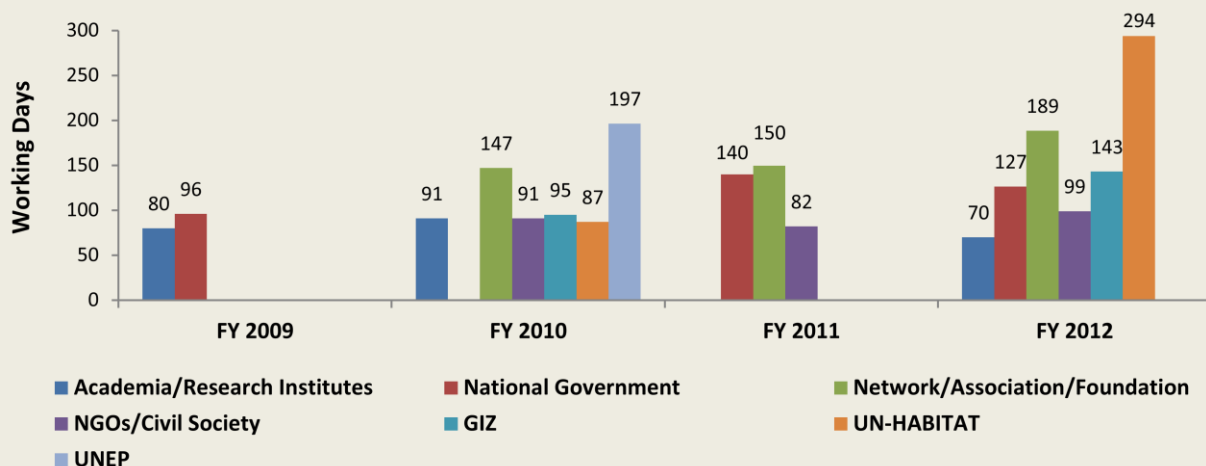
**Table 3 Average Grant Set-up Processing Time for Recipient Executed Trust Fund (RETF) Grants by Processing Unit**  
(For RETF Grant Agreements Signed in Fiscal Years 2009 – 2012)

FY Grant Agreement Signed	Cities Alliance Secretariat		World Bank Regional Teams	
	Number of Grant Agreements	Project Approval <i>to</i> Grant Agreement Signed by World Bank	Number of Grant Agreements	Project Approval <i>to</i> Grant Agreement Signed by World Bank
FY 2009	2	88	-	-
FY 2010	9	121	-	-
FY 2011	4	133	4	137
FY 2012	6	178	3	154

### **3.2 AVERAGE GRANT SET-UP PROCESSING TIME FOR RECIPIENT EXECUTED TRUST FUND (RETF) GRANTS BY RECIPIENT TYPES**

Figure 4 and Table 4 indicate that with less grant agreements processed and signed in FY 2009 (2 grant agreements) in comparison to other fiscal years, it had the lowest average grant set up processing time for RETF grants. The average grant set-up processing time for RETF grants to Academia/Research Institutes and NGOs/Civil Society remained relatively stable over the four fiscal years, whereas for the rest of the recipient types, there was a gradual increase between FY 2009 and FY 2012.

**Figure 4 Average Grant Set-Up Processing Time for Recipient Executed Trust Fund (RETF) Grants by Recipient Types**  
(For RETF Grant Agreements Signed in Fiscal Years 2009 – 2012)





**Table 4 Overall Average Recipient Executed Trust Fund (RETF) Processing Time: Proposal Submission to Grant Signing by Recipient Types** (For RETF Grant Agreements Signed in Fiscal Years 2009 – 2012)

Grant Recipient	Number of Grant Agreements	Proposal Submission to Project Approval	Project Approval to Grant Agreement Signed by World Bank	Proposal Submission to Grant Agreement Signed by World Bank
<b>FY2009 Overall</b>	<b>2</b>	<b>192</b>	<b>88</b>	<b>279</b>
Academia/Research Institutes	1	260	80	339
National Government	1	123	96	218
<b>FY2010 Overall</b>	<b>9</b>	<b>104</b>	<b>121</b>	<b>224</b>
Academia/Research Institutes	3	102	91	192
Network/Association/Foundation	1	176	147	322
NGOs/Civil Society	1	243	91	333
GIZ	1	89	95	183
UN-HABITAT	1	36	87	122
UNEP	2	43	197	239
<b>FY2011 Overall</b>	<b>8</b>	<b>218</b>	<b>135</b>	<b>352</b>
National Government	5	231	140	370
Network/Association/Foundation	2	178	150	326
NGOs/Civil Society	1	231	82	312
<b>FY2012 Overall</b>	<b>9</b>	<b>175</b>	<b>170</b>	<b>344</b>
Academia/Research Institutes	1	107	70	176
National Government	2	101	127	226
Network/Association/Foundation	2	174	189	362
NGOs/Civil Society	1	77	99	176
GIZ	1	107	143	249
UN-HABITAT	2	369	294	662

### **3.3. OVERALL PROCESSING TIME FOR RECIPIENT EXECUTED TRUST FUND (RETF) GRANTS IN-PROCESS**

Data on current RETF grant agreements in-process is presented in Table 5. As of 17 October 2012, 6 RETF grant agreements were in-process:

1. 2 grant agreement for Academia/Research Institutes (80 and 183 working days since project approval)
2. 1 grant agreement for national Government (62 working days since project approval)
3. 1 grant agreement for Municipal/Sub-National (469 working days since project approval)
4. 1 grant agreement for Network/Association/Foundation (80 working days since project approval)
5. 1 grant agreement for UN-Habitat (400 working days since project approval)

**Table 5 Overall Processing Time for Recipient Executed Trust Fund (RETF) Grants in Process**  
(Data as of 17 October 2012)

Project Name	Grant Recipient		Proposal Submission to Current Status (In-Process)	Project Approval to Current Status (In-Process)
Albania Tirana City Development Strategy	Municipal/Sub-National	Municipality of Tirana, Albania	469	469*
Good Governance for Growth & Transformation- The State of Ethiopian Cities Project	Academia/Research Institutes	Ethiopian Civil Service University	256	80
Papua New Guinea Settlement Upgrading Programme	UN-HABITAT	UN-HABITAT	777	400**
Preparation for the State of Ghanian Cities Project 2012	Academia/Research Institutes	African Center for Cities, University of Cape Town	190	183
Preparation of Municipal Development Strategies for fourteen Municipalities / secondary cities in Uganda	National Government	Ministry of Lands, Housing and Urban Development, Uganda	131	62
Support city-wide upgrading process in 20 small and medium cities in Vietnam	Network/Association/Foundation	Association of Cities of Vietnam (AVCN)	187	80

\*Pending finalisation of environmental and social safeguard assessment and clearance

\*\* Environmental and social safeguard assessment finalised and clearance received in July 2012.

## ANNEX 1 – ADDITIONAL TABLE

**Table 6 Overall Average Processing Time: Project Approval and Grant Set-Up by Grant Agreement Types**  
(For Grant Agreements Signed in Fiscal Years 2009-2012)

	Number of Grant Agreements	Proposal Submission to Project Approval	Project Approval to Grant Agreement Signed by World Bank	Proposal Submission to Grant Agreement Signed by World Bank
<b>2009</b>	<b>25</b>	<b>94</b>	<b>82</b>	<b>175</b>
DGF	18	93	95	187
RETF	2	192	88	279
MoU	5	56	33	88
<i>World Bank Executed</i>	3	3	12	14
<i>World Bank with RETF</i>	2	136	65	199
<b>2010</b>	<b>38</b>	<b>60</b>	<b>84</b>	<b>143</b>
DGF	16	27	74	100
RETF	9	104	121	224
MoU	13	70	70	139
<i>World Bank Executed</i>	12	62	61	122
<i>World Bank with RETF</i>	1	176	174	349
<b>2011</b>	<b>39</b>	<b>136</b>	<b>97</b>	<b>232</b>
DGF	17	83	103	185
RETF	8	218	135	352
MoU	14	154	67	221
<i>World Bank Executed</i>	11	160	29	188
<i>World Bank with RETF</i>	3	134	208	341
<b>2012</b>	<b>31</b>	<b>130</b>	<b>120</b>	<b>249</b>
DGF	11	118	108	225
RETF	9	175	170	344
MoU	11	104	91	194
<i>World Bank Executed</i>	6	66	44	108
<i>World Bank with RETF</i>	5	151	148	298

\* Include Phased-Out Projects funded through WB DGF Grant to CA