



**URBAN AND MUNICIPAL DEVELOPMENT FUND
OPERATIONAL PROCEDURES AND GUIDELINES**

INFRASTRUCTURE & URBAN DEVELOPMENT DEPARTMENT

JULY 2020

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ACRONYMS

AfDB	African Development Bank Group
AHWS	Water Development and Sanitation Department
AWEX	Agence Wallonne à l'Exportation et aux Investissements étrangers
CSP	Country Strategy Paper
DAM	Delegation of Authority Matrix
EA	Executing Agency
ECGF	Governance and Public Financial Management Coordination Office
ESCON	Environmental & Social Compliance Note
ESW	Economic and Sector Work
FC	Fund Coordinator
FIFC	Financial Control
FIRM	Resource Mobilization and Partnerships Department
IPR	Implementation Progress and Performance Reporting
ISS	Integrated Safeguards System
M&E	Monitoring & Evaluation
NDF	Nordic Development Fund
OC	Oversight Committee
OPG	Operational Procedures and Guidelines
PCR	Project/Activity Completion Report
PD	Presidential Directive
PGCL	General Counsel and Legal Services Department
PICU	Infrastructure and Urban Development Department
PICU.2	Urban Development Division
PIVP	Vice President, Private Sector, Infrastructure and Industrialization
PIM	Project Information Memorandum
RBF	Results Based Framework
RMF	Results Measurement Framework
RMC	Regional Member Country (ies)
SAP	Systems and Applications Processing
SECO	Swiss State Secretariat for Economic Affairs
SNDR	Delivery, Performance Management and Results Department
SNFI	Fiduciary and Inspection Department
SNSC	Environment and Social Safeguards and Compliance Department
SNSP	Strategy and Operational Policies Department
TC	Technical Committee
TF	Trust Fund
TFMS	Trust Fund Management System
TOR	Terms of Reference
UMDF	Urban and Municipal Development Fund
US\$	United States Dollar
WP	Work Program

PREAMBLE

The rules and policies applicable to the operations of the African Development Bank (the “Bank” or “AfDB”) are generally applicable to the operations of the *Urban and Municipal Development Fund* except as otherwise provided for in the Operational Procedures and Guidelines.

These applicable Bank rules and policies include, but are not limited to:

- The Urban Development Policy (1992)
- The Urban Development Strategy that is in force
- Policy on Non-Sovereign Operations (NSO) that is in force
- Bank Group Guidelines on Subnational Finance
- The Delegation of Authority Matrix (DAM) that is in force
- Technical Cooperation Fund Reform Policy (TCFRP) that is in force
- The Procurement Policy for Bank Group Funded Operations that is in force
- The Presidential Directive concerning the Procedures for the acquisition of Consulting services (PD 02/2012)
- Disbursement Handbook
- Guidelines on Cancellation of Approved Loans, Grants and Guarantees (PD 02/2015)
- Bank Group Policy on Disclosure and Access to Information that is in force
- Independent Review Mechanism Operating Rules and Procedures
- AfDB Group’s Policy on the Environment that is in force
- Standard Conditions Applicable to Grants Made by the African Development Bank and the African Development Fund from the Resources of Various Funds
- Financial Management Policy for Africa Development Bank Group Finance Operations (2014)
- Financial Management Manual for Bank Group Public Sector Operations (2014)
- Financial Management Implementation Guidelines for Bank Group Funded Operations (2014)
- Integrated Safeguards System (ISS)
- African Development Bank Group Policy on Water
- The Gender Strategy that is in force
- Whistle Blowing and Complaints Handling Policy; and
- Guidelines for Preventing and Combating Corruption and Fraud in Bank Group Operations

I. INTRODUCTION

1.1 *Background*

In February 2019, the Board of Directors of the African Development Bank and African Development Fund (collectively referred to herein as the “Bank Group”) approved the establishment of the Urban and Municipal Development Fund (hereafter referred to as the “UMDF”). In April 2019, the Bank Group, launched the UMDF with the Nordic Development Fund (NDF), the Belgium Agence Wallonne a l’Exportation et aux Investissements estranges (AWEX) and the State Secretariat for Economic Affairs (SECO), Switzerland as the initial donors.

1.2 *Rationale for the UMDF*

Africa is experiencing unprecedented population growth. Its current total population of 1.3 billion is expected to nearly double by 2050, reaching 2.49 billion people. Meanwhile, the continent is undergoing a pronounced and accelerated urban transition. More than a quarter of the world’s 100 fastest growing cities and 3 of the world’s mega cities of 10 million people or more are in Africa. Within the next 50 years, Africa’s total urban population is expected to triple. These demographic changes will raise the continent’s urban population to more than 50% by 2035. With the arrival of approximately 230 million new inhabitants in African cities and towns over the next ten years, urbanization is one of the critical factors related to Africa’s structural transformation.

Africa’s fast urbanization has its inherent challenges such as the proliferation of unplanned settlements or slums, inadequate access to essential services, and growing insecurity and increasing poverty and inequality. Poor urban planning, inadequate infrastructure, weak capacity of municipal authorities and local governments, environmental degradation and the effects of climate change compound these challenges. Such vulnerabilities and adverse impacts need to be confronted and adequately addressed through effective policy formulation, improved governance and urban planning.

Africa’s urban development financing gap is huge. Estimates put annual financing needs for African cities to above US\$ 90 billion. Of this amount, at least US\$ 45 billion can be mobilized from domestic sources, of which only US\$ 1 billion currently originates from local governments. In addition, the contribution from various donors to urban development initiatives in Africa is estimated at US\$ 10 billion, which leaves a significant annual shortfall that must be filled. Over the years, the Bank has supported urban development through projects in water and sanitation, energy, waste management, industry, transport, education, health and other social interventions. However, given shifting demographic trends on the continent, these investment levels will need to increase.

With the above context it was necessary to develop a new set of tools and resources to help municipalities deal with the emerging challenges facing fast-growing African cities. Through the establishment of the UMDF, the Bank is better positioned to play a vital and catalytic role in helping RMCs build their programmatic capacity and cope with the investment gap required to ensure holistic, integrated and sustainable urban development. The establishment of the UMDF is in support of the Bank’s 10-Year Strategy (2013-2022) and its High-5s Agenda, because it aims to promote sustainable and inclusive growth in Africa’s towns and cities. The main operational priorities of the new Sustainable Urban Development Action Plan (SUDAP) that will be operationalized through the UMDF (promotion of integrated planning and urban development strategies, municipal finance development, and capacity development) align

closely with the 10-Year Strategy's operational priorities and the High-5's. The Fund is positioned to advance initiatives that support all the Bank's High-5 priority areas. As such, the Fund will support the development of African cities at a time when their crucial role to support economic growth and development could not be overemphasized.

1.3 *Development Objective*

The UMDF's overall objective is to support African cities and municipalities to improve resilience and better manage urban growth and development by improving planning, governance, and quality of basic services. The UMDF is structured around four main pillars that will define the Fund's mandate and work program: (a) improved urban planning, (b) improved project preparation (i.e., pre-investment phase), (c) improved governance, municipal finance and fiscal management, and (d) increased Bank capacity to support integrated urban development. Support under the UMDF will enhance the ability of cities and municipal governments and the Bank to be more active in the upstream phases of the project preparation cycle in order to reinforce pipeline quality of bankable projects.

1.4 *Aims*

The Fund aims to:

- a) strengthen the capacity of municipalities in the upstream areas of urban planning and urban management;
- b) support the preparation of urban projects by municipalities;
- c) contribute to the generation of knowledge products on urban and municipal development in Africa to underpin country programming and project financing;
- d) reduce institutional and governance gaps in African cities and strengthen capacity to address shortfalls of urban infrastructure and urban services;
- e) develop strategies for addressing environmental and climate change vulnerability situations, in order to inform and optimize planning to minimize future loss of life and damage or total loss of natural resources, infrastructure, and housing; and
- f) support urban sector reforms and promote the provision of private sector solutions to urban challenges.

1.5 *Objective of the Operational Procedures and Guidelines*

The purpose of these Operational Procedures and Guidelines (OPG) is to provide guidance to Bank Group staff and Recipients (where applicable) on UMDF objectives, preparation, and processing of applications, approval procedures and implementation of activities approved under the UMDF. Specifically, the OPG provides necessary guidance and resources to ensure consistency, timely processing and delivery of UMDF activities. The OPG is a "living" document that will be revised periodically as changes in the UMDF take place and based on feedback from the Oversight and Technical Committees. All refinements to the UMDF OPG shall be subject to the clearance of the Operations Committee (OPSCOM).

II. ELIGIBILITY AND AREAS OF INTERVENTION

2.1 *Eligibility for the UMDF*

The UMDF is designed to be a flexible instrument to permit effective review of applications from cities and municipalities, with varying levels of development and capacities. All cities and municipalities in the 54 Regional Member Countries are eligible for the UMDF. Other entities such as urban development specialized agencies at national and sub-national level may also be eligible.

Beneficiary cities and municipalities will be identified by the UMDF in consultation with the Bank's Regional Departments and Country Offices. In addition cities and municipalities will benefit from technical assistance to help prepare projects and undertake technical or policy studies. Technical assistance operations aim to improve the capabilities of African cities and municipalities to formulate, design, implement, and operate urban projects and facilitate sector lending. Sectoral studies, surveys, workshops, seminars, and training will also be conducted through technical assistance.

Cities and municipalities are encouraged to submit project proposals of their interest or those regarded as priority/urgent for the city/municipal well-being. For Cities and Municipalities that already have integrated urban development plans that comprehensively address sustainability, climate resilience, mobility, or energy efficiency, the UMDF may finance pre-feasibility studies, market analyses, business plan development, and project preparation activities. Cities and municipalities with limited project implementation capacity including E & S institutional capacities, may apply to the UMDF with the support of the relevant national government ministry, department or agency.

Through the "Small Grant Initiative" of the UMDF, the Fund will finance ad-hoc interventions up to an amount that was approved by the UMDF Oversight Committee. The Small Grant Initiative would support such activities as (a) development of urban strategies and action plans, (b) training of municipal officials and other stakeholders, and their participation in regional and international meetings/conferences; (c) knowledge generation, development of handbooks and policy materials such as on alternative municipal finance, revenue generation, fiscal management, legal reforms, etc.; and (d) short term consultancies e.g., for advisory services, and quick studies (see detailed activities under focus area in Annex I).

2.2 *Specific Areas of Focus*

2.2.1 The UMDF is structured around four thematic Pillars that aim to promote an integrated approach for urban planning and development in Africa's cities and municipalities.

2.2.2 Urban Planning and Management is aimed at strengthening the capacity of municipalities in the upstream areas of urban planning and efficient land use management. The UMDF supports development of urban sector-specific plans¹ and urban strategies – (national urban development strategy, city development strategy, land use master plan, neighbourhood regeneration plans, motorized and non-motorized transport plans, urban public transit plans, water and sanitation plans, solid waste management plan, climate resilience strategies,

¹ The Fund may support a municipality in laying the foundation for a master plan. The master plan is a high-level long term strategic vision of how the city should grow. It requires more resources for research and analysis and for its full implementation.

affordable housing plans, etc.) including by examining land use typologies, protected areas (land and water), green spaces, underutilized public lands (e.g., Brownfields, abandoned spaces) with potential for regeneration. The Fund also supports planning for climate resilient infrastructure investment and infrastructure maintenance, integrated urban development plans and strategies, climate adaptation/mitigation strategies to enhance resilience and sustainability. (See activities under focus area in Annex I).

2.2.3 Project Preparation: the UMDF assists municipalities to prepare high quality and viable urban development projects ready for public and private financing from local and international sources. The Fund encourages municipalities to submit project proposals of their own choice or those regarded as priority/urgent for the wellbeing of the municipality. Examples of such projects may include green and resilient infrastructure, disaster risk preparedness and management (e.g., risks related to flooding, landslides, seismic activity, heatwaves, and drought), pre-feasibility studies for sustainable urban infrastructure and service delivery, and formulation of climate-friendly public-private partnerships (PPP) (see activities under focus area in Annex I). Proposed projects must be part of the broader environmental urban development strategy, urban land use or physical plans for the city or municipality.

2.2.4 Municipal Governance and Finance: Under this pillar, the UMDF provides technical assistance and other support to cities and municipalities to reform the legal and regulatory frameworks and ensures the involvement of business communities as well as other key stakeholders in the reform processes. In collaboration with other partners, the UMDF supports municipal governments to create an enabling environment to support institutional reforms including enhanced human resources and fiscal decentralization of local governments. The UMDF provides technical assistance to municipalities to implement innovative financing mechanisms for local infrastructure and services; improve land management, capacity building to promote fiscal responsibility, transparency, accountability, and overall improved fiduciary management. The Fund provides technical support to improve cities and municipal credit risk rating and creditworthiness. It provides leverage to improve municipal access to climate and finance and other credit facilities, and to enhance municipal revenue collection (see activities under focus area in Annex I).

2.2.5 Increased Bank capacity to support integrated urban development: The UMDF TF supports the Bank in its broader role for strengthening client capacity to address and adopt resilient urban infrastructure programs. Experts may be hired to facilitate the production and sharing of Bank-led analytical studies and knowledge work on urban development, sustainable cities, and emerging issues relevant to African cities. The Bank will undertake Economic and Sector Work in major areas of interest to cities and municipalities, to underpin country programming and project financing, and to foster municipal competitiveness. The Fund will contribute to knowledge dissemination events to enhance peer to peer learning.

III. MODALITIES FOR THE OPERATION OF THE UMDF

3.1 *Annual Work Program:*

Under the overall oversight of the Director responsible for Infrastructure and Urban Development Department, the UMDF Coordinator will prepare an Annual Work Program for review by the Technical Committee and approval by the Oversight Committee (OC). Requests for the utilization of UMDF resources will be directed to the Director of Infrastructure and Urban Development Department with an enclosed ***Project Brief***. The Urban Development Division, which is the technical unit, will review and prioritize the Project Briefs prior to submission to the UMDF TC for clearance.

Project Briefs would demonstrate the potential to become lending projects, or potential for mobilizing private capital. The proposed activity would be in conformity with the UMDF Strategic Business Plan and the city/municipality's priorities. At a later stage, Project Briefs originating from cities/municipalities would be submitted through the relevant Bank Group Country Office or Regional Directorate covering the requesting country. Project ideas may also be initiated by the OC and other Bank sectors but will clearly indicate a city/municipality as the final beneficiary.

The Project Brief shall provide details of the project such as the project name, project description including objectives and rationale, municipality/city, financing plan, and estimated cost, expected role of the Bank, implementation arrangements, strategic alignment to the Bank's strategic priorities and development objectives (Annex II).

3.2 *Review and Screening of Project Briefs:*

Project briefs shall be screened and prioritized by the UMDF Coordinator with support of the technical unit, the Urban Development Division, prior to their presentation to the TC for clearance and subsequently to the OC for approval of the annual work program.

To facilitate the optimal allocation of the limited UMDF grant resources, the prioritization of grant applications will be undertaken according to the following selection mechanism:

- i. Eligibility screening based on a pass or fail test assessment criteria of the client, project preparation step, the proposed project's catalytic potential, demonstrated addressing of climate change, in particular integration of climate resilience and alignment to the UMDF objectives, UMDF Strategic Business Plan, and with Bank's strategic priorities;
- ii. Prioritization based on discussions with the city/municipal government and the Country and Sector Managers of the Bank, to identify priorities for intervention;

On an exceptional basis, projects submitted outside the yearly project identification process may be considered in cases where the Bank can leverage its sovereign or non-sovereign portfolio and with prior no-objection of the Oversight Committee.

3.3 *Project Preparation*

In the initial phase of the UMDF, projects will be prepared and executed by the Bank on behalf of cities and municipalities. As cities and municipalities develop adequate capacities, and as the Fund grows, beneficiary executed projects will be considered. The preparation process will

be determined by the originator of the project. For projects originating in other Bank Units, those units will prepare the project and may seek support from the Urban Development Division. The Bank may assist directly in project preparation, upon request by the Beneficiary.

3.4 *Project Information Memorandum (PIM)*

Following approval of the annual work program, a successful Project Brief would be followed up with a detailed proposal – the Project Information Memorandum (PIM) (Annex III). PIMs would be a maximum of 20 pages not including annexes. Annexes may include the letter of request from a potential beneficiary, maps, background studies, etc.

3.4.1 *Review and Clearance of the UMDF PIM:* The review and clearance of a UMDF Project Information Memorandum are carried out by the Technical Committee. The Director responsible for Infrastructure and Urban Development will give the final clearance for UMDF funding.

3.4.2 *PIM Approval:* In reference to the Board Approval establishing the UMDF instrument and ensuring that the UMDF Multi-Donor Trust Fund is demand-responsive and that the grants approval process is expeditious and client-responsive, all grants will be approved in accordance with the following thresholds:

- a) For grants up to USD 500,000, approval responsibility would lie with the Director in charge of Infrastructure and Urban Development Department of the Bank Group;
- b) For grants between USD 500,000 and USD 1,000,000 approval responsibility would lie with the Vice President in charge of Private Sector, Infrastructure and Industrialization Complex (PIVP) of the Bank Group; and
- c) For grants exceeding USD 1,000,000 approval responsibility would lie with the President of the African Development Bank Group or his designated authority.

Important and compelling proposals received after the approval of the Annual Work Program will be submitted to the Oversight Committee to be considered on a lapse of time basis (see **Project Process Flow-chart for schedule of processing UMDF applications**).

3.5 *Recipient Contribution*

The UMDF grants would be applied to finance both foreign and local cost components of the approved project. As with all Bank-financed projects, to ensure ownership and commitment, UMDF grants would accept financial or in-kind contributions during the PIM preparation and execution of the project. The actual levels of the Beneficiary's contribution would be determined during the grant appraisal.

3.6 *Signing of Grant Agreement*

For Bank or beneficiary executed activities, the UMDF Coordinator will arrange for PGCL to prepare a Letter of Agreement and for the formal signing of the Letter of Agreement by the Recipient and the Bank authorized representative. Each beneficiary of the grant will require an individual grant agreement. Each Grant Agreement will require its own TFMS budget code

(i.e. Internal Order number). Grants must be declared effective by way of formal memo from the legal department prior to disbursement.

For Bank executed activities, the Letter of Agreement is intended to ensure that the beneficiary of the activity is aware of its responsibilities. Bank-executed means that the project will be directly implemented, managed and supervised by the staff of the African Development Bank Group (or recruited administrative staff in the envisaged PIU).

Following approval thresholds, all Agreements for Grants under the UMDF shall be signed by the Director in charge of Infrastructure and Urban Development.

3.7 *Terms of Financing:* The UMDF contributions are treated as grants.

3.8 UMDF grants are managed exclusively within the TFMS and do not feature in the PS system of SAP.

IV IMPLEMENTATION

4.1 *Project Execution:*

Activities financed by the UMDF may be executed by the Bank or the Beneficiaries of the UMDF grants. The relevant rules and guidelines in force, for execution (Procurement, disbursement, financial management, audit) will apply as per Bank Group's applicable rules and procedures. In the preliminary phase of the UMDF, projects will be Bank executed and will use the direct payment method of disbursement for supply of goods and consulting services to the beneficiary. Beneficiary cities and municipalities will be identified by the UMDF in consultation with the Bank's Regional Departments, Country Offices and the OC. The Fund is under the overall oversight of the Director responsible for Infrastructure and Urban Development.

4.2 *Procurement*

Activities under the UMDF will be carried out in accordance with the African Development Bank's applicable policy, rules and procedures and as amended from time to time. Beneficiary (Recipient) executed initiatives are carried out in accordance with the Procurement Policy for Bank Group Funded Operations, except in cases where the Beneficiary fiduciary systems are found to be adequate. The later would be determined through the Bank's assessment of the beneficiary's procurement capacity.

For Bank executed activities, consultants will be recruited in accordance with PD 02/2012 and its implementation manual as amended from time to time. All approvals shall be done in accordance with the Delegation of Authority Matrices in force. The Urban Development Division in collaboration with the Fiduciary and Inspection Department will be responsible for providing oversight on the procurement activities. A summary note on the procurement opportunities will be posted on the web page to inform prospective bidders or consultants. UMDF Grant Recipients shall prepare a Work Plan and Procurement Plan acceptable to the Bank before the grant agreement is signed.

4.3 *Disbursement*

The UMDF shall disburse funds to Recipients primarily using the direct payment method. Disbursements using the direct payment method will be carried out in accordance with the Bank's disbursement rules, requirements and processes laid out in the Bank's Disbursement Handbook (version 2012), and as may be amended from time to time. The denomination of all grants and contracts will be in the US Dollars (US\$). All payments will, therefore, be made in USD.

4.3.1 Beneficiary executed projects: Based on the Grant agreement, the timing of the disbursements will be in line with the agreed disbursement schedule between the executing agency and the Bank. Disbursement for approved activities shall be upon review, verification, and approval in accordance with the signed contract and/or financing agreement signed between the Bank and the recipient, and the rules and procedures of the Bank. For example, disbursements will be made into a special account established by the recipient in an eligible financial institution as determined by the Bank. A disbursement request will not be processed if upon review it does not meet the conditions indicated above. The UMDF may, thereafter, take necessary measures to recover misused funds from the recipient. Unutilized funds held in the related project accounts should be returned to the Bank (UMDF) within one to two months prior to project closure.

Disbursement will follow the process of the trust fund management system (TFMS).

4.4 *Financial Management*

4.4.1 UMDF Beneficiary executed activities will be undertaken in accordance with Bank's financial management policy and procedures. Grant recipients shall be required to keep proper books of accounts to record and report on all project transactions. In accordance with the Bank financial reporting and auditing requirement, all UMDF Executing Agencies (EA) would be required to prepare quarterly unaudited interim financial reports that will be sent to the Bank no later than 45 days after the end of each quarter. In addition, Grant recipients will submit annual and closing audited financial statements to the Bank no later than six (6) months after the end of each year. Such audits are to be undertaken either by the Supreme Audit Institution (e.g. Office of the Auditor General) in the Grant RMC (where they have capacity); or by a private external auditor acceptable to the Bank. The audit of the project financial statements will be undertaken in accordance with Terms of Reference (TOR) acceptable to the Bank. The cost of such audit shall be charged to the resources of the UMDF. On exceptional cases and depending on the total approved grant and duration, the UMDF implementing Executing Agency (EA) may be allowed to submit only once off audited financial statements after the close of the project. Specific auditing requirements shall be incorporated into each grant approved financing agreement.

4.4.2 The AfDB shall review the periodic interim unaudited financial reports of the recipient, and comments and issues to be addressed shall be communicated to the Executing Agency within a period not to exceed [30 days] from its receipt from the recipient.

4.5 *Environmental and Social Safeguards*

4.5.1 UMDF Beneficiary executed activities will be undertaken in accordance with Bank's Integrated Safeguards System requirements and procedures. The UMDF funded projects will be subject to E&S categorization and the filling of the Environmental and Social Compliance Note (ESCON). The Secretariat of UMDF will ensure that an Environmental and Social Compliance Note (ESCON) is append to each Project Information Memorandum (PIM) before submission to the Technical Committee and the Oversight Committee.

V. REPORTING ARRANGEMENTS TO UMDF DONORS

5.1 *Reporting to Donors*

In accordance with Bank's rules and procedures, the Bank's Financial Control Department shall prepare and provide the UMDF Donors with annual financial statements on funds received and disbursed as of the 31st December of each year. The UMDF secretariat will prepare and submit annual progress and status reports on the UMDF funded projects to the UMDF Oversight Committee. This will include the implemented activities and achievements in Regional Member Countries as of 31 December of each year.

The annual financial statements and the annual progress report shall be submitted to the OC within three (3) months after the end of the reporting period. Upon expiration of the UMDF multi-donor arrangement or exhaustion of the resources under the UMDF, a final activity report as well as a closing financial statement, on the activities financed from the UMDF resources shall be submitted to the Oversight Committee. This will be done not later than one year after expiration of the Fund. All operations financed by the Fund will be subject to Bank's information disclosure policies.

5.2 *Implementation Progress and Results Reporting*

As is the case with all other Bank Group operations, projects financed by the UMDF will undergo regular supervision to monitor and report on implementation status and major achievements, and to resolve any project implementation challenges encountered (Annex V). The Bank has recently rolled out the Quality Assurance System for capturing results following project supervisions. The new system has integrated three different functions, namely, the Results Matrix, the Implementation Progress and Results Report (IPR), and the Project Completion Report (PCR). The new system requires completion of the Results Matrix Table, which encapsulates the status of Performance Indicators as are presented in the Project log-frame, the Results Planning, and Finance and Disbursement Plans and projections. This information will be systematically incorporated in the IPR and begin to become part of the data that would be required when preparing the PCR.

5.3 *Project Completion Report*

Upon conclusion of the UMDF project implementation, the responsible Task Team is required to update the Implementation Progress Results Report and to prepare the Project Completion Report. In collaboration with the executing agency (in cases where the Bank is not the executing agency) and relevant stakeholders, the responsible Task Manager will enter concluding data on the overall project performance assessment into the Project Completion Report (PCR) within six months of project closure. The PCR template allows rating of the UMDF project performance at various stages of implementation. The PCR structure is attached as Annex VI.

5.4 *Results Matrix (RM)*

The UMDF RM and its corresponding Monitoring and Evaluation (M&E) Framework is an integral part of the monitoring process. Each project supported by UMDF funding will include a corresponding RM and an M&E framework in alignment with that of the overall UMDF.

The Results Matrix will define the expected inputs, outputs, outcomes, and intermediate and final targets. It will include SMART indicators (Specific, Measurable, Achievable, Relevant

and Time-bound), baseline information, targets, means of verification, as well as assumptions, risks and mitigation measures (Annex VII). The monitoring process will involve periodic reporting on these, and other issues deemed pertinent to achieving the objective(s) of the project. The M&E framework will also provide firm evidence on a regular basis to Donors that the projects are producing results on the ground, with greater relevance to the RMC and solid development outcomes with limited negative impacts.

The UMDF shall track its own effectiveness and efficiency in disbursing funds to recipients. It shall track standard metrics (e.g., the average time to disbursement) in accordance with M&E procedures of other funds and facilities hosted at the Bank.

5.5 *Monitoring Development Results*

The UMDF uses a selection process, which aims to generate demand-driven proposals that are aligned to UMDF Strategic Business Plan, the High-5s agenda and country strategies. It also focuses on quality at entry to achieve measurable results.

The following instruments guide UMDF programming and the monitoring and reporting of development results:

- Annual Work Plans and Budget;
- Receipt of requests and screening;
- Grant agreement and signing;
- Audit.

The UMDF Business Plan Results Matrix (RM) will provide overall guidance for the M&E of activities financed by the UMDF.

The inclusion of the UMDF Business Plan in Bank-wide performance management systems ensures strong monitoring and accountability for activities supported by the UMDF.

The UMDF Business Plan-specific RM will be designed to assess both the positive and negative impact of activities across intervention areas and sectors.

Indicators will be selected for both their feasibility of collection and the degree to which they guide implementation of the UMDF Work Program.

The UMDF Coordinator shall continuously monitor activities through the Bank's normal reporting systems at the project level (Annex V, VI, VII, VIII).

VI. GOVERNANCE STRUCTURE AND RESPONSIBILITIES

6.1 *The governance structure of the UMDF* includes an Oversight Committee (OC), the Technical Committee (TC), and Bank Senior Management.

6.2 *The Oversight Committee (OC):* The OC consists of two representatives from the Bank and one representative from each of the donors/ agencies that have contributed to the Fund. The OC will be chaired by a donor representative for a period of two years. Representatives of recipient Regional Member Countries and Organizations may be accorded invitations to attend the meetings of the OC as observers. An independent representative with no relation to the Bank or any donor, but from a well-known institution and with proven experience in urban affairs, may be invited to join the committee to offer an external expert perspective; if the circumstances and the donors so require, on such terms and conditions as the donors may decide. The OC approves the Operational Procedures and Guidelines.

The OC meets at least once a year and its decision-making methods and processes will be determined by its members. The OC provides general policy and strategic guidance, approves the Operational Procedures and Guidelines of the UMDF, approves the indicative Work Program & annual Budget, and provides No-Objection to the financing of ad-hoc projects. The OC also approves the Annual Reports; and initiates discussions for a general replenishment of the UMDF.

6.3 *The Technical Committee (TC):* The TC is chaired by the Director of Infrastructure and Urban Development Department (PICU). The TC comprises but not limited to representatives from:

1. Infrastructure & Urban Development (PICU),
2. Strategy and Operational Policies (SNSP),
3. Water Security and Sanitation (AHWS),
4. Climate Change and Green Growth (PECG),
5. Governance & Public Finance Management (ECGF),
6. Resource Mobilization & Partnerships (FIRM),
7. Fiduciary and Inspection (SNFI),
8. Financial Control (FIFC)
9. Safeguards and Compliance Department (SNSC)
10. Delivery, Performance Management and Results (SNDR)
11. General Counsel (PGCL)

The Technical Committee reviews the Operational Procedures and Guidelines, provides recommendations to the OC on all policies, guidelines and Work Plans related to the UMDF. The TC reviews and clears submitted Project Briefs, Project Information Memoranda while ensuring they are aligned to the UMDF Strategic Business Plan and objectives; and are technically and financially sound. The TC shall meet as often as needed.

6.4 *Fund Coordinator:* The UMDF Coordinator (FC), under the guidance of the PICU Director, will ensure the day-to-day management of the fund. He or she will be responsible for organizing calls for proposals targeting RMC beneficiaries, pre-screening of proposals, and preparing the Fund's work program and budget. The FC will facilitate regular communication with donors on the status and progress on key targets of the Fund, beneficiaries on progress of funded projects, and the public on the overall Fund activities. The FC will develop a fundraising plan; organizing TC and OC meetings and provide their secretariat. Bank staff will provide technical support to external beneficiaries as needed for the preparation and submission of quality proposals. The FC will be supported by technical team of the Urban Development Division, who will among others: assist with evaluation and prioritization of proposals; identify

potential projects; prepare work documents and activity reports; and provide general support for the day-to-day operational activities of the UMDF. The FC will be responsible for timely production of annual reports and submission to donors.

VII. ADMINISTRATIVE ARRANGEMENTS

7.1 *Administrative Arrangements within the Bank*

As trustee of the UMDF, the Bank shall, in accordance with its financial rules and regulations, and policy guidelines administer and manage its resources using its organization, services, facilities, and staff. As such a full-time Bank Group staff has been assigned to act as the **UMDF Secretariat**. The UMDF Secretariat acts as the interface between the Bank and the Donors, and assists with arranging meetings of OC, TC and Bank Group Senior Management. The staff member is responsible for the day-to-day implementation and monitoring of the UMDF approved projects and for timely preparation of bi-annual and annual reports on overall UMDF performance.

Budgeting for the UMDF will take place on an annual basis as part of planning and management. The Director of PICU is responsible for preparing the annual budget and managing the budget over time. Budget proposals will be submitted to the OC for approval. The annual budget will be based on the annual rolling Results Based Framework in alignment with the operational focus of the UMDF and in coherence with the UMDF Strategic Business Plan.

7.2 *Grant Cancellation*

7.2.1 The Bank may, by notice to the relevant Beneficiary, cancel the whole or part of the undisbursed grant in line with the established rules and procedures of the Bank. Cancellation will happen when:

1. The grant is approved but unsigned for over one hundred and eighty (180) days;
2. The grant has been signed but is undisbursed for more than one hundred and eighty (180) days and a cumulative period of one hundred and eighty (180) days or (6) months has elapsed from the date of approval.
3. No disbursement has been made for a continuous period of 12 months.
4. An undisbursed amount is no longer required to finance any project or program costs previously allocated to be financed out of the grant resources;
5. There is a mis-procurement of any item provided for in the Grant Agreement or material deviation from applicable Bank procurement policy and procedures;
6. There is evidence of corrupt, coercive, collusive or fraudulent practices;
7. An amount remains undisbursed by the closing date of any project or program/expiration of disbursement deadline;
8. There is a modification in the project without prior approval by the Bank;
9. Notice for cancellation of a grant has been received; or
10. The project is completed prior to the closing date and some of its resources remain undisbursed.

Exception: The responsible Vice-President in exceptional cases, may grant a waiver and stay the cancellation of any project included in the criteria set out above.

7.3 *Revocation of Disbursement*

The Bank may revoke any on-going grant under the UMDF, upon notification to the OC and or Donors, if the funds are not being used for the agreed purpose in line with the UMDF terms and conditions and in line with the terms and conditions set out in the financing agreement.

7.4 *Suspension of Disbursement*

The Bank may suspend disbursement of a grant under the UMDF, upon notification to OC, if the resources of the grant are not being used for the agreed purpose and in line with the terms and conditions set out in the financing agreement.

7.5 *Reallocation of Unused Budget for Existing or New Activities*

The UMDF may reallocate funds to consider emerging issues and to give enough flexibility to the fund to adjust to the demands from stakeholders. Reallocation of resources would ensure that the original objectives of the UMDF grant remain unchanged. The Director responsible for Infrastructure and Urban Development shall approve the request for no-objection to reallocate funds within a UMDF grant.

7.6 *Disclosure Policy*

The UMDF shall disclose and disseminate information to the public – including public, private, and civil society actors – subject to the Bank Group’s policy on the disclosure of information. The UMDF seeks to enhance transparency and accountability and promote active public engagement in order to strengthen the UMDF development results. Outlets to disseminate information include the Bank’s website and the Bank’s regional and country offices.

ANNEX I: ELIGIBILITY CRITERIA (Bank or Beneficiary Executed)

A. Eligible Intervention Areas	B. Eligible Activities	C. Eligible Recipients & Executing Agency	D. Eligibility Criteria
<p>(a) Urban planning and management: To strengthen the capacity of municipalities in the upstream areas of urban planning and urban management through development of sector-specific plans; integrated urban development plans and strategies to enhance resilience; infrastructure investment and maintenance programs; institutional and sector reforms; climate adaptation/mitigation strategies; and City performance dashboards to promote resilience.</p>	<p>(a) Acquisition of consultancy services to undertake cities diagnostics using an integrated and interdisciplinary approach to identifying the path to long-term sustainability of cities; (b) Acquisition of consultancy services to support cities and municipalities develop a bankable project pipeline; (c) Training and capacity building in priority areas for cities management; (d) Provision of technical assistance to support urban sector reforms, e.g., in municipal finance – own revenue generation, land policy development & management, cadastral development or efficiency assessment, infrastructure maintenance, etc.; (e) Support for development of sector-specific plans; preparation of manuals and guidelines; (f) Activities that promote private sector solutions to urban challenges; and (g) Activities that promote integrated urban development, (including urban mobility, and urban environmental planning).</p>	<p>Cities and Municipalities; Urban Development Specialized Agencies / institutions at national and sub-national level; Bank Executed</p>	<p>(a) central government commitment to: - Decentralization and devolution of fiscal and human resource responsibilities to local governments; - Fiscal and human resource strengthening of the capacity of local governments; (b) Cities and Municipalities must be legally established and/or accredited in line with national legal requirements; (c) A formal request for technical assistance from city or municipal government.</p>
<p>b) Project Preparation: To provide technical assistance for preparation of projects and undertake relevant technical or policy studies to improve municipal capability to formulate, design, implement and operate urban projects. This may include pre-feasibility studies for resilient urban infrastructure and service delivery; and formulation of climate-friendly public-private partnership (PPP) projects; etc.</p>	<p>(a) Acquisition of consultancy services to develop bankable project pipeline; (b) Preparation of business plans and strategies to attract climate finance in sectors such as solid waste management, renewable energy, public transport, water and sanitation, urban environmental planning, and other infrastructure (c) Provision of technical assistance for preparation of policy studies, manuals & guidelines, etc.</p>	<p>Cities and Municipalities; Urban Development Specialized Agencies / institutions at national and sub-national level; Bank Executed</p>	<p>a) The project must be fiscally sound, financially and physically feasible; b) Promotes engagement with or strengthens private sector ties; c) Promotes ecologically friendly solutions; d) Promotes urban sustainability; e) Promotes social and economic inclusion, including gender equality.</p>
<p>c) Municipal governance and finance: To provide technical assistance and other support for implementation of innovative financing mechanisms; training and capacity building programs to improve municipal access to climate finance and various credit facilities; capacity building to improve credit</p>	<p>(a) Acquisition of consultancy services to support urban sector reforms; (b) Provision of training and capacity building on innovative municipal finance mechanisms; (c) Technical support to improve credit risk ratings; (d) Technical assistance to support improved property</p>	<p>Cities and Municipalities; Urban Development Specialized Agencies / institutions at national and sub-national level; Bank Executed</p>	<p>(a) Have strong pipeline of urban development projects; (b) Have a clearly defined business development plan; (c) Recipient must demonstrate strong fiscal accountability and transparency in operations; (d) Recipient must have an M&E and robust reporting system; (e) Recipient must</p>

A. Eligible Intervention Areas	B. Eligible Activities	C. Eligible Recipients & Executing Agency	D. Eligibility Criteria
risk rating; technical assistance to enhance municipal revenue collection.	valuation, tax assessment, revenue collection (taxes) and other domestic resource mobilization; (e) Data collection and analysis.		demonstrate strong record of accomplishment or willingness to engage with the private sector to solve urban problems.
<p>d) Small Grant Initiative - to allow PICU Management accelerate business development and implementation.</p> <p>A lumpsum amount not exceeding US \$200,000 annually will be included in the UMDF Annual Work Program to support ad-hoc activities not exceeding US \$30,000 for each activity.</p>	<p>(a) Support for municipal officials to participate in country, regional and international training, meetings and conferences (Through direct payment method). The funds will finance service providers upon presentation of justification, including quotations/invoices and receipts; Event facility rental/event food and refreshments/hotel accommodation/event stationaries/resource persons, trainers/event communication / limited air travel ticket purchase (economic class only);</p> <p>(b) Knowledge generation, development of handbooks and policy materials e.g., on alternative municipal finance, own source revenue generation, fiscal management, legal reforms, urban land pricing, urban land management, etc.;</p> <p>(c) short term consultancies for advisory services (e.g., analytical work to serve as input to various urban development projects and reports);</p> <p>(d) Pre-feasibility studies; Policy reviews; Urban sector planning reviews; etc.</p>	<p>Cities and Municipalities; Urban Development Specialized Agencies / institutions at national and sub-national level; Bank Executed.</p>	<p>The ceiling for each intervention will not exceed USD 30,000;</p> <p>Request in line with</p> <p>(a) the Bank's Urban Policy, or</p> <p>(b) the Bank's Sustainable Urban Development Action Plan, or</p> <p>(c) the UMDF Strategic Business Plan,</p> <p>(d) Other Bank strategic priorities</p>

ANNEX II: PROJECT BRIEF² (Bank or Beneficiary Executed)

Project Name	Title
Project Description	Provide a brief description of the project, including location and the key project objectives.
Client/Institution	Provide a brief description of the sponsors or client. It is important to indicate whether they have experience/a track record in the sector/business.
Finance Plan	Provide information on the cost estimate of the proposed project and if all or part of the funding is being sought from the UMDF.
Role of the Bank	Indicate the envisaged role that the Bank will play. Will it be purely a co-financier, or will the Bank be providing (or mobilizing) technical assistance?
Implementation Arrangements	Over what period will the project be implemented? Provide a brief outline of the key contractual arrangements. (e.g., procurement of individual consultant or firm)
Strategic Alignment	Summarize the conclusions regarding the project's alignment with climate change, in particular climate resilience, national development objectives, Bank's operational priorities.
Development Results	Indicate the expected development impact of the proposed intervention.
Additionality and Complementarity	Indicate the added value of the proposed intervention to on-going or existing programs in the city/municipality
Co-financing (if any)	Indicate if additional financing is being sought from other sources or city/municipality's contribution
Sectoral/Country Limitations	Indicate known issues either in the urban territory or at the national level that may affect the implementation of the project.

² The Project Brief should not exceed one page

**ANNEX III: PROJECT INFORMATION MEMORANDUM (PIM)³
(Bank or Beneficiary Executed)**

	Cover page (Project title, project team composition, peer reviewers, date of submission, project duration)
	Table of Contents
	Executive Summary
	Summary Table: Key Project Information; Screening Criteria & Means of Verification
	List of Acronyms
	Results Matrix
	Required UMDF Support
	Program Timeframe
I	The Proposal: Detailed Project Description
II	City, Country and Program Context: 2.1 Government overall urban development strategy, perspectives, constraints and challenges; 2.2 Recent economic and social development, perspectives, constraints and challenges; 2.3 The sector and national development program related; 2.4 Bank Group portfolio status
III	Rationale, key design elements and sustainability: 3.1 Link with Bank’s Operational Priorities, SDGs and Agenda 2063; 3.2 Addresses climate change, in particular climate resilience, and environmental and social safeguards 3.3 Analytical work underpinnings and city readiness assessment; 3.4 Collaboration and coordination with other donors; 3.5 Outcomes and lessons from past similar operations; 3.6 Relationship to other Bank operations; Bank comparative advantage;
IV	The Proposed Program and Expected Results: 4.1 Program’s goal and purpose; 4.2 Justification of UMDF funding; 4.3 Program pillars, operational objectives and expected results; 4.4 Financing needs and arrangements; 4.5 Beneficiaries of the program; 4.6 Impacts on gender; 4.7 Environmental and social impacts;
V	Implementation, Monitoring and Evaluation: 5.1 Implementation arrangements; 5.2 Procurement arrangements; 5.3 Disbursement Arrangements; 5.4 Financial Management; 5.5 Monitoring and evaluation arrangements

³ The Project Information Memorandum shall be no more than 20 pages inclusive of annexes.

VI	Legal Documentation and Authority: 6.1 Legal documentation; 6.2 Conditions associated with Bank's intervention; 6.3 Compliance with Bank policies;
VII	Risks Management: 7.1 Risk and Mitigation
VIII	Conclusions and Recommendations:
	Annexes (including relevant city/country data; an Environmental and Social Compliance Note (ESCON))

ENVIRONMENTAL AND SOCIAL COMPLIANCE NOTE (ESCON)⁴

A. Basic Information

Project Title:		Project SAP code:	
Country:	Lending Instrument ⁵ : DI <input type="checkbox"/> FI <input type="checkbox"/> CL <input type="checkbox"/> BS <input type="checkbox"/> GU <input type="checkbox"/> RPA <input type="checkbox"/> EF <input type="checkbox"/> RBF <input type="checkbox"/>		
Project Managing Sector:		Task Team Leader:	
Appraisal date:		Estimated Board Date:	
Environmental safeguards Officer:		Social safeguards Officer:	
Environmental and Social Category:		Operation type: SO <input type="checkbox"/> NSO <input type="checkbox"/> PBO	
Is this project processed under rapid responses to crises and emergencies?		Yes <input type="checkbox"/> No <input type="checkbox"/>	
Is this project processed under a waiver to the Integrated Safeguards System?		Yes <input type="checkbox"/> No <input type="checkbox"/>	

B. Disclosure and Compliance Monitoring

B.1. Mandatory disclosure

Environmental Assessment/Audit/System/Others (specify:		
Was/Were the document (s) disclosed <i>prior to appraisal</i> ?	Yes <input type="checkbox"/>	No <input type="checkbox"/> NA <input type="checkbox"/>
Date of "in-country" disclosure by the borrower/client	[Date]	
Date of receipt, by the Bank, of the authorization to disclose	[Date]	
Date of disclosure by the Bank	[Date]	
Resettlement Action Plan/Framework/Others (specify:		
Was/Were the document (s) disclosed <i>prior to appraisal</i> ?	Yes <input type="checkbox"/>	No <input type="checkbox"/> NA <input type="checkbox"/>
Date of "in-country" disclosure by the borrower/client	[Date]	
Date of receipt, by the Bank, of the authorization to disclose	[Date]	
Date of disclosure by the Bank	[Date]	
Vulnerable Peoples Plan/Framework/Others (specify:		
Was the document disclosed <i>prior to appraisal</i> ?	Yes <input type="checkbox"/>	No <input type="checkbox"/> NA <input type="checkbox"/>
Date of "in-country" disclosure by the borrower/client	[Date]	
Date of receipt, by the Bank, of the authorization to disclose	[Date]	
Date of disclosure by the Bank	[Date]	
If in-country disclosure of any of the above documents is not expected, please explain why:		
.....		

B.2. Compliance monitoring indicators

Have satisfactory calendar, budget and clear institutional responsibilities been prepared for the implementation of measures related to safeguard policies?	Yes <input type="checkbox"/>	No <input type="checkbox"/>	NA <input type="checkbox"/>
Have costs related to environmental and social measures, including for the running of the grievance redress mechanism, been included in the project cost?	Yes <input type="checkbox"/>	No <input type="checkbox"/>	NA <input type="checkbox"/>
Is the total amount for the full implementation for the Resettlement of affected people, as integrated in the project costs, effectively mobilized and secured?	Yes <input type="checkbox"/>	No <input type="checkbox"/>	NA <input type="checkbox"/>
Does the Monitoring and Evaluation system of the project include the monitoring of safeguard impacts and measures related to safeguard policies?	Yes <input type="checkbox"/>	No <input type="checkbox"/>	NA <input type="checkbox"/>

⁴ Note: This ESCON shall be appended to project appraisal reports/documents before Senior Management and/or Board approvals.

⁵ DI=Direct Investment; FI= Financial Intermediary; CL=Corporate Loan; BS=Budget Support; GU=Guarantee; RPA=Risk Purchase Agreement; EF=Equity Financing; RBF=Results Based Financing.

Have satisfactory implementation arrangements been agreed with the borrower and the same been adequately reflected in the project legal documents?	Yes <input type="checkbox"/> No <input type="checkbox"/> NA <input type="checkbox"/>
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C. Clearance

Is the project compliant to the Bank's environmental and social safeguards requirements, and to be submitted to the Board? Yes No

<i>Prepared by:</i>	<i>Name</i>	<i>Signature</i>	<i>Date</i>
Environmental Safeguards Officer:			
Social Safeguards Officer:			
Task Team Leader:			
<i>Submitted by:</i>			
Sector Director/Manager:			
<i>Cleared by:</i>			
Director SNSC:			

ANNEX IV: IMPLEMENTATION PROGRESS & RESULTS REPORT

Country/Region:	Project Title:	
Internal Order Number:		
Task manager:		
Department:	Original Project Objectives: Project Components (Specific activities financed by the UMDf resources)	
Approved Budget:		
Cumulative Disbursement:		
Date of Next Disbursement Expected:		
Original Duration:		
Actual Expected Completion Date:		
Implementing Agency:		
Consultant(s) (if applicable):		
Procurement Method:		
Date of Contract Signing:		
Implementation Status and results achieved during period under review		
<p>Current Implementation Status / Major results achieved in to-date</p> <ol style="list-style-type: none"> 1. Results and impacts 2. Value for money 3. Next steps <p>Expected Project Schedule and Pending Issues and Risks</p>		
<p><i>The persons named below indicate that they are wholly aware of this activity and confirm the above status as an accurate and comprehensive reflection of progress to date.</i></p>		

ANNEX V: PROJECT COMPLETION REPORT

STRUCTURE OF THE PROJECT COMPLETION REPORT		
Section I	Basic Data	Includes responsible staff, financial information, environmental categorization, and key dates.
Section II	Project Performance Assessment	
	A. Relevance	Covers both the relevance of the development objective (DO) as stated in the Results Matrix of the project and the relevance of project design to achieve this objective from design/approval to completion.
	B. Effectiveness	Evaluates the extent to which the project achieved (or is expected to achieve) its stated results, i.e. the intended set of outcomes and outputs.
	C. Efficiency	Measures how well the Project used resources in achieving its outcomes.
	D. Sustainability	Considers the extent to which the project has addressed risks during implementation and put in place mechanisms to ensure the continued flow of benefits after project completion; and Demonstrates how the project addressed climate change, in particular climate resilience, and environmental and social safeguards
Section III	Performance of Stakeholders	Assessment of the performance of Bank, Beneficiary and other stakeholders (e.g. co-financiers, contractors, service providers) using both qualitative and quantitative information as available.
Section IV	Key Lessons Learnt and Recommendations	Indicate what factors ‘from project experience’ should be considered informing future actions - The recommendations should be specific, feasible, “monitorable” and cost-effective.
Section V	Overall PCR Rating	Based on the average rating of the four key PCR dimensions (Relevance, Effectiveness, Efficiency, and Sustainability).

ANNEX VI: RESULTS MATRIX OF PROPOSALS FINANCED BY THE UMDF

Input and activities to achieve the outputs					
Activities		Inputs			
Activity 1:		UMDF US\$ XXXX			
Activity 2:		UMDF US\$ XXXX			
Activity 3:		UMDF US\$ XXXX			
Proposal Purpose:	<i>Output 1:</i> <i>Output 2:</i>	Output Indicators			<i>Risk:</i> <i>Mitigation:</i>
Project/ Program Purpose	Outcomes	Outcome Indicators:			<i>Risk:</i> <i>Mitigation:</i>
Goal	Impact	Impact Indicators:			<i>Risk:</i> <i>Mitigation:</i>
Hierarchy of objectives	Expected results	Performance indicators	Objective indicators and timeframe	Significant Risks and mitigation measures	
			Baseline	Targets/Mean of Verification	
Title of the Proposal:		Amount Requested:	Alignment of proposal with CSP/High-5 Priorities:		Date of submission:
Task Manager:		Planned duration:	Sector priorities:		
Recipient/City/municipality/Country:			Trust fund objective:		

ANNEX VII: SUMMARY OF REPORTING AND ACCOUNTABILITY ARRANGEMENTS

The Table below describes the Banks and Beneficiary obligations concerning reporting and accountability on UMDf funded project activities.

Name of Report	Content	Format of Report Submission	Time of Submission
<p>Implementation Progress & Results Report (IPR) (Annex V)</p>	<p>Description of progress (technical and financial, etc.), achievements, lessons learned, impact on beneficiaries, problems encountered and recommendations with a corresponding invoice or financial statement at the six-months mark and twelve-months mark.</p>	<p>Copies of the Implementation Progress Reports (at 6 and 12 months) must be submitted in electronic format through the Bank’s Task Manager or Coordinator identified in the grant agreement. The Task Manager or Coordinator is responsible for validating the reports before approval by the Bank TC. The TC will provide comments and approval of the reports through the Bank’s Urban Development Division. In the absence of comments or objections by the Task Manager or Coordinator within one (1) month following submission of reports, the reports are deemed to be approved.</p> <p>The reports must be written in either English or French depending on the official language of the RMC from which the project originates.</p> <p>The UMDf Secretariat will compile all reports for review and approval by the TC prior to submission to the OC.</p>	<p>Implementation Progress & Results Report must be submitted at the six months mark and twelve months mark during project implementation.</p> <p>The report should be submitted to the Bank within 30 calendar days following the end of the six-month or twelve-month period.</p>
<p>Project Completion Report (PCR) (Annex VI)</p>	<p>Comprehensive description of achievements including problems encountered, lessons learned and impact on beneficiaries, recommendations, a final invoice and expenditure verification.</p>	<p>Within 90 calendar days of project completion.</p>	