

Brazil: Pará Sustainable Municipalities Project

Brazil: Joint Evaluation of the Pará Sustainable Municipalities Project

Approach Paper: Methodology and Process

Independent Evaluation Office

29 March 2024

Brazil: Pará Sustainable Municipalities Project

Table of Contents

I. Background	1
A. <i>Country and state of Pará contexts</i>	<i>1</i>
B. <i>Sectoral context</i>	<i>2</i>
II. The project	3
A. <i>Project objectives</i>	<i>4</i>
B. <i>Project components and activities</i>	<i>5</i>
C. <i>Implementation arrangements</i>	<i>7</i>
III. Project Evaluation	9
A. <i>Background</i>	<i>9</i>
B. <i>Evaluation Objectives</i>	<i>10</i>
C. <i>Methodology</i>	<i>10</i>
D. <i>Evaluation team and process</i>	<i>12</i>
IV. Disclosure	14
V. Timeline	14
Annexes	15
Annex 1: Evaluation framework	15
Annex 2: Evaluation report outline	19
Annex 3: Evaluation criteria and evaluation aspects explained	20
Annex 4: Project data sheet	22
Annex 5: Project design and monitoring framework	23
Annex 6: Project risks and mitigation measures	24
Annex 7: Bibliography	26
Annex 8: Tentative mission schedule	27
Annex 9: Tentative list of meetings (to be developed)	28
<u>Annex 10: 18BR01 Para - Disbursements Summary</u>	<u>30</u>

Brazil: Pará Sustainable Municipalities Project

List of tables and figures

Table 1: Fund sources for the Project	4
Table 2: Estimated project costs (USD)	5
Table 3: Road and drainage details.....	6
Table 4: Rating scale.....	11
Table 5: Deliverable timeline.....	14

Abbreviations

BRL	Brazilian real (R\$)
CAF	Corporación Andina de Fomento
E&S	environmental and social
ESG	environmental, social and governance
IBGE	Brazilian Institute of Geography and Statistics
IEO	Independent Evaluation Office
PMO	Project management office
SEAI	Secretariat of Institutional Articulation
UNDP	United Nations Development Programme

Brazil: Pará Sustainable Municipalities Project

I. BACKGROUND

A. Country and state of Pará contexts

1. Brazil is the fifth largest country in the world in terms of geographic size. With a population of around 215 million, it is the sixth most populous country in the world and the most populous in Latin America. It is also expected to become the ninth largest economy in the world in 2023, with a projected GDP of USD 2.13 trillion. According to International Monetary Fund (IMF), Brazil had a GDP of USD 1.92 trillion in 2022 and a per-capita GDP of USD 8,917.1. Brazil is home to about a third of the global tropical rain forests, and 12% of the world's freshwater – making it important to the world's natural assets. Brazil's development matters not just locally, but globally.
2. Pará is a state in the north of Brazil and is the second largest state in the country, with a geographic area of 1,245,870.798 km², (bigger than countries like Spain and France). The local population is around 8,121.02,² however with a low density of 6,52 inhabitants/km². The local economy is based on the extractive activities (iron ore, aluminium, wood coal and wood), public services and commerce. Its GDP is estimated to be the tenth highest in the country at 262.9 billion Brazilian real (BRL) (approximately USD 52 billion) in 2021.³
3. Over the past few decades, however, Pará has lost its position as an economic leader. During the construction of the Trans-Amazonian Highway and mines in the 1970s, large groups of workers flocked to the area. These workers quickly settled along the road, but proper infrastructure was never developed in parallel. Starting in 2012, the construction of the Belo Monte dam, the second largest hydroelectric plant in Brazil, brought around 100,000 more people to the region, creating additional pressure on local infrastructure. For this reason, local inhabitants now lack basic infrastructure, and they fall below the state and national social development indices.
4. Recognizing these infrastructure problems, the government has decided to assist the population along the road by providing better public infrastructure, including roads, sanitation, internet connectivity and public lighting. Municipalities along the road do not have sufficient revenues or experience to organically provide for infrastructure needs. In order to assist in development, the state government has proposed assistance to improve urban paving in underdeveloped municipalities. This, in addition to the work carried out under this project will, according to their estimates, after the completion of the project, increase the level of urban infrastructure development from around 1.5% to 30% in affected cities – creating a vastly improved quality of life for residents.

¹ World Bank Group, <https://data.worldbank.org/indicator/NY.GDP.PCAP.CD?locations=BR>.

² IBGE, IBGE (2023). «Panorama Censo 2022. Instituto Brasileiro de Geografia e Estatística.

³ Sistema de Contas Regionais: Brasil 2021. Instituto Brasileiro de Geografia e Estatística (IBGE).

Brazil: Pará Sustainable Municipalities Project

5. According to the latest census of Brazil, 10 of the 19 Brazilian cities that have doubled in population over the last decade are in the Amazon, and the region's population grew over 23% in the decade compared to the country's overall growth of 12%. Cities faced the challenge of providing basic infrastructure needs for their burgeoning population without sufficient revenues or experience.
6. The state of Pará has launched the initiative "Sustainable Pará", based on the state plan till 2030. It encompasses 141 municipalities (98% of cities in Pará) and affects 7.5 million people. The programme engages with these municipalities at different levels to improve the living conditions. The first step of the programme was to engage with municipalities in order to build up the capacity of local leaders in both management and technical aspects. The second phase is to develop the cities with concrete plans, such as this project. This includes roads, sanitation, water management, electricity, telecommunication, education, and medical facilities. For communities along the Trans-Amazonian Highway, the state of Pará has decided to address the most pressing requirements of urban development: roads, sanitation, communication and lighting.

B. Sectoral context

7. Across Brazil, 92.2% of roads are not paved, and the situation in the state of Pará is similar; there 80% of the municipalities do not have urban road planning and most of the existing street layout sizing does not meet local standards. At the same time, there is an absence of sidewalks of standard width. Urban roads in the municipalities are also limited to central districts only, without reaching low-income population in the expansion areas.
8. Water drainage has become one of the most important issues associated with non-paved roads. Only 33.2% of the road network in Pará has a drainage system and 66% of municipalities have less than 25% of the road network with drainage. Pará has an equatorial climate with abundant rainfall throughout the year and an annual rainfall level of 2,921.7mm. This climate has an impact on pavement conditions of highways and urban roads. The latest information collected on the drainage system from the National Sanitation Plan, showed that only 58% of the municipalities have some underground drainage systems, with most drainage limited to surface drainage. Because there is no standard, there is inadequate finishing and a lack of maintenance, creating problems such as a lack of manholes, obstructive vegetation, silting and waste accumulation. Poor drainage has also led to damaged private property in the urban areas.
9. The drainage issue also affects natural water courses (streams, ponds and rivers), which collect water waste in many municipalities. In Pará, it is common for residential sewage collection networks to discharge effluent directly in the roads, forming pools and eventually seeping into waterways.
10. To promote sustainable growth in urban areas, the Brazilian Congress approved the City Statute in 2001. The statute provides municipal governments with guidelines for integrated

Brazil: Pará Sustainable Municipalities Project

urban and environmental planning and mechanisms for increased citizen participation and transparency. Article 182 of the statute sets forth that urban policy is the responsibility of the municipality, and that the government must guarantee the social functions of the city and the development of its citizens. It also establishes that cities must have a Municipal Master Plan as the basic instrument for the organisation of urban land. The Master Plan must define what the use and the type of occupation of each part of the municipal territory will be in a bid to ensure that all the properties therein fulfil their social role. Article 183 of the Federal Constitution deals with acquisition of property by the occupant of an urban dwelling who uses it for housing themselves or their family. This measure guarantees the right of ownership to the person who effectively uses the property in accordance with its legal purpose. The City Statute provides technical, legal and fiscal instruments for cities to regulate and promote sustainable and inclusive urban land use and management. Nevertheless, at the current stage, most cities still lack the capacity to take full advantage of these instruments. This particularly true for cities that are poor, which have to rely of the state government for fiscal support and technical planning knowledge.

11. Within Pará itself, the design of cities follows the Pará Multiannual Plan 2016-2019 (PPA). This plan defines the government's goals and priorities, as well as the expected results. It makes it possible to allocate resources in annual budgets in line with the PPA's guidelines and goals. It aligns the regional distribution of government goals and expenditures and ensures transparency for the process and results.

II. THE PROJECT

12. **Background.** The total project cost of USD 125 million was funded through: (i) a long-term loan from the *Corporación Andina de Fomento* (CAF) of up to USD 50 million; (ii) a long-term loan from NDB of up to USD 50 million; and (iii) counterpart funding from the State Government of Pará of USD 25 million. The project is a “parallel” co-financed operation by both CAF and NDB: that is, the funds of the two financiers were not pooled together. Instead, they were earmarked to fund specific activities in different municipalities of the state. However, coordination was ensured through a unique project agency responsible for the execution of activities.
13. The State authorities have committed to fund cost overruns, if any, through additional equity contribution. There is currently a favourable fiscal condition in the state and the authorities would not have difficulty allocating funds for cost overruns. This approach paper and the evaluation will however only cover the components and activities financed by the NDB.

Brazil: Pará Sustainable Municipalities Project

Table 1: Fund sources for the Project

Source of financing	Amount (USD)	% of financing
CAF	50,000,000	40%
NDB	50,000,000	40%
State of Pará	25,000,000	20%
Total	125,000,000	

Source: Project document to the NDB Board.

14. **Basic project data.** Following the NDB Board's approval on 5 March 2018, the NDB loan agreement was signed with the State of Pará on 11 March 2019. The project implementation commenced immediately after the signature, with an initial project implementation period of four years. The loan agreement has been since amended three times to date, respectively on 6 June 2022, 28 June 2022 and 30 August 2023. The last amendment established the final date for NDB disbursements as 10 September 2024. The project has currently implemented 82.43% of the paved roads envisaged,⁴ and the project is 100% disbursed and 92.37% liquidated (see annex 10 for more information)⁵, from the NDB's loan. Although the evaluation will focus on the NDB-funded activities, disbursements of the CAF loan are currently at around 50%.

A. Project objectives

15. The project aims to overcome poverty and reduce inequalities in the region through the implementation of sanitation, mobility and communication programmes. These programmes will provide better public services to the local population, which is necessary to sustain the local economy and provide better quality of life.
16. The specific objectives are to: (i) increase the percentage of drainage and pavement of the municipalities of Pará, improving urban mobility; (ii) minimize the environmental impacts and reduce diseases caused by the inadequate management of solid urban waste in the municipalities; (iii) provide cities with an urban plan that allows legal security, territorial planning, improvement of own revenue collection and expansion planning through master plans; and (iv) expand the local population's access to the internet and reduce communication expenses.
17. NDB is responsible for partially financing the interventions to achieve objective (i). The results associated with achieving this objective are:⁶

⁴ Project Performance Assessment. Reporting Period July 1, 2022 – June 30, 2023.

⁵ Information provided by FBA as of 27 March 2024.

⁶ As captured in the Design and Monitoring Framework in the Project Document to the Board.

Brazil: Pará Sustainable Municipalities Project

- To promote sustainable development and reduce inequalities through the implementation of mobility, sanitation and communication programmes.
 - Provide better public services to the population along the Trans-Amazonian Highway, a region that has urbanized very rapidly, but remains isolated.
 - Contribute to the development of the local economy and improve living conditions of the underdeveloped municipalities.⁷
18. These objectives are to be achieved through implementing the following activities and outputs:
- Increase drainage and paving from 33% to 40% in the State of Pará until 2022.
 - Increase the urbanisation ratio in the municipalities supported by the project from 1.25% to 30%, by 2021 (according to national urbanisation indicator published by Brazilian Institute of Geography and Statistics [IBGE]).
 - Pave 186km of existing urban dirt roads with the integration of rainwater and installation of trash bins in 12 municipalities by 2022.
 - Develop an Operations Manual for Paving and Drainage system maintenance and workshops with representatives of municipalities by 2022.

B. Project components and activities

19. The project has three main components: (i) drainage and road paving; (ii) sanitation (building of regional and municipal landfills); and (iii) telecommunications (building of fibre optic lines). The other three components are: (iv) urban master planning; (v) fees and contingencies; and (vi) “Asfalto da Cidade” (“asphalt in the city”). NDB only partially finances components (i) and (v). All the other components and remaining activities under (i) and (v) are financed by the CAF and the counterpart. However, during implementation, CAF made some changes to their execution part, eliminating components (iii) and (iv) and made some other funds’ reallocation, which will not be analysed or described by IEO.

Table 2: Estimated project costs (USD)

#	Components	Total	CAF	NDB	Counterpart
I	Roads and drainage	66,993,458	15,562,229	49,875,000	1,556,229
II	Sanitation	17,479,377	15,890,343	-	1,589,034
III	Telecommunication	13,759,143	12,508,312	-	1,250,831
IV	Urban master planning	275,000	250,000	-	25,000
V	Fees and contingencies	5,914,116	5,789,116	125,000	-
VI	Asfalto na cidade Asphalt in the city	20,578,906			20,578,906
Totals		125,000,000	50,000,000	50,000,000	25,000,000

Source: Project Document to the Board

⁷ See PDB, page 1.

Brazil: Pará Sustainable Municipalities Project

20. **Component 1:** This component regards the paving of 186 km of existing urban dirt roads (streets) and managing the pluvial draining in a number of municipalities to improve the urban condition of the cities. This will be completed in 12 municipalities along the Trans-Amazonian Highway: nine of which will be financed by NDB, and 3 (Porto de Moz, Anapu, Pacaja a total of 49 km) by CAF. The total cost of this component is estimated at USD 66.9 million (BRL 214.1 million).
21. The paving will upgrade the existing urban roads from clay dirt paths to bituminous asphalt roads, with two lanes, (3.5 m each), and sidewalks of 1-2.5m. The current urban roads are wide enough to accommodate the new paving without resettlement or disturbances to the houses alongside. These roads have been chosen to be within the urban area of the towns, they are either main roads with significant traffic or closely linked to existing paved roads, mud roads cause problems for vehicles and pulmonary health problems due to the large amount of dust spread on residents from passing vehicles.
22. The roads will also include drainage to alleviate problems faced in the cities due to heavy rainfall, increasing urban climate-resilience. Currently, rainwater is not managed properly, and it creates pools of water in some areas, eroding the dirt roads and causing damage to private property. The drainage will be applied to the entire paved length, in two types: underground and surface drainage. Underground drainage accounts for about 60-70% of the total length, with the rest being superficial drainage along the two sides of the road at the curb. The component will also include the purchase of maintenance equipment (13 pressure washing vehicles) to clear drainage pipes and ensure that they function properly. These vehicles will be entirely financed by NDB.

Table 3: Road and drainage details

#	Municipality	Roads paved (km)	Road cost (USD)	Funding source
1	Anapu	15	4,749,925	CAF
2	Pacajá	18	5,698,651	
3	Porto de Móz	16	5,065,503	
4	Brasil Novo	14	4,433,683	NDB
5	Itaituba	27	8,545,494	
6	Medicilândia	15	4,750,589	
7	Novo Progresso	13	4,116,776	
8	Placas	16	5,065,503	
9	Rurópolis	15	4,749,925	
10	Senador José Porfírio	11	3,484,292	
11	Trairão	12	3,800,534	
12	Uruará	14	4,433,018	
Maintenance equipment			2,642,400	
Contingencies			5,457,165	NDB/CAF
Total		186	66,993,457	

Source: Project document to the NDB Board.

Brazil: Pará Sustainable Municipalities Project

23. This component will also include the addition of permanent trash bins along the sidewalk to promote proper waste handling and reduce waste on the urban roads and in the drainage system. For the construction, the implementation is expected to take 12-18 months. The component will also include the creation of a guidelines and training for municipalities to build capacity in maintaining the roads and utilizing the drainage equipment.
24. **Component 5:** This component is financed by CAF and NDB. This includes management fees, auditing fees, front-end fees and contingencies for the project components. NDB has agreed to capitalize the front-end fee.
25. The contract further detailed the usage of NDB's funds, dividing the project in two components and five sub-components. *Component 1, urban mobility and drainage:* 1.1 civil works; 1.2 equipment for maintenance; 1.3 capacity building; 1.4 studies, projects and social & technical works; *Component 2, other costs:* 2.1 front-end fee. In the third amendment to project made by NDB and the borrower, dated 30 August 2023, there was a US\$3,611,187 relocation of funds from item 1.2. The cost allocation and reallocations are described in table 4.

Table 4: Resources allocation and reallocation (USD)

Components	Allocation	Reallocation	State	Total (after reallocation)
1. Urban mobility and drainage	49,875,000	49,875,000	12,500,000	62,375,000
1.1 Civil Works	46,133,000	49,744,187	12,500,000	62,244,187
1.2 Equipment for maintenance	2,742,000	-	-	-
1.3 Capacity building	250,000	67,000	-	67,000
1.4 Studies, projects and social & technical works	750,000	63,813	-	63,813
2. Other costs	125,000	125,000	-	125,000
2.1 Front-end fee	125,000	125,000	-	125,000
Total	50,000,000	50,000,000	12,500,000	62,500,000

Source: Project document to the NDB Board and amendment 3

C. Implementation arrangements

26. The implementation of the project consists of two levels of governance, each complementing each other and generating information for the Pará State Governor with regard to monitoring of the actions taken by the Pará Sustainable Municipalities Project. The first level is a steering committee composed of representatives of seven secretariats, and the second level is the project management office (PMO) – which will be an independent unit from existing secretariats – formed by at least eight staff.

Brazil: Pará Sustainable Municipalities Project

27. The steering committee is formed by the following secretariats: SEEGEST (Special Secretariat for Strategic Management); SEMSU (Extraordinary Secretariat of Sustainable Municipalities); SEPLAN (Secretariat of Planning); SEFA (Secretariat of Finance); PRODEPA (Information Technology and Communication Company of Pará State); SEDOP (Secretariat of Urban Development and Public Works); SEMAS (Secretariat of Environment and Sustainability).
28. The PMO will be an independent unit from these secretariats to ensure the project is executed swiftly and to facilitate reporting to NDB and CAF without disrupting the responsibilities of the various secretariats. The PMO in full operation will have at least 8 people, including professionals: an engineer, construction manager, financial specialist; coordinator for environmental and social (E&S), financial and budgeting, and technical analysis. NDB required that at least 50% of staff should be permanent public servants.
29. The PMO will manage the supervision and monitoring company overseeing the works. It is also responsible for: (i) coordinating with NDB and CAF and other agencies relevant to the project; (ii) planning, managing, monitoring and implementing project activities; (iii) planning and managing project procurement; (iv) preparing budgets, maintaining accounts, assisting auditing, and submitting periodic reports; (v) preparing periodic technical, analytical, financial and monitoring reports on implementation progress and project impacts; and (vi) ensuring compliance of the project with all regulatory requirements – particularly those relating to E&S impacts and commitments made to NDB and CAF by the borrower. The PMO will also plan, organise, and manage all consultancy services funded by the project and will be responsible for their timely completion and quality.
30. **Procurement:** All procurement for the project will be conducted by the PMO. The municipalities will not participate in the procurement processes; however, they will coordinate and supervise construction and maintenance. The PMO shall have a procurement commission consisting of seven officials drawn from the procurement, legal, technical and finance departments. The members of the procurement commission will be exclusively dedicated towards procurement of the project until completion of procurement.
31. **Environmental monitoring:** SEDOP of the state of Pará will have the overall responsibility for conducting environmental and social risks and impacts assessment and preparing reports for SEMAS. SEMAS will be responsible for issuing permits and licenses for project activities. The PMO will coordinate the preparation of the project including coordinating the environmental and social studies. SEDOP will monitor the implementation of the environmental and social management plans by project contractors and submit environmental and social monitoring reports to SEMAS. The environmental and social studies for each municipal project will identify monitoring parameters for the construction phase of the project. These will include monitoring of air quality parameters including dust, noise pollution monitoring, impacts from asphalt production activities, and origins control

Brazil: Pará Sustainable Municipalities Project

for minerals used in asphalt production. Reporting on these aspects will be included as part of the project progress reports for the NDB.

32. **Project administration manual (PAM):** The PAM describes the essential administrative and management arrangements to implement the project on time, within budget, and NDB policies and procedures as applicable. PAM details the arrangements for project implementation; roles and responsibilities; project cost, financing and implementation plans; arrangements for financial management and audit, and disbursements; arrangements for procurement; environment and social framework; and monitoring and evaluation. The contents of the PAM and any revisions to the PAM are to be discussed and agreed by the PMO, CAF and NDB.

III. PROJECT EVALUATION

A. Background

33. This joint evaluation has been agreed by the NDB Board of Directors as part of the Independent Evaluation Office's (IEO) work programme for 2024.⁸ The evaluation will follow the main provisions of the NDB Evaluation Policy⁹ and the Evaluation Strategy 2024-2026.¹⁰
34. This will be the first co-financed and the first sovereign guaranteed project to be evaluated by IEO¹¹ in Brazil. It is important to note that the evaluation will cover only the NDB part of the project and financing. The results of the evaluation, including the NDB Management Response, is planned to be presented to the Board in September 2024.
35. Joint evaluations can take several forms of "jointness". At the extreme end, joint evaluations entail undertaking all activities jointly, such as producing a joint evaluation approach paper and joint final evaluation report, cost-sharing for hiring any consultant experts for the evaluation, jointly presenting the report to Boards and other stakeholders, and so on.
36. This evaluation will not follow that approach. However, it can still be considered as a joint evaluation for a number of reasons. For instance, since inception, IEO has been closely coordinating with relevant colleagues in CAF (both in Brasilia and at their HQs), who have expressed keen interest to participate in this evaluation. Hence, CAF colleagues are actively contributing to shaping the evaluation methodology, proactively sharing information and documents and exchanging ideas, and will participate in the main evaluation mission to the project and related meetings. They will peer review this draft approach paper and the draft

⁸ See <https://www.ndb.int/wp-content/uploads/2023/12/Final-IEO-work-programme-and-budget-2024-2026.pdf>.

⁹ See [IEO_Final-Evaluation-Policy-1.pdf \(ndb.int\)](#)

¹⁰ See <https://www.ndb.int/wp-content/uploads/2023/12/IEO-Evaluation-Strategy-2024-2026.pdf>

¹¹ See [Independent Evaluation - New Development Bank \(ndb.int\)](#)

Brazil: Pará Sustainable Municipalities Project

evaluation report and participate as a key partner in any final knowledge sharing seminar that IEO may organize in Brazil at the end of the evaluation process.

37. To kick-start the evaluation and in agreement with Brazil's Ministry of Finance, a preparatory mission to Brazil was conducted by IEO in early February 2024. The purpose of the mission was to brief concerned partners, such as Americas Regional Office, Ministry of Finance, Ministry of Planning and CAF, about the evaluation and to seek their initial feedback on the overall methodology and approach, and timelines. Subsequent to the meetings and taking into account the commitments of the executing agency in the state of Pará and the Ministry of Finance and Ministry of Planning, it has been agreed to conduct the main evaluation mission starting on April 8, 2024. During the visit in February, a dedicated meeting was also held with CAF colleagues to seek their inputs and coordinate activities with them.
38. It is also important to clarify upfront that this is not a completion or ex-post evaluation, given that the project activities are still ongoing and the NDB (and CAF) loans have not yet been fully disbursed. It is also not a mid-term evaluation as both disbursements and implementation of activities are beyond the mid-point of the project. It can therefore be classified as a "real-time" evaluation, which are increasingly gaining attention among multilateral development organisations, as instruments that can generate important findings and lessons for the way forward. In this regard, the timing of this joint real-time evaluation is particularly important for NDB, which is currently designing a similar follow-up operation in the state of Pará, and the evaluation is therefore expected to inform the design of its forthcoming operation.

B. Evaluation objectives

39. The evaluation's overarching objectives are to promote accountability and learning. More specifically, the evaluation will assess the results of the operation and generate findings and recommendations for improving the quality of ongoing and future NDB operations in Brazil and beyond. In light of what was mentioned above, this evaluation has a strong component of learning and immediate application of its lessons learned. The evaluation is tailored according to the stage of the Bank and its projects to better reflect the accountability and learning.
40. Though the evaluation focusses on NDB's financing and related activities, the lessons from the evaluation are also likely to be of significance to CAF in general, for their ongoing projects or new similar projects they plan to finance in Brazil or beyond. Finally, a further objective of this evaluation is to provide an opportunity to strengthen dialogue and engagement between CAF and NDB, which may open the door for partnership in evaluation and other areas of mutual interest.

C. Methodology

Brazil: Pará Sustainable Municipalities Project

41. As mentioned, the evaluation will be conducted within the overall framework of the NDB Evaluation Policy and Evaluation Strategy 2024-2026. In particular, the evaluation will be guided by internationally recognized evaluation criteria, methodologies, and processes, adopted by the Evaluation Cooperation Group (ECG) of the Multilateral Development Banks.
42. In line with the main provisions of the latest Good Practice Standards (GPS) for Evaluation of Public Sector of the ECG,¹² IEO will evaluate the project based on the following evaluation criteria: **A - Relevance; B - Effectiveness; C - Efficiency; D - Impact; and E - Sustainability**. The key questions to be analysed under each of these criteria have been duly customised to the project's, country's and NDB's specific context (see the evaluation framework in annex 1).
43. Based on the assessment and ratings of these criteria, the evaluation will assess in a wholistic manner and rate "overall project achievement". The six-point rating scale that will be applied is shown in table 4.
44. Taking into account the stage of project implementation, the evaluation will rate the following criteria: relevance, effectiveness, and efficiency (and overall project achievement). The impact and sustainability criteria will be thoroughly assessed at the time of this evaluation, but no ratings will be assigned to them. This is because it would not be methodologically robust to rate impact and sustainability before project completion.
45. In addition to determining overall project achievement, the evaluation will assess NDB's performance as well as government performance. The latter will include the performance of the PMO. As part of NDB's performance, the evaluation will assess NDB's additionality.
46. The evaluation will rely on mixed methods of both quantitative and qualitative analysis. Techniques of triangulation will be applied by the evaluation team to analyse the evidence collected.

Table 5: Rating scale

#	Rating scale	
6	Highly Successful	The project demonstrates overwhelming positive results and no shortcomings.
5	Successful	The project demonstrates strong results, with minor shortcomings.
4	Moderately Successful	The project demonstrates positive results with some shortcomings in several areas.
3	Moderately Unsuccessful	The project has several shortcomings that outweigh some positive results.
2	Unsuccessful	The project has with largely negative results, with very few positive results.
1	Highly Unsuccessful	The project demonstrates significant negative results, with hardly any positive results.

¹² See [GPS4 - ECG FINAL - 08Nov11 \(ecgnet.org\)](https://www.ecgnet.org/document/good-practice-standards-evaluation-public-sector-operations-2012-revised-edition)
<https://www.ecgnet.org/document/good-practice-standards-evaluation-public-sector-operations-2012-revised-edition>

Brazil: Pará Sustainable Municipalities Project

47. More specifically, some of the key questions that the evaluation will address are listed below. The full list of questions is shown in the evaluation framework in annex 1.
- How is the project and its co-financing arrangements aligned with NDB's strategy as well as other applicable NDB and Government policies and strategies?
 - Were the design, implementation and monitoring strategies and activities appropriate for meeting defined project objectives?
 - Is the project on track for meeting its objectives?
 - What is the quality and frequency of monitoring, evaluation and reporting, and has the project internalised lessons during implementation?
 - Was adequate attention provided to risk management and mitigation measure during design and implementation?
 - What was the experience of partnership between CAF and NDB and what lessons can be drawn for the future?
 - What was NDB's additionality during the entire project cycle?
48. During the IEO February 2024 mission, suggestions were made by relevant stakeholders of some specific key areas that could also be covered by this evaluation. These include assessing: (i) possible improvements in the quality of life of the populations in the municipalities with completed activities; (ii) the opportunities and challenges during implementation given the cofinanced nature of the project, as well as the additionality of the CAF and NDB partnership; (iii) how governmental changes in lower levels of the country impacted the project scope and implementation; (iv) appraisal and monitoring activities of the project; and (v) approach to procurement, and oversight of environmental and social safeguards. These suggestions have been included as part of the key questions above and in the evaluation framework.

D. Evaluation team and process

49. While the evaluation will be conducted under the overall oversight of Mr. Ashwani K. Muthoo, the Director General (DG) IEO, the evaluation will be managed and led by Mr. Henrique Pissaia de Souza, Principal Professional, IEO. Critical inputs will be provided by a team of consultants, comprising Mr. Igor Carneiro (Development and Evaluation Specialist) and Ms. Julia Ambros (Urban Infrastructure Specialist). They will be supported by Ms. Jaqueline Rabelo Souza, IEO evaluation communication and outreach expert. IEO will be responsible for the contents and quality of the evaluation report and related outputs.
50. The evaluation will benefit from systematic quality enhancement processes. This will include peer reviews within IEO as well as reviews and inputs by colleagues in the CAF. Comments on the draft approach paper and draft final report by other relevant stakeholders will also contribute to enhancing the overall quality of the final deliverables.

Brazil: Pará Sustainable Municipalities Project

51. The evaluation will comprise the following phases.

- (i) **Desk review.** IEO will conduct an initial literature review. The documents to be reviewed will include, *inter-alia*, the project design report, loan agreements, the project progress reports, supervision reports, and other relevant documentation and data.
- (ii) **Field work.** Thereafter, IEO will organize a field mission to Brazil to conduct data collection and initial analysis. The mission will stay in the country from 8-23 April 2024, and interview key informants, collect additional evidence, and visit selected project sites. The qualitative analysis will rely on the use of semi-structured interview questionnaires to be used with key informants, field observations, and relevant project documents. The quantitative analysis will rely mainly on secondary data, including data from the project's internal monitoring and evaluation system, financial data, as well as country and sector data from public sources. At the end of the field work, IEO will produce a presentation, capturing its preliminary evaluation findings, and discuss the presentation in a debriefing meeting with the Ministry of Finance, the PMO, CAF, the NDB operations colleagues and other related stakeholders.

Given the project covers nine cities in a vast state, and the time required for travel, the evaluation mission/team will visit three or four cities and the state capital where the PMO is located. The team will also visit Brasilia where the concerned ministries and other governmental offices are situated. At the state/project level, the team plans to meet relevant state authorities in the capital city and at the local level, as well as representatives of beneficiaries. The proposed programme of the field visits may be seen in annex 8, which will be further fine-tuned in the coming weeks.

- (iii) **Drafting of the evaluation report.** Building on the desk and field work, IEO will draft the main evaluation report (see annex 2 for draft table of contents). The draft will be shared with CAF, the PMO, other concerned in-country stakeholders, and NDB Management and operations teams for comments. The report will be finalized taking into account the comments received. An audit trail will be produced illustrating how the comments received have been incorporated by IEO in the final report. Once the final report has been prepared, on that basis, the NDB Management will prepare a written Management Response to the evaluation, which will be included in the evaluation report once published.
- (iv) **Evaluation Lens.** IEO will prepare an Evaluation Lens¹³ and summarize the main evaluation results, which will be translated into Portuguese and Chinese.
- (v) **Board discussion.** The final evaluation report along with NDB Management Response will be discussed in the Bank's Board meeting planned for September 2024.

¹³ A two-page reader-friendly brochure summarizing the evaluation's findings and recommendations.

Brazil: Pará Sustainable Municipalities Project

- (vi) **Stakeholders' workshop.** In cooperation with CAF, IEO will organize a final stakeholders' workshop in Brazil. The workshop will focus on learning, with the aim of discussing and exchanging views on the evaluation's main findings, lessons and recommendations. The date for the workshop will be decided taking into consideration planned elections in Brazil, IEO commitments and other important aspects, and will probably be held in 2025.

IV. DISCLOSURE

52. In line with the provisions of the NDB Evaluation Policy and Evaluation Strategy 2024-2026, key evaluation outputs (e.g., evaluation report, Evaluation Lens and others) will be disclosed to the public through the IEO webpages¹⁴ on the NDB website and other communication instruments.

V. TIMELINE

53. Broadly speaking, the evaluation will be conducted from March to September 2024. Specific deliverables, and a corresponding timeline, are shown in Table 5.

Table 6: Deliverable timeline¹⁵

Deliverable	Timeline
Draft Approach Paper shared with NDB, CAF, and the borrower	8 March
Deadline for comments on the draft approach paper	29 March
Final Approach Paper prepared by IEO	5 April
Main evaluation mission to Brazil	8-23 April
Draft evaluation report sent to NDB, CAF and the borrower	31 May
Deadline for comments on draft evaluation report	21 June
IEO to finalise report and share with NDB, CAF, and borrower. NDB Management Response to be prepared on the final report	28 June
NDB Management Response finalised	End July
Transmit final evaluation report and NDB Management Response to NDB Corporate Secretary's Office	Mid-August
Presentation of evaluation report and Management Response in the NDB Board	05 September

¹⁴ See <https://www.ndb.int/governance/independent-evaluation/>

¹⁵ The timelines may be adjusted depending on the evolving context.

ANNEXES

Annex 1: Evaluation framework

Evaluation criteria	Evaluation questions	Sources
Relevance	<ul style="list-style-type: none"> • To what extent was the project in line with the state and national development policies and plans? • How does this project fit into NDB's strategy and country's strategy as well as other applicable policies and strategies? • To what extent were the projects relevant to NDB's long term strategy? • To what extent were the project design and structure appropriate? • Were they compatible with other ongoing or planned initiatives? • Was the co-financing design appropriate for the project? • Did the design capture properly the risks to be occurred during the implementation? 	<ul style="list-style-type: none"> • Stated policies and plans; interviews with officials. • NDB long-term strategy; interviews with NDB staff. • Project documents and interviews.
Effectiveness	<ul style="list-style-type: none"> • Was the cities' selection appropriate? • Was the co-finance and co-financer's selection appropriate? • To what extent, so far, did the project contribute to the beneficiaries' life improvement? • To what extent did the project contribute to growth in the local and state economy? • Is the project on track to achieve its goals? • Was the procurement design effective? • Was the environmental and social (E&S) design effective? • Has the project complemented the efforts of other MDBs and related development partners for growth and development? • To what extent did the project promote innovative solutions to infrastructure development and economic growth? 	<ul style="list-style-type: none"> • Analysis of results data. • Review of baseline and collected data. • Physical inspections, implementation reports and interviews with relevant staff. • Review of design and implementation in the context of stated and inferred ESG issues. • Interviews with NDB staff and PMO, ministries, MDBs, • United Nations Development Program Programme (UNDP), authorities and communities.

Brazil: Pará Sustainable Municipalities Project

Evaluation criteria	Evaluation questions	Sources
	<ul style="list-style-type: none"> To what extent did the project contribute to economic and social advancement in general, and in particular of end beneficiaries - including women, youth, and other marginalized communities? Is there evidence of improved infrastructure in the project areas (e.g., roads, markets, etc)? 	<ul style="list-style-type: none"> Review of E&S plans and report. Review of NDB E&S procedures. Discussions with E&S staff and consultants. Review of Monitoring reports.
Efficiency	<ul style="list-style-type: none"> To what extent was the project implemented in a timely manner? To what extent was project procurement in compliance with applicable policies and procedures. Was it completed in a timely manner? Were land acquisition and resettlement activities in compliance with regulations and completed in a timely way? Was the disbursement performance in line with the provisions in the project document to the Board (PDB) and the contract? To what extent are the performance indicators sound and monitored/reported? Were all the articles and loan covenants related to the borrowers and sub-borrowers properly followed? Were the materialized risks satisfactory and timely remediated? 	<ul style="list-style-type: none"> Review of documents. Interviews with NDB staff and PMO, Ministries, MDBs, UNDP, authorities and communities. Review of project reports.
Impact	<ul style="list-style-type: none"> Will the project likely achieve, when completed, its planned outputs and outcomes? 	<ul style="list-style-type: none"> Review of baseline and collected data. Review the goal achievement based on reports and interviews with key authorities.
Sustainability	<ul style="list-style-type: none"> Has the project contributed to the sustainability of benefits, especially for end beneficiaries? Is there an exit strategy developed, to ensure the maintenance of the interventions? What are the provisions for operations and maintenance of infrastructure put in place by the project? 	<ul style="list-style-type: none"> Interviews with NDB staff and PMO, ministries, MDBs, UNDP, CAF, authorities and communities. Document analysis.

Brazil: Pará Sustainable Municipalities Project

Evaluation criteria	Evaluation questions	Sources
NDB Performance	<ul style="list-style-type: none"> • Did the project have a risk management strategy (financial, operational, legal and reputational) and were adequate mitigation measures considered? • What is the overall quality of the PDB? • Was the PDR preparation process participatory? • Is the Loan Agreement appropriately aligned with the PDR? • Did NDB conduct project supervision in accordance with guidelines? What was the frequency and quality of supervision processes and deliverables? • Is a project completion report to be conducted? When? Which are the mechanisms to guarantee its execution? • Did NDB assign appropriate human resources to accompany project implementation? • Were the roles and responsibilities of NDB HQ and the Americas Regional Office clearly defined in the project life cycle? • How was the quality of partnership with relevant stakeholders including federal and state governments? And CAF? • Did NDB put in place a knowledge management and learning plan to document and share lessons learned? What was NDB's financial additionality overall? • Would the state of Pará have been able to mobilize sufficient financing for the project without NDB involvement? • Was NDB catalytic in mobilizing funding? • Was NDB engagement important to reduce risks or to provide comfort to other lenders? • What was NDB's non-financial additionality overall, including during project preparation and implementation stages? • Did NDB's knowledge and expertise strengthen project design and state and municipal capacity-building? 	<ul style="list-style-type: none"> • Review of relevant policy documents and scrutiny of other projects in the area. • Discussion with design team and stakeholders. • Review of project documents and interviews. • Interviews with NDB staff and PMO, ministries, MDBs, UNDP, CAF, authorities and communities.

Brazil: Pará Sustainable Municipalities Project

Evaluation criteria	Evaluation questions	Sources
Borrowers' performance	<ul style="list-style-type: none"> • Did the borrower make available the financial resources (co-financing) in line with the PDR and loan agreement? • As executing agency, what type and level of human resources did the PMO assign as part of the "project execution team"? • Did the borrower and sub-borrowers have an appropriate financial management system in place? Was the frequency and quality of audits appropriate? • Did the borrower conduct timely supervision of all projects, monitoring of activities and produce the required progress reports? • Comment on the timeliness and quality of the PMO reports. 	<ul style="list-style-type: none"> • Interviews with NDB staff and PMO, ministries, MDBs, UNDP, CAF, authorities and communities. • Document analysis.

Annex 2: Evaluation report outline¹⁶

Preface	1 page
Acknowledgements	1 page
List of Acronyms	1 page
Executive Summary	2-3 pages
NDB Management Response	
Background	
• Country, sector and international context	1 page
• Project and local context	1-page
Project background	
• Project objectives	½ page
• Project design and components	1 page
• Implementation arrangements and support	½ page
Evaluation objectives, methodology and process	
• Objectives	½ page
• Methodology, questions and rating system	2 pages
• Limitations and mitigation measures	½ page
• Process steps	1 page
Evaluation Findings	
• Relevance	1 page
• Effectiveness	1 pages
• Efficiency	1 page
• Impact	1 page
• Sustainability	1 pages
• Overall project achievement	½ page
• NDB Performance (including additionality)	1 page
• Borrower Performance	1 page
Conclusions and recommendations	
• Conclusions	1 page
• Recommendations	1 page
Annexes	

¹⁶ This is a draft and will be further developed as the evaluation is undertaken.

Annex 3: Evaluation criteria¹⁷ and evaluation aspects explained

EVALUATION CRITERIA

EVANCE

The assessment of relevance will examine the extent to which: (i) the objectives of the project are consistent with beneficiaries' requirements, country needs, institutional priorities and partner policies; (ii) the design of the project is consistent with the objectives; and (iii) the project design has been (re-) adapted to address changes in the context. Finally, under relevance, an assessment will also be made of the compatibility of the intervention with other interventions in a country, sector, or institution.

EFFECTIVENESS

Effectiveness it is evaluated the extent to which the project achieved, or is expected to achieve, its objectives and results at the time of the evaluation, including any differential results across groups. The analysis of effectiveness involves taking account of the relative importance of the objectives or results.

EFFICIENCY

In evaluating effectiveness, it focusses on how well resources are used. In particular, the assessment of efficiency will examine the extent to which the project delivers, or is likely to deliver, results in an economic and timely manner.

IMPACT

The impact, evaluate the extent to which the project has generated, or is expected to generate, significant positive or negative, intended or unintended, higher-level effects.

SUSTAINABILITY

In evaluating sustainability, it is assessed whether project benefits will last or are expected to last after completion. More specifically, sustainability is about whether the net benefits of the project will continue or are likely to continue.

EVALUATION ASPECTS

NDB AND BORROWER PERFORMANCE

This criterion assesses the contribution of partners to project design, execution, monitoring and reporting, supervision and implementation support, and evaluation. The performance of each partner will be

¹⁷ Source: Multilateral Development Banks Evaluation Cooperation Group Working Group on Private Sector Evaluation, Good Practice Standards for the Evaluation of Private Sector Investment Operations-Fourth Edition.

Brazil: Pará Municipalities Project

assessed on an individual basis with a view to the partner's expected role and responsibility in the project life cycle.

NDB ADDITIONALITY

The rating of the NDB's additionality considers the organisation's value proposition in providing support to the project. It is based on the counterfactual assessment of how the project would have (or would not have) proceeded without NDB support. It should consider all factors relevant to the role and contribution of the NDB.

CONTRIBUTIONS TO MANDATE OBJECTIVES

This indicator measures the project's contribution to the IFI's mandate objective (such as stimulate development of the private sector, development of efficient capital markets, or transition to a market economy).

ENVIRONMENTAL AND SOCIAL PERFORMANCE

The rating of environmental and social performance considers the project company's overall environmental and social performance in the area of influence of the project, based primarily on the IFI's specified standards in effect at approval, and secondarily on the IFI's standards prevailing at the time of the evaluation. The assessment is based on the project company's management of its environmental and social aspects and to the extent covered by IFI's policies.

In addition, the assessment should consider the adequacy of the financial intermediary's environmental & social management system (ESMS) and its implementation.

ADDITIONALITY

The rating of the IFI's additionality considers the IFI's value proposition in providing support to the project. It is based on the counterfactual assessment of how the project would have (or would not have) proceeded without IFI support.

Additionality has two components: financial additionality and no-financial additionality. Financial additionality considers the following: would the client have been able to obtain sufficient financing private sources on appropriate terms; was the IFI catalytic in mobilizing funds; and was the IFI need to reduce risks and, thus encourage other investors and lenders to proceed?

Brazil: Pará Municipalities Project

Annex 4: Project data sheet

Project country / name	Brazil / The Pará Sustainable Municipalities Project			
Loan number	18BRO1			
Financial modality	Sovereign project loan			
Interest rate	6M LIBOR + Spread			
Front-end fee	0.25%			
Commitment fee	0.25%			
Loan tenor	16 years			
Grace period	4 years			
Sector and subsector	Urban development	Sustainable infrastructure		
			Approved (USD Million)	Actual (USD Million)
Project costs (USD million)	Total project cost		125	125
	Loan (NDB)		50	50
	Borrower (Pará)		20	20
Co-financiers	Total co-financing (CAF)		50	50
Approval date	March 05, 2018	Loan signing date	March 11, 2019	
Effectiveness date	March 11, 2019	Project closing date	September 10, 2024	
Amendments	June 06, 2022	June 28, 2022	August 30, 2023	

Brazil: Pará Municipalities Project

Annex 5: Project design and monitoring framework

Design Summary	Performance indicators and targets	Reporting mechanism	Assumptions and risks
Outcome			
Component 1: Paving and drainage A. Increase the urbanisation ratio in the municipalities attended by programme	By 2021: A. From 1.25% to 30%, according to national urbanisation indicator (published by IBGE).	Annual operational report by PMO	Successful completion of planned works. Delays in procurement and execution of the
Output			
Component 1: Paving and drainage Capacity building of the PMO	By 2022: 186 km of existing urban dirt roads upgraded to paved roads with the integration of rainwater and installation of trash bins in 12 municipalities. Development of Operations Manual for Paving and Drainage system maintenance and workshops with representatives of municipalities	Annual operational report by PMO Physical and financial progress report Project reviews and visits	Timely execution of project Delay in contract award. Delay in construction
Key activities with milestones for component I, financed by NDB:			
1. Procure detail design project for road and pavement (by Feb-18) 2. Procure construction company (by April-18) 3. Procure supervising and monitoring company (by April-18) 4. Complete operations manual and workshops with municipalities (by Jan-19) 5. Complete civil works and acquisition of equipment (by Jan-19)			
Inputs:			
NDB Loan: USD 50 million Counterpart-fund by State Government: USD 50 million Counterpart Fund by CAF: 25 million			

Annex 6: Project risks and mitigation measures

The evaluation will assess each of the risks as tabled at appraisal. It will evaluate the extent to which each of these risks materialized and the robustness of the mitigation measures proposed against actual events. It will also identify any risks not considered initially for their impact either on the project or its results (e.g. the COVID-19 pandemic and inflation).

#	Risk	Mitigation measures
1.	Implementation risk Changes in government	<p>NDB should monitor the changes in state after the next elections in second half of 2018 to ensure a smooth transition of the PMO members and responsibilities.</p> <p>The PMO is composed of some personnel appointed by the Governor, it is possible that they may change. NDB has suggested to structure the PMO with at least 50% of permanent civil servants to reduce the effect of political changes on the project.</p>
2	Implementation risk Coordination with municipalities	PMO will hold workshops with representatives from municipalities to coordinate project implementation and promote adequate maintenance of the investments.
3	Maintenance	<p>Municipal budgets are approved annually, allocating funds for project maintenance in advance is not possible, given this, NDB has proposed several initiatives to ensure sustainability of the works.</p> <p>To improve the maintenance of the drainage network, 13 pressure-washing trucks were included in the procurement plan of the project.</p> <p>Furthermore, NDB and the government agreed to include trash cans every 100 m in the scope of Component 1 to prevent households from depositing trash on the streets which clogs the drainage system after rainfall.</p> <p>NDB will also finance capacity- building to prepare an operations manual of the roads and drainage system and workshops with representatives from municipalities to coordinate project implementation and promote adequate maintenance of the investments. Engagement with local communities to clarify responsibilities of government authorities will foster social accountability over local authorities who are ultimately responsible for the maintenance of the roads and drainage networks.</p>
4	Supervision and monitoring	A supervising and monitoring company will be hired for the construction works. CAF will finance supervising and monitoring for the entire project.
5	Financial management	<p>The management of NDB loan proceeds, including the designated account, will be the responsibility of the PMO and state treasury. The PMO and state treasury has experience in conducting financial management (FM) for similar projects financed by CAF and IDB.</p> <p>Day-to-day financial management, including project accounting and financial reporting, will be the responsibility of the PMO.</p>
6	Procurement capacity	All procurement for the Project will be conducted by an especial commission focused on the project. The

Brazil: Pará Municipalities Project

#	Risk	Mitigation measures
		<p>government has agreed to include specialists with international bidding experience to ensure adherence to NDB's policies.</p> <p>All procurement will be carried out following the Brazilian country systems familiar to the special commission, which has strong experience in road pavement projects.</p> <p>The PIA is not familiar with NDB procurement procedures. NDB will review the procurement process for first packages of works and goods to ensure that the provisions of the NDB's procurement policy are complied with.</p>
7	Environmental and social	<p>Negative environmental impacts will be mitigated by following best occupations health and safety and environmental practices by construction contractors as per construction contracts, ambient air and effluent quality monitoring for asphalt production plants and management system for origin controls of natural resources used as components for asphalt production.</p> <p>Project does not involve land acquisition and resettlement.</p>
8	Technical	<p>Considering the weather condition in the Amazon, construction will start during dry season to avoid slow down the overall progress and affect the construction quality.</p>

Annex 7: Bibliography¹⁸

Section A – Policies and Documents

- Evaluation Cooperation Group (ECG). Good Practice Standards for the Evaluation of Public Sector Operations. 2012 Revised Edition. February, 2012
- New Development Bank Policy on Partnerships with National Development Banks – December 2015 New Development Bank Policy on Loans without Sovereign Guarantee to National Financial Intermediaries – January 21, 2016
- New Development Bank Environment and Social Framework – March 2016
- New Development Bank General Strategy: 2017 – 2021, 2017
- New Development Bank General Strategy for 2022-2026: Scaling Up Development Finance for a Sustainable Future – May 2019
- New Development Bank General Strategy for 2022-2026: Scaling Up Development Finance for a Sustainable Future – May 2022
- New Development Bank Evaluation Policy – August 2022
- Independent Evaluation Office Work programme and Budget for 2024 and Indicative Work programme for 2025-26 – November 2023
- Independent Evaluation Office Strategy 2024-2026 – November 2023

Section B – Project Documents

- Project Document to the Board – Brazil: Pará Sustainable Municipalities Project - NDB Operations Division
- Loan Agreement between the New Development Bank and State of Pará, Federative Republic of Brazil – March 11, 2019
- Amendment Letter – June 20, 2022
- Amendment NO 2 - June 28, 2022
- Amendment NO 3 to Loan Agreement – August 30, 2023
- Final Report Loan Agreement 16BR01 by BNDES – January 2020
- Aid Memoir Supervision Mission Regarding the Project Pará Sustainable Municipalities – June 30, 2022
- Project Progress Report Implementation Period July 2022 – June 2023 for the Para I – Sustainable Municipalities Loan 18BR01 – September 2023
- Project Performance Assessment – June 30, 2023

¹⁸ To be expanded.

Brazil: Pará Municipalities Project
Annex 8: Tentative mission schedule

Date	Day	City	Purpose
April 9, 2024	Tuesday	Brasília	Meeting: ARO Meeting: Ministry of Finance
April 10, 2024	Wednesday	Brasília	Meeting: Ministry of Planning - SEAID Meeting: CAF
April 11, 2024	Thursday	Brasília	Meeting: Ministry of Planning – SMAPP Meeting: Ministry of Planning – SEAI
April 12, 2024	Friday	Brasília	Meeting: laDB Meeting: Fonplata Meeting: World Bank Meeting: UNDP Meeting: AFD Meeting: IFAD
April 15, 2024	Monday	Brasília	Flight: Brasília-Belém
April 15, 2024	Monday	Belém	Meeting: PIU and authorities
April 16, 2024	Tuesday	Belém	Flight: Belém-Santarém Road: Santarém-Rurópolis
April 17, 2024	Wednesday	Ruropolis	Project visit and meetings
April 18, 2024	Thursday	Placas	Project visit and meetings
April 19, 2024	Friday	Itaituba	Project visit and meetings
April 22, 2024	Monday	Santarém	Flight: Santarém-Brasília
April 23, 2023	Tuesday	Brasília	Wrap-up Meeting with PIU, Ministry of Finance, Ministry of Planning, CAF and other Stakeholders

Brazil: Pará Municipalities Project

Annex 9: Tentative list of meetings

Brasilia

Government:

- NDB Board Director and Alternative Director - Ministry of Finance
- Secretariat of Foreign Affairs – Ministry of Finance (SEAIN)
- Secretariat of Foreign Affairs - Ministry of Planning (SEAID)
- Secretariat of Monitoring and Evaluation of Public Policies and Economic - Ministry of Planning (SMAPP)
- Secretariat of Institutional Articulation - Ministry of Planning (SEAI)
- United Nations Development Programme (UNDP)

NDB Americas:

- **Marcos Thadeu Abicalil**, Director General - acting, Americas Regional Office
- **Ludmila Vidigal** - Senior Professional, Americas Regional Office

CAF:

- **Estafania Laterza**, Country Representative - Brazil
- **Daniel Ortega**, Director of Development Contribution and Impact Evaluation
- **José Rafael**, Deputy Representative Director
- **Fernanda Sousa**, Executive for Infrastructure Business

Development Partners:

- **Morgan Doyle**, Country Representative - Inter-American Development Bank
- **Johannes Zutt**, Country Director - World Bank Group
- **Oscar Carvalho**, Country Representative – Fonplata
- **Maristela Baioni**, Assistant Representative for - UNDP Brazil

Belém

PMO:

- **Gabriela Paixão Gestiera**, Head of the Project Implementation Unit

Field Visits

Rurópolis

- On-site visit
- Local Authorities
- Informal interviews to local population

Placas

- On-site visit
- Local Authorities
- Informal interviews to local population

Uruara

- On-site visit
- Local Authorities

Informal interviews to local population

Brazil: Pará Municipalities Project
Annex 10: 18BR01 Para - Disbursements Summary

Withdrawal Request No	Initial Withdrawal Request Received Date	Disbursement Value Date	Disbursement Type	Amount Disbursed (USD)	Amount Liquidated (USD)
		9/3/2019	Front End Fee Capitalisation	125,000.00	-
1	8/30/2019	9/4/2019	Advance to Designated Account	3,799,008.75	-
2	11/26/2019	12/5/2019	Advance and Liquidation of Designated Account	1,804,351.64	1,804,351.64
3	12/11/2019	12/23/2019	Advance and Liquidation of Designated Account	1,994,656.96	1,994,656.96
4	1/8/2020	1/21/2020	Advance to Designated Account	5,093,107.24	-
5	4/15/2020	5/13/2020	Advance and Liquidation of Designated Account	3,959,940.81	3,959,940.81
		9/18/2020	Advance and Liquidation of Designated Account	5,370,710.29	
6	9/9/2020	9/24/2020	Advance and Liquidation of Designated Account	1,540,396.57	6,911,106.86
7	11/25/2020	12/8/2020	Advance and Liquidation of Designated Account	5,676,349.00	5,676,349.00
9	12/24/2020	1/29/2021	Advance and Liquidation of Designated Account	6,684,746.18	6,684,746.18
10	12/2/2021	12/17/2021	Advance and Liquidation of Designated Account	8,886,500.93	6,397,105.57
11	9/10/2022	N/A	Liquidation of Designated Account	-	8,605,636.48
12	11/11/2022	12/8/2022	Advance and Liquidation of Designated Account	1,387,044.68	2,158,128.77
13	11/27/2023	12/6/2023	Advance and Liquidation of Designated Account	3,678,186.95	1,994,506.68
				50,000,000.00	46,186,528.95

Source: FBA – 27 March 2024.