

CLIMATE INVESTMENT FUNDS

JOINT CTF-SCF/TFC.14/3

April 23, 2015

Joint Meeting of the CTF and SCF Trust Fund Committees

Washington DC

Monday, May 11, 2015

Agenda Item 3

FY16 CIF BUSINESS PLAN AND BUDGET

PROPOSED DECISION

The joint meeting of the CTF and SCF Trust Fund Committees reviewed and approves the document JOINT CTF-SCF/TFC.14/3, *FY16 CIF Business Plan and Budget*.

The Committees welcome the business plan and notes that the proposed FY16 CIF budget provides administrative resources for the expected work program of the CIF's corporate management structure: the Trustee as manager of the financial assets of the CIF trust funds, the Administrative Unit as the central coordinating unit of the CIF partnership, and the five MDBs as the implementing partners.

EXECUTIVE SUMMARY

I. INTRODUCTION

1. The Climate Investment Funds (CIF) are now in their seventh year of operation. Participating countries have prepared investment plans¹ with envisaged CIF funding of \$7.45 billion for endorsement by the Trust Fund Committee of the Clean Technology Fund (CTF) and the Sub-Committees of the Strategic Climate Fund's (SCF) three targeted programs. In addition, funds totaling \$0.76 billion have been allocated for planned investments falling outside country investment plans, i.e. through the Dedicated Grant Mechanism, the Dedicated Private Sector Programs, and the SCF Private Sector Set-Asides. As of December 31, 2014 a total of \$ 5.36 billion had been approved for funding of 156 programs and projects.

2. At the CIF's semi-annual meetings November 17-19, 2014 the joint meeting of the CTF and the SCF Trust Fund Committees unanimously reaffirmed the CIF's mandate going forward. It agreed on key principles to guide discussions on the future operations of the CIF in the context of the evolution of the international climate finance architecture, including the Green Climate Fund (GCF). These principles include the need to support the continuity of climate finance flows and to maintain a diversity of financing options while ensuring complementarity and coherence of different instruments.

II. ACTION PRIORITIES, MAIN OUTPUTS AND BUDGET SUPPORT

3. Going forward, the CIF will have to focus on two key challenges. First, new contributions have to be effectively programmed through country investment plans or other mechanisms, recognizing the importance attached to an active pursuit of opportunities and modalities for broader private sector involvement. Second, support for the implementation of investment plans must aim to build sustained local capacity for systematic reporting on results, promote the engagement of stakeholders in an implementation dialogue, and expand the CIF knowledge base.

4. Addressing these challenges, the proposed CIF FY16 Business Plan and Administrative Budget is developed around six priority areas for action (Table A). The work program to implement actions in these areas has been developed and will be undertaken jointly by the CIF Administrative Unit, the five MDBs, and the Trustee, with the MDB Committee serving as the mechanism for coordination and joint decision-making.

5. A new budget framework has been introduced to make it more transparent how individual work program components of the CIF Business Plan are supported by the administrative budget. The main outputs and results expected from the FY16 work program are

¹ Throughout this paper, the term "investment plan" is used generically to refer to a country plan or strategic program to use CTF, PPCR, FIP and SREP resources.

summarized in Table A accompanied by the estimated budget requirements. These requirements are broken down into the four main components of the CIF budget (see Table B).²

Table A: Summary of Priority Areas for Action, Main Outputs and Results, and Proposed Budget Support for FY16

| Priority Areas for Action | Main Outputs and Results in FY16 | Budget support sought (\$ million) |
|--|--|--|
| <i>1. Assist country partners in developing new investment plans in response to increased contributions from CIF donors, and revise and update plans under implementation.</i> | <ul style="list-style-type: none"> (i) Submission of eleven SREP investment plans for Sub-Committee endorsement. (Parts A and C) (ii) Substantial progress made in the development of new PPCR and FIP investment plans by pilot countries to be selected in May 2015 (assumed to number ten) for submission possibly starting FY16. (Parts A and C) (iii) Updates or revisions of four CTF investment plans and four SREP plans submitted for TFC/SC approval. (Parts A and C) | Part A: Adm. Unit. 0.57 Part A: MDBs 1.02 <i>Sub-total</i> 1.59 Part C: 7.47 Total 9.06 Part C shows estimated expenditures for support to be initiated by MDB task in FY16, some of which will spillover into FY17. Estimates do not include spillover from FY15 into FY16. |
| <i>2. Expand program and project funding, including through programs designed to effectively engage the private sector.</i> | <ul style="list-style-type: none"> (i) Submission of 77 project proposals (25 CTF and 56 SCF) for TFC/Sub-Committee approval of \$1.46 billion in funding (\$825 million CTF, \$636 million SCF) with (ii) the Dedicated Private Sector Programs accounting for \$153 million (6 projects); the SCF Private Sector Set-Asides for \$95 million (11 projects); and the Dedicated Grant Mechanism for \$33 million (6 projects) | Part A: Adm. Unit 0.08 Part A: MDBs 0.99 Total 1.07 Expenditures for MDB task team support to project development are recovered through fees paid by borrowers (CTF) and payments for project development, implementation and supervision services (SCF). |

² The budget allocations indicated in Table A do not add up to the proposed budget request for FY16, i.e. \$24.88 million, shown in Table B. This is the net outcome of two factors: First, the six priority areas for action in Table A do not capture \$5.96 million in expenditures for “policy development, working with the CIF governing bodies, and managing relations”, nor \$860,000 of expenditures for “Monitoring & Evaluation” activities unrelated to Priority Area 5. Second, Table A estimates for Part C budget support are based on the *full* estimated expenditures for providing country programming support. Table B Part C, on the other hand, refers to the amount of *additional* funding (i.e. on top of the incoming balance of the multi-year budget) that is required to meet the MDBs’ requests for funding.

| | | |
|---|--|---|
| 3. Support implementation of CIF investment plans with focus on programmatic outcomes; monitoring and reporting on results, and stakeholder engagement. | <div><div>(i) Local M&R capacity strengthened and 2015 annual reporting facilitated in 25 FIP and PPCR pilots through MDB managed support. CTF and SREP countries reporting through MDBs. (Part A)</div><div>(ii) First year implementation of the CIF-ESMAP managed initiative <i>Using Multi-Tier Access Framework to Support Investment Planning in SREP Countries</i> successfully completed. (Part D)</div><div>(iii) Stakeholder participation in country-led reviews of progress in implementing investment plans; tentative target 20 countries. (Part C)</div></div> | <div><div>Part A: Adm. Unit0.45</div><div>Part A: MDBs0.42</div><div>Subtotal0.87</div><div>Part C:2.07</div><div>Part D:1.00</div><div>Total3.94</div></div> |
| 4. Deliver knowledge products and effective messages on CIF accomplishments to support replication and growth in climate finance globally. | <div><div>(i) Planned knowledge management products completed and disseminated to targeted audiences (Summary in Annex 2). (Part A)</div><div>(ii) Additional MDB proposals funded under special initiative for innovative KM activities addressing CIF priorities. (Part D)</div><div>(iii) Information sharing and lessons learning priorities addressed in all new investment plans (above Item 1(i) and (ii)) selectively in projects submitted for funding approval (Item 2 see note).</div><div>(iv) Two pilot country meetings (PPCR and CTF) held to orient new pilot countries and facilitate cross-pilot learning. (Part B)</div><div>(v) High level side events raising CIF visibility facilitated at the World Bank Group’s Annual Meetings in Lima (October 2015), and at COP21 in Paris (Nov-Dec 2015); other small and targeted events to be determined. (Part B)</div><div>(vi) Proactive media engagement sustained throughout the year. (Part A)</div></div> | <div><div>Part A: Adm. Unit1.47</div><div>Part A: MDBs1.58</div><div>Subtotal3.05</div><div>Part B:1.10</div><div>Part D:0.50</div><div>Total4.65</div></div> |

| | | |
|---|--|---|
| <p>5. <i>Implement a CIF gender action plan to mainstream gender in CIF policy and programming.</i></p> | <p>(i) At least five sector-specific guidance sheets on gender mainstreaming prepared and shared on-line.</p> <p>(ii) Gender and Renewable Energy study completed prepared and disseminated.</p> <p>(iii) Annual reporting on CIF Gender program completed.</p> <p>(iv) ADB, IDB EBRD, IBRD planned gender assessments, portfolio reviews and technical notes, completed and disseminated.</p> <p>Continued implementation of action plan with following main outputs</p> | <p>Part A: Adm. Unit. 0.67</p> <p>Part A: MDBs 0.32</p> <p>Total 0.99</p> |
| <p>6. <i>Ensure that the essential tools and processes for monitoring, analysis, and reporting on CIF's financial, strategic and operational risks are established and functioning, and manage CIF financial resources in a transparent and effective manner.</i></p> | <p>(a) Continued execution by the CIF Administrative Unit and the Trustee of the Enterprise Risk Management (ERM) Framework, including : (i) a fully operational dashboard enhanced to address feedback; (ii) coordinated flow of data between CIF units and Committees; (iii) update on ERM program implementation (Nov 2015) and annual report (June 2016); and (iv) Tier 2 risk assessment for review by the CTF and the SCF Trust Fund Committees (November 2015). (Parts A and D)</p> <p>(b) Financial resources managed and reported on by the Trustee, the CIF Administrative Unit and the MDBs according to CIF requirements and following MDBs' established procedures.</p> | <p>Part A: Trustee 2.56</p> <p>Part A: Adm. Unit. 0.45</p> <p>Part A: MDBs 0.90</p> <p><i>Subtotal</i> 3.91</p> <p>Part D: tbd</p> <p>Total 3.91</p> |

III. PROPOSED FY 16 BUDGET

6. The delivery by the CIF Units of the above FY16 work program needs the support of an overall administrative budget of \$24.88 million (Table B, Part A) of which \$18.32 million, or 74%, cover estimated expenditures for administrative services provided by the Trustee, the CIF Administrative Unit and the MDBs. As their collective work program expands, mainly in response to a second wave of programming and of new contributions under SCF, their collective expenditures are estimated to increase by 5.2% over the revised FY15 budget. The increase follows two years with budgets that have been either flat or decreasing in real terms.

Table B: Approved FY15, Revised FY15 and Proposed FY16 Budget by Major Component (\$'000)

| | FY15 Approved Budget | FY15 Revised Budget | FY16 Proposed Budget | Variance FY16 Prop-FY15 Rev |
|------------------------------------|----------------------|---------------------|----------------------|-----------------------------|
| A. Administrative Services | | | | |
| Trustee | 3,435.6 | 3,435.6 | 3,478.03 | 42.4 |
| CIF Administrative Unit | 7,505.3 | 7,338.9 | 7,695.7 | 356.8 |
| MDBs | 6,694.0 | 6,638.1 | 7,142.4 | 504.2 |
| Sub-total | 17,634.9 | 17,412.6 | 18,316.1 | 903.5 |
| B. Learning and Knowledge Exchange | - | - | 1,102.2 | 1,102.2 |
| C. Support for Country Programming | 6,603.0 | (109.8) | 3,959.6 | 4,069.4 |
| D. Special Initiatives | 3,213.0 | - | 1,500.0 | 1,500.0 |
| Total | 27,450.9 | 17,302.8 | 24,877.9 | 7,575.1 |

7. The remaining \$6.56 million comprises three components:

8. First, under Part B - Learning and Knowledge Exchange (previous Partnership Forum), \$1.10 million in funding is sought for pilot country meetings to promote south-south learning and external learning events linked to major meetings of the conventions or MDB Annual meetings to provide greater visibility to CIF's accomplishments and lessons learned.

9. Second, under Part C - MDB Support for Country Programming, a \$3.96 million top-up of the multi-year country programming budget (Part C) is required to enable MDB task teams to assist the expected new SCF pilot countries in the development of investment plans, and support the implementation of existing investment plans with focus on programmatic outcomes.

10. Third, under Part D - Special Initiatives, funding is requested for two new initiatives: The CIF-ESMAP managed two-year initiative on *Using Multi-Tier Access Framework to Support Investment Planning in SREP Countries* and *Supporting MDB Innovative Knowledge Products*.

11. The first initiative seeks to include a multi-dimensional methodology for measuring and monitoring access to energy as part of the process of developing and implementing investment plans in at least ten of the latest group of SREP pilot countries. The funding sought for FY16 is \$1.0 million, to be followed by \$0.5 million in FY17.

12. The second initiative involves the establishment of a pool of \$500,000 (\$150,000 under CTF and \$350,000 under SCF) to allow MDB proposals for generating innovative knowledge products that are consistent with CIF priorities the opportunity to enter the CIF knowledge management work program during the fiscal year. Funds remaining unallocated at the end of FY16 would roll over to the next year.

13. Finally, it is expected that funding will be required in FY16 for the further development of the *CIF Enterprise Risk Management Dashboard*. The envisaged enhancements involve the inclusion of Tier 2 Risks, reporting on risk mitigation measures, and integration with the CIF secure web-based data platform currently under development. A supplementary request for funding (costs tentatively estimated in the order of \$400,000 at the high end) will be made to the CTF and the SCF Trust Fund Committees once the requirements are finalized and costs are fully

estimated. The work will be undertaken by the Trustee in collaboration with the CIF Administrative Unit.

IV. UPDATE ON MONITORING CIF EFFICIENCY AND TRACKING AND CONTROLLING COSTS

Monitoring the Efficiency Ratio

14. The document *Benchmarking CIF's Administrative Costs*, reviewed by the Trust Fund Committees at their joint meeting in May 2011, concluded that a range of 6-9% on project funding transfers should provide a broad benchmark for program related administrative costs of managing multi-donor, multi-implementing agencies and multi- country trust funds with a global reach.

15. Annual CIF budget proposals have included updated projections of the efficiency ratio, taking into account both program and project related administrative costs. The latest update (Annex 6) shows a CTF efficiency ratio that remains unchanged from last year at 1.4%. The SCF ratio shows a decrease from 6.9% to 5.8% since cumulative costs remain unchanged while cumulative funding increases by close to 20%. Project related costs excluded, the updated efficiency ratios drop to 0.9% (CTF) and 3.5% (SCF).

16. The above numbers suggest that seven years into operations, the CIF's performance in terms of efficiency in use of administrative funds to enable the transfer of project funds to recipient countries is continuing to hold up well relative to the benchmarks referred to earlier.

Tracking costs of activities

17. Annual budget submissions have included updates of the unit costs of a set of discrete and regularly occurring activities, all but one which are managed by the CIF Administrative Unit. Annex 6 provides the FY15 update of expenditures for these activities and explains the factors that impact costs from year to year.

Measures to Contain Administrative Costs

18. *Program related administrative costs.* The FY14 Business Plan and Budget listed ten practices that are followed by the CIF units to promote cost-effective delivery of program related administrative services. These practices are being implemented on a continuing basis.³

19. The new administrative budget framework (Annex 8), in providing greater transparency and closer linkage between budget allocations and work program activities, should help making informed judgements of the CIF's costs of "doing business".

³ The World Bank Group has recently set a target to eliminate \$400 million in administrative expenditures by end FY17 by reducing costs and increasing efficiencies. Efforts to reach this target will involve all parts of the institution, including the World Bank Group's CIF program and the CIF Administrative Unit.

20. *Project related administrative costs* incurred by the MDBs are managed outside the CIF administrative budget. Under the CTF, they are recovered through fees applied to CTF loans and guarantees paid by the borrower. Under SCF's targeted programs, recovery occurs through case-by-case approval by the Sub-Committees of MDB requests for payments for project implementation support and supervision services.

21. Mechanisms for monitoring the use and appropriateness of the levels of payments for project implementation and supervision services are in place. Under SCF they involve benchmarking with reference to MDB experiences and costs. Annex 8 provides updated information on the payments made for such services.

FY16 CIF BUSINESS PLAN AND BUDGET
FULL REPORT

I. INTRODUCTION

1. The Climate Investment Funds (CIF) are now in their seventh year of operation. Participating countries have prepared investment plans⁴ with envisaged CIF funding of \$7.45 billion for endorsement by the Trust Fund Committee of the Clean Technology Fund (CTF) and the Sub-Committees of the Strategic Climate Fund's (SCF) three targeted programs. In addition, funds totaling \$0.76 billion have been allocated for investments planned outside country investment plans, i.e. through the Dedicated Grant Mechanism, the Dedicated Private Sector Programs, and the SCF Private Sector Set-Asides. As of December 31, 2014 a total of \$5.36 billion had been approved for funding of 156 programs and projects.⁵

2. At the CIF's semi-annual meetings November 17-19, 2014, the joint meeting of the CTF and the SCF Trust Fund Committees unanimously reaffirmed the CIF's mandate going forward. It agreed on key principles to guide discussions on the future operations of the CIF in the context of the evolution of the international climate finance architecture, including the Green Climate Fund (GCF). These principles include the need to support the continuity of climate finance flows and to maintain a diversity of financing options while ensuring complementarity and coherence of different instruments.

3. Going forward, the CIF will have to focus on two key challenges. First, new contributions have to be effectively programmed through country investment plans or other mechanisms, recognizing the importance attached to an active pursuit of opportunities and modalities for broader private sector involvement. Second, support for the implementation of investment plans is not limited to developing, funding and implementing individual projects. It must also serve to build sustained capacity for systematic reporting on results, promote the engagement of stakeholders in an implementation dialogue, and expand the CIF knowledge base, and by doing so support country efforts towards the promotion of low carbon and climate resilient development pathways.

4. In addressing these challenges, the FY15 CIF Business Plan and Budget is developed around six priority areas for action:

- a) Assist country partners in developing new investment plans in response to increased contributions from CIF donors and in revising or updating existing plans.
- b) Expand program and project funding, including through programs designed to effectively engage the private sector.

⁴ Throughout this paper, the term "investment plan" is used generically to refer to a country plan or strategic program to use CTF, PPCR, FIP and SREP resources.

⁵ For purposes of pipeline management and business planning, a CIF project is defined as an individual MDB managed investment activity and which has been submitted or will be submitted for approval to the relevant CIF governing body or MDB board. A joint submission by two MDBs is considered two projects if it is subject to two separate MDB board approvals.

- c) Support implementation of CIF investment plans with focus on programmatic outcomes through monitoring and reporting on results and strong stakeholder engagement.
- d) Deliver knowledge products and effective messages on CIF accomplishments to support replication and growth in climate finance globally.
- e) Implement a CIF gender action plan to mainstream gender in CIF policy and programming.
- f) Ensure that the essential tools and processes for monitoring, analysis, and reporting on CIF's financial, strategic and operational risks are established and functioning, and manage CIF financial resources in a transparent and effective manner.

5. Section II of this document reviews accomplishments made in the current fiscal year relative to plans and targets and presents proposed targets, work program activities, and outputs for FY16. The activities of the CIF Governing bodies, the CIF Administrative Unit, and MDB Committee are highlighted in Section III. The utilization of the FY15 administrative budget is reported on in Section IV followed by the presentation of the proposed budget for FY16 in Section V. The budget proposal is crafted around a new budget structure which should make it easier to link the allocation of budget resources to the work programs that support the six priority areas of action. The paper concludes in Section VI with an update of measures to promote efficiency in the use of administrative resources, and to track and contain costs.

II. REVIEW OF ACCOMPLISHMENTS IN FY15 AND CHALLENGES AND PLANS FOR FY16

6. This section reviews accomplishments made relative to planned outputs and results for each of six priority areas of action during the current fiscal year, identifies challenges going forward and summarizes outputs and results planned for FY16.

Priority Area 1: Assist country partners in developing new and additional investment plans in response to increased contributions from CIF donors and updating and revising endorsed plans.

(a) Support for development of new investment plans.

7. Over the past seven years, the CIF, with the MDBs on the frontlines, have assisted participating countries and three regional organizations in developing investment plans. These efforts will continue as new funds become available. As was the case a year ago with the selection of fourteen new countries to join the SREP, the stage has now been set for an expansion of the PPCR and the FIP.

8. This development offers important new opportunities for the CIF to demonstrate how transformational impacts in mitigation and climate resilience can be generated. At the same time, our ability to successfully expand the program will in large measure be judged based on how

well we can put our lessons to work going forward, and on our ability working with country partners to monitor and report on results. This presents important challenges for the CIF partnership that need to be addressed through a collective work program that is driven by shared strategic priorities and adequately resourced.

9. ***Accomplishments in FY15.*** MDB support to the development of CIF financed investment plans has been entirely directed towards SREP countries. Four of the original SREP pilots have received MDB assistance in completing their investment plans. One plan (Vanuatu) has been endorsed, and a second one (Pacific Regional) is expected to be submitted for review and approval by the SREP Sub-Committee by mail before the end of the fiscal year. Of the remaining two, the Mongolia plan is now expected for November, 2015 and MDB support for the preparation of Yemen's plan has been put on hold given the country situation.

10. The main effort, however, has been on assisting the fourteen new countries that were selected in June, 2014 to join SREP. The FY15 Business Plan envisaged that MDB joint missions be fielded in all twelve pilots in FY15 (determined prior to the selection of fourteen countries in May, 2014). This expectation was based on the proposition that the experience gained and the lessons learned during the preparation of the first round of SREP investment plans should help accelerate the investment planning process for this new round of countries.

11. The results have been mixed. As of March 31, 2015, i.e. ten months after the selection, only seven of the fourteen countries had received joint-missions. However, scoping missions are scheduled to three of the remaining countries before the end of the fiscal year, and three of the new pilots are expected to submit investment plans for review and endorsement at the May 2015 Sub-Committee meeting.

12. ***Proposed work program for FY16:*** MDB support for investment plan development in FY16 will occur under all three SCF sub-programs. All CTF countries have had their investment plans endorsed.

13. SREP: The rules have been set by the SREP Sub-Committee for access by the new pilot countries to funds that the Governments of Norway and the United Kingdom have recently made available. They provide for endorsement of the investment plans from the fourteen new pilot countries on a first-come-first-served basis, taking into account the quality of the investment plans, regardless of funding availability under the SREP.

14. The challenge for the MDB, therefore, is to facilitate the timely completion of quality investment plans in those countries where country conditions will allow effective dialogue. The goal is to enable the eleven pilots that will not have submitted plans for SREP Sub-Committee review and endorsement by the end of this fiscal year, to do so in FY16.

15. PPR and FIP: The decisions to open up for program expansion, are expected to lead to the selections at the May Meetings of up to five countries to be invited to participate in each of the two programs. While it is premature to make detailed activity projections, it seems reasonable to expect that joint-mission work could not be completed and investment plans submitted until late FY16 at the earliest.

16. Based on past performance, most of the new investment plans would be expected to be ready for submission only in FY17, with the possibility of a spillover into FY18 in the case of PPCR.⁶ However, experience and lessons learned from the management and implementation of the investment plan preparation phase for the first round of pilots should be guiding the MDBs and the CIF Administrative Unit in planning their support to the new pilots.

(b) Support for updating and revisions to endorsed investment plans

17. Under the CIF, an investment plan is viewed as a dynamic document, with the flexibility to adjust to changing circumstances and new opportunities. Investment priorities may need realignment or modifications in their sequencing. MDBs work with country partners in revising the plan for review and approval by the the CTF Trust Fund Committees or the SCF Sub-Committees.

18. Similarly, when the development of the plan's program or project components is held up or delayed, MDBs field missions to examine the nature of such events and agree with country partners on appropriate remedial actions. Updates on the state of plan implementation and actions agreed to expedite implementation are provided to the CIF Governing bodies as per guidance issued.

19. ***Accomplishments in FY15:*** The FY15 Business Plan envisaged that MDBs would work with country partners on updating and revising the India CTF investment plan. This work has been completed, as has the revision of the Indonesia plan. The update of the South Africa investment plan is expected to be completed within the fiscal year. Under SREP, updates of the Kenya and Nepal investment plans are expected by the end of the fiscal year.

20. ***Proposed work program for FY16:*** MDBs plan to support the revision of the Colombia CTF investment plan and updates of the Turkey, Kazakhstan and Ukraine plans. Under SREP, MDBs will work with country partners on updating the Maldives, Mali and Ethiopia investment plans, and the revision of the Honduras plan. MDBs recover their costs for this support under the MDB country programming budget.

(c) FY16 work program expenditures and budget

21. The implementation of the above work program in support of country-led development, updating and revision of investment plans will involve MDB task teams working at the country level, MDB Focal Points providing guidance, support and quality control, and the CIF Administrative Unit coordinating the overall programming of CIF funds and advising on the application of relevant CIF policies and investment criteria.

22. Estimated FY16 expenditures for the above activities total \$9.0 million, and include the following four parts: (a) \$6.92 million for MDB joint mission work to help develop eighteen new

⁶ The time lapsed between start of MDB joint-mission and endorsement of investment plan has varied considerably between countries. Under FIP the median has been 8.5 months and under PPCR 19 months.

investment plans⁷; (b) \$500,000 for individual MDB missions to support updates or revisions of eight investment plans; (c) \$1.01 million for MDB Focal Point support; and (d) \$574,000 for CIF Administrative Unit coordination.

23. The first two parts would be covered under the proposed multi-year budget component for MDB support to country programming, while the latter two would be funded under the proposed administrative services budget.

Priority Area 2: Expand program and project funding, including through programs designed to effectively engage the private sector.

24. Annual (fiscal year) targets for funding approvals are determined as part of the established procedures for updating the CIF's project pipelines.⁸ Semi-Annual Operational Reports review progress made towards annual targets and present revised projections for end of fiscal year approvals together with analysis of the factors driving such revisions. The annual business plan document captures these targets and projections (Annex 1).

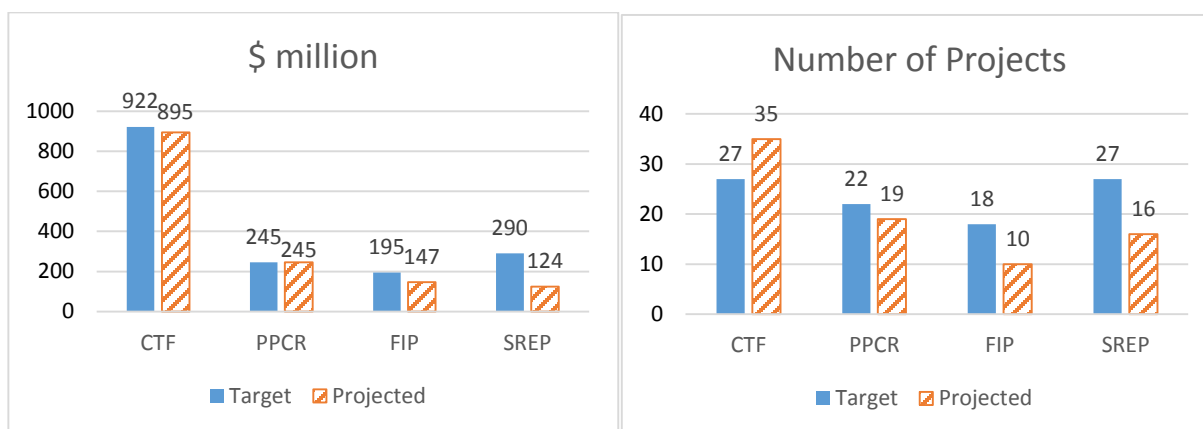
25. What follows below is, therefore, limited to (i) a brief overview of what has been accomplished in FY15 on funding approvals relative to the targets adopted a year ago, and (ii) a presentation of the plans and the targets for the next two years as they are determined from the latest update of the CIF's project pipelines.

26. *Accomplishments in FY15.* Given actual approvals for the first three quarters of the fiscal year and the MDBs' planned submissions for the last quarter, the projections of FY15 overall funding approvals (volume and number of projects) are well on target in the case of CTF (thanks to Phase 2 of the Dedicated Private Sector Programs), while about 30% off target under SCF. The projections for PPCR and FIP show these programs to be well ahead of SREP in terms of meeting FY16 targets (Figure 1).

⁷ On the assumptions that (i) thirteen investment plans (11 SREP, and one each under PPCR and FIP) will be submitted for endorsement in FY16 and that (ii) for the remaining 4 PPCR and 4 FIP pilots 50% of the expected total joint mission expenditures will have been incurred in FY16, leaving the balance for FY17.

⁸ CIF fiscal year targets for approvals of program and project funding by the CTF Trust Fund Committee and the Sub-Committees of the SCF's three targeted programs are established every year as part of the regular semi-annual update of the project pipelines that takes place in the month of March. At that time, projections of approvals for the current fiscal year are revised, and targets for the coming fiscal years are established. Projections of the delivery against fiscal year targets are revised at the end of Q1 of the fiscal year based on the information that MDBs provide as part of the semi-annual pipeline update.

**Figure 1: Targeted and Projected FY15 Project Funding Approvals
(IP based and Non-IP based)**



27. These projected outcomes are predicated on all programs and projects currently scheduled for MDB submission in the Q4 of FY15 coming through. This is unlikely to happen, given the past performance record. Nevertheless, the data provided are helpful in pinpointing areas where expansion of project funding is slow relative to expectations and where monitoring and assessing progress through effective pipeline management become important.

28. The project portfolios under CTF and SCF each comprise two categories of projects: those that are developed under investment plans (IP projects) and those that are developed under the Dedicated Private Sector Programs (DPSP) and the SCF Private Sector Set-Asides. Funding through the latter mechanisms accounted for 6% of total approved CIF project funding in 2014, and is projected to grow to 25% in FY15 as a result of the response to the opening of a second phase of DPSP in June 2014, while approvals of IP based programs and projects dropped off.

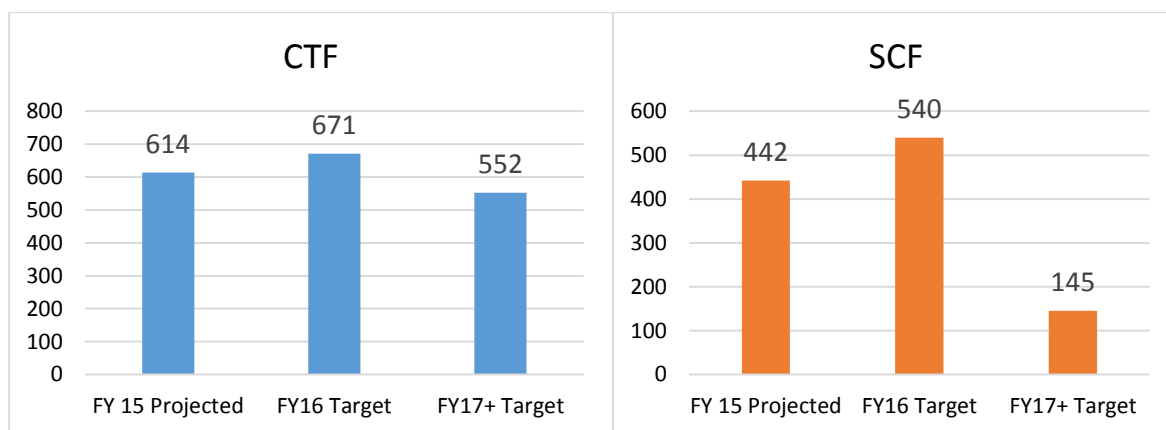
29. Progress made in the implementation of the *Dedicated Grant Mechanism* (DGM) during FY15 has been limited. On the positive side IBRD's Board of Directors have approved the Global and Brazil DGM projects and the overall framework that guides the implementation of the program. As to the completion of proposals in the remaining seven national programs, none of them are expected to be ready for submission in FY15. The process is at an advanced stage in Burkina Faso, Peru and DRC, and proposals from these countries and possibly two of the remaining four are expected to be submitted for approval in FY16. This would leave two country proposals for FY17.

30. The main explanation for the slow progress lies in the inherently time consuming process for developing new institutional structures at the country that can coordinate the national dialogue, and for key stakeholders to become acquainted with their new responsibilities in the governance of the program. The process of establishing national steering committees, and the selection and appraisal of executing agencies by these committees is a pre-requisite for starting the work on developing national proposals. In essence, project preparation time includes the establishment of a counterpart, in addition to other usual requirements. This is not a challenge MDBs typically face under public sector projects.

31. **Proposed work program for FY16:** Looking ahead, the CIF units have three main tasks: (i) to complete the programming of CIF funds into program and projects developed under already endorsed investment plans; (ii) to initiate the programming of funds into programs and projects that will come forward under investment plans that are under development (SREP), or will be developed as new countries are invited to join (PPCR and FIP); and (iii) to continue to demonstrate the feasibility of effectively engaging the private sector in CIF financing through innovative funding mechanisms not directly linked to country investment plans.

32. First, it is projected that \$7.74 billion in indicative funding will have been endorsed under investment plans by the end of FY15. At the same time, a total of \$5.89 billion will have been approved for 190 programs and projects developed under the endorsed plans. The balance, \$1.85 billion, is expected to be allocated for funding programs and project over the next two fiscal years.⁹ (Figure 2).

Figure 2: FY16 and FY17 Targets for Funding of Investment Plan Based Programs and Projects (\$ million)



33. Second, and as discussed earlier, three of the new SREP pilot countries will be submitting investment plans for review and endorsement at the Sub-Committee's meeting in May 2015, with others to follow in FY16. An early start in FY16 on delivering program and projects under these plans should be expected. Judging from the experience gained during the first round of SREP pilot countries, the process of developing programs and projects for funding approval will likely extend over a 4-5 year period.

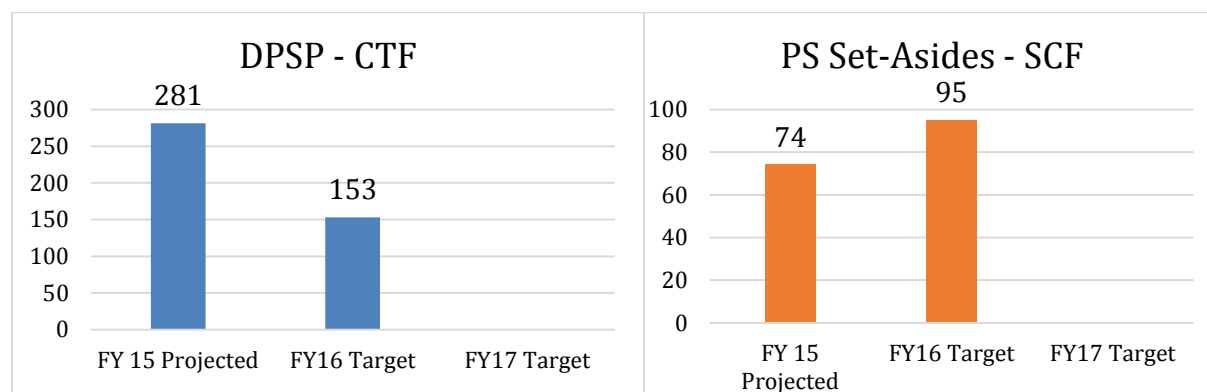
34. Likewise, the new (to be selected) pilot countries for PPCR and FIP will in due course embark on the development of program and projects under their respective investment plans. Realistically, early project development should commence in FY17 and again proceed over a 4-5 year period, assuming that contributions to the respective programs are being received in a timely manner.

⁹ Given the uncertainties of outer year project delivery schedules, the target for FY17 involves funding for operations that may not be submitted for funding approval until the following year.

35. These scenarios would suggest that the process of supporting the completion of investment plans and the subsequent program and project development work by the second round of pilot countries will extend over at least a six to seven year period, i.e. well into the next decade.

36. Third, and based on the MDBs' projections reflected in the project pipelines, FY16 should see the completion of the programming of DPSP, the Private Sector Set-Asides, and the Development Grant Mechanism funds into programs and projects (Figure 3).

Figure 3: FY16 and FY17 Targets for Funding of Non-IP based Programs and Projects (\$ million)



37. As elaborated in Box 1, below, important initiatives to expand private sector engagement in CIF funded operations have been taken in the last two years and valuable lessons have been learned from them. A proposal designed to build on the momentum gained and to further reduce barriers and challenges of scaling up private sector investment under the SCF programs will be presented to the SCF Committee for consideration at its meeting in May 2015.¹⁰

Box 1 - CIF Private Sector Engagement: Learning-by-doing

The implementation of CIF's country-led approach to investment planning resulted in a robust pipeline of private sector operations, and as of January 2015, \$1.7 billion had been allocated for private sector programs and projects in energy, forestry and climate resilience. From this process emerged that the investment plan approach would not allow for the capturing of a broader set of opportunities for engaging the private sector in all market segments. With this in mind, the CIF partnership created two additional financing vehicles for the private sector, one each under the CTF and SCF.

The Dedicated Private Sector Programs (DPSP) were established under CTF to fund operations designed to rapidly move technology driven investments to scale while maintaining country priorities and allowing for synergies across countries and regions. To date, they have funded \$508.5 million in operations under six programs: geothermal power, mini-grids, mezzanine finance, energy efficiency, solar PV, and early-stage

¹⁰ SCF/TFC.11/3 Proposal for Strategic Climate Fund Private Sector Facility

renewable energy. Their scalable impact potential has been demonstrated under the geothermal program, where investments of \$235 million have focused on high exploration drilling risks and costs, and are expected to contribute .94 GW in geothermal power capacity equaling over 7% of additional installed global capacity.

Under the SCF, another approach was taken. It involved competitive calls, or “set-asides” to support MDB proposals for private sector investments that would not have received funding under country investment plans. To date, 23 private sector concept projects, totaling over \$200 million, have been endorsed by the CIF governing bodies. They represent approximately 50 percent of private sector projects (and funding) in the combined FIP, PPCR, and SREP pipelines - a doubling of expected private sector investment under the SCF.

The CIF continue to adapt its financing vehicles to engage private sector investments. While successful, SCF “set-asides” faced a number of challenges: limited geographical coverage, mismatch between timing of calls and private sector market demand, uncertainty over financing terms, and in some cases, limited capacity of potential project developers. In response, the CIF has explored a scalable model for financing private sector projects involving (i) one common pipeline across SCF’s program themes, (ii) scale funding with flexibility, (iii) access and further penetration to more CIF countries, (iv) a streamlined funding application process, and (v) leveraging synergies between SCF’s targeted programs - all while meeting the SCF’s objectives and in alignment with country investment plans.

A paper presenting such a proposal will be submitted to the SCF Committee for consideration at its May 2015 meeting.

38. ***FY16 work program expenditures and budget.*** Once investment plans are endorsed, MDB task teams work with country partners on the preparation of individual programs and projects. MDBs recover costs for these services either through fees paid by the country (CTF) or through payments for MDB project implementation support services and supervision (SCF). In both cases, cost recovery is accomplished outside the CIF administrative budget.

39. The MDBs’ Focal Points guide task teams on CIF requirements and relevant business procedures, review funding proposals for conformity with CIP policies and requirements, and report on progress made in the developments of programs and projects in their CIF pipelines. The latter task involves participation in the regular quarterly CIF pipeline reviews. The MDBs’ estimated expenditures for performing the above tasks in FY16 total \$990,000. Likewise, CIF Administrative Unit, which manages the CIF project pipeline and associated data base, and provides guidance on the application of CIF policies and operational guidance, estimates its FY16 expenditures to be \$85,000.

40. In summary, the proposed FY16 budget provides for \$1.07 million to meet the expenditures for MDB Focal Point and CIF Administrative Unit support to the further development of the close to 100 programs and projects currently in the CIF pipelines.

Priority Area 3: Support implementation of CIF investment plans with focus on programmatic outcomes.

41. Implementation of investment plans is not limited to ensuring that project concepts identified under the plan are developed, funding secured and projects go into implementation. It also involves maintaining the programmatic nature of the investment plans throughout their implementation. This in turn requires

- a) establishing and implementing protocols and institutional arrangements for monitoring progress towards the plan's objective and the core indicators of progress set out in the CIF results framework; and
- b) engaging stakeholders in the above activities to ensure broad-based input into the process of reviewing and assessing progress in the implementation of the plan, and to promote broad ownership in the plan and its outcomes.

42. The MDBs with the support from the CIF Administrative Unit, work with country partners in their efforts to undertake the above tasks. This section reviews the work accomplished in FY15 in each of the above areas and presents challenges for and plans how to address them going into FY16.

Monitoring and Reporting at the Country Level

43. Results frameworks for measuring and reporting on results of the implementation of investment plans were developed and approved for all CIF programs by the end of FY14. With the exception of FIP, these frameworks contain core indicators which all countries are expected to report on annually, with support from the MDBs, allowing for consistent measuring by all pilots and aggregation.

44. CIF units engage on two fronts to assist pilot countries in effectively responding to the task of reporting. On one front, the CIF Administrative Unit has (i) developed, tested and made available toolkits on monitoring and reporting under each of the four CIF programs, (ii) provided guidance and training (including sessions at pilot country meetings); (iii) shared best practice examples; and (iv) maintained and updated a section on results management on the CIF website.

45. On the other front, a program of technical and capacity strengthening support was launched in FY14. It is managed by the CIF Administrative Unit and delivered through the MDBs working with institutions in the pilot countries. The MDBs field M&R specialists (consultants) to assist countries in meeting the immediate annual reporting requirements and more importantly to help build capacity for systematic and sustained results reporting.

46. This support program focuses on preparing work plans for monitoring and reporting, collection of data on baselines and results, and on strengthening institutional capacities for monitoring and reporting against CIF results frameworks.

47. ***Accomplishments FY14-15:*** Important progress was made by the CIF Administrative Unit, collaborating with the MDBs, on developing and disseminating user friendly tools and materials for monitoring and reporting, targeting them to the specific requirements of the CIF results frameworks.

48. A total of nineteen PPCR countries received MDB managed support for periods of about 3-4 months during the two-year period. In addition, MDBs plan to provide support to five FIP pilots before the end of FY15. The reporting from CTF and SREP countries is relatively simpler in that it involves aggregation of individual project data rather than reporting against program level indicators. Hence, the absence under these programs of such level of demand for technical support and capacity strengthening.

49. The CIF Administrative Unit, with the support of MDBs, has collected, compiled and analysed results data of the four CIF programs, produced synthesis reports and submitted 2014 Annual Results Reports for the four CIF programs to the CTF Trust Fund Committee and the three SCF Sub-Committees for their meetings in November 2014. The four results reports were disseminated widely, and all quantitative and qualitative data were published online on the CIF website.

50. While recognizing the advances made in terms of coverage and quality of reporting, the reports also brought out important challenges that need to be addressed as CIF's monitoring and reporting effort moves forward.

51. ***Proposed work program for FY16:*** Three main challenges were identified in the 2014 results reports and will be addressed as follows:

52. First, is the challenge of moving of results reporting under CTF and SREP from being purely summative across project level indicators handled by the MDBs towards country owned reporting on program level outcomes. In response, we will explore how the 2015 results reporting round for SREP, and possibly that of CTF, can be structured towards assessing progress of projects and programs against overarching program targets as indicated in the investment plans.

53. The second challenge is to ensure that a moderately sized program of technical support to pilot countries effectively contributes to building local capacity for CIF results reporting. To address it, the effectiveness of past efforts will be assessed, efforts to promote use of local consultants wherever possible will be made, and the process of approval of CIF funding of proposed support activities will be made to ensure that proposed arrangements address the local capacity building objective.

54. The third challenge is to promote engagement of all relevant stakeholders in monitoring and reporting at the country level. It will be addressed by extending the country driven participatory results monitoring and reporting approach used in the case of PPCR and FIP to the two other programs wherever possible, and by linking meetings of stakeholders to review progress in investment plan implementation to the annual results reporting exercise.

55. To further help improve the quality and timeliness of reporting, the MDBs plan to provide support to all twenty PPCR pilots countries and five FIP pilots in the upcoming 2015 reporting round. The MDB that serves as the lead MDB for the country will manage this support. Assistance to a sixth FIP pilot (Lao PDR) will be managed by the CIF Administrative Unit as per agreement with IBRD (Lead MDB). The remaining FIP pilots (Mexico and Peru) do not require MDB support for reporting. Experience to date suggests the need for continued MDB managed support beyond the first year but at reduced levels. Norms have been established for reductions in funding in years 2 and 3 of reporting.

56. The CIF Administrative Unit will report to the Trust Fund Committees on the outcome and progress made during the 2015 reporting round, based on synthesis and analysis of the reports provided by countries and the data collected by the MDBs. An important part of this reporting will be a review of progress made in engagement of stakeholders in the annual reporting exercise and in moving the reporting under SREP and CTF towards programmatic outcomes.

57. Finally, it is proposed that a new CIF-ESMAP managed initiative *Using Multi-Tier Access Framework to Support Investment Planning in SREP Countries* will be included in the work programs for FY16 and FY17. It involves the use of a multi-dimensional framework for measuring and monitoring access to energy and offers opportunities for such components to form part of energy related investment plans.

58. The CIF-ESMAP Special Initiative would over a two-year support at least ten SREP pilot countries in the process of developing and implementing investment plans. It would form part of a larger program led by ESMAP, with contributions from ESMAP as well as bilateral and multilateral agencies, to undertake multi-tier access assessment in 30 to 40 countries. It would be jointly managed by ESMAP and the CIF Administrative Unit and be implemented by ESMAP in collaboration with the relevant government agencies and other stakeholders in the SREP countries.

59. ***FY16 work program expenditures and budget.*** Estimated expenditures for MDB managed technical support for strengthening local M&R capacity and delivering the 2015 country reports for twenty-five SCF pilot total \$1.32 million (down from \$1.8 million in FY14-15). Should the demand for assistance with results monitoring and reporting increase, from CTF and SREP, additional resources may be required. The above expenditures would be covered under the multi-year country programming component of the CIF administrative budget.

60. Additional expenditures will be incurred by the MDBs in working with CTF and SREP country partners in collecting and compiling the data for the annual results report and overseeing technical support activities. Likewise the CIF Administrative Unit will incur expenditures for planning and managing the annual reporting process, providing updated toolkits for use at country level, conducting workshops for pilot country representatives on M&R as it relates to CIF result frameworks, and analyzing and synthesizing country reports, and reporting to the CIF governing bodies.

61. Estimates for these expenditures are embedded in the MDBs' and the CIF Administrative Unit's overall estimates for monitoring and evaluation expenditures, \$847,000 and \$882,000 respectively. A rough estimate would be that around half of them (425,000 for the MDBs as a group and \$450,000 for the CIF Administrative Unit) would be for activities related to country level M&R.

62. A total of USD 1.0 million is included in the proposed FY16 budget to support the first year of implementing the CIF-ESMAP managed initiative *Using Multi-Tier Access Framework to Support Investment Planning in SREP Countries* presented above (para. 57-58).

63. This would imply that total CIF FY16 expenditures in support of country level monitoring and reporting against CIF result frameworks are in the order of \$3.2 million.

Engaging stakeholders at the country program level

64. The importance of engaging stakeholders in the development and implementation of investment plans is fully recognized in policy directives provided by the CIF governing bodies.¹¹ Broad-based stakeholder engagement is recognized as a vital component for ensuring strong country ownership, and strong central coordination mechanisms as being essential for a national dialogue on the implementation of the investment plan to take place. Investment plans and projects are expected to include clear plans for continuing stakeholder involvement in monitoring and evaluation of investment plans.

65. To this end, the CIF governing bodies have agreed that pilot countries be encouraged to (i) ensure open and frequent exchange of information with stakeholders on CIF country programs; (ii) convene regular (every 1 or 2 years) stakeholder forums on CIF programs, to review progress against the CIF results framework, learn from experience, identify areas where better coordination is required to maximize synergies, and keep the programmatic focus on track; (iii) engage stakeholders including relevant national and sub-national government agencies, civil society organizations, community and indigenous peoples organizations, and the private sector, as well as the MDBs, and other development partners in the forums; and (v) use pilot country meetings to share lessons on country coordination.¹²

66. While recognizing that consultations among and with stakeholders are an essential component in the development and programmatic implementation of investment plans, it is equally important to acknowledge that the scope and modalities for such consultations are likely to differ from CIF program to CIF program and between pilot countries.

67. ***Accomplishments through FY15.*** Progress in the implementation of the above policy guidance has been mixed and varies across CIF programs.

¹¹ CTF-SCF/TFC.6 *Measures to Improve the Operations of the Climate Investment Funds* together with CTF-SCF/TFC.6/CRP.5

¹² CTF-SCF/TFC.8/5, *Enhancing Country Coordination Mechanisms, MDB Collaboration, and Stakeholder Engagement in CIF Programs*, April 26, 2012.

68. Under PPCR, the multiplicity of sectors involved and the relative unfamiliarity with the concept of climate resilience in developmental planning are factors that naturally have brought about the need for extensive stakeholder engagement. Modalities for engagement have varied - sometimes using or adapting existing consultation mechanisms linked to national or sectoral development planning processes, and sometimes creating new arrangements deemed appropriate to the task at hand.

69. The experience under FIP is similar. Successful sustainable forestry development needs to support the welfare of local stakeholders, and is closely linked to wider land use planning, bringing in conflicting interest groups. Consequently, incentives for consultations are there, and mechanisms for engaging forestry stakeholders in developmental planning frequently exist.

70. Under CTF, and to some extent SREP, the picture is different. Existing sectoral development plans (energy and transport) have typically served as the basis for the preparation of CIF investment plans, making the latter essentially a complement to an existing strategy or plan. Depending on country practice, the development of existing sectoral plans may have involved stakeholder consultations.

71. CIF financed investment plans are currently being implemented. As per the policy guidance summarized above, stakeholder engagement should be encouraged to continue through the implementation of investment plans in order to secure broad-based involvement in monitoring and reporting of progress and keep focus on the programmatic outcomes of the plan.

72. No comprehensive stocktaking of country efforts to engage stakeholders during investment plan implementation has been made. The best understanding, however, is that where stakeholder engagement through strong stakeholder consultation mechanisms occurred during plan preparation, they have tended to continue into the implementation phase. While up to now only a limited number free standing national dialogues on progress in the implementation of investment plans have occurred (Samoa and Mexico) stakeholder consultations are continuing in other fora and formats.

73. Based on plans submitted by the MDBs, it is expected that by the end of FY15, stakeholder meetings to review investment plan implementation will have been convened in various forms in fourteen PPCR pilots and that many of them will be linked to the annual process of monitoring and reporting.

74. ***Proposed work program for FY16:*** Proposals for measures to strengthen stakeholder engagement at the program level in CIF countries are being developed by the CIF Administrative Unit and the MDBs in consultation with stakeholder groups. They currently focus on the following priorities:

- a) collection and dissemination of information on the use of country systems for stakeholder engagement, including systematic identification of stakeholder groups;

- b) identification and sharing of best practices, including MDB guidelines on stakeholder engagement using Pilot Country Meetings and other platforms; and
- c) fostering of peer-to-peer support and advice among countries on stakeholder engagement through expanded experience-sharing mechanisms.

75. Upon completion of the ongoing consultations with pilot country representatives, and the finalization of the proposals, a document outlining measures and implementation modalities for strengthening stakeholder engagement at the country program level will be submitted to the CTF and SCF Trust Fund Committees for their consideration.

76. Based on the outcome of the Trust-Fund Committees' future consideration of the proposed measures and any guidance flowing therefrom, the CIF Administrative Unit, working with the MDB Committee, will complete a detailed plan of action for strengthening of stakeholder engagement at the country program level and identify its resource requirements. An initial assessment of these requirements is that they could be modest, and that they most likely could be met from within the overall FY16 budget envelope proposed.

77. In the meantime, the MDBs have submitted FY16 plans for supporting meetings of stakeholders to review investment plan implementation in seventeen of the twenty PPCR pilots, all eight FIP pilots and two CTF countries. In a few cases country partners have indicated intent for such meetings, but for the majority of pilots, the dialogue on the opportunities for and scope of such meetings has yet to be initiated.

78. ***FY16 work program expenditures and budget.*** Expenditures for the planned MDB support for stakeholder consultations on implementation of investment plans in twenty-seven countries are estimated to total \$750,000. They have been included under the component for MDB support to country programming in the proposed FY16 budget.

Priority Area 4: Deliver knowledge products and effective messages on CIF accomplishments to support replication and growth in climate finance globally.

79. The CIF Trust Fund Committees, meeting jointly in November 2014, agreed that one of the guiding principles for future CIF operations should be the focus on knowledge management and the sharing of lessons learned. This followed on the heels of the independent evaluation of the CIF calling for greater action to develop and disseminate outwardly focused learning on how countries can respond to the challenges of climate change.

80. Thus, the task has been given to the CIF Administrative Unit and the MDBs, working with development partners and CIF countries, to increase their efforts on capture, delivery and dissemination of knowledge products that reduce the barriers to scaled-up climate investments.

81. An effective response to this challenge requires close coordination between the CIF Administrative Unit, the MDB's and CIF countries from the planning stage through to dissemination so that knowledge can be captured and lessons learned shared effectively. To this

end, the CIF Administrative Unit, working with the MDB Committee, has prepared an integrated knowledge management and communications strategy.

Knowledge Management

82. ***Accomplishments in FY15:*** The knowledge management work undertaken by the CIF Administrative Unit and the MDBs has been considerable in scope as well as in diversity, as evidenced by the summary of activities pursued (Annex 2, Table 1). They involve analytical studies, lessons learning and case studies, portfolio assessments, and south-south learning through pilot country meetings and other global knowledge exchanges.

83. The major knowledge product delivered in FY15, *Effective Use of Public Finance to Scale up Geothermal Development*, combined analytical work with case studies and a broad-based exchange of knowledge on key issues emerging. Through this year-long project the CIF has contributed to a broad exchange of experiences and views on how to overcome a key barrier to the further development of a vital source of renewable energy. In addition, it has provided valuable insights into how to develop knowledge products designed to help reduce barriers to increased investment in climate mitigation and resilience building. The project concluded with three global dialogues in Copenhagen (October 2014, in collaboration with ESMAP), Munich (March 2015, in collaboration with Munich Re) and Vienna (planned for June 2015, to coincide with the Vienna Energy Forum).

84. Another major knowledge product, analytical in nature and responding to the FIP Sub-Committee's request, is the study on *Linkages between the FIP and REDD+ Performance Based Mechanisms*. The study consultant provided an update to the FIP Sub-Committee at its November 2014 meeting. Additional work on some critical parts of the report is ongoing. At the time this Business Plan was prepared, it was not yet clear whether this work would be completed in time for the Sub-Committee's upcoming meeting in May 2015, or whether the paper would need to be deferred to the next Sub-Committee meeting in the fall of 2015.

85. Lessons learned studies and case studies demonstrate great topical diversity and active involvement of the MDBs. The study on *PPCR: Lessons from Phase 1 for enhancing Readiness for Climate-Resilient Development*, completed and published in April 2015, will help inform the engagement with expected new PPCR pilots on the preparation of investment plans. Other activities have included *Mobilizing Climate Resilience: Capturing Key Lessons and Good Practices from the PPCR* (IBRD), *Qairokkum Hydropower (Tajikistan) Case Study* (EBRD), and *Payment for Environmental Services: A Promising Tool for Natural Resources Management in Africa* (AfDB).

86. Completed portfolio assessments range from *Performance Assessments of the Private Sector Set-asides* (CIF Administrative Unit) to *Gender Assessment in Energy Efficiency in Turkey and Kazakhstan* (EBRD) and *Building the Analytical Base: a Summary of Results from Phase 1 of PPCR in Tajikistan* (ADB).

87. South-South learning, a key element of CIF's knowledge management agenda, has over the years been promoted through the Partnership Forum, pilot country meetings, and other CIF

managed learning events. These fora are designed and managed to give practitioners and stakeholders from CIF countries the opportunity to learn from each other. In 2015, no Partnership Forum will be held.

88. One pilot country meeting (SREP) has taken place in 2015 and another (FIP) is scheduled to follow. The SREP meeting in The Hague, Netherlands (February, 2015) took the format of a workshop with focus on the development of investment plans by country teams. It involved exchange of lessons learned between current pilot countries that have made progress in implementing their investment plans, including the engagement of the private sector, and the sharing of early experiences among the new pilot countries. A pre-workshop *Roundtable on Energy Access and Gender* was attended by representatives of new and existing SREP pilot countries. The FIP pilot country meeting, scheduled for June in Kinshasa, DRC, will include orientation for new FIP countries and substantive discussions on the implementation of FIP projects, forest-based technology and the private sector.

89. Finally, progress on the implementation of the Evidence-based Learning Initiative, proposed in the CIF FY15 Business Plan, has awaited the completion of a study, undertaken by DFID, to define how a possible U.K. Government contribution in support of evidence-based learning under the CIF could best be used. The study's findings and recommendations are being finalized with the view to presenting them for the consideration of the CTF and the SCF Trust Fund Committees at their joint meeting in May 2015.

90. ***Proposed work program for FY16:*** The main challenge for FY16 is to build on the momentum gained in FY15 and to embark on a knowledge management program that is increasingly strategic in nature and anticipates what the expectations and demands on CIF knowledge generation will be.

91. The proposed program of work is summarized in Annex 2, Table 2. It represents a blend of activities that continue or build on work done in FY15, and new activities addressing demands for knowledge that need to be filled.

92. Innovative CIF knowledge products in the last two years have involved a combination of analytical work, case studies, and stakeholder dialogues to address key constraints to the scaling up of investments in concentrated solar power and geothermal development. The plan is now to build on and expand these efforts in the coming years to include other key segments of investments in climate mitigation and resilience, beginning in FY16 with that of mini-grid/off-grid expansion.

93. Other knowledge products planned for FY16 will address (i) opportunities and modalities for stimulating private sector engagement in REDD+ sustainable forest management and restoration; (ii) experience gained in strengthening climate resilience through hydromet services; (iii) transformational impacts under CTF (a series of case studies); (iv) analytical work to assess the cost-effectiveness of CTF and SREP investments; and (iv) lessons learned studies on private sector investments in adaptation and innovation in the Private Sector Set-asides.

94. MDBs are making important contributions to the CIF knowledge management program. At the time of preparation of the annual CIF budget proposal, knowledge product concepts and their estimated costs may not have been developed to the point where they are ready for inclusion in the MDBs' administrative budgets for CIF coordination. To allow proposals for innovative knowledge management activities the opportunity to enter the work program during the year, a pool of \$500,000 (\$150,000 under CTF and \$350,000 under SCF) has been included under the proposed CIF FY16 administrative budget as a special initiative.

95. Pilot country meetings will continue to be used as the main vehicle for exchanges of experiences and lessons between participating CIF countries on challenging topics of investment plan implementation such as strengthening of local capacity for monitoring and reporting of results and including stakeholder consultation processes in plan design and implementation. The pilot country meetings will also provide opportunities to help prepare new entrants for engaging with the CIF on the development of investment plans. Two such meetings are scheduled for FY16: one for the PPCR pilots, hosted by the European Space Agency in Italy, will be held between July 20th and 22nd, to be followed by one for the CTF countries in November, 2015.

96. Against the background of the implementation of the new Communications and Knowledge Management Strategy, the CIF Administrative Unit has reviewed the objectives of the Partnership Forum together with the MDBs to give greater and broader visibility to the results that the CIF partnership is achieving. This will mean new approaches to engagement and forging of more strategic partnerships, especially in organizing external events, including pilot country meetings and thematic dialogues.

97. The CIF will also hold smaller events throughout the year to share experiences and lessons with audiences that influence climate finance policy and action. The first such event is planned as a side event at the UNFCCC First Sessional Period in Bonn in June 2015 (costs to be absorbed under the revised CIF administrative budget). A second targeted event is planned at the World Bank Group's Annual Meetings in Lima (October 2015), and a third at COP21 in Paris (Nov-Dec 2015).

Communications

98. ***Accomplishment in FY15.*** The CIF Administrative Unit continued the implementation of the communications strategy approved by the joint meeting of the CTF and SCF Committees in May 2012, with closer collaboration and synergies with the knowledge management strategy. Key activities undertaken to date and planned for the remainder of the fiscal year are summarized below.

99. ***The CIF 2014 Annual Report.*** Titled *Delivering At Scale, Empowering Transformation*, the report, prepared in close collaboration with the MDBs, was launched in March 2015 with its own dedicated website landing-page, a strong push on social media, and shared across various MDB web platforms to increase awareness and generate interest. A special pullout informational summary brochure on the CIF was included, and the blog launching the report is among the most popular in the CIF's history.

100. *Media partnership.* FY15 has seen increased emphasis on external representation as a means to effectively inform the broader climate finance and development spheres on accomplishments and lessons learned. The CIF partnered with Voice of America (VOA) in an orientation press briefing with off-shoots of several interviews by international print and broadcast journalists, in English, French and Portuguese. The event was recorded, translated and disseminated through VOA's radio, TV and web-based networks. VOA's total weekly global reach is 164 million users.

101. *Enhanced stakeholder outreach, agenda-shaping and MDB collaboration through CIF Voices.* The CIF Voices blog - hosted on the CIF website homepage and promoted widely through MDB channels - has featured contributions from all MDBs, external thinktanks, country teams and CIF Administrative Unit staff. CIF Voices also included video blogs for more effective outreach. The CIF has also partnered with MDBs on outreach events where CIF messages are disseminated to key stakeholders.

102. *Social media.* Since the creation of the CIF twitter account @CIF_Action in 2012, efforts have been made to increase the number of followers and to keep the newsfeed active. The CIF team is tweeting regularly with strong support from MDBs. The membership has grown by 600% in the past 12 months and is expected to approach 6000 members by the end of FY15. @CIF_Action is now followed by some of the influential voices in climate change.

103. *Multimedia products.* The CIF now has a YouTube channel which is regularly updated and has secured media coverage. The CIF Flickr channel for sharing and storing photographs is used regularly and captures CIF images – including from externals such as Thomson Reuters Foundation – for programs and governance. The first ever CIF podcast has also been released and was featured on UN Radio.

104. *Enhanced CIF website.* The renovation of the website is now in its last phase. It includes a multimedia section with the latest news and videos, a livetracker of the CIF Twitter feed, and country pages are now more detailed with more compelling images and data visualization. Up-to-date results are available on the website. The website is being rebuilt for easier navigation and document search. Among the new features is an interactive projects portal.

105. *Knowledge dissemination.* The CIF Communications and Knowledge Management strategy, developed together with the MDBs is under review. It aims to reposition the CIF as a key influencer in the climate finance space. To this end, the CIF will share in-depth knowledge with relevant publics in a more strategic, integrated, and targeted way.

106. *Communications working group.* The MDB communications working group (MDBs and the CIF Administrative Unit) has met monthly to share information and draw up strategies for effective communications. As a result, the communications functions of the CIF Administrative Unit and the MDB partners have become better integrated.

107. *Proposed work program for FY16* The communications work program for the coming fiscal year will focus on three priorities areas for action (Table 1). The CIF communications

working group, the CIF Administrative Unit, and the individual MDBs with their communications staff, working together, all have key functions in this effort.

Table 1: Communications - Objectives and Main Outputs/Results for FY16

| Objectives | Main Outputs /Results |
|--|--|
| 1. Increase the visibility and influence of the CIF in the global climate finance architecture through an integrated communications and knowledge management strategy. | <p>a) Continued implementation of the research-based communications and knowledge management strategy and work plan focusing on positioning the CIF as a key influencer in the global climate finance space by sharing lessons and messages in a more targeted and strategic way.</p> <p>b) Continued CIF and MDB collaboration in sharing resources, including analytical work and cross-posting of multimedia resources on CIF and MDB multimedia channels</p> <p>c) Facilitation of strategic partnerships at pilot country meetings – European Space Agency, UNESCO etc.</p> <p>d) Facilitation of high level events with partners especially the WBG Annual Meetings in Lima, Peru in October 2015 and the COP 21 in Paris in December 2015, among others. Another strategic partnership expected with the Dutch on the “Adaptation Futures 2016” conference.</p> |
| 2. Proactive and sustained Media engagement | <p>a) Continued work with hired communications and media firm to support international media outreach and to position the CIF in the global climate change space, sharing lessons and experiences with both donor and recipient audiences.</p> <p>b) Enhanced social media outreach and growth through twitter, blogging, flickr, youtube, podcasts and Instagram.</p> <p>c) Journalism training in climate change reporting for the Africa region</p> |
| 3. Creatively share the CIF’s lessons and results through strategic targeting and effective dissemination of knowledge and communications products. | <p>a) Improved planning and targeting of communications and knowledge products including tight and illustrated summaries, multimedia products, and constant assessment of impact of products.</p> <p>b) A fully functional renovated website with interactive knowledge and portfolio sharing portals, enhanced user ability and relevant content.</p> <p>c) Illustrated and tightly packaged, results-focused CIF 2015 Annual Report completed and launched with interactive multimedia tools in March 2016.</p> |

| | |
|--|--|
| | <p>d) Production and dissemination of updated calling card, thematic results factsheets and knowledge notes with strategic audiences for greater influence.</p> <p>e) Promotion of facilitated dialogue through communities of practice and targeted mailing lists</p> |
|--|--|

FY16 work program expenditures and budget

108. The estimated expenditures for undertaking the above work programs on knowledge management and communications total \$4.24 million and are included in the FY16 budget proposal. They cover: (a) the activities to be carried out by the CIF Administrative Unit (\$1.06 million) and the MDBs (\$1.58 million), (b) the costs of holding pilot country meetings and the planned special learning events (Table 2 Item 1d) (\$1.10 million), and (c) the funds required under a special initiative to promote innovative knowledge management activities by the MDBs (\$500,000).

Priority Area 5: Implement a CIF gender action plan to mainstream gender in CIF policy and programming.

109. ***Accomplishments in FY15.*** At their joint meeting June 2014, the CTF and SCF Trust Fund Committees approved the *CIF Gender Action Plan FY15-FY16* which covers: (a) policy development; (b) program support; (c) analytical work; (d) monitoring and reporting; and (e) knowledge and learning.

110. ***Policy development and program support:*** The planned CIF Gender Policy Review and Portfolio Review analysis for the development of baseline indicators were completed, with recommendations to be discussed further within the Gender Working Group and the MDB Core Group. Also, short guidance sheets on the topics of gender and renewable energy, gender and forestry, and gender and agriculture are on target for FY15 delivery. They will be posted on the CIF gender website, along with other technical resources on gender and expanded reporting and communications on CIF Gender learning events and program tracking, for use by both CIF internal and external audiences. Gender technical support was offered to MDBs, upon demand, including in preparation of the new Ghana SREP Investment Plan.

111. ***Analytical work:*** The planned analytical effort on gender and renewable energy, managed by CIF Administrative Unit, is under preparation, and will continue through FY16. An initial literature review note has been prepared. A larger analytical study will be put out for competitive bid in Q4 of FY15. The CIF Gender Program also draws on specific analytical work of the MDBs. Notably in FY15, IDB published a review paper on gender in renewable energy, in both Spanish and English versions. In addition, EBRD, in coordination with the CIF Administrative Unit, undertook Gender Assessments for Energy Efficiency projects in district heating operations in Turkey and Kazakhstan, with a third assessment in Ukraine planned for FY16 delivery.

112. ***Monitoring and reporting:*** Gender monitoring and reporting comprises two streams: The first is monitoring and reporting on the CIF Gender Action Plan indicators requiring portfolio

review work to establish a baseline for status of gender mainstreaming. The second stream involves collection of gender-disaggregated core indicator data under all CIF programs through the regular country reporting on results. Both activities were initiated during FY15. Gender support was extended to the development of a CIF results indicator toolkit, including a gender-disaggregated employment indicator as a core indicator for CTF reporting.

113. *Knowledge and Learning*: CIF Gender activities in FY15 also included organization of sessions in CIF learning events. This included the “Energy Access and Gender Roundtable” event in February 2015 co-organized with Ministry of Foreign Affairs of Government of Netherlands, and Energizing Development (EnDev). In addition a dedicated gender session was held in the SREP New Pilot Countries Meeting in The Hague in the same month with participation from external organizations and stakeholders. These meetings resulted in increased demand from SREP new pilot countries for support on mainstreaming gender in their upcoming investment plans. Similar gender sessions are planned for the scheduled FIP and PPCR Pilot Country Meetings to maintain momentum on gender outreach to pilot countries, facilitated via MDB focal points.

114. Finally, the CIF Administrative Unit grew its global external presence by maintaining relations with key stakeholders and implementers in the gender and climate change arena, including: USAID; IUCN; Global Gender and Climate Alliance; Heinrich Boll Foundation; ENERGIA; GEF; and GCF. This included presentations at various workshops on Gender and Renewable Energy, and on the Gender Equality Action Plans of GEF and GCF.

115. *Proposed work program for FY16*. The implementation of the CIF Gender Action Plan, with focus on (i) mainstreaming gender in CIF policies and programs, and (ii) enhancing knowledge and learning, and technical support on gender in the CIF.

116. Main outputs and results from planned activities are shown in Table 2 which covers work of the the CIF Administrative Unit and the MDBs. The latter are planning work on Ukraine Gender Assessment in Energy Efficiency/ District Heating Project (EBRD), a study on Gender-Sensitive Post Disaster Response Model and Adaptation Finance (IBRD for FY17 delivery); a Technical Note on Gender and Forests (IDB), and Gender Reviews of the CIF project portfolios (ADB and IDB).

Table 2: Gender Mainstreaming Program in FY16

| Main Outputs and Results |
|--|
| <p><i>1. Policy and tool development</i></p> <ul style="list-style-type: none"> a) Regular discussions with the CIF Gender Working Group and the MDB Core Group on CIF gender policy implementation, with guidance as needed. b) Tracking of Trust Fund Committee guidance and comments on gender, and MDB and CIF Administrative Unit response. <p><i>2. Program support</i></p> <ul style="list-style-type: none"> a) At least five Sector-Specific Guidance Sheets prepared (e.g., transport; energy efficiency; DRM; adaptation planning; water resources), with online |

- dissemination.
 - b) CIF gender website maintained, and need for further interactive online Community of Practice platform assessed.
 - c) EBRD Ukraine gender assessment on energy efficiency delivered, with support from the CIF Administrative Unit.
 - d) Technical cross-support to CIF programs and projects, as requested by MDBs (e.g., new SREP countries investment plan development).
3. *Analytical work*
- a) CIF Administrative Unit study on Gender and Renewable Energy prepared, with global dissemination.
 - b) Progress on IBRD study on “Developing a Model for Gender-Sensitive Post-Disaster Response and Gender-Inclusive Adaptation Finance” (FY17 delivery).
 - c) IDB technical note on Gender and Forests.
4. *Monitoring and reporting*
- a) Annual reporting on CIF Gender program indicators; contributions to core CIF reporting (Results Reports and Semi-Annual Operational Reports).
 - b) ADB Gender Review of its CIF Portfolio
 - c) IDB Gender Review of its CIF Portfolio
5. *Knowledge and Learning*
- a) Gender content mainstreamed in CIF learning events, incl. gender session in the PPCR pilot countries meeting, July 2015.
 - b) Joint preparation by CIF Administrative Unit/MDBs of at least two CIF Gender Case Notes for dissemination of results and best practices from diverse CIF programs.
 - c) Note by the CIF Administrative Unit on gender, renewable energy, and employment.

117. ***FY16 work program expenditures and budget.*** The estimated expenditures for undertaking the above work program total \$987,000 of which \$665,000 for activities managed by the CIF Administrative Unit, and \$322,000 for activities managed by the MDBs. The proposed FY16 budget for administrative services provides for recovery of these expenditures.

Priority Area 6: Ensure that essential tools and processes for monitoring, analysis, and reporting on CIF’s financial, strategic and operational risks are established and functioning, and manage CIF funds in a transparent and effective manner.

Managing risks

118. The joint meeting of the CTF and SCF Trust Fund Committees in November, 2012 agreed to the establishment of an Enterprise Risk Management Framework (ERM) to allow the CIF Committees to take risk-informed decisions when exercising their responsibilities. Five months later the Committees reviewed proposals for managing priority risks and the implementation of an CIF ERM program. In September 2013, they approved updated proposals and requested the CIF Administrative Unit, the Trustee, and the MDBs to undertake next steps to ensure continued implementation of the ERM program.

119. Action on these steps included enhancements to the operational reporting process and protocol, and an update on the development of a Portfolio Risk Dashboard was presented to the joint meeting of the CTF and SCF Trust fund Committees in November 2014. Other actions were delayed due to protracted issues in recruiting for the position of Senior Risk Management Officer in the CIF Administrative Unit.

120. ***Accomplishment in FY15.*** At their joint meeting in June 2014 the CTF and the SCF Trust Fund Committees reviewed the *Risk Report of the CTF and SCF Trust Funds*, and the *Further Elaboration on Risk Sharing to Support Contributors' Discussion on Financial Products Used in CTF Programs and Projects* with its related proposals on risk monitoring and reporting, and loss-sharing. At the November 2014 meeting, the CTF Committee reviewed the *Proposal for a Specific Target for the Margin between Projected CTF Net Income and Projected Loan Losses*. The Committees requested that the CIF Administrative Unit, the Trustee, and the MDBs undertake next steps identified in the documents and ensure continued implementation of the ERM program.

121. In Q3 FY15, the CIF Administrative Unit successfully recruited a Senior Risk Management Officer to lead the implementation and coordination of the ERM program.

122. The CIF Administrative Unit, in collaboration with the Trustee and MDBs, is reviewing a minimum threshold for the margin between projected CTF Net Income and Projected Loan Losses to serve as an early warning indicator, for consideration by the CTF Committee at the May 2015 meeting.

123. The CIF Administrative Unit, in collaboration with the Trustee and MDBs, is developing a paper on pricing policies to explore the CIF's ability to increase CIF Net Income, for consideration by the CTF Committee at its May 2015 meeting.

124. Due to the delays in recruitment of the Senior Risk Management Officer, the delivery of some outputs envisaged under the FY15 work program have had to be moved to FY16, notably: (i) the enhancement and operationalization of the ERM Dashboard; (ii) completion of the annual report on the implementation and effectiveness of the ERM program; and (iii) assessment of Tier 2 risks.

125. ***Proposed work program for FY16*** (Table 3). The Senior Risk Management Officer of the CIF Administrative Unit will lead the implementation and coordination of the ERM program, working with the CIF Administrative Unit staff, MDBs and Trustee. The objective for FY16 will be to fully operationalize the tools and processes for managing risks.

Table 3: Risk Management - Objectives and Main Outputs/Results for FY16

| Objectives | Outputs/Results |
|--|---|
| <p>1. Support the CIF Committees' abilities to make risk-informed decisions when overseeing the operations and activities of the CIF.</p> <p>2. Ensure that essential tools and processes for identifying, assessing, monitoring & reporting, and mitigating & controlling financial, strategic and operational risks are established and functioning.</p> | <p>a) Continued execution the ERM Framework.</p> <p>b) Fully operational ERM dashboard and, as appropriate, enhanced to address comments and feedback from the CIF Committees, MDBs and other stakeholders.</p> <p>c) Coordinated flow of data between the CIF Administrative Unit, Trustee, MDBs, and CIF Committees to support the ERM Framework.</p> <p>d) Reporting: (i) annual report on the implementation and effectiveness of the ERM program presented to the CTF and the SCF Trust Fund Committees (June 2016) and (ii) progress update on ERM program implementation (November 2015).</p> <p>e) Tier 2 risk assessment for review by the joint meeting of the CTF and SCF Trust Fund Committees (November 2015).</p> <p>f) Reconstituted CIF Risk Management Working Group as a regular forum for identifying, assessing, monitoring & reporting financial, strategic and operational risks.</p> |

126. An important part of the FY16 work program is to make the CIF Risk Dashboard, developed in FY15 at the request of the CIF Trust Fund Committees, fully operational. To this end, the Trustee and the CIF Administrative Unit will together define and undertake the necessary enhancements to make it more usable and reactive. This involves in particular the linking of the Dashboard to critical underlying databases maintained by the Trustee and CIF Administrative Unit.

Managing CIF funds

127. Effective and efficient management of CIF's financial resources enables the CIF units to implement their operational and thematic work programs, and is a necessary condition for the CIF to accomplish their overall mission. All CIF units are responsible for managing financial resources at their respective levels.

- a) The Trustee manages donor contributions and makes them available for the operations of CIF units.
- b) The CIF Administrative Unit, working with the MDBs, prepares and reports on the use of annual budgets for the administration of the CIF.

- c) The MDBs manage cash flow and resources transferred by the Trustee, including funding approved for country projects and programs.
- d) All CIF units maintain accounting and financial records related to their CIF operations and report on the use of CIF administrative funds; their annual financial statements being audited externally.

128. The processes and procedures for undertaking the above tasks are well established and form part of the the annual work programs of the CIF units. The remainder of this section focuses on the the activities of the Trustee given its the central role of managing the inflow and outflow of donor funds.

129. ***Accomplishments in FY15.*** As in previous years, the Trustee's work program in FY15 has focused on (a) managing contribution agreements and contributor payment plans and receipts; (b) managing the investment of CIF's liquid assets, (c) managing the business and financial transactions of the CIF; (d) maintaining a sound financial structure of the CIFs based on the management of cash flow models; (e) coordinating and supporting external audits of the CY14 financial statements of the CIF; and (f) collaborating with the CIF Administrative Unit in providing advise on policy development for ongoing CIF operations.

130. In addition, the Trustee collaborated with the CIF Administrative Unit on a technical paper exploring issues, options and possible models for the future operations of the CIF, including in-depth considerations of the operational, financial and legal issues which may be associated with the CIF sunset clause. It has begun the development of a secure new web-based system, linked to the CIF Enterprise Risk Dashboard, for the use of the CIF Administrative Unit in carrying out its responsibilities.

131. ***Proposed Work Program for FY16.*** Activities planned for FY16 are aligned with those undertaken in FY15, and involve additional work in the following four areas, all to be undertaken in collaboration with the CIF Administrative Unit and the MDB Committee: (a) implementation of agreed changes to the strategy for investing CTF liquid assets; (b) enhancements to the CIF Risk Dashboard; (c) design and implementation of the CIF secure web platform to manage and monitor the CIF pipeline and enable its integration with the Trustee's systems to manage the assets of the CIF Trust Funds; and (d) implementation of required changes to the business processes for engaging the private sector, pending SCF Committee's consideration of a new instrument for financing private sector operations.

FY16 work program expenditures and budget

132. The estimated expenditures for undertaking the FY16 work programs on managing CIF funding and risk total \$3.92 million. They include \$2.56 million for Trustee managed activities and \$0.45 million and \$0.90 million respectively for activities undertaken by the CIF Administrative Unit and the MDBs. The proposed CIF FY16 budget for administrative services provides for recovery of these expenditures. The expected costs of the planned additional work for the enhancement of the CIF Risk Dashboard are yet to be determined as the basis for submitting a supplementary budget request to the CTF and SCF Trust Fund Committees.

III. GOVERNANCE AND POLICY DEVELOPMENT

133. The established CIF governance arrangements have remained intact during FY15. Within these arrangements, management of the CIF programs has addressed challenges that naturally emerge with the maturing CIF. This section highlights the main areas of activity for the CIF Trust Fund Committees and the SCF Sub-Committees, the CIF Administrative Unit, and the MDB Committee. It concludes with a summary of activities undertaken and planned for strengthening stakeholder engagement at the governance level.

The Trust Fund Committees

134. By the end of the fiscal year, the CIF Trust Fund Committees and the SCF Sub-Committees will have met twice (November 2014 and May 2015) to carry out their responsibilities. On the investment operations side, these meetings have expedited review and endorsement of new investment plans, revisions to already endorsed plans, a range of project proposals for funding approval, and mechanisms to strengthen private sector engagement and investments under the CIF.

135. The work of the Trust Fund Committees and the Sub-Committees on developing CIF programming and operational policies and guidance continued in FY15, all with the aim of improving CIF operational efficiency and effectiveness within the CIFs mandate to continue operations. Within this context, a number of thematic areas, including private sector engagement, investment management, monitoring and evaluation, and the enhancement of both observer and indigenous peoples and communities' participation, received particular attention.

136. On the operational side, the Committees considered and acted inter alia on proposals for inviting new countries into the FIP and PPCR, linkages between FIP investments and REDD+ performance based payments, and considerations for resource allocation for new and existing SCF countries. As in the previous fiscal year, implementing the *Measures to Improve the Governance of the Climate Investment Funds* was a priority.

CIF Administrative Unit

137. The CIF Administrative Unit, working with the MDB Committee, facilitates the policy making and oversight work of the Trust Fund Committees and the SCF Sub-Committees. By the end of FY15, about thirty policy and operational guidance papers, and eight semi-annual reports on operations under CTF, PPCR, FIP and SREP, will have been submitted as working documents to the Committees for their consideration and decision making (Annex 3). In addition, information documents on a range of topics relevant to the decision making agenda have been made available to Committee members.

138. The two other main areas of work carried out by the CIF Administrative Unit, working with the MDB Committee, are (a) the coordination of CTF and SCF program implementation, including the management of project pipelines according to agreed procedures; and (b) the management of thematic cross-cutting work which is carried out in support of the programmatic

implementation of country investment plans. FY14 has seen a major expansion of the work program in the latter area.

139. This trend is likely to continue, with the planned expansion of the knowledge management program and risk management fully entering the work program in FY16. As a result, work program priorities will need to be carefully selected to ensure delivery of key outputs within the constraints set by available staff and budget resources.

140. Finally, and as explained earlier, the CIF Administrative Unit, working with the MDBs and through strategic partnerships with external partners, will seek to give greater visibility to CIF's accomplishments through external learning events linked to major meetings of the conventions or MDB Annual meetings, as well as smaller events throughout the year to share experiences and lessons with strategic audiences that influence climate finance policy and action.

MDB Committee

141. The MDB Committee meetings serve as a forum for coordinating the MDBs' contributions to policy development and operational guidance, programming of CIF resources, implementation of CIF's thematic work programs, the planning of CIF events for learning and knowledge exchange, and matters of strategic importance to CIF operations. These meetings are convened via teleconference, as and when necessary.

142. In addition, a series of one-day CIF Partnership (The CIF Administrative Unit, the MDBs and the Trustee) meetings were held in September and November of 2014 to discuss and agree on the way forward on a number policy, operational, and organizational aspects of the 2015 work program. Follow-up on agreed actions was handled through regular MDB Committee meetings.

143. As in previous years, the MDB Vice Presidents met twice in FY15 to discuss strategic issues related to the CIF. Meetings were held on the margins of the World Bank Group Annual Meetings (Fall 2014) and WBG Spring Meetings (April 2015) with focus on critical issues that will require MDB support to ensure continuity of financial flows to developing countries in the context of the current and future operations of the CIF.

Stakeholder participation at the governance level

144. Observers form an integral and valuable part of the CIF governance system. During FY15, thirty-five new Civil Society Organizations (CSOs), private sector and Indigenous Peoples observers were selected for the period 2015-16 through self-selection processes facilitated by independent organizations. Virtual handover workshops to facilitate experience exchange between outgoing and incoming observers were held. Orientation sessions and briefings were held to help observers inform themselves and their respective networks about the CIF and topics scheduled for discussion at the meetings of the CIF governing bodies. These activities will be continued in the coming year.

145. Orientation material has been published in three languages (English, French and Spanish) to introduce the CIF governance structure and procedures to new members of the Trust

Fund Committee and Sub-Committees, observers, and other CIF stakeholders. An online version of these materials will soon be made available.

146. New members have joined the various CIF committees. Telephone briefings and face to face orientations of new committee members were held in FY15. Orientation meetings for the new group of committee members will continue in FY16 as will regular briefings for Committee members on agendas of upcoming Trust Fund Committees and Sub-Committee meetings.

IV. FY15 BUDGET OUTCOME

147. The June 2014 Joint Meeting of the CTF and SCF Trust Fund Committees approved a total CIF FY15 administrative budget of \$27.5 million to cover estimated expenditures for administrative services, MDB support for country programming of CIF resources, and a special learning initiative (latter being a contingent approval).

148. This section summarizes the projected outcome of the utilization by the Trustee, the CIF Administrative Unit and the MDBs of these resources.

Part A - Administrative Services

149. A budget review in February 2015 estimated the cost for completing CIF's administrative work program in FY15 at \$0.22 million (or 1.3%) under the approved budget (Table 4). Any unutilized funds by the end of the fiscal year will be returned to the CTF and SCF Trust Funds as per Financial Procedures Agreements for CTF and SCF. MDBs are required to report annually to the Trustee on actual administrative expenses, and the returned funds are reflected in the Trustee's annual financial statements as a net amount against the transfers to the MDBs.

Table 4: FY15 Administrative Services - Estimated Budget Outcome by CIF Unit (\$'000)

| | FY15 Approved Budget | FY15 Revised Budget | Variance |
|-------------------|---------------------------------|--------------------------------|------------------|
| | (a) | (b) | (c = b-a) |
| Trustee | 3,435.6 | 3,435.6 | 0.0 |
| Admin Unit | 7,505.3 | 7,338.9 | (166.5) |
| MDB Total: | 6,694.0 | 6,638.1 | (55.8) |
| ADB | 1,118.6 | 1,116.8 | (1.9) |
| AfDB | 966.7 | 959.0 | (7.6) |
| EBRD | 488.3 | 469.5 | (18.8) |
| IADB | 976.6 | 964.3 | (12.3) |
| IBRD | 2,269.2 | 2,262.9 | (6.3) |
| IFC | 874.5 | 865.7 | (8.9) |
| Total | 17,634.9 | 17,412.6 | (222.3) |

150. The projected under run of \$222.3 thousand is primarily the result of savings in CIF Administrative Unit staff costs due to staff vacancies and delay in hiring. The Trustee is at full

utilization of its FY15 budget and MDBs at 99.2% utilization. The FY15 budget outcomes for CTF and SCF are shown in Table 4 below.

Table 5: FY15 Administrative Services - Estimated Outcome by Program Fund (\$'000)

| | FY15 Approved Budget | FY15 Revised Budget | Variance |
|--------------|---------------------------------|--------------------------------|-----------------|
| CTF | 6,563.9 | 6,742.4 | 178.5 |
| SCF | 11,071.0 | 10,670.2 | (400.8) |
| Total | 17,634.9 | 17,412.6 | (222.3) |

Part B - Partnership Forum

151. For budgeting purposes, the Partnership Forum is funded outside the budget of the CIF Administrative Unit through a multi-year trust fund. Savings from the current Forum are carried forward to the next one.

152. Given the CTF and SCF Trust Fund Committee's joint decision to hold future Partnership Forums every eighteen months, the next Partnership Forum should have been held before December 2015.

Part C - MDB Support to Country Programming

153. The multi-year budget for MDB support to country programming covers expenditures for (a) joint-missions assisting in the preparation of investment plan; and (b) individual MDBs (as lead-MDB or otherwise) supporting country institutions in coordinating implementation of plans at the country program level.

154. The Trust Fund Committees consider and approve requests for annual top-ups to the multi-year budget based on projections of funding needs. The MDB Committee reviews and approves MDB funding requests for planned individual activities following established procedures.¹³ Upon approval, the Trustee transfers funds to the respective MDBs, and the MDBs report back to the Committee on the use of them. Unused funds are returned by the MDBs to the Trustee. These returns are then available to be "recycled" for funding of new support proposals.

155. CTF: At the time of the preparation of the FY15 budget proposal, allocations to MDBs for support to CTF country programming activities in FY15 had been estimated at \$1,193,000 based on expenditure projections (Table 6). To fund them, the approved FY15 Administrative Budget provided a top-up of \$737,968 (Table 7) to go along with the projected end of FY14 balance of \$455,032 available for allocation by the MDB Committee.

¹³The arrangements for MDBs to access CIF budget resources for programming support remain as outlined in the CIF FY09 Budget Paper and subsequent guidelines on MDB task team requests for joint-mission funding and reporting on joint-mission activities. Cost norms have been adopted as benchmarks for reviewing funding requests.

Table 6: MDB FY15 Expenditures for Support to Preparation and Implementation of CTF Investment Plans – Original and Revised Estimates (\$'000)

| Activity | Original Estimate (1) | Revised Estimate (2) | Variance (2) – (1) |
|----------------------------------|--------------------------|-------------------------|-----------------------|
| IP Preparation | - | - | - |
| IP Update | 318 | 105 | (213) |
| Stakeholder Review Meetings | 270 | - | (270) |
| Results Framework Implementation | 605 | - | (605) |
| Other | - | - | - |
| Total | 1,193 | 105 | (1,088) |

156. Total FY15 allocations of CTF funds to the MDBs are projected to reach \$105,000 by the end of the fiscal year, for the updating of two investment plans. As explained in Sec. II (paras. 48 and 73) no MDB requests are expected to have been made by the end of the FY15 for use of funds to support stakeholder review meetings or monitoring and results reporting.

157. By the end of FY15, the CTF Trust Fund Committee will have approved a cumulative total of \$5.28 million for allocation by the MDB Committee to eligible activities, including the top-up of \$0.74 million for FY15. The MDB Committee in turn, is expected to have approved MDB requests for funding of such activities totaling \$4.42 million over that same time period (Table 7 below). The difference, i.e. \$0.86 million plus \$0.65 million in unused allocations returned by the MDB, results in a balance of \$1.51 million to help fund MDB support for CTF country programming and investment plan implementation in FY16 and beyond.

Table 7: Approved and Allocated CTF and SCF Budgets for MDB Support to Country Programming and Investment Plan Implementation FY09-FY15.

| | CTF | PPCR | FIP | SREP | SCF | Total |
|---|------------------|------------------|------------------|-------------------|-------------------|-------------------|
| 1. Annual budgets approved by TFCs (FY09-FY14) | | | | | | |
| of which | | | | | | |
| FY09-FY13 | 4,047,900 | 7,139,869 | 3,497,904 | 5,086,977 | 15,724,750 | 19,772,650 |
| FY14 | 491,800 | 2,116,547 | 983,659 | (620,909) | 2,479,297 | 2,971,097 |
| FY15 | 737,968 | (42,780) | 21,987 | 5,885,812 | 5,865,019 | 6,602,987 |
| Total | 5,277,668 | 9,213,636 | 4,503,550 | 10,351,880 | 24,069,066 | 29,346,734 |
| 2. Allocations by MDB Committee | | | | | | |
| FY09-FY14 | 4,315,514 | 7,689,273 | 3,725,903 | 4,463,306 | 16,090,482 | 20,798,796 |
| FY15 as of 2/28/15 | 105,000 | 174,000 | - | 2,114,000 | 2,288,000 | 2,393,000 |
| FY15 Projections (3/1/15-6/30/15) | - | 430,000 | 150,000 | 1,167,000 | 1,747,000 | 1,747,000 |
| Sub-Total FY15 | 105,000 | 604,000 | 150,000 | 3,281,000 | 4,035,000 | 4,140,000 |
| Total | 4,420,514 | 8,293,273 | 3,875,903 | 7,744,306 | 19,913,482 | 24,333,996 |
| 3. Funds returned by MDBs | 649,475 | 337,380 | 248,391 | 558,014 | 1,143,785 | 1,793,260 |
| 4. Projected balance of funds as of 06/30/15 (1-2+3) | 1,506,629 | 1,257,743 | 876,038 | 3,165,588 | 5,299,369 | 6,805,998 |

158. *SCF*: Funds allocated to the MDBs in FY15 are projected to fall of short of the original FY14 target of \$9.06 million by \$5.02 million (Table 8). As explained earlier, the main reason

for this shortfall was the slower than predicted pace in getting the preparation of investment plans in the newly expected SREP Pilots underway (paras. 9-11).

Table 8: MDB FY15 Expenditures for Support to Preparation and Implementation of SCF Investment Plans – Original and Revised Estimates (\$'000)

| Activity | Original Estimate (1) | Revised Estimate (2) | Variance (2) – (1) |
|----------------------------------|--------------------------|-------------------------|-----------------------|
| IP Preparation | 5,362 | 3,199 | (2,163) |
| IP Update | 458 | 82 | (377) |
| Stakeholder Review Meetings | 900 | 300 | (600) |
| Results Framework Implementation | 2,100 | 454 | (1,646) |
| Other | 235 | 0 | (235) |
| Total | 9,055 | 4,035 | 5,021 |

159. The SCF Trust Fund Committee's cumulative budget approvals for joint-mission activity are expected to have reached \$24.07 million by the end of the current fiscal year with total MDB Committee allocations to individual MDB activities amounting to \$19.91 (Table 7). The difference, or \$4.16 million plus MDBs' return of \$1.14 million in unused funds, has produced a balance of \$5.30 million to help fund MDB support for SCF country programming and investment plan implementation in FY16.

V. PROPOSED FY16 BUDGET

Introducing a New Budget Framework

160. This year's budget proposal has been prepared under a new framework. Up to now, expenditure estimates have been made with reference to between four and five broadly defined service functions specific to each of the CIF units. Such a system has served CIF well at the initial stages of start up and implementation. In recent years, however, the system's limitations in terms of its ability to link budget allocations to key elements in the work programs of the CIF Units have become increasingly apparent.

161. The new framework is based on a common set of seven budget lines (details in Annex 8). Each line defines a group of activities, for example "policy development", "investment plan development, or "knowledge management and communications" that make up the CIF units' work programs. While they are broadly consistent with the six priority areas for action around which the business plan for F16 was developed (see Section II) there is not a complete match. A budget framework needs to stay constant over time, but priorities for action can be expected to change in response to changing circumstances and new challenges encountered.

162. The bottom line is that the new system of budgeting makes it possible to aggregate expenditures across CIF units for various groups of work program activities. This will provide

for a better understanding of how individual work program components of the CIF Business Plan are supported by the administrative budget. In brief, applying the new system should make both the budget and its process more transparent and useful.

Introduction and Overview

163. As per established practice, the proposed budget is presented in four parts: Administrative services (Part A), Learning and Knowledge Exchange (previous Partnership Forum) (Part B), MDB support to country programming of CIF resources (Part C), and Special Initiatives (Part D).

164. The proposed FY16 CIF budget is summarized in Tables 9 and 10 with details following later. It covers the estimated expenditures for activities that the Trustee, the CIF Administrative Unit and the five MDBs plan to undertake during the period July 1, 2015 to June 30, 2016 and which have been described in Sections II of the document.

165. The estimated expenditures for FY16 translate into a proposed overall CIF budget of \$24.88 million, which is \$7.57 million higher than the projected utilization of the revised FY15 budget. This increase is the net result of

- a) an incremental \$4.07 million top-up of the multi-year budget funding of MDB support to country programming (Part C) and an increase of \$1.5 million in the estimated expenditures for Special Initiative activities (Part D);
- b) a \$1.1 million top-up of the multi-year budget required for Learning and Knowledge Exchange (Part B); and
- c) a \$0.90 million (or 5.2%) increase in expenditures for administrative services (Part A).

Table 9: Approved FY15, Revised FY15 and Proposed FY16 Budgets by Budget Component (\$'000)

| | FY15 Approved Budget | FY15 Revised Budget | FY16 Proposed Budget | Variance FY16 Prop-FY15 Rev |
|--|---------------------------------|--------------------------------|---------------------------------|--|
| Administrative Services | | | | |
| Trustee | 3,435.6 | 3,435.6 | 3,478.03 | 42.4 |
| Admin Unit | 7,505.3 | 7,338.9 | 7,695.7 | 356.8 |
| MDBs | 6,694.0 | 6,638.1 | 7,142.4 | 504.2 |
| ADB | 1,118.6 | 1,116.8 | 1,109.5 | (7.3) |
| AFDB | 966.7 | 959.0 | 1,011.2 | 52.2 |
| EBRD | 488.3 | 469.5 | 582.8 | 113.3 |
| IADB | 976.6 | 964.3 | 998.1 | 33.9 |
| IBRD | 2,269.2 | 2,262.9 | 2,526.8 | 263.9 |
| IFC | 874.5 | 865.7 | 914.0 | 48.3 |
| Sub-total | 17,634.9 | 17,412.6 | 18,316.1 | 903.5 |
| Learning and Knowledge Exchange 1/ | - | - | 1,102.2 | 1,102.2 |
| MDB Support for Country Programming | 6,603.0 | (109.8) | 3,959.6 | 4,069.4 |
| Special Initiative 2/ | 3,213.0 | - | 1,500.0 | 1,500.0 |
| Total | 27,450.9 | 17,302.8 | 24,877.9 | 7,575.1 |
| 1/ Includes three Pilot county meetings (PPCR, CTF, SREP) and two Partnership Forum related events at WGB Annual Meetings in Lima and COP21 in Paris | | | | |
| 2/ Includes Multi tier Energy access cost sharing with ESMAP for new SREP countries (\$1,000k) and MDB managed innovative KM activities (\$500k) | | | | |

166. The projected budget of \$24.88 million covers \$6.3 million in estimated FY16 expenditures under CTF and \$17.4 million under SCF (Table 9). These estimates are the result of (a) costing out activities that are specific to the work programs supported by the respective funds; and (b) using best estimates for allocation of expenditures that cannot be directly attributed to the CTF or SCF work programs. As the FY16 work program progresses, the projected distribution of expenditures between the two programs may shift as a result of work program adjustments and/or the share of non-program specific expenditures changes.

Table 10: Proposed FY16 Budget by Fund Program and Budget Category (\$'000)

| | CTF | SCF | Total |
|--|----------------------|----------------------|----------------------|
| | FY16 Proposed Budget | FY16 Proposed Budget | FY16 Proposed Budget |
| Administrative Services | | | |
| Trustee | 1,931.1 | 1,547.0 | 3,478.0 |
| Admin Unit | 3,203.4 | 4,492.3 | 7,695.7 |
| MDBs | 1,886.9 | 5,255.5 | 7,142.4 |
| Sub-total | 7,021.3 | 11,294.8 | 18,316.1 |
| Learning and Knowledge Exchange 1/ | 340.9 | 761.3 | 1,102.2 |
| MDB Support for Country Programming | (1,226.6) | 3,959.6 | 3,959.6 |
| Special Initiative | 150.0 | 1,350.0 | 1,500.0 |
| Total | 6,285.6 | 17,365.7 | 24,877.9 |
| 1/ Includes three Pilot county meetings (PPCR, CTF, SREP) and two Partnership Forum related events at WGB Annual Meetings in Lima and COP21 in Paris | | | |
| 2/ Includes Multi tier Energy access cost sharing with ESMAP for new SREP countries (\$1,000k) and MDB managed innovative KM activities (\$500k) | | | |

167. The sections that follow explain the difference between estimated expenditures for administrative services FY16 and the projected actual expenditures during FY15. The underlying detailed expenditure estimates and projections are found in Annex 4.

Part A - Administrative Services

168. The estimated increase of \$0.90 million, or 5.2%, in FY16 expenditures for administrative services is the net result of expenditures rising by 1.2% for the Trustee, 4.9% for the CIF Administrative Unit, and 7.6% for the MDBs collectively (Table 10). The estimates are detailed below, with due attention given to the factors that are driving changes in expenditures.

169. Given the new budget framework, it is possible to see how expenditures for administrative services for the CIF units are distributed over a common set of work program activities (Table 11). The picture that emerges shows that 33% will be spent on policy development, servicing the work of the governing bodies, and managing internal and external relations, 31% on knowledge management and communication, monitoring and evaluation, and gender mainstreaming, 21% on managing resources and risks, and the remaining 15% on support to the development of investment plans and the preparation of program and project proposals.

170. The relative distribution of expenditures across categories of work program activities varies naturally among the CIF units according to the nature of their functions. Consequently, while the Trustee spends close to 75% on management of resources and risks, half of the CIF Administrative Unit's expenditures involve work policy development, servicing the governing bodies and managing relations. The expenditures of the MDBs' CIF coordination units tend to be more evenly distributed across work program activities but with emphasis on policy development

(through the MDB Committee) and knowledge management, including contributing to CIF's learning events.

171. It needs underscoring, that the administrative services expenditures for support to the development of investment plans and projects shown in Table 10 do not include expenditures that MDBs incur when their task teams support country partners on the preparation of investment plans and projects. Such assistance is covered under the budget component for country programming support (Part C). MDB costs for support to project preparation, implementation and supervision are recovered through fees paid by the borrowers under CTF, and payments to the MDBs for their project implementation support and supervision services (MPIS) under SCF.

Table 11: Estimated Administrative Expenditure for FY16 by Work Program Activity (\$'000)

| Work Program Activity | Trustee | Admin Unit | MDBs | Total |
|---|-----------------|-----------------|-----------------|------------------|
| 1. Policy development, working with the TFCs/SCs, and managing relations. | 907.88 | 3,568.32 | 1,487.62 | 5,963.82 |
| 2. Investment plan development, update and revision. | - | 574.28 | 1,013.44 | 1,587.71 |
| 3. Development and approval of CIF funding of programs and projects. | - | 84.91 | 989.74 | 1,074.65 |
| 4. Knowledge management and communications | - | 1,468.86 | 1,581.44 | 3,050.30 |
| 5. Monitoring and evaluation (including stakeholder engagement in review of IP implementation.) | - | 882.36 | 847.35 | 1,729.72 |
| 6. Gender mainstreaming | - | 664.70 | 322.45 | 987.15 |
| 7. Managing resources and risk. | 2,570.15 | 452.25 | 900.34 | 3,922.73 |
| Total | 3,478.03 | 7,695.67 | 7,142.37 | 18,316.08 |

172. Given the introduction of the new budget framework, comparisons between FY16 and FY15 expenditure levels can only be done at the total work program level. As of next year, it will be possible to track annual expenditure changes for each of the seven individual work program activities. The expenditure estimates made by the various CIF units are explained further in the sections that follow.

The Trustee

173. The Trustee has estimated FY16 expenditures totaling \$3.48 million for delivery of its work program on policy development and resource and risk management (Table 10). The increase of \$42,400 (or 1.2%) reflects the combined effects of an increase in expenditures for financial and relationship management services, lower investment management fees linked to a decreasing average balance of the portfolio¹⁴, and an increase in the use of legal services driven by the overall expansion of CIF financing.

¹⁴ The portfolio balance is the cash balance of the Fund which includes cash contributions, encashed promissory notes and investment income.

174. In addition to its administrative work program, the Trustee will be managing two special initiatives relating to CIF's overall work program as explained under Part D below. One is the multi-year Systems Development Initiatives (stemming from FY10) and which does not require additional CIF funding. The other is the work to be done on enhancing *CIF Enterprise Risk Management Dashboard* for which funding will be requested once the requirements have been specified.

CIF Administrative Unit

175. The responsibilities and expected work program priorities for the CIF Administrative Unit in FY16 were outlined earlier (paras.137-140). Estimated expenditures for addressing them total \$7.70 million, an increase of \$0.36 million (or 4.9%) (Table 10).

176. The Unit expects to be fully staffed at the beginning of the fiscal year as recruitment is underway for a number of positions. The Sr. Risk Management Officer joined in February 2015. The vacant Sr. Program Coordinator position for FIP and PPCR will be filled through ongoing recruitment for two positions, one for FIP and one for PPCR. Each of the four CIF programs will be supported by Operations Officer positions. Lastly, the Unit is finalizing the recruitment of a portfolio management analyst position bringing the total staffing complement to twenty-eight positions.

177. These new positions will strengthen the Unit's capacity to effectively fulfill increased responsibilities and deliver the required support for the implementation of the CIF work program as outlined in Section II. In pace with new staff assuming their responsibilities, the employment of consultants, which increased in FY15 as a result of staff vacancies, will be significantly scaled back.

178. The CIF Administrative Unit manages a multi-year budget of \$187,500, established in 2012, for independent technical quality reviews of SCF investment plans. The majority of reviews were completed in FY12 and FY13. Remaining funds are expected to more than cover the requirements for the need for reviews of SREP investment plans expected in FY16.

The Multilateral Development Banks

179. The MDBs' CIF Focal Points coordinate the development and implementation of the CIF's program in their respective institutions.¹⁵ The tasks involved in carrying out this function are shown in Annex 8 Table A. The estimates for FY16 expenditures provided by the individual MDBs total \$7.14 million of which \$5.25 million for SCF related work and \$1.89 under CTF. (Table 12).

¹⁵ Costs incurred by the MDBs' in supporting the preparation and the implementation of CIF investment plans are covered under the CIF budget for country programming (see Part C). Costs for operations staff and consultants assisting in preparing projects for CIF funding approval, monitoring of implementation, and distilling lessons and evaluating outcomes, are recovered through fees paid by recipient countries out of received project loans (CTF) or payments for project implementation support and supervision services (SCF) met out of funds contributed to the various SCF sub- programs, i.e. outside the CIF administrative budget.

Table 12: MDB Administrative Services - Estimated FY16 Expenditures and Revised FY15 Expenditures (\$'000)

| | CTF | | SCF | | TOTAL | |
|--------------|---------------------|----------------------|---------------------|----------------------|---------------------|----------------------|
| | FY15 Revised Budget | FY16 Proposed Budget | FY15 Revised Budget | FY16 Proposed Budget | FY15 Revised Budget | FY16 Proposed Budget |
| ADB | 273.1 | 256.8 | 843.7 | 852.7 | 1,116.8 | 1,109.5 |
| AFDB | 147.5 | 150.5 | 811.6 | 860.7 | 959.0 | 1,011.2 |
| EBRD | 318.3 | 314.2 | 151.2 | 268.6 | 469.5 | 582.8 |
| IADB | 269.2 | 262.5 | 695.1 | 735.6 | 964.3 | 998.1 |
| IBRD | 484.0 | 491.6 | 1,779.0 | 2,035.2 | 2,262.9 | 2,526.8 |
| IFC | 404.6 | 411.3 | 461.0 | 502.7 | 865.7 | 914.0 |
| Total | 1,896.5 | 1,886.9 | 4,741.6 | 5,255.5 | 6,638.1 | 7,142.4 |

180. The estimated FY16 expenditures are \$504,200, or 7.6% higher than what the MDBs project that they will have incurred during FY15, the increase being entirely on account of anticipated FY16 developments under SCF (10.8%).

181. Specifically, it reflects the anticipation of increased demand for Focal Point guidance and support to operational task teams, but also the growing need for involvement in supporting the planning and implementation of the CIF knowledge management agenda. In addition, travel costs are expected to increase by 20% in FY16, as a result of the need for MDB participation in pilot country meetings and two special CIF learning events (para. 186).¹⁶

182. The increased demand for Focal Point guidance and support to operational task teams stems from the fact that the SCF is embarking on a second major round of programming of SCF resources, involving up to twenty-four new pilot countries. While MDB task teams will be at the front of his effort, they will depend on timely guidance and support from the MDF Focal Points for the three SCF sub-programs. This is in addition to ongoing Focal Point support to the MDBs' dialogue with pilot countries on the implementation of investment plans.

183. In some cases, the increase in the MDB Focal Point's work load can be accommodated at minor cost increases within existing staffing arrangements. In other cases, investing in new capacity will be required. In this context, it should be noted that EBRD will in FY16 for the first time join the other MDBs in supporting country programming under FIP. With this decision comes the need to establish a FIP Focal Point coordination function and to secure the necessary additional staff and/or consultancy arrangements.

Part B – Learning and Knowledge Exchange.

184. As explained earlier (paras. 96-97) it is proposed that the Sixth Partnership Forum and subsequent ones be reformatted and organized into smaller and more targeted events, the objectives of which would be to ensure thematically focused learning, networking, and

¹⁶ The estimated costs vary across MDBs for three main reasons: differing scope of work program and level of engagement across MDBs; different internal organizational structures, operational procedures and financial management systems; and lastly varying staffing arrangements, unit costs, and rules for applying overhead charges or indirect costs.

knowledge exchange and allow for meaningful and relevant interactions between participants in targeted audiences.

185. Going forward, the Pilot Country Meetings will be included under the new umbrella of CIF Learning and Knowledge Exchange given their function as a platform to share knowledge and engage in substantive dialogue amongst all CIF stakeholders. In FY16, three meetings (PPCR, SREP and CTF) are currently scheduled. The tentative cost estimate for the pilot country meetings and the two side events mentioned above is \$1.1 million.

Part C – MDB Support to Country Programming and Implementation of Investment Plans.

186. As described earlier, the SCF has begun major expansion of investment financing, soon expected to embrace all three Sub-programs. Over the next couple of years, potentially over twenty countries will seek MDB assistance in developing investment plans. In parallel, MDBs will be working with their current CIF country partners on various programmatic aspects of the implementation of their approved investment plans.

187. In every CIF country, the lead MDB, consulting with the other MDB, plans and delivers assistance in the above areas. They recover their costs of providing this support from the CIF budget component on country programming.

188. *Estimated expenditures.* Based on the MDBs' plans for support to investment plan preparation and implementation, the total expenditures for country programming support in FY16 has been estimated at \$9.54 million of which all but \$0.28 million will be required under the SCF's three sub-programs (Table 13)

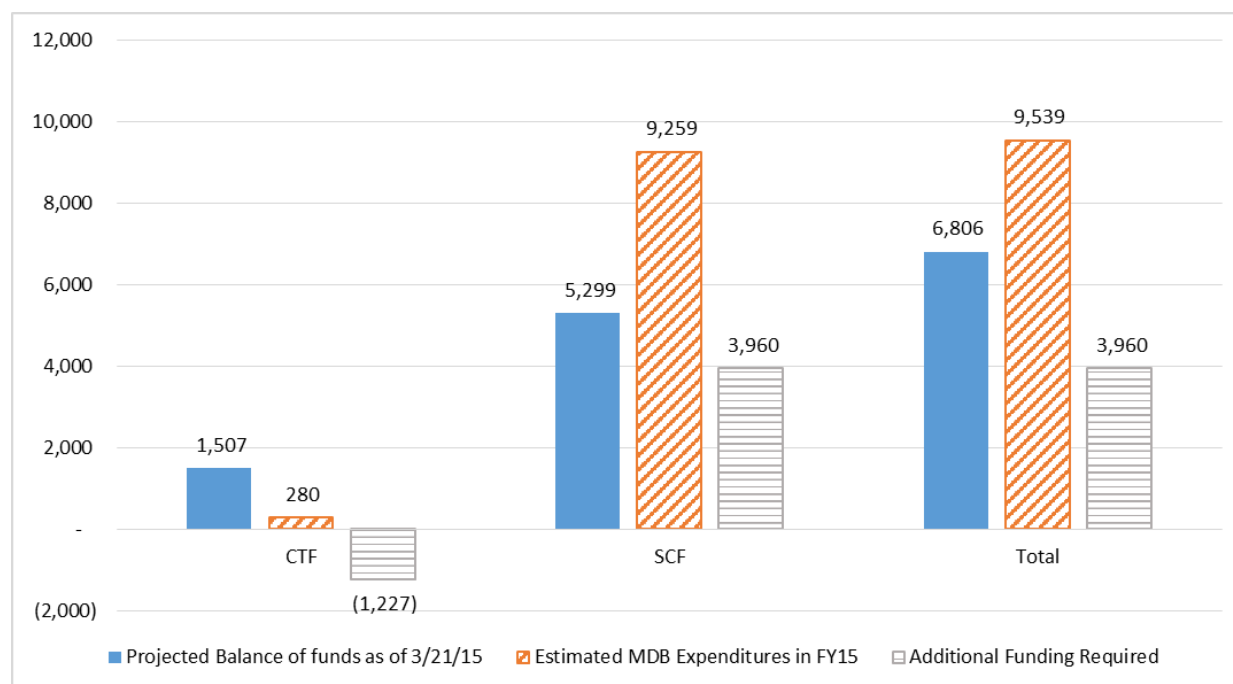
Table 13: Projected MDB requests for Country Programming funding during FY16 by CIF Program (\$'000)

| Activity Supported | CTF | PPCR | FIP | SREP | SCF | Total |
|------------------------------|------------|--------------|--------------|--------------|--------------|--------------|
| 1. IP Preparation | | 2275 | 2150 | 2544 | 6,969 | 6,969 |
| 2. IP Updates/ Revisions | 260 | | | 240 | 240 | 500 |
| 3. Stakeholder Consultations | 20 | 485 | 245 | | 730 | 750 |
| 4. Results Reporting | | 1000 | 320 | | 1,320 | 1,320 |
| Total | 280 | 3,760 | 2,715 | 2,784 | 9,259 | 9,539 |

189. The estimates are based on benchmarks derived from cost data for some of the activities and on best estimates for others. The benchmarks are kept under review and adjusted as experience is generated with the work program moving forward.

190. *Funding requirements.* As shown earlier (Table 7), the CTF and the SCF are projected to have end of FY15 balances of \$1.51 million and \$5.30 million available towards funding estimated FY16 expenditures of \$0.28 million and \$9.26 million respectively. Hence, no additional funding is required for FY16 under CTF, whereas \$3.96 million additional funding will be needed under SCF. (Figure 4).

Figure 4: Additional Funding Required for MDBs to meet FY16 Expenditures for Supporting Country Programming and Investment Plan Implementation (\$'000)



Part D – Special Initiatives

191. Funding under the CIF FY16 Budget is sought for the following two special initiatives:

- a) *Using Multi-Tier Access Framework to Support Investment Planning in SREP Countries*, a two year joint CIF-ESMAP initiative (details in para. 57-58) for an allocation of \$1.0 million in FY16, with a request for \$0.5 million to follow in the subsequent year.
- b) *Promoting Innovative CIF Knowledge Management Initiatives by MDBs* (details in para. 94) for a FY16 multi-year allocation of \$500,000 (\$150,000 CTF, and \$350,000 SCF).

192. In addition, it is expected that funding will be required in FY16 for the further development of the *CIF Enterprise Risk Management Dashboard*. The envisaged enhancements to the Dashboard will address the inclusion of Tier 2 Risks, reporting on risk mitigation measures, and integration with the CIF secure web-based platform that is currently under development to support management of the CIF program and pipeline (Systems Development Initiative discussed below). The initial costs for developing the Dashboard were absorbed through the ongoing Systems Development Initiative. This was doable at the time since the Trustee used the same resources for both projects. In this next phase of the Systems Development Initiative, this leveraging is not possible as the planned deliverables are complex and in time consuming. Therefore, a new development team must be resourced if the Risk Dashboard is to be made more robust.

193. A supplementary request for funding (costs tentatively estimated in the order of \$400,000 at the high end) under the FY16 budget will be made to the CTF and the SCF Trust Fund Committees once the requirements are scoped, a development plan is finalized, and costs are estimated. The work will be undertaken by the Trustee in collaboration with the CIF Administrative Unit.

194. *Update on the Systems Development Initiative.* The CTF and the SCF Trust Fund Committees, at their joint meeting in April, 2009, approved CIF funding of \$2 million for a multi-year special initiative on systems development. The objective was to develop a technology platform to support the business processes and project pipeline management of the CIF. The CIF funds were to be leveraged with funds approved by the governing bodies of other Financial Intermediary Funds (FIFs) to ensure that a common platform could be used across all FIFs housed in the World Bank.

195. To date, work on developing the technology platform has progressed to the point where the platform's basic functionality to track project life cycles and milestones and enable basic queries are being tested with the CIF Administrative Unit. Before the end of FY15, CIF project and program data will be moved to the new data base that underpins the platform. As well, there will be basic workflow features added to the platform.

196. The approved CIF budget of \$2 million has been fully utilized, together with \$1 million from other donor sources, for funding the work accomplished up to now. Work planned for the rest of CY15 will focus on expanding the functionality of the platform for use by the CIF Administrative Unit and the MDBs, and will be funded from sources other than the CIF. The platform is expected to be fully operational and ready for use by the CIF Administrative Unit and the MDBs by December 2016.

VI. UPDATE ON MONITORING CIF EFFICIENCY AND TRACKING AND CONTROLLING COSTS

Monitoring the Efficiency Ratio

197. Tentative projections of cumulative CIF program related administrative costs over the period FY09-FY14 compared to projected cumulative project funding over the same period showed a CIF "efficiency" ratio at the end of the period to be well below the above range for comparable trust funds.¹⁷

198. Annual CIF budget proposals have included updated projections of the efficiency ratio, taking into account program and project related administrative costs. The latest update (Annex 6) shows a CTF efficiency ratio that remains unchanged from last year at 1.4% as a result of the proportional increases in cumulative costs and cumulative project funding being of the same

¹⁷ The document CTF-SCF/TFC.4/Inf.2 *Benchmarking CIF's Administrative Costs* was presented to the Trust Fund Committees for their joint meeting in May 2011. The study concluded that a range of 6-9% on project funding transfers should provide a broad benchmark for program related (i.e. excluding project related) administrative costs of managing multi-donor, multi-implementing agencies and multi-country trust funds with a global reach. Relating tentative projections of CIF's program related costs over the period FY09-FY14 to projected cumulative project funding over the same period showed the CIF's "efficiency" ratio at the end of the period to be well below the above range for comparable trust funds.

magnitude.¹⁸ The SCF ratio, on the other hand, shows a decrease from 6.9% to 5.8% since cumulative costs remain unchanged while cumulative funding increases by close to 20%. Project related costs excluded, the updated efficiency ratios drop to 0.9% (CTF) and 3.5% (SCF).

199. The low CTF ratio reflects the large volume of lending under individual operations, while the higher SCF ratio results from lower individual lending amounts and higher program related costs linked to the program's complexity and innovative nature.

200. The above numbers suggest that seven years into operations, the CIF's performance in terms of efficiency in use of administrative funds to enable the transfer of project funds to recipient countries is continuing to hold up well relative to the benchmarks referred to earlier.

Tracking costs

201. Annual budget submissions have included updates of the unit costs of a set of discrete and regularly occurring activities. Annex 5 provides the FY15 update of average expenditures incurred for these activities and explains the factors that impact costs from year to year. Tracking of one activity, the development of CIF knowledge products, has been discontinued on account of the great diversity of products involved and the resulting limited value of average expenditure comparisons.

Measures to Contain Administrative Costs

202. *Program related administrative services.* The FY14 Business Plan and Budget document listed mechanisms and practices that are since followed to promote cost-effective delivery of program related administrative services¹⁹:

- a) a transparent budgeting process that is built on regular reviews of utilization of approved funds; checking for consistency and comparability of estimated expenditures across MDBs; and providing guidance to MDBs for estimation of requirements for travel and attendance at CIF meetings;
- b) managing the size, skill sets and grade levels of the staff complement of the CIF Administrative Unit to ensure cost-effective delivery of responsibilities;
- c) ensuring that consultant terms of employment are based on level of responsibility and experience required, and that fees are commensurate with prevailing market reference rates;
- d) mandating or encouraging travel arrangements that take advantage of lowest available fare in the class entitled by MDBs' own travel policies; further

¹⁸ Due to a computation error, Annex 7 in the CIF FY15 Business Plan and Budget document showed cumulative CTF program related administrative costs by the end of FY15 to be \$40.8 million. The correct figure is \$49.1 million with a resulting efficiency ratio of \$1.4% (as compared to 0.8% as indicated).

¹⁹ The World Bank Group has recently set a target to reduce \$400 million in administrative expenditure by end FY17 by reducing costs and increasing efficiencies. Efforts to reach this target will involve all parts of the institution, including the World Bank Group's CIF program.

restrictions on the use of business class travel and disallowing rest stops were instituted by the World Bank in FY14;

- e) when practical, scheduling varies categories of meetings/events in time and location to reduce costs of travel and contractual services;
- f) continuing the established practice of holding the Partnership Forum every 18 months instead of once a year (annual budget savings estimated at over \$300,000); the proposal is now to move towards smaller and more frequent learning events with targeted audiences linked to major donor or convention events which offers opportunities for further savings;
- g) implementing adopted policies on eligibility of TFC/SC members for CIF funded travel to meetings;
- h) pursuing cost-sharing opportunities by MDBs making best effort to combine CIF joint-mission travel with that for regular MDB operations;
- i) implementing existing MDB policies regarding competitive procurement of contractual services, where appropriate; and
- j) use of electronic communications, video and telephone conferencing to reduce travel costs.

203. *Project related administrative costs* incurred by the MDBs are managed outside the CIF administrative budget. The MDBs recover their costs of preparing, supporting implementation and supervising CTF funded programs and projects through a fee applied to CTF loans and guarantees paid by the borrower. Under SCF's targeted programs, recovery occurs through case-by-case approval by the Sub-Committees of MDB requests for payments for project implementation support and supervision services.

204. Mechanisms for monitoring the use and appropriateness of the levels of payments for project implementation and supervision services have been established. Under SCF they involve benchmarking with reference to MDB experiences and costs. Under the CTF, the MDBs are required to report annually to the Trust Fund Committee on the use of project related administrative costs.²⁰ Annex 8 provides information on MDB payments for project implementation support and supervision services.

²⁰ CTF Financing Products, Terms and Review procedures for Public Sector Operations, Annex C, May 28, 2009

Annexes:

1. Business Development Targets (FY16-FY17) and Outcomes (FY09-FY15) by CIF Program (FY09-FY15)
2. CIF Knowledge Management Products completed in FY15 and planned for FY16
3. CIF Policy Document and Operational Guidelines Approved or Submitted for Trust Fund Committee or Sub-Committee Review during FY15.
4. FY15 Budget Outcomes and FY16 Proposed Budget – Supporting Tables
5. FY15 Update on Unit Cost of Selected Work Program Outputs
6. Cost of Program and Project Related Administration Costs compared to Total Project Funding
7. Payments to MDBs for Project Implementation Support and Supervision Services (MPIS)
8. New Budgeting Framework Adopted for the Development of the Proposed FY16 Budget.

Annex 1: Business Development Targets and Outcomes by CIF Program, FY 09-FY17

(Amounts expressed in USD million)

| Key Items | Unit | FY09- FY13 | FY14 | FY15 | FY 16/TBD | FY 17/TBD | Total |
|--|-----------------|---------------|-------|------|--------------|--------------|--------------|
| CTF | | | | | | | |
| Joint Missions Fielded ¹ | no. | 16 | | - | - | | 16 |
| IPs for TFC Review | no. | 16 | | - | - | | 16 |
| Indicative Funding | US\$ million | 4,887 | 267 | 187 | - | | 5,341 |
| Projects for TFC Review | no. | 46 | 18 | 21 | 15 | 10 | 110 |
| Project Funding | US\$ million | 2,469 | 1,263 | 614 | 672 | 552 | 5,570 |
| Project Preparation Grant/Fees | US\$ million | 13 | 2 | - | - | | 15 |
| Dedicated Private Sector Program Funding ² | US\$ million | - | 74 | 281 | 153 | - | 508 |
| Projects for TFC Review | no. | - | 3 | 14 | 6 | - | 23 |
| PPCR | | | | | | | |
| Joint Missions Fielded ¹ | no. | 20 | | | - | | 20 |
| SPCRs for SC Review | no. | 20 | | - | - | | 20 |
| Indicative Funding | US\$ million | 1,034 | - | 177 | - | | 1,211 |
| Projects for SC Review | no. | 28 | 14 | 14 | 7 | | 63 |
| Project Funding | US\$ million | 445 | 290 | 208 | 52 | | 995 |
| Project Preparation Grant | US\$ million | 14 | 0 | - | - | | 14 |
| Private Sector Set Aside Funding ² | US\$ million | - | 15 | 37 | 24 | | 75 |
| Projects for SC Review(Set Aside) | no. | - | 2 | 5 | 5 | | 12 |
| Fees | US\$ million | 23 | 4 | 6 | 1 | | 35 |
| Preparation Grant-SPCR | US\$ million | 13 | | - | - | | 13 |
| | | | | | | | |

| | | | | | | | |
|--|--------------|-----|-----|-----|-----|-----|------------|
| <i>FIP</i> | | | | | | | |
| Joint Missions Fielded ¹ | no. | 8 | - | - | - | | 8 |
| IPs for SC Review | no. | 7 | 1 | - | - | | 8 |
| Indicative Funding | US\$ million | 370 | 50 | 257 | 108 | | 785 |
| Projects for SC Review | no. | 5 | 8 | 8 | 4 | | 25 |
| Project Funding | US\$ million | 76 | 156 | 131 | 49 | | 411 |
| Project Preparation Grant | US\$ million | 7 | 2 | - | - | | 9 |
| Private Sector Set Aside Funding ² | US\$ million | - | 15 | 10 | 6 | | 31 |
| Projects for SC Review(Set Aside) | no. | - | 1 | 1 | 2 | | 4 |
| Fees | US\$ million | 7 | 4 | 2 | 2 | | 14 |
| Preparation Grant-IP | US\$ million | 2 | | - | - | | 2 |
| <i>Dedicated Grant Mechanism</i> | | | | | | | - |
| Projects for SC Review | no. | - | 2 | 1 | 6 | | 9 |
| Project Prep Grant/Project Funding | US\$ million | - | 11 | 6 | 33 | | 50 |
| Fees | US\$ million | 1 | 3 | 0 | 2 | | 6 |
| <i>SREP</i> | | | | | | | |
| Joint Missions Fielded ¹ | no. | 8 | 4 | 13 | - | | 25 |
| IPs for SC Review | no. | 6 | 4 | 4 | 11 | | 25 |
| Indicative Funding | US\$ million | 240 | 154 | 114 | 288 | | 796 |
| Projects for SC Review(pilot countries) | no. | 4 | 8 | 13 | 10 | 2 | 37 |
| Project Funding(pilot countries) | US\$ million | 46 | 76 | 97 | 137 | 30 | 386 |
| Projects for SC Review(reserve countries) ³ | no. | - | | | 18 | 9 | 27 |
| Project Funding(reserve countries) | US\$ million | - | | | 270 | 115 | 385 |

| | | | | | | | |
|--|--------------|-------|-----|-----|-----|-----|-------|
| Project Preparation Grant | US\$ million | 9 | 8 | 1 | - | | 17 |
| Private Sector Set Aside Funding ² | US\$ million | - | | 27 | 65 | | 92 |
| Projects for SC Review(Set Aside) | no. | - | | 3 | 4 | | 7 |
| Fees | US\$ million | 4 | 4 | 3 | 8 | 3 | 22 |
| Preparation Grant-IP | US\$ million | 2 | | 4 | - | | 7 |
| SCF TOTAL | | | | | | | |
| Joint Missions Fielded ¹ | no. | 36 | 4 | 13 | - | - | 53 |
| IPs/SPCRs for SC Review | no. | 33 | 5 | 4 | 11 | - | 53 |
| Indicative Funding | US\$ million | 1,644 | 204 | 548 | 396 | - | 2,792 |
| Projects for SC Review | no. | 37 | 32 | 36 | 27 | 2 | 134 |
| Project Funding | US\$ million | 567 | 533 | 441 | 271 | 30 | 1,842 |
| Projects for SC Review(reserve countries) ³ | no. | - | - | - | 18 | 9 | 27 |
| Project Funding(reserve countries) | US\$ million | - | - | - | 270 | 115 | 385 |
| Project Preparation Grant | US\$ million | 30 | 10 | 1 | - | - | 41 |
| Private Sector Set Aside Funding ² | US\$ million | - | 30 | 74 | 95 | - | 199 |
| Projects for SC Review(Set Aside) | no. | - | 3 | 9 | 11 | - | 23 |
| Fees | US\$ million | 35 | 15 | 11 | 13 | 3 | 77 |
| Preparation Grant-IP | US\$ million | 17 | - | 4 | - | - | 21 |
| CIF TOTAL | | | | | | | |
| Joint Missions Fielded ¹ | no. | 52 | 4 | 13 | - | - | 69 |
| IPs/SPCRs for TFC/SC Review | no. | 49 | 5 | 4 | 11 | - | 69 |
| Indicative Funding | US\$ million | 6,531 | 471 | 735 | 396 | - | 8,134 |
| Projects for TFC/SC Review | no. | 83 | 50 | 57 | 42 | 12 | 244 |

| | | | | | | | |
|--|--------------|-------|-------|-------|-----|-----|--------------|
| Project Funding | US\$ million | 3,036 | 1,796 | 1,055 | 942 | 582 | 7,412 |
| Projects for SC Review(reserve countries) ³ | no. | - | - | - | 18 | 9 | 27 |
| Project Funding(reserve countries) | US\$ million | - | - | - | 270 | 115 | 385 |
| Project Preparation Grant | US\$ million | 43 | 12 | 1 | - | - | 56 |
| DPSP/Private Sector Set Aside Funding ² | US\$ million | - | 104 | 355 | 247 | - | 707 |
| Projects for TFC/SC Review(Set Aside) | no. | - | 6 | 23 | 17 | - | 46 |
| Fees | US\$ million | 35 | 15 | 11 | 13 | 3 | 77 |
| Preparation Grant-IP/SPCR | US\$ million | 17 | - | 4 | - | - | 21 |

¹ Joint missions fielded refers to start of MDBs' engagement with the country partner institutions on IP/SPCR development. This is typically done through a "scoping" mission.

² Dedicated Private Sector Program(CTF) and Private Sector Set Aside(SCF): Endorsed projects and funding during the October 2013 and November 2014 meetings.

³ Funding for these projects are contingent on countries currently on "reserve" list being declared pilot countries, Sub-Committee endorsements of their investment plans and availability of SREP funds.

Annex 2: CIF Knowledge Management Products completed in FY15 and planned for FY16

Table 1: Summary of CIF Knowledge Management Activities in FY15

| No. | Knowledge Product | CIF Program | CIF Unit Managing | Outputs | Target Audience |
|---|--|-------------|-------------------|--|---|
| Part A – Analytical and Lessons Learned Studies (Incl. Case Studies) | | | | | |
| 1. | Geothermal Study: The Role of Public Finance in Deploying Geothermal: Background paper | CTF | CIF Admin Unit | Electronic and print report, disseminated via CIF website | Policy makers, technical experts, MDBs, practitioners, private sector |
| 2 – 4. | Geothermal Study: Three Case Studies | CTF | CIF Admin Unit | Electronic and print case study documents, disseminated via CIF website | Policy makers, technical experts, MDBs, practitioners, private sector |
| 5. | Geothermal Study: Lessons Learned on Effective Use of Public Finance to Scale up Geothermal Deployment | CTF | CIF Admin Unit | 3 roundtables for global knowledge exchange .Electronic products distributed via partner website and CIF website | Policy makers, technical experts, MDBs, practitioners, private sector |
| 6. | Gender Assessment in Energy Efficiency (District Heating), Turkey* | CTF | EBRD | Report, disseminated via EBRD and CIF websites | MDB task teams, CIF country implementing teams, CIF donors |
| 7. | Gender Assessment in Energy Efficiency (District Heating), Kazakhstan* | CTF | EBRD | Report, disseminated via EBRD and CIF websites | MDB task teams, CIF country implementing teams, CIF donors |
| 8. | Gender and Renewable Energy ²¹ | CTF/SREP | IDB | Report, disseminated online | MDB task teams, CIF Country implementing teams, CIF Donors |
| 9. | PPCR Programming Phase: Lessons on Enhancing Readiness for Climate Resilient Development | PPCR | CIF Admin Unit | Electronic report, distributed online via CIF website | MDBs, pilot country planners; global funds supporting climate-resilient development |
| 10. | Building the Analytical Base: a Summary of Results from Phase 1 of PPCR in Tajikistan | PPCR | ADB | Electronic and print document, disseminated via ADB and VIF websites | PPCR country teams, climate scientists, resilience practitioners, governments |

²¹ This product did not receive CIF financing

| | | | | | |
|------------|--|--------------------|--------------------------|---|--|
| 11. | Qairokkum Hydropower (Tajikistan) Case Study* | PPCR | EBRD | Case Study document, disseminated via EBRD and CIF websites | MDB's, country governments, resilience practitioners, PPCR country teams |
| No. | Knowledge Management Product | CIF Program | CIF Unit Managing | Outputs | Target Audience |
| 12. | Mobilizing Climate Resilience: Capturing Key Lessons and Good Practices from the PPCR* | PPCR | IBRD | Interactive website with key lessons and case examples, Paper brochure on lessons and case examples, Dissemination and dialogue | Multi Sectoral Plan countries and operational teams, PPCR practitioners, MDBs, Donors, CIF AU |
| 13. | Enhancing Stakeholder Engagement in Monitoring and Reporting and Development of Supporting Learning Materials* | PPCR | IBRD | Report on lessons learned on institutionalizing of M&E process | M&E practitioners, MDBs, pilot countries |
| 14. | Developing a Model for Gender-Sensitive Post-Disaster Response and Gender-Inclusive Climate Adaptation Finance ²² | PPCR | IBRD | Action plan, marketing strategy, sectoral guide, workshops & training | Disaster risk managers and project task teams, gender and social development practitioners, Female-headed households, St. Lucia Private Sector |
| 15. | Linkages Between the FIP and REDD+ and Performance-based Mechanisms | FIP | CIF Admin Unit | Report and accompanying presentation, distributed online | Forest professionals, MDB's, CSO's. |
| 16. | Stimulating Private Sector Engagement in REDD+ Sustainable Forest Management and Landscape Restoration Efforts ²³ | FIP | IBRD | Summary report, disseminated via WB and CIF websites, circulated to targeted audiences | FIP donors and pilots, MDBs, CIF AU, Private sector, CSO's |
| 17. | Experience and Early Lessons Learned from IBRD FIP Implementation ²⁴ | FIP | IBRD | Lessons learned document shared with target audiences and key stakeholders | CIF AU, Broader public, FIP management teams, New pilot countries |
| 18. | Stakeholder Engagement at the Country Level | Cross Program | CIF Admin Unit | Online and print document | CIF |

²² This product is projected to be delivered in FY17

²³ This work was commenced in FY15 and is projected to be completed in FY16

* This product has yet to be completed/released as of April 2015

²⁴ This work was commenced in FY15 and is projected to be completed in FY16

*This work has yet to be completed/released as of April 2015

| | | | | | |
|--|---|--------------------------|--------------------------|--|--|
| 19. | Case Studies on Gender Lessons Learned from ADB's CIF Portfolio | Cross-program | ADB | Report, disseminated online | MDB task teams, CIF country implementing teams, CIF Donors |
| Part B – Portfolio Assessments | | | | | |
| 20–22. | Renewable Energy Country Profiles (Mali, Tanzania, Ethiopia)* | SREP | AfDB | Print and electronic short document summarizing country and sector sections from IP | Country-level energy practitioners, private sector entities, MDB country and task teams. |
| No. | Knowledge Product | CIF Program | CIF Unit Managing | Outputs | Target Audience |
| 23. | Review of Mainstreaming Climate Change and Development (1 st Edition)* | PPCR | ADB | Electronic and print report disseminated via ADB and CIF website | MDB task teams, CIF country implementing teams, Country policy makers, CIF donors |
| 14. | Payment for Environmental Services – A Promising Tool for Natural Resources Management in Africa* | FIP | AfDB | Electronic and print document, disseminated via CIF and AfDB websites, accompanying bibliography of key publications | CIF Donors, CIF Country Implementing Teams |
| 25. | SCF: Assessment of Private Sector Set-asides* | SCF sub programs | CIF Admin Unit | Report, posted to CIF website, shared with TFC AND SC's | CIF Donors |
| 26. | Review of ABD-CIF Private Sector Portfolio ²⁵ | Cross-program | ADB | | |
| 27. | Private Sector Adaptation Finance Enabled by MDB's* | Cross-Program | EBRD | | |
| Part C – South-South Learning and Global Knowledge Exchange | | | | | |
| 28. | New SREP Pilot Countries Meeting | SREP | CIF Admin Unit | 2 day meeting held in The Hague, Netherlands. Feb 2015. | New SREP focal points |
| 29. | Fourth International Climate Services Conference | PPCR | CIF Admin Unit | PPCR country participation in international conference | PPCR Focal Points |
| 30. | Climate Services Value Chain eCourse ²⁶ | PPCR | IBRD | Online course promoting access to climate information among key audiences | Country policy makers, technical experts, MDBs |
| 31. | FIP Pilot Countries Meeting (June 2015) | FIP | CIF Admin Unit | Substantive discussions on key forest issues, orientation of new countries | FIP Pilot Countries, key external stakeholders |
| 32. | Low Emissions Investment Planning eCourse | Cross program (CTF/SREP) | CIF Admin Unit /IBRD | Online course enabling participation from pilot countries | Country policy makers & planners, MDBs |

²⁵ This work was commenced in FY15 and is projected to be completed in FY16

²⁶ This product did not receive CIF Financing

| | | | | | |
|--------------------------------|--|--------------------|---------------------------------|---|--|
| 33. | Panel Sessions at UNFCCC Intersessional (June 2015) | Cross program | CIF Admin Unit | Panel 1: Multi-Stakeholder Perspectives and Lessons from the CIF. Panel 2: Complementarity and Coherence of Climate Finance | Negotiators, donors, recipient countries, CSO's, Private Sector, MDB's |
| Part D – Other Products | | | | | |
| 34. | Readiness for Investment in Sustainable Energy (RISE) | SREP | IBRD | Report, online interactive tool | Energy sector planners, policy makers in low income countries |
| No. | Knowledge Product | CIF Program | CIF Unit Managing | Outputs | Target Audience |
| 35. | Review of GHG Accounting Methodologies Used in IBRD FIP Projects ²⁷ | FIP | IBRD | Report published on WB and CIF websites, disseminated to key audiences | IBRD TTLs, Forest Community, GHG Accounting Team, CIF AU, MDBs |
| 36. | Review of GHG Accounting Methodologies Used in MDB FIP Projects ²⁸ | FIP | CIF Admin Unit /IBRD co-managed | Report published on WB and CIF websites, Summary Presentation delivered to key audiences | IBRD TTLs, Forest Community, GHG Accounting Team, CIF AU, MDBs |

Table 2: CIF Knowledge Management Activities Planned for FY16

| No. | Knowledge Product | CIF program | CIF Unit Managing | Expected outputs | Target audience |
|---|--|--------------------|--------------------------|---|---|
| Part A – Analytical and Lessons Learned Studies (Incl. Case Studies) | | | | | |
| 1. | Case Studies of Transformational Impact of CTF Investments | CTF | CIF Admin Unit | Analytical reports | MDB's, financing institutions, governments |
| 2. | Capacity Building for Monitoring and Reporting on Climate Resilience | PPCR | IBRD | Lessons, and good practice elements captured and dissemination started. | Govt. policy makers, development planners, MDB task teams |

²⁷ This work was commenced in FY15 and is projected to be completed in FY16

²⁸ This work was commenced in FY15 and is projected to be completed in FY16

| | | | | | |
|---------------------------------------|--|--------------------|--------------------------|--|--|
| 3. | Lessons Learned from Developing the Dedicated Grant Mechanism for Indigenous Peoples and Local Communities. | FIP | CIF Admin Unit | Study report (online and print), stakeholder dialogue | CSO's, MDB's, IP groups, TFC, implementing units |
| 4. | Stimulating Private Sector engagement in REDD+ Sustainable Forest Management and Forest Restoration: Opportunities, constraints, investment needs, risk and private sector engagement Move to other products | FIP | IBRD | Published lit. review, 3 stakeholder meetings, presentation to FIP SC, final report disseminated | FIP SC, Private sector, Donors, UNFCCC, UNFF |
| No. | Knowledge Product | CIF Program | CIF Unit Managing | Outputs | Target Audience |
| 5. | Early Lessons from FIP Implementation in Pilot Countries ²⁹ Activities (co-benefits, transformation, MDB synergies, integration with REDD+ phased approach) | FIP | IBRD | Report summarizing findings, Presentation to FIP SC | REDD+ community, client countries, MDBFCPF/UNREDD, FIP SC, MDBs |
| 6. | Stakeholder Engagement at the Governance Level | Cross Program | CIF Admin Unit | Electronic and print document | CIF TFC, Donors, NGO's, MDB;s, CIF Countries |
| Part B – Portfolio Assessments | | | | | |
| 7. | Analyzing Cost Effectiveness of CTF/SREP Investments | CTF/SREP | CIF Admin Unit | Analytical reports | MDB's, financing institutions, governments |
| 8. | Mini-grid Knowledge Exchange and Sharing of Learning | CTF/SREP | CIF Admin Unit/ESMAP | On-going dialogue, systematic exchange of lessons learned | MDB's, Country teams, private sector, governments |
| 9. | Study Analyzing Private Sector Investment in the PPCR Portfolio | PPCR | CIF Admin Unit | Electronic and print report | MDB private sector departments, country governments, local financial institutions |
| 10. | Mainstreaming Climate Change and Development PPCR (Review 2 nd edition continued from FY15) | PPCR | ADB | Electronic and print report disseminated via ADB and CIF website | MDB task teams, PPCR country implementing teams, Country policy makers, CIF donors |

²⁹ This work was commenced in FY15 and is expected to be completed in FY16

| | | | | | |
|--|---|--------------------|--------------------------|--|---|
| 11. | Identifying and Explaining Innovation in PS Set-Aside Projects | SCF Sub-programs | CIF Admin Unit | Two case studies | MDB private sector departments, country governments, local financial institutions |
| 12. | Review of ABD-CIF Private Sector Portfolio ³⁰ | Cross-program | ADB | Electronic and print report disseminated via ADB and CIF website | MDB task teams, CIF country implementing teams, Country policy makers, CIF donors |
| 13. | Gender Assessment Energy Efficiency Ukraine | CTF | EBRD | | |
| No. | Knowledge Product | CIF Program | CIF Unit Managing | Outputs | Target Audience |
| 14. | Technical Note on Gender and Forests | FIP | IDB | Report, disseminated online | MDB task teams, CIF Country implementing teams, CIF Donors |
| 15. | Gender Portfolio Review * | Cross-program | ADB | Electronic and print report disseminated via ADB and CIF website | MDB task teams, CIF country implementing teams, Country policy makers, CIF donors |
| 16. | Gender Portfolio Review * | Cross-program | IDB | Internal report. Good practices potentially disseminated online | IDB's task teams. MDB task teams, CIF Country teams, Donors |
| Part C – South-South Learning and Global Knowledge Exchange | | | | | |
| 17. | CTF Countries Meeting | CTF | CIF Admin Unit | Discussions on developments in CTF, looking at ways forward | CTF countries, key external stakeholders |
| 18. | DPSP Knowledge Sharing Platform: Mini-Grid dialogue | CTF/SREP | CIF Admin Unit/ADB? | Stakeholder dialogue | Policy makers and regulators |
| 19. | PPCR Pilot Countries Meeting (July 2015) | PPCR | CIF Admin Unit | Substantive discussions exploring resilience, climate services and orienting new countries | PPCR Countries, key external stakeholders |
| 20. | Climate Adaptation Dialogues: Strengthening Climate Resilience and Hydromet Services. | PPCR | CIF Admin Unit | On-going dialogue events | Country-level technical experts, |

³⁰ This work was commenced in FY15 and is expected to be completed in FY16

| | | | | | |
|--------------------------------|--|---------------|----------------|--|---|
| | | | | | relevant scientific experts, MDB's |
| 21. | World Bank Group Annual Meetings Panel Event (October 2015) | Cross-program | CIF Admin Unit | Discussion event exploring early results and lessons learned | Governments, Donors, MDB's |
| 22. | COP21 Side-event (December 2015) | Cross-program | CIF Admin Unit | Panel session exploring on the ground experience of climate action and lessons learned from climate action | Negotiators, policy makers, MDB's, private sector |
| Part D – Other Products | | | | | |
| 23. | Harmonization of GHG Accounting for CTF Projects | CTF | CIF Admin Unit | MDB's, country teams | |
| 24. | Complementarity of Climate Resilience and Disaster Risk Management | PPCR | IBRD | Govt. policy makers, development planners, MDB task teams | |

* This product has not received CIF financing

Annex 3: List of CIF Policy Document and Operational Guidelines Approved or Submitted for Trust Fund Committee or Sub-Committee Review during FY 2015.

Joint

1. Models for the Future Operations of the CIF (reviewed by CTF-SCF/TFC, November 2014)
2. Update on Streamlining reporting requirements (proposed for circulation by mail prior to CTF-SCF/TFC May 2015 meeting)
3. Options to enhance national-level stakeholder engagement in the planning and implementation of CIF investment plans and projects (proposed for CTF-SCF/TFC May 2015 meeting)
4. Measures to Further Improve the Governance of the CIF (proposed for CTF-SCF/TFC May 2015 meeting)
5. Proposal on Changes to the CTF Investment Management Strategy (proposed for CTF-SCF/TFC May 2015 meeting)
6. FY16 Business Plan and Budget (proposed for CTF-SCF/TFC May 2015 meeting)
7. Proposal on Changes to the CTF Investment Management Strategy (proposed for CTF-SCF/TFC May 2015 meeting)
8. Revised Approaches to Evidence-Based Learning in the CIF Project Cycle/ Options for the commissioning of future national, thematic or program-level evaluations (proposed for CTF-SCF/TFC May 2015 meeting).
9. SCF Private Sector Facility Proposal (proposed for CTF-SCF/TFC May 2015 meeting)

CTF

1. Semi-Annual Report on CTF Operations (reviewed by CTF/TFC, November 2014)
2. Proposal for a Specific Target for the Margin between Projected CTF Net Income and Projected Loan Losses (reviewed by CTF/TFC, November 2014)
3. Proposal for Pricing Policies for the CTF Trust Fund (proposed for CTF/TFC May 2015 meeting)
4. Proposal for Methodology and Level of Specific Target for the Margin Between Projected CTF Net Income and Projected Loan Losses (proposed for CTF/TFC May 2015 meeting)
5. Semi-Annual Report on CTF Operations (proposed for CTF/TFC May 2015 meeting)

PPCR

1. Semi-Annual Report on PPCR Operations (reviewed by Sub-Committee, November 2014)
2. Recommendations based on the Assessment of the SCF Private Sector Set-Asides (reviewed by Sub-Committee, November 2014)
3. Procedures for an Expanded PPCR Set-Aside to Incentivize Innovative Private Sector Investments in Climate Resilience and Adaptation (reviewed by Sub-Committee, November 2014)
4. Criteria and Process for Selecting New Pilot Countries under the Pilot Program for Climate Resilience (reviewed by Sub-Committee, November 2014)

5. Lessons from PPCR Phase 1 for Enhancing Readiness for Climate-Resilient Development (reviewed by Sub-Committee, November 2014)
6. Report of the Expert Group to the PPCR Sub-Committee on Selection of New Pilot Countries (proposed for PPCR/SC May 2015 meeting)
7. Semi-Annual Report on PPCR Operations (proposed for PPCR/SC May 2015 meeting)

FIP

1. Semi-Annual Report on FIP Operations (reviewed by Sub-Committee, November 2014)
2. Further Elaboration of the Options for the Use of Potentially New Funds under the Forest Investment Program (reviewed by Sub-Committee, November 2014)
3. Linkages between FIP Investments and REDD+ Performance-Based Payment Mechanisms (reviewed by Sub-Committee, November 2014)
4. Recommendations of the Expert Group on selecting new FIP pilot countries (proposed for FIP/SC May 2015 meeting)
5. New projects to existing FIP pilot countries (proposed for FIP/SC May 2015 meeting)
6. Semi-Annual Report on FIP Operations (proposed for FIP/SC May 2015 meeting)

SREP

1. Semi-Annual Report on SREP Operations (reviewed by Sub-Committee, November 2014)
2. Recommendations based on the Assessment of the SCF Private Sector Set-Asides (reviewed by Sub-Committee, November 2014)
3. Proposal for Allocating Resources to New SREP Pilot Countries (approved by the Sub-Committee January 2014)
4. Proposal for Allocating Grant and Capital Resources to the New Pilot Countries (proposed for submission to the Sub-Committee by mail in April 2015)
5. Semi-Annual Report on SREP Operations (proposed for SREP/SC May 2015 meeting)

Annex 4: FY15 Budget Outcome and FY16 Proposed Budget - Supporting Tables

No.

- 4a. FY15 Approved and Revised Budget for MDB Administrative Services by Fund Program and MDB
- 4b. FY15 Approved and Revised Budget for MDB Administrative Services by Service Category
- 4c. FY15 Approved and Revised Budget for Trustee Administrative
- 4d. FY15 Approved and Revised Budget for Administrative Unit Services
- 4e. FY15 Administrative Unit Approved and Revised Budget by Administrative Cost Categories
- 4f. FY15 Revised Estimates and Proposed FY16 Budget by Fund Program and Budget Category
- 4g. Estimated FY15 Expenditures and Proposed FY16 Budget for MDB Administrative Services by SCF Program

| Annex 4a- FY15 Approved and Revised Budget for MDB Administrative Services by Fund Program and MDB | | | | | | | | |
|--|---------------|-------------|------------------|--------|----------------------|--------------------|----------------|---------|
| CTF | | | | | | | | |
| | | Staff Costs | Consultant Costs | Travel | Contractual Services | Total Direct Costs | Indirect Costs | TOTAL |
| ADB | FY15 Approved | 8.4 | 225.2 | 48.0 | - | 281.6 | 2.1 | 283.7 |
| | FY15 Revised | 5.9 | 240.6 | 24.6 | - | 271.2 | 1.8 | 273.1 |
| AFDB | FY15 Approved | 25.2 | 86.3 | 36.0 | - | 147.5 | 1.5 | 149.0 |
| | FY15 Revised | 25.2 | 88.8 | 32.0 | - | 146.0 | 1.5 | 147.5 |
| EBRD | FY15 Approved | 170.5 | - | 64.0 | 11.0 | 245.5 | 73.1 | 318.6 |
| | FY15 Revised | 170.6 | - | 72.7 | 10.5 | 253.8 | 64.5 | 318.3 |
| IADB | FY15 Approved | 45.1 | 190.1 | 12.0 | - | 247.2 | 24.7 | 271.9 |
| | FY15 Revised | 46.2 | 182.2 | 16.3 | - | 244.7 | 24.5 | 269.2 |
| IBRD | FY15 Approved | 375.3 | 27.5 | 30.0 | - | 432.8 | 51.2 | 484.0 |
| | FY15 Revised | 375.3 | 27.5 | 50.0 | - | 452.8 | 31.2 | 484.0 |
| IFC | FY15 Approved | 377.8 | - | 17.8 | 8.5 | 404.1 | 0.9 | 405.0 |
| | FY15 Revised | 382.4 | 2.0 | 17.1 | 2.5 | 404.0 | 0.6 | 404.6 |
| TOTAL | FY15 Approved | 1,002.4 | 529.0 | 207.8 | 19.5 | 1,758.7 | 153.5 | 1,912.2 |
| | FY15 Revised | 1,005.6 | 541.1 | 212.8 | 13.0 | 1,772.5 | 124.1 | 1,896.5 |
| SCF | | | | | | | | |
| | | Staff Costs | Consultant Costs | Travel | Contractual Services | Total Direct Costs | Indirect Costs | TOTAL |
| ADB | FY15 Approved | 11.0 | 725.0 | 96.0 | - | 832.0 | 2.9 | 834.9 |
| | FY15 Revised | 7.9 | 740.9 | 92.5 | - | 841.3 | 2.4 | 843.7 |
| AFDB | FY15 Approved | 127.5 | 601.6 | 81.0 | - | 810.2 | 7.5 | 817.7 |
| | FY15 Revised | 127.5 | 595.6 | 81.2 | - | 804.3 | 7.3 | 811.6 |
| EBRD | FY15 Approved | 72.6 | - | 56.0 | 10.0 | 138.6 | 31.1 | 169.7 |
| | FY15 Revised | 72.6 | - | 64.4 | 9.5 | 146.5 | 4.7 | 151.2 |
| IADB | FY15 Approved | 169.3 | 435.4 | 36.0 | - | 640.6 | 64.1 | 704.7 |
| | FY15 Revised | 149.2 | 442.7 | 40.0 | - | 631.9 | 63.2 | 695.1 |
| IBRD | FY15 Approved | 1,310.0 | 160.0 | 118.8 | 8.0 | 1,596.8 | 188.5 | 1,785.3 |
| | FY15 Revised | 1,337.0 | 145.8 | 139.3 | 25.4 | 1,647.5 | 131.4 | 1,779.0 |
| IFC | FY15 Approved | 406.4 | - | 53.4 | 8.7 | 468.4 | 1.1 | 469.5 |
| | FY15 Revised | 420.7 | 3.0 | 31.6 | 5.2 | 460.5 | 0.5 | 461.0 |
| TOTAL | FY15 Approved | 2,096.7 | 1,922.0 | 441.2 | 26.7 | 4,486.6 | 295.1 | 4,781.8 |
| | FY15 Revised | 2,114.9 | 1,928.0 | 449.0 | 40.1 | 4,532.0 | 209.6 | 4,741.6 |
| TOTAL | | | | | | | | |
| | | Staff Costs | Consultant Costs | Travel | Contractual Services | Total Direct Costs | Indirect Costs | TOTAL |
| ADB | FY15 Approved | 19.4 | 950.2 | 144.0 | - | 1,113.6 | 5.0 | 1,118.6 |
| | FY15 Revised | 13.8 | 981.5 | 117.2 | - | 1,112.5 | 4.3 | 1,116.8 |
| AFDB | FY15 Approved | 152.7 | 688.0 | 117.0 | - | 957.7 | 9.0 | 966.7 |
| | FY15 Revised | 152.7 | 684.4 | 113.2 | - | 950.3 | 8.8 | 959.0 |
| EBRD | FY15 Approved | 243.1 | - | 120.0 | 21.0 | 384.1 | 104.2 | 488.3 |
| | FY15 Revised | 243.2 | - | 137.1 | 20.0 | 400.3 | 69.2 | 469.5 |
| IADB | FY15 Approved | 214.4 | 625.4 | 48.0 | - | 887.8 | 88.8 | 976.6 |
| | FY15 Revised | 195.4 | 624.9 | 56.3 | - | 876.6 | 87.7 | 964.3 |
| IBRD | FY15 Approved | 1,685.3 | 187.5 | 148.8 | 8.0 | 2,029.6 | 239.6 | 2,269.2 |
| | FY15 Revised | 1,712.3 | 173.3 | 189.3 | 25.4 | 2,100.3 | 162.6 | 2,262.9 |
| IFC | FY15 Approved | 784.2 | - | 71.2 | 17.2 | 872.6 | 2.0 | 874.5 |
| | FY15 Revised | 803.1 | 5.0 | 48.7 | 7.7 | 864.5 | 1.2 | 865.7 |
| TOTAL | FY15 Approved | 3,099.1 | 2,451.1 | 649.0 | 46.2 | 6,245.3 | 448.6 | 6,694.0 |
| | FY15 Revised | 3,120.5 | 2,469.1 | 661.7 | 53.1 | 6,304.5 | 333.7 | 6,638.1 |

| 4b- FY15 Approved and Revised Budget for MDB Administrative Services by Service Category | | | | | | | | | | | | | | |
|--|------------------|-----------------|------------------|-----------------|------------------|-----------------|------------------|-----------------|------------------|-----------------|------------------|-----------------|------------------|-----------------|
| CTF | ADB | | AFDB | | EBRD | | IADB | | IBRD | | IFC | | TOTAL | |
| | FY15 Approved | FY15 Revised | FY15 Approved | FY15 Revised | FY15 Approved | FY15 Revised | FY15 Approved | FY15 Revised | FY15 Approved | FY15 Revised | FY15 Approved | FY15 Revised | FY15 Approved | FY15 Revised |
| 1. Internal outreach and integration of CIF in MDB policies, procedures and systems | 67.8 | 67.8 | 33.9 | 33.5 | 94.9 | 99.4 | 68.3 | 73.3 | 190.9 | 226.9 | 172.2 | 175.9 | 628.0 | 676.9 |
| 2. CIF operational reporting | 73.3 | 73.3 | 31.7 | 31.6 | 114.5 | 114.7 | 68.3 | 69.2 | 117.6 | 81.6 | 45.1 | 43.9 | 450.6 | 414.3 |
| 3. Participation in CIF committees and fora and thematic work program | 120.5 | 113.4 | 62.6 | 62.1 | 65.6 | 59.8 | 57.2 | 59.1 | 106.8 | 106.8 | 96.7 | 93.8 | 509.4 | 495.0 |
| 4. Financial management and relations with the CIF Trustee | 22.2 | 18.5 | 20.7 | 20.3 | 43.6 | 44.4 | 78.0 | 67.5 | 68.7 | 68.7 | 91.0 | 90.9 | 324.3 | 310.4 |
| Grand Total | 283.7 | 273.1 | 149.0 | 147.5 | 318.6 | 318.3 | 271.9 | 269.2 | 484.0 | 484.0 | 405.0 | 404.6 | 1,912.2 | 1,896.5 |
| SCF | ADB | | AFDB | | EBRD | | IADB | | IBRD | | IFC | | TOTAL | |
| | FY15 Approved | FY15 Revised | FY15 Approved | FY15 Revised | FY15 Approved | FY15 Revised | FY15 Approved | FY15 Revised | FY15 Approved | FY15 Revised | FY15 Approved | FY15 Revised | FY15 Approved | FY15 Revised |
| 1. Internal outreach and integration of CIF in MDB policies, procedures and systems | 212.8 | 208.8 | 151.5 | 150.7 | 68.3 | 97.0 | 172.4 | 173.9 | 666.7 | 690.9 | 193.5 | 203.4 | 1,465.1 | 1,524.8 |
| 2. CIF operational reporting | 169.5 | 164.0 | 262.7 | 259.2 | 20.9 | 10.0 | 177.3 | 176.3 | 402.1 | 373.8 | 55.2 | 60.2 | 1,087.5 | 1,043.5 |
| 3. Participation in CIF committees and fora and thematic work program | 409.3 | 433.7 | 338.9 | 337.5 | 61.7 | 36.9 | 167.0 | 174.3 | 550.1 | 549.1 | 149.8 | 129.1 | 1,676.9 | 1,660.6 |
| 4. Financial management and relations with the CIF Trustee | 43.3 | 37.3 | 64.6 | 64.2 | 18.9 | 7.3 | 188.0 | 170.5 | 166.5 | 165.1 | 71.0 | 68.3 | 552.2 | 512.7 |
| Grand Total | 834.9 | 843.7 | 817.7 | 811.6 | 169.7 | 151.2 | 704.7 | 695.1 | 1,785.3 | 1,779.0 | 469.5 | 461.0 | 4,781.8 | 4,741.6 |

| 4c- FY15 Approved and Revised Budget for Trustee Administrative | | | | | | |
|---|-------------------------|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Trustee Services | CTF | | SCF | | TOTAL | |
| | FY15 Approved Budget | FY15 Revised Budget | FY15 Approved Budget | FY15 Revised Budget | FY14 Approved Budget | FY14 Revised Budget |
| Financial Management and Relationship Management | 404.8 | 438.2 | 375.1 | 422.7 | 779.9 | 860.9 |
| Investment Management | 852.5 | 852.5 | 500.5 | 500.5 | 1,353.0 | 1,353.0 |
| Accounting and Reporting | 198.0 | 180.0 | 198.0 | 180.0 | 396.0 | 360.0 |
| Legal Services | 55.0 | 39.6 | 51.7 | 22.1 | 106.7 | 61.7 |
| External Audit | 400.0 | 400.0 | 400.0 | 400.0 | 800.0 | 800.0 |
| Total Costs | 1,910.3 | 1,910.3 | 1,525.3 | 1,525.3 | 3,435.6 | 3,435.6 |

Annex 4d - FY15 Approved and Revised Budget for Administrative Unit Budget by Service Category

| | CTF | | SCF | | TOTAL | | Staff weeks | | Consultant weeks | |
|---|------------------|-----------------|------------------|-----------------|------------------|-----------------|------------------|-----------------|------------------|-----------------|
| | FY15 Approved | FY15 Revised | FY15 Approved | FY15 Revised | FY15 Approved | FY15 Revised | FY15 Approved | FY15 Revised | FY15 Approved | FY15 Revised |
| 1. Facilitating the work of TFCs and Sub-Committees | 364.5 | 355.2 | 543.5 | 532.8 | 908.0 | 888.0 | 93.5 | 65.3 | 4.3 | 8.6 |
| 2. Managing Institutional Relations and Partnership building (excl Partnership Forum) | 762.5 | 865.1 | 1,449.1 | 1,297.7 | 2,211.6 | 2,162.8 | 273.3 | 191.0 | 28.4 | 56.7 |
| 3. Policy and Program Development | 1,360.1 | 1,466.6 | 2,390.1 | 2,199.9 | 3,750.2 | 3,666.5 | 773.2 | 540.3 | 133.1 | 266.4 |
| 4. Management and Finance | 254.2 | 248.6 | 381.3 | 373.0 | 635.5 | 621.6 | 148.0 | 103.4 | 8.6 | 17.2 |
| GRAND TOTAL | 2,741.4 | 2,935.5 | 4,764.0 | 4,403.3 | 7,505.3 | 7,338.9 | 1,288.0 | 900.0 | 174.4 | 349.0 |

Annex 4e - Administrative Unit FY15 Approved and Revised Budget by Administrative Cost Categories (\$,000)

| | | Staff Costs | Consultant Costs | Contractual Services | Travel | Total Direct Costs | Indirect Costs | TOTAL |
|-------------------|---------------|----------------|---------------------|-------------------------|---------|--------------------------|-------------------|---------|
| Admin Unit | FY15 Approved | 4,623.4 | 534.0 | 616.0 | 1,054.0 | 6,827.4 | 678.0 | 7,505.3 |
| | FY15 Revised | 3,403.6 | 1,116.0 | 1,454.5 | 928.1 | 6,902.1 | 436.8 | 7,338.9 |

Annex 4f - FY15 Revised Estimates and Proposed FY16 Budget by Fund Program and Budget Category (\$,000)

| | CTF | | SCF | | Total | |
|-------------------------------------|---------------------|----------------------|---------------------|----------------------|---------------------|----------------------|
| | FY15 Revised Budget | FY16 Proposed Budget | FY15 Revised Budget | FY16 Proposed Budget | FY15 Revised Budget | FY16 Proposed Budget |
| Administrative Services | | | | | | |
| Trustee | 1,910.3 | 1,931.1 | 1,525.3 | 1,547.0 | 3,435.6 | 3,478.0 |
| Admin Unit | 2,935.5 | 3,203.4 | 4,403.3 | 4,492.3 | 7,338.9 | 7,695.7 |
| MDBs | 1,896.5 | 1,886.9 | 4,741.6 | 5,255.5 | 6,638.1 | 7,142.4 |
| Sub-total | 6,742.4 | 7,021.3 | 10,670.2 | 11,294.8 | 17,412.6 | 18,316.1 |
| Learning and Knowledge Exchange 1/ | - | 340.9 | - | 761.3 | - | 1,102.2 |
| MDB Support for Country Programming | (742.8) | (1,226.6) | 633.0 | 3,959.6 | (109.8) | 3,959.6 |
| Special Initiative | - | 150.0 | - | 1,350.0 | - | 1,500.0 |
| Total | 5,999.6 | 6,285.6 | 11,303.2 | 17,365.7 | 17,302.8 | 24,877.9 |

1/ Includes three Pilot county meetings (PPCR, CTF, SREP) and two Partnership Forum related events at WGB Annual Meetings in Lima and COP21 in Paris

2/ Includes Multi tier Energy access cost sharing with ESMAP for new SREP countries (\$1,000k) and MDB managed innovative KM activities (\$500k)

Annex 4g- Summary of FY15 Estimated Expenditures and Proposed FY16 Budget for MDB Administrative Services by SCF Program (\$'000)

| | PPCR | | FIP | | SREP | | TOTAL | |
|--------------|---------------------|----------------------|---------------------|----------------------|---------------------|----------------------|---------------------|----------------------|
| | FY15 Revised Budget | FY16 Proposed Budget | FY15 Revised Budget | FY16 Proposed Budget | FY15 Revised Budget | FY16 Proposed Budget | FY15 Revised Budget | FY16 Proposed Budget |
| ADB | 373.0 | 334.6 | 210.8 | 213.5 | 260.0 | 304.6 | 843.7 | 852.7 |
| AfDB | 234.4 | 253.4 | 263.9 | 281.3 | 313.3 | 326.0 | 811.6 | 860.7 |
| EBRD | 58.0 | 102.7 | 27.7 | 60.3 | 65.5 | 105.5 | 151.2 | 268.6 |
| IADB | 222.7 | 248.9 | 251.5 | 248.9 | 220.9 | 237.8 | 695.1 | 735.6 |
| IBRD | 668.3 | 673.4 | 614.8 | 787.4 | 495.9 | 574.4 | 1,779.0 | 2,035.2 |
| IFC | 152.6 | 201.1 | 153.6 | 150.8 | 154.8 | 150.8 | 461.0 | 502.7 |
| Total | 1,709.0 | 1,814.0 | 1,522.3 | 1,742.3 | 1,510.3 | 1,699.2 | 4,741.6 | 5,255.5 |

Annex 5: FY15 Update on Unit Costs of Selected Work Program Outputs

1. The Joint meeting of the CTF and SCF Trust Fund Committees in November 2011 reviewed the document *A Review of the Use of Budget Resources and Work Program Growth FY09-12*. The document presented average FY11 costs for individual work program activities and products that can be tracked based on the existing time and expense recording systems of the MDBs; the limiting factor being that staff time is not recorded according to individual activities or products, but rather to standard administrative service categories.
2. The said Joint Meeting requested that “the CIF Administrative Unit, working with the MDB Committee, continue to provide information on unit costs of the individual work program activities identified in Section V of the paper in its annual budget submissions to allow for better consideration of the costs of doing business”.
3. What follows is an update (Table 1) of the unit costs of the activities/products that were presented in the above referenced paper (later augmented with additional ones) providing projections of actual average costs for FY15 and estimated average costs for FY16.

Table 1: Average Cost per Activity for FY11, FY12, FY13, FY14, Projected FY15 and Estimated FY16

| Work Program Activity | FY11 average cost per activity (\$) | FY12 Actual average cost per activity (\$) | FY13 Actual average per activity (\$) | FY14 Actual average per activity (\$) | FY15 Projected average per activity (\$) | FY16 Estimated average per activity (\$) |
|---|-------------------------------------|--|--|--|---|---|
| Partnership Forum 1/ | 1,434,000.00 | N/A | 931,700.00 | 1,040,000 | N/A | 106,000 |
| TFC/SC meetings 2/ | 56,400 | 51,699 | 64,302 | 63,865 | 63,700 | 65,000 |
| Pilot Country meetings 3/ | 54,500 | 122,337 | 93,946 | 143,465 | 200,000 | 250,000 |
| CIF Annual Report 4/ | 151,600 | 93,301 | 104,418 | 100,000 | 77,100 | 85,000 |
| CIF Learning Products 5/ | 141,000 | 128,797 | 108,183 | 125,000 | NA | NA |
| External audits of financial statements 6/ | MDB 75,000 Trustee 150,000 | 75,000 75,000 | 42,500 100,000 | 50,000 100,000 | 50,000 100,000 | 50,000 100,000 |
| MDB joint-missions in support of IP preparation 7/ | CTF 121,900 PPCR 289,000 | CTF 129,836 PPCR 371,657 FIP 297,005 SREP 307,063 | CTF 0 PPCR 0 FIP 0 SREP 347,143 | CTF : No further activity PPCR : No further activity FIP: No further activity SREP: 317,000 | CTF : No further activity PPCR : No further activity FIP: No further activity SREP 300,000 | CTF : No further activity PPCR : 388,000 FIP: 388,000 SREP 388,000 |
| MDB joint-missions in support of IP updates/revisions 8/ | | | CTF 107,600 | CTF 78,600 | CTF: 106,00 SREP: 82,000 | CTF 70,000 SREP 70,000 |
| MDB support for implementation of CIF results frameworks 9/ | | | | PPCR: 7,000 | CTF: PPCR: 87,000 FIP: 50,000 SREP: | CTF: PPCR: 50,000 FIP: 64,000 SREP: |
| Stakeholder meeting to review progress in IP implementation 10/ | | | | | | 30,000 |

Explanatory Notes:

- 1/ *Partnership Forum*. No Partnership Forum will take place in FY16. Special learning events will be held in Lima (World Bank Group Annual Meetings) and Paris (UNFCCC COP 21) at an average estimated cost of \$106,000. Costs cover venue, travel, accommodation and per diem of eligible participants, travel for CIF Administrative Unit staff, and contractual services for logistics, hospitality and interpretation).
- 2/ *Trust Fund and Sub-Committee meetings* (costs included are as per 1 above). Estimated average cost per meeting in FY16 are on par with the projected actual average for FY15 and the actual average for FY14.
- 3/ *Pilot country meetings* (costs included are as per 1 above). Country participation is expected to rise as new pilots in SREP, FIP and PPCR are joining. Consequently costs of travel, hospitality and

accommodation will rise as reflected in projected average meeting cost for FY15 and estimated for FY16.

4/ *CIF Annual Report* (costs involved are consultant time and contracting services for design, layout, printing and translation). Over time the production of the Annual Report has become streamlined and production facilitated at lower cost.

5/ *CIF Learning Products* (costs included as per 6 above). Learning products are not standardized activities. The increasingly wide ranging objectives and scope of CIF learning products (see Annex 2) makes the use of averages meaningless for purposes of tracking costs over time.

6/ *External audits of Trustee and MDB financial statements* (expenditures are for contracting with external auditors). Actual costs vary considerably across audits. Average expenditures for the 14 external audits for MDBs in FY15 as projected by the Trustee (managing all external audits) to be \$50,000 (a projected average based on actuals) and \$100,000 for the two audits undertaken for Trustee's special purpose financial statement. For budgeting purposes, the average cost per audit in FY16 remains at the FY15 level.

7/ *MDB joint-missions in support of preparation of investment plans* (expenditures involve staff and consultant time and travel). Three joint missions supported investment plan preparation in SREP countries in FY15, at an average budgeted cost of \$300,000. FY16 support projected at the adopted norm of \$388,000 per country.

8/ *MDB joint-missions in support of updates/revisions to endorsed CTF investment plans* (expenditures included are as under 9 above). Joint missions for CTF investment plan updates/revisions in FY15 involved activity in one country (India) at a cost of \$106,000. Under SREP the average budgeted cost of MDB support for update/revision of investment plans in two countries in FY15 was \$82,000. Average cost will change over time in response to differences in the scope and complexity of the updates/revisions.

9/ *MDB support for implementation of CIF results frameworks*. This support activity started in FY14 in thirteen PPCR pilots. Costs (staff and consultant time, travel and where needed contractual services) were initially projected to average \$80,000 but came in at \$97,000 (outputs: a monitoring and reporting plan, an annual report on progress against agreed indicators, and a capacity building/training program developed and implementation started.) Support will continue over a period of two to three years but will decline in scope and costs as local capacity increases. For FY16 average budgeted cost per pilot is therefore \$50,000 under PPCR and \$64,000 under FIP.

10/ *Stakeholder meetings/consultations to review progress in investment plan implementation*. The budget norm of \$30,000 per meeting will continue under FY16 (cover expenditures for MDB staff and consultant time, travel and, if and when needed local contractual services in connection with meeting event).

Annex 6: Cost of Program and Project Related Administration Costs compared to Total Project Funding (\$'mil)

SCF

| | FY09-FY13 Revised | FY14 Revised | FY15 Revised | FY16 Estimate | Total |
|--|-------------------|--------------|--------------|---------------|--------------|
| Administrative Services: | 39.4 | 10.8 | 10.7 | 12.1 | 72.9 |
| Trustee | 4.7 | 1.5 | 1.5 | 1.5 | 9.3 |
| Administrative Unit 1/ | 19.7 | 4.6 | 4.4 | 5.3 | 33.9 |
| MDBs | 15.1 | 4.7 | 4.7 | 5.3 | 29.7 |
| MDB Support to country programming | 15.0 | (0.2) | 0.6 | 4.0 | 19.4 |
| Special Initiatives | 1.0 | - | - | 1.4 | 2.4 |
| Total program related administration costs | 55.5 | 10.6 | 11.3 | 17.4 | 94.7 |
| MDBs Implementation Support and Project Supervision 2/ | 17.6 | 20.4 | 11.4 | 12.6 | 62.0 |
| PPCR | 13.3 | 10.0 | 5.9 | 1.3 | 30.4 |
| FIP 3/ | 2.4 | 6.2 | 2.5 | 3.3 | 14.3 |
| SREP | 1.9 | 4.3 | 2.9 | 8.1 | 17.2 |
| Total program and project related administration costs | 73.0 | 31.0 | 22.7 | 30.0 | 156.7 |
| Project funding including reserve | 811 | 730 | 515 | 636 | 2,692 |
| Percentage ratio total program related administrative costs to project funding | | | | | 3.5% |
| Percentage ratio total program and project related administrative costs to project funding | | | | | 5.8% |

1/ Administrative Unit's budget Includes Partnership Forum costs for FY09, FY10, FY11, FY13 and FY14; no Forum in FY12 and FY15; pilot county meetings and PF related activities in FY16

2/ Data from FY14 Business Plan and Budget Paper and have used \$475,000 as benchmark for Implementation Support and Project Supervision for SCF.

3/ FIP includes DGM projects

CTF

| | FY09-FY13 Revised | FY14 Revised | FY15 Revised | FY16 Estimate | Total |
|--|-------------------|--------------|--------------|---------------|--------------|
| Administrative Services: | 28.3 | 7.2 | 6.7 | 7.4 | 49.6 |
| Trustee | 6.7 | 2.2 | 1.9 | 1.9 | 12.7 |
| Administrative Unit 1/ | 11.2 | 3.1 | 2.9 | 3.5 | 20.8 |
| MDBs | 10.5 | 1.9 | 1.9 | 1.9 | 16.2 |
| MDB Support to country programming | 4.2 | 0.1 | (0.7) | (1.2) | 2.3 |
| Special Initiatives | 1.0 | - | - | 0.2 | 1.2 |
| Total program related administration costs | 33.5 | 7.3 | 6.0 | 6.3 | 53.1 |
| MDBs Implementation Support and Project Supervision 2/ | 7.2 | 8.4 | 7.7 | 6.1 | 29.4 |
| CTF | 7.2 | 8.4 | 7.7 | 6.1 | 29.4 |
| Total program and project related administration costs | 40.7 | 15.7 | 13.7 | 12.4 | 82.5 |
| Project funding including reserve | 2,490 | 1,509 | 895 | 824 | 5,718 |
| Percentage ratio total program related administrative costs to project funding | | | | | 0.9% |
| Percentage ratio total program and project related administrative costs to project funding | | | | | 1.4% |

1/ Administrative Unit's budget Includes Partnership Forum costs for FY09, FY10, FY11, FY13 and FY14; no Forum in FY12 and FY15; pilot county meetings and PF related activities in FY16

2/ Data from FY14 Business Plan and Budget Paper , and have used 0.25% fees of the project funding for CTF through FY12 and 0.45% for FY13, FY14 and FY15. For DPSP fees are approximated at 2% of the funding.

All CIF

| | FY09-FY13 Revised | FY14 Revised | FY15 Revised | FY16 Estimate | Total |
|--|-------------------|--------------|--------------|---------------|--------------|
| Administrative Services: | 67.8 | 18.0 | 17.4 | 19.4 | 122.6 |
| Trustee | 11.4 | 3.6 | 3.4 | 3.5 | 22.0 |
| Administrative Unit 1/ | 30.8 | 7.8 | 7.3 | 8.8 | 54.7 |
| MDBs | 25.6 | 6.6 | 6.6 | 7.1 | 45.9 |
| MDB Support to country programming | 19.2 | (0.0) | (0.1) | 4.0 | 23.0 |
| Special Initiatives | 2.0 | - | - | 1.5 | 3.5 |
| Total program related administration costs | 89.0 | 17.9 | 17.3 | 24.9 | 149.1 |
| MDBs Implementation Support and Project Supervision 2/ | 24.8 | 28.9 | 19.0 | 18.7 | 91.3 |
| CTF | 7.2 | 8.4 | 7.7 | 6.1 | 29.4 |
| PPCR | 13.3 | 10.0 | 5.9 | 1.3 | 30.4 |
| FIP | 2.4 | 6.2 | 2.5 | 3.3 | 14.3 |
| SREP | 1.9 | 4.3 | 2.9 | 8.1 | 17.2 |
| Total program and project related administration costs | 113.8 | 46.8 | 36.3 | 43.6 | 240.4 |
| Project funding including reserve | 3,301 | 2,239 | 1,411 | 1,460 | 8,410 |
| Percentage ratio total program related administrative costs to project funding | | | | | 1.8% |
| Percentage ratio total program and project related administrative costs to project funding | | | | | 2.9% |

1/ Administrative Unit's budget Includes Partnership Forum costs for FY09, FY10, FY11, FY13 and FY14; no Forum in FY12 and FY15; pilot county meetings and PF related activities in FY16

2/ Data from FY14 Business Plan and Budget Paper , and have used \$475,000 as benchmark for Implementation Support and Project Supervision for SCF, 0.25% and 0.45% fees of the project funding for CTF. For DPSP fees are approximated at 2% of the funding.

Annex 7: Payments to MDBs for the Project Implementation Support and Supervision Services

CTF MPIS (on Project Preparation Grants)- As of Dec 2014 (in USD million)

| PROJECT ID | MDB | COUNTRY | PROJECT TITLE | PUBLIC/ PRIVATE | CTF FUNDING | MPIS |
|--------------|------|-------------|--|--------------------|----------------|-------------|
| XCTFEG009A | AfDB | Egypt | Wind Energy Scale Up Program(IPPs)- 200MW Wind farm in the Gulf of Suez | Public | 50.00 | 0.05 |
| XCTFMB029A | AfDB | MENA-CSP | Egypt Kom Ombo CSP | Public | 61.50 | 0.05 |
| PCTFID013A | ADB | Indonesia | Energy Efficiency and Renewable Energy | Private | 50.00 | 0.02 |
| XCTFNG216A | AFDB | Nigeria | Abuja Mass Transit Project | Public | 50.00 | 0.05 |
| XCTFEG011A | IBRD | Egypt | Egypt Urban Transport | Public | 51.05 | 0.05 |
| XCTFCO005A | IDB | Colombia | Energy Efficiency Program in the San Andrés, Providencia and Santa Catalina Archipelago | Public | 10.58 | 0.03 |
| PCTFKZ021A | EBRD | Kazakhstan | Renewable Energy III-Kazakhstan Renewable Energy Finance Facility(KAZREFF) | Private | 29.50 | 0.05 |
| XCTFPH062A | IBRD | Philippines | Philippines Cebu Bus Rapid Transit(BRT) Demonstration Project | Public | 26.05 | 0.05 |
| XCTFPH061A | IBRD | Philippines | Philippines Renewable Energy Development(PHRED) | Public | 45.04 | 0.05 |
| XCTFVN091A | ADB | Vietnam | Vietnam Transport (HCMC) | Public | 50.00 | 0.05 |
| XCTFUA056A | IBRD | Ukraine | District Heating Energy Efficiency | Public | 51.05 | 0.05 |
| XCTFMA058A | IBRD | Morocco | Clean and Efficient Energy Project | Public | 25.00 | 0.05 |
| XCTFMX100A | IDB | Mexico | Support to FIRA for the Implementation of an Energy Efficiency Financing Strategy for the Food Processing Industry | Public | 2.10 | 0.02 |
| XCTFUA088A | IBRD | Ukraine | Ukraine Second Power Transmission Project | Public | 48.95 | 0.03 |
| XCTFVN101A | ADB | Vietnam | Ha Noi Sustainable Urban Transport Program (SUT): Project 1: Ha Noi Metro System Line 3 | Public | 50.00 | 0.05 |
| XCTFCO006A | IDB | Colombia | Energy Efficiency Financing Program for the Services Sector | Public | 11.05 | 0.01 |
| PCTFCO098A | IDB | Colombia | Innovative Instruments to Foster Energy Efficiency in SMEs in Colombia | Private | 4.52 | 0.01 |
| PCTFCL204A | IDB | Chile | Energy Efficiency and Self-Supply Renewable Energy Program | Private | 25.28 | 0.04 |
| TOTAL | | | | | | 0.70 |

NOTE: For CTF public sector projects, the Trust Fund pays MPIS only for grants; the borrowers pay MPIS for loans and guarantees. The borrowers have two options for payment: a) 0.10% of the undisbursed balance of the loan/guarantee financing which will accrue semi-annually after loan/guarantee signing, or b) 0.25% of the total loan/guarantee financing amount in the form of a single front-end payment. For projects approved after November 2011, the rates of MPIS payments are 0.18% and 0.45%, respectively.

PPCR MPIS - As of Dec 2014 (in USD million)

| PROJECT ID | MDB | COUNTRY | PROJECT TITLE | PUBLIC/ PRIVATE | PPCR FUNDING | MPIS |
|------------|------|------------|---|--------------------|-----------------|------|
| XPCRBD002A | IBRD | Bangladesh | Coastal Embankment Improvement Project | Public | 25.00 | 0.49 |
| XPCRBD003A | ADB | Bangladesh | Investment Project 3: Coastal Towns Environmental Infrastructure Project | Public | 40.40 | 0.22 |
| XPCRBD004A | ADB | Bangladesh | Investment Project 3 : Coastal Climate Resilient Water Supply, Sanitation, and Infrastructure Improvement-Component 2- Climate Resilient Infrastructure Improvement in Coastal Zone Project | Public | 30.53 | 0.22 |
| XPCRBD005A | ADB | Bangladesh | Technical Assistance 1: Climate Change Capacity Building and Knowledge Management | Public | 0.50 | 0.05 |
| XPCRBO007A | IDB | Bolivia | Climate Resilience Program for the Water and Sanitation Systems of the Metropolitan Areas of La Paz and El Alto | Public | 44.50 | 0.25 |
| XPCRBO008A | IBRD | Bolivia | Climate Resilience-Integrated Basin Management Project | Public | 46.00 | 0.95 |
| XPCRKH009A | ADB | Cambodia | Climate resilience of rural infrastructure in Kampong Cham province as part of Rural Roads Improvement Project (RRIP-II) | Public | 16.00 | 0.39 |
| XPCRKH010A | ADB | Cambodia | Component 1-Project 2-Enhancement of Flood and Drought Management in Pursat | Public | 9.96 | 0.47 |
| XPCRKH011A | ADB | Cambodia | Component 2-Project 1-Promoting Climate-Resilient Agriculture in Koh Kong and Monduliri Provinces as part of the Greater mekong Subregion Biodiversity Conservation Corridors Project | Public | 8.00 | 0.78 |
| XPCRKH012A | ADB | Cambodia | Climate-Resilient Rice Commercialization Sector Development Program | Public | 10.00 | 0.47 |
| XPCRKH013A | ADB | Cambodia | Component 3-Project 1- Climate Proofing of Roads in Prey Veng, Svay Rieng, Kampong Chang and Kampong Speu Provinces | Public | 17.00 | 0.38 |
| XPCRKH014A | ADB | Cambodia | Component 3-Project 2-Climate Proofing Infrastructure in the Southern Economic Corridor Towns | Public | 10.00 | 0.38 |
| XPCRKH015A | ADB | Cambodia | Component 3-Project 3-Flood-resilient Infrastructure Development in Sisopohon,Siem Reap, Kampong Thom, Battambang, Pursat and Kampong Cham | Public | 10.00 | 0.38 |
| XPCRKH016A | ADB | Cambodia | Component 4-Cluster Technical Assistance: Mainstreaming Climate Resilience into Development Planning in Key Vulnerable Sectors | Public | 7.00 | 0.50 |
| XPCRMZ017A | IBRD | Mozambique | Roads and Bridges Management and Maintenance Program-APL2 | Public | 15.75 | 0.49 |
| XPCRMZ018A | IBRD | Mozambique | Cities and Climate Change PPCR AF | Public | 15.75 | 0.49 |
| XPCRMZ019A | IBRD | Mozambique | Climate Resilience: Transforming Hydrometeorological Services | Public | 15.00 | 0.73 |

| | | | | | | |
|------------|------|--|--|---------|-------|------|
| XPCRMZ020A | AFDB | Mozambique | Sustainable Land and Water Resources Management | Public | 15.75 | 0.51 |
| XPCRMZ021A | AFDB | Mozambique | Baixo Limpopo Irrigation and Climate Resilience Project(BLICRP) | Public | 15.75 | 0.49 |
| XPCRMZ024A | IBRD | Mozambique | Climate Change and Technical Assistance Project | Public | 2.00 | 0.44 |
| XPCRNP025A | ADB | Nepal | Building Climate Resilience of Watersheds in Mountain Eco-Systems | Public | 24.44 | 0.98 |
| XPCRNP026A | IBRD | Nepal | Building Resilience to Climate-Related Hazards | Public | 31.00 | 0.95 |
| PPCRNP027A | IFC | Nepal | Building Climate Resilient Communities Through Private Sector Participation | Private | 9.00 | 0.40 |
| XPCRNP028A | IBRD | Nepal | Enhancing Climate Resilience of Endangered Species | Public | - | 0.16 |
| XPCRNP029A | ADB | Nepal | Technical Assistance 1: Mainstreaming Climate Change Risk Management in Development | Public | 7.16 | 0.50 |
| XPCRNE030A | AFDB | Niger | Project for the Improvement of Climate Forecasting Systems and Operationalization of Early Warning Systems (PDIPC) | Public | 13.00 | 0.34 |
| XPCRNE032A | AFDB | Niger | Water Resources Mobilization and Development Project(PROMOVARE) | Public | 22.00 | 0.34 |
| XPCRNE034A | IBRD | Niger | Community Action Project for Climate Resilience (CAPCR) | Public | 63.40 | 0.85 |
| XPCRTJ036A | ADB | Tajikistan | Building Capacity for Climate Resilience | Public | 6.00 | 0.70 |
| XPCRTJ037A | IBRD | Tajikistan | Improvement of Weather, Climate and Hydrological Service Delivery | Public | 7.00 | 0.40 |
| PPCRTJ038A | EBRD | Tajikistan | Enhancing the Climate Resilience of the Energy Sector | Private | 11.00 | 0.35 |
| XPCRTJ039A | IBRD | Tajikistan | Environmental Land Management and Rural Livelihoods | Public | 9.45 | 0.55 |
| XPCRTJ040A | ADB | Tajikistan | Building Climate Resilience in the Pyanj River Basin | Public | 22.30 | 0.40 |
| XPCRZM041A | IBRD | Zambia | Strengthening Climate Resilience in Zambia and the Barotse Sub-Basin | Public | 37.00 | 0.98 |
| XPCRZM042A | AFDB | Zambia | Strengthening Climate Resilience in the Kafue Sub-Basin | Public | 39.00 | 0.78 |
| XPCRLC044A | IBRD | Caribbean-Saint Lucia | Disaster Vulnerability Reduction Project | Public | 27.00 | 0.48 |
| XPCRGD045A | IBRD | Caribbean-Grenada | Regional Disaster Vulnerability Reduction Project | Public | 16.20 | 0.52 |
| XPCRGD045B | IBRD | Caribbean-Grenada | Additional Financing to the Regional Disaster Vulnerability Reduction Project | Public | 8.80 | 0.26 |
| XPCRVC047A | IBRD | Caribbean-St. Vincent & The Grenadines | Regional Disaster Vulnerability Reduction Project | Public | 10.00 | 0.53 |
| XPCRJM048A | IBRD | Caribbean-Jamaica | Improving Climate Data and Information Management | Public | 7.10 | 0.42 |
| XPCRJM049A | IDB | Caribbean-Jamaica | Adaptation Program and Financing Mechanism for the Pilot Program For Climate Resilience Jamaica | Public | 17.90 | 0.60 |

| | | | | | | |
|--------------|-------|--|--|---------|--------------|------|
| XPCRWS052A | IBRD | South Pacific-Samoa | Enhancing the Climate Resilience of the West Coast Road(Apia to Airport) | Public | 14.93 | 0.81 |
| XPCRWS053A | IBRD | South Pacific-Samoa | Enhancing the Climate Resilience of Coastal Resources and Communities | Public | 14.96 | 0.80 |
| XPCRRY054A | IBRD | Yemen | Climate Information System and PPCR program Coordination | Public | 19.00 | 0.97 |
| XPCRRY055A | IBRD | Yemen | Climate Resilience of Coastal Communities (CRCC) | Public | 20.00 | 0.30 |
| XPCRDM056A | IBRD | Caribbean-Dominica | Disaster Vulnerability Reduction Project | Public | 21.00 | 0.49 |
| XPCRTO059A | ADB | South Pacific-Tonga | Climate Resilience Sector Project | Public | 20.00 | 0.40 |
| XPCRCB062A | IDB | Caribbean-Regional Track | Investment Proposal for the Caribbean Regional SPCR | Public | 10.60 | 0.20 |
| XPCRPC063A | ADB | South Pacific-Regional Track | Pacific Region: Implementation of the Strategic Program for Climate Resilience | Public | 3.89 | 0.75 |
| XPCRPC064A | IBRD | South Pacific-Regional Track | Pacific Resilience Program | Public | 6.11 | 0.33 |
| XPCRRY066A | IBRD | Yemen | Climate Resilience of Rural Communities | Public | 19.00 | 0.45 |
| XPCRPG067A | ADB | South Pacific-Papua New Guinea | Building Climate Resilience in Papua New Guinea | Public | 25.00 | 0.20 |
| XPCRHT068A | IBRD | Caribbean-Haiti | Centre Artibonite Regional Development Project | Public | 8.00 | 0.48 |
| XPCRHT069A | IDB | Caribbean-Haiti | Climate Proofing of Agriculture in the Centre-Artibonite Loop | Public | 4.50 | 0.25 |
| XPCRHT070A | IBRD | Caribbean-Haiti | DRM Reconstruction-PPCR Additional Financing | Public | 7.00 | 0.25 |
| XPCRHT071A | IBRD | Caribbean-Haiti | Strengthening Hydromet Services | Public | 5.00 | 0.47 |
| XPCRVC047B | IBRD | Caribbean-St. Vincent & The Grenadines | Additional Financing to the Regional Disaster Vulnerability Reduction Program | Public | 5.00 | 0.20 |
| PPCRHT504A | IDB* | Caribbean-Haiti | Support for the building of a climate resilient sorghum supply chain in Haiti | Private | 3.00 | 0.20 |
| PPCRJM505A | IDB* | Caribbean-Jamaica | Financing water adaptation in Jamaica's new urban housing sector | Private | 5.75 | 0.20 |
| PPCRLC506A | IDB* | Caribbean-Saint Lucia | Supporting climate resilient investments in the agricultural sector in Saint Lucia: provision of small to medium sized loans to farmers, farmer associations, distributors/wholesalers and processing companies. | Private | 6.10 | 0.20 |
| PPCRMZ501A | AfDB* | Mozambique | Lurio Green Resources Forestry Project | Private | 11.00 | 0.20 |
| PPCRBO601A | IDB* | Bolivia | Financial Risk Management for Climate Resilience in the Agriculture Sector | Private | 10.00 | 0.25 |
| TOTAL | | | | | 28.92 | |

* Private Sector Set Aside

FIP MPIS - As of Dec 2014 (in USD million)

| PROJECT ID | MDB | COUNTRY | PROJECT TITLE | PUBLIC/ PRIVATE | PPCR FUNDING | MPIS |
|-------------------|------------|----------------|---|------------------------|---------------------|-------------|
| XFIPZR001A | IBRD | DRC | DRC Improved Forested Landscape Management | Public | 37.70 | 1.27 |
| XFIPZR002A | AFDB | DRC | Integrated REDD+ Project in the Mbuji Mayi/Kananga and Kisangani Basins | Public | 22.30 | 0.90 |
| XFIPLA004A | ADB | Lao PDR | Protecting Forests for Sustainable Ecosystem Services | Public | 13.34 | 0.25 |
| XFIPLA006A | IBRD | Lao PDR | Scaling-Up Participatory Sustainable forest Management(PSFM) | Public | 13.31 | 0.49 |
| XFIPMX007A | IBRD | Mexico | Mexico Forests and Climate Change Project | Public | 42.00 | 0.84 |
| XFIPMX008A | IDB | Mexico | Financing Low Carbon Strategies in Forest Landscapes. | Public | 15.00 | 0.50 |
| PFIPMX009A | IDB | Mexico | Support for Forest Related Micro, Small, and Medium-sized Enterprises (MSMEs) in Ejido | Private | 2.99 | 0.39 |
| XFIPBR010A | IBRD | Brazil | Environmental Regularization of Rural Lands(based upon the CAR) | Public | 32.48 | 0.75 |
| XFIPBR011A | IBRD | Brazil | Sustainable Production in Areas Converted to Agricultural Use(based upon the ABC plan) | Public | 10.72 | 0.75 |
| XFIPBR012A | IDB | Brazil | Forest Information to Support Public and private Sectors in managing Initiatives Focused on Conservation and Valorization of Forest Resources | Public | 16.55 | 0.50 |
| XFIPBR013A | IBRD | Brazil | Implementation of Early Warning System for Preventing Forest Fires and a System for monitoring the Vegetation Cover | Public | 9.15 | 0.24 |
| XFIPBF014A | IBRD | Burkina Faso | Decentralized Forest and Woodland Management(PGDDF) | Public | 18.00 | 0.65 |
| XFIPBF015A | AFDB | Burkina Faso | Gazetted Forests Participatory Management Project for REDD+ (PGFC/REDD+) | Public | 12.00 | 0.45 |
| XFIPGH016A | IBRD | Ghana | Enhancing Natural Forest and Agroforest Landscapes Project | Public | 30.00 | 0.75 |
| XFIPGH017A | AFDB | Ghana | Engaging Local Communities in REDD+/Enhancing Carbon Stocks | Public | 10.00 | 0.40 |
| XFIPID019A | ADB | Indonesia | Community-Focused Investments to Address Deforestation and Forest Degradation(CFI-ADD+) | Public | 17.50 | 0.35 |
| XFIPID020A | IBRD | Indonesia | Promoting Sustainable Community-Based Natural Resource Management and Institutional Development | Public | 17.50 | 0.35 |
| XFIPPE022A | IDB | Peru | Integrated Forest Landscape Management Along the Main Route Between Tarapoto and Yurimaguas in the Regions of San Martin and Loreto | Public | 12.57 | 0.25 |
| XFIPPE023A | IBRD | Peru | Integrated Land management in Atalaya, Ucayali Region | Public | 12.60 | 0.40 |

| | | | | | | |
|--------------|-------|------------------|--|---------|--------------|------|
| XFIPPE024A | IDB | Peru | Integrated Landscape Management Along the Main Route Between Puerto Maldonado and Inapari and in the Amarakaeri Communal Reserve | Public | 12.37 | 0.25 |
| XFIPPE025A | IDB | Peru | Strengthening National Forest Governance and Innovation | Public | 12.46 | 0.25 |
| XFIPDG201A | IBRD | Brazil | DGM for Indigenous Peoples and Local Communities | Public | 6.50 | 0.94 |
| XFIPDG202A | IBRD | Burkina Faso | DGM for Indigenous Peoples and Local Communities | Public | 4.50 | 0.32 |
| XFIPDG204A | IBRD | Ghana | DGM for Indigenous Peoples and Local Communities | Public | 5.50 | 0.16 |
| XFIPDG205A | IBRD | Indonesia | DGM for Indigenous Peoples and Local Communities | Public | 6.50 | 0.45 |
| XFIPDG208A | IBRD | Peru | DGM for Indigenous Peoples and Local Communities | Public | 5.50 | 0.31 |
| XFIPDG209A | IBRD | Global Component | DGM for Indigenous Peoples and Local Communities | Public | 5.00 | 1.00 |
| XFIPDG203A | IBRD | DRC | DGM for Indigenous Peoples and Local Communities | Public | 6.00 | 0.40 |
| XFIPDG207A | IBRD | Mexico | DGM for Indigenous Peoples and Local Communities | Public | 6.00 | 0.35 |
| PFIPBR501A | IDB* | Brazil | Macauba Palm Oil in Silvicultural System | Private | 3.00 | 0.20 |
| PFIPBR502A | IFC* | Brazil | Commercial Reforestation of Modified Lands in Cerrado | Private | 15.00 | 0.35 |
| PFIPGH504A | AfDB* | Ghana | Public-Private Partnership for restoration of degraded forest reserve through VCS and FSC certified plantations | Private | 10.30 | 0.18 |
| PFIPMX505A | IDB* | Mexico | Guarantee Fund for financing low carbon forestry investments | Private | 3.00 | 0.20 |
| TOTAL | | | | | 15.82 | |

** Private Sector Set Aside*

SREP MPIS - As of Dec 2014 (in USD million)

| PROJECT ID | MDB | COUNTRY | PROJECT TITLE | PUBLIC/ PRIVATE | PPCR FUNDING | MPIS |
|------------|------|----------|---|--------------------|-----------------|------|
| XSREET001A | IBRD | Ethiopia | Geothermal Sector Development Project | Public | 24.50 | 0.48 |
| XSREET004A | AfDB | Ethiopia | Assela Wind Farm Project | Public | 20.00 | 0.20 |
| XSREHN006A | IDB | Honduras | Strengthening the RE Policy and Regulatory Framework(FOMPIER) | Public | 0.85 | 0.13 |
| XSREHN007A | IDB | Honduras | Grid-Connected RE Development Support(ADERC)-Transmission | Public | 4.00 | 0.13 |
| PSREHN008A | IDB | Honduras | Grid-Connected RE Development Support(ADERC)-Generation | Private | 6.50 | 0.11 |
| XSREHN010A | IBRD | Honduras | Sustainable Rural Energization(ERUS) | Public | 8.61 | 0.21 |
| PSREHN011A | IDB | Honduras | Sustainable Rural Energization(ERUS)-Part I & III: Promoting Sustainable Business Models for Clean Cookstoves Dissemination | Private | 2.95 | 0.11 |
| XSREKE012A | AFDB | Kenya | Menengai Geothermal Project-200 MW Geothermal-Phase A-Resource and Infrastructure Development and Mobilization of Private Sector | Public | 25.00 | 0.18 |
| XSREKE013A | IBRD | Kenya | Menengai Geothermal Project | Public | 15.00 | 0.18 |
| XSREKE014A | IBRD | Kenya | Electricity Modernization Project | Public | 7.50 | 0.21 |
| PSREML015A | AFDB | Mali | Solar PV IPP | Private | 12.00 | 0.20 |
| XSREML016A | IBRD | Mali | Rural Electrification Hybrid Systems | Public | 15.40 | 0.43 |
| XSREML017A | AFDB | Mali | Development of Micro/Mini Hydroelectricity for Rural Electrification in mali(PDM-Hydro) | Public | 10.90 | 0.35 |
| PSRENP019A | IFC | Nepal | Small Hydropower Development | Private | 10.00 | 0.40 |
| PSRENP020A | ADB | Nepal | Small Hydropower Development | Private | 10.00 | 0.43 |
| XSRENP022A | ADB | Nepal | South Asia Subregional Economic Cooperation Power System Expansion Project(formerly Rural Electrification Through Renewable Energy) | Public | 11.78 | 0.49 |
| XSRENP023A | IBRD | Nepal | Extended Biogas Program | Public | 7.90 | 0.65 |
| XSREMV024A | IBRD | Maldives | Accelerating Sustainable Private Investments in RE Program(ASPIRE) | Public | 12.68 | 0.43 |
| XSRETZ027A | AFDB | Tanzania | Geothermal Development | Public | 25.00 | 0.25 |
| XSRETZ028A | IBRD | Tanzania | Renewable Energy for Rural Electrification | Public | 20.05 | 0.21 |
| XSRELR031A | IBRD | Liberia | Renewable Energy for Electrification in North and Center Liberia Project-Mini Grids | Public | 25.00 | 0.34 |

| | | | | | | |
|--------------|-------|-----------------|--|---------|-------|-------------|
| XSRELR032A | AFDB | Liberia | Renewable energy for Electrification in Eastern Liberia Project-Stand-Alone PV | Public | 25.00 | 0.23 |
| XSREMV025A | ADB | Maldives | Preparing Outer Islands for Sustainable Energy Development Program(POISED) | Public | 12.70 | 0.43 |
| PSREHN501A | IDB* | Honduras | Strengthening of the ADERC H-REFF | Private | 15.00 | 0.21 |
| PSREML502A | AfDB* | Mali | Segou Solar Park | Private | 25.00 | 0.18 |
| PSREKE503A | AfDB* | Kenya | Kopere Solar Park | Private | 11.60 | 0.18 |
| XSREN504A | IBRD* | Nepal | ABC Business Models for Off-Grid Energy Access Nepal | Public | 8.00 | 0.30 |
| XSREAM034A | IBRD | Armenia | Geothermal Exploratory Drilling Project | Public | 8.85 | 0.10 |
| XSREAM035A | IBRD | Armenia | Development of Utility-Scale Solar PV | Public | 9.00 | 0.10 |
| XSREAM036A | ADB | Armenia | Development of Utility0-Scale Solar PV | Public | 18.85 | 0.10 |
| XSRESB037A | IBRD | Solomon Islands | Renewable Energy Access Project | Public | 6.90 | 0.17 |
| XSRESB038A | ADB | Solomon Islands | Solar Power Development Project | Public | 6.85 | 0.17 |
| XSREVU040A | IBRD | Vanuatu | Rural Electrification Project | Public | 6.75 | 0.25 |
| XSREVU041A | ADB | Vanuatu | Small Hydropower Project | Public | 7.00 | 0.22 |
| TOTAL | | | | | | 8.73 |

** Private Sector Set
Aside*

Annex 8: New Budgeting Framework Adopted for the Development of the Proposed FY16 Budget

Note: Activities shown in blue are funded under the administrative services part of the CIF budget, activities in pink under the support for country programming part.

| Proposed new CIF administrative budget lines | Trustee | CIF Administrative Unit (working with the MDB Committee) | MDB focal points for CIF coordination | MDB Task Teams supporting country programming |
|--|---|--|--|--|
| <i>1. Policy development, working with the TFCs/SCs, and managing relations.</i> | (i) In collaboration with the MDB Committee, providing analysis and input for CIF policymaking, and development of related operational guidelines; (ii) Managing the dialogue on fund contributions with donor countries. | (i) Providing input for CIF policy making and developing operational guidelines; (ii) preparing semi-annual operations reports and CIF Annual Report; (iii) planning, organizing, and participating in TFC/SC meetings and facilitating committee work between sessions; (iv) supporting effective stakeholder engagement at CIF governance level. | (i) Contributing to CIF's policy making process and development of operational guidelines; (ii) contributing to the development of semi-annual operational reports and CIF Annual Report, and (iii) participating in TFC/SC meetings and presenting MDB views on matters deliberated. | |
| <i>2. Investment plan development, update and revision.</i> | | (i) Providing guidance to MDB focal points on application of relevant CIF policies, investment criteria and guidelines in individual IP cases; and (ii) based on TFC/SC guidance and working with the MDB Committee facilitate the selection of additional countries for CTF and SCF's targeted programs. | (i) Guiding MDB task teams on nature and application of relevant CIF policies, operational guidelines, and business procedures; (ii) quality control and due diligence for conformity of IPs with CIF policies and requirements; and (iii) reporting on CIF operations related to IP development, update and revision. | (i) Participating in and reporting to CIF Admin Unit on joint-missions to support country-led development, updates and revisions of IPs. |
| <i>3. Development and approval of CIF</i> | | (i) Advising MDB focal points on application of CIF policies, | (i) Outreach to task teams on CIF requirements and | [Note: Support by MDB task teams for |

| | | | | |
|---|--|---|---|--|
| <i>funding of programs and projects.</i> | | operational guidelines, and business procedures; and (ii) managing the pipelines of CIF program/projects and their regular reviews, including maintaining an updated database. | business procedures; (ii) reviewing funding proposals for conformity with CIF policies and requirements; and (iii) operational reporting related to development of programs and projects. | development and implementation of programs and projects is funded outside the CIF Administrative budget through fees (CIF) and MPIS (SCF)] |
| <i>4. Knowledge management and the Partnership Forum.</i> | | (i) Preparing and coordinating annual CIF work programs and implementing parts for which CIF Adm Unit is responsible; (ii) planning, organizing, and participating in pilot country meetings, and the Partnership Forum, and similar events (working with the MDB Committee and the Host MDB); and (iii) reporting to TFCs/SCs on progress and outcomes in work program implementation. | (i) Providing inputs to CIF's annual work programs, and managing implementation of activities for which MDBs are responsible; (ii) reporting implementation progress and results to CIF Adm. Unit; (iii) participating in pilot country meetings; (iv) participating in the planning of and attending the Partnership Forum and similar lessons-sharing CIF events. | |
| <i>5. Monitoring and evaluation (including stakeholder engagement in review of IP implementation).</i> | | (i) Coordinating preparation of annual work programs, and managing implementation of activities for which the CIF Adm. Unit is responsible; (iii) reporting to TFCs/SCs on work program progress and outcomes. | (i) Providing inputs to CIF's annual work programs, and managing implementation of activities for which the MDBs are responsible; (ii) reporting work program progress and results to CIF Adm. Unit. | (i) Assisting country institutions in establishing and implementing monitoring plans for reporting against core indicators of the IP results framework; and (ii) working with country partners on engaging stakeholders in reviews of IP implementation. |

| | | | | |
|--|---|---|---|--|
| (6) Gender mainstreaming | | (i) Coordinating the preparation of annual work programs, and managing implementation of activities for which the CIF Adm. Unit is responsible; and (iii) reporting to TFCs/SCs on work program progress and outcomes. | (i) Providing inputs to CIF's annual work programs, and managing implementation of activities for which the MDBs are responsible; and(ii) reporting work program progress and results to CIF Adm. Unit. | |
| 7. Managing resources and risk. | (i) Managing the business and financial transactions of the Trust Funds; (ii) investment management of the liquid assets of CIF trust funds; (iii) periodic financial reporting to TFCs/SCs; (iv) coordinating and supporting external audits of financial statements of all CIF trust funds; (v) managing ERM activities for which Trustee is responsible; and (vi) working through MDB Committee to support overall ERM implementation. | (i) Preparing the CIF annual business plan and budget, and facilitating and monitoring the implementation of their components; (ii) coordinating development and implementation of CIF's Enterprise Risk Management program (ERM); (iii) executing parts of ERM for which CIF Administrative Unit is responsible; and (iv) reporting annually to the CTF and SCF Trust Fund Committees on ERM implementation and effectiveness. | (i) Preparing work programs and budget requirements, and monitoring their implementation; (ii) managing cash flow and resources transferred by the Trustee; (iii) maintaining accounting and financial records; (iv) providing the Trustee with financial reports and annual financial statements; (v) working through MDB Committee to support overall ERM implementation. | |

B. Illustrative Mapping of Current Budget Lines into Proposed New Budget Lines

B.1 Trustee

| New\Current Budget lines | 1. Financial and relationship management | 2. Investment Management | 3. Accounting and Reporting | 4. Legal services | 5. External Audits |
|--|---|---------------------------------|------------------------------------|--------------------------|---------------------------|
| <i>1. Policy development, working with the TFCs/SCs, and managing relations.</i> | X | | | X | |
| <i>2. Investment plan development, update and revision.</i> | | | | | |
| <i>3. Development and approval of CIF funding of programs and projects</i> | | | | | |
| <i>4. Knowledge management and the Partnership Forum.</i> | | | | | |
| <i>5. Monitoring and evaluation (including stakeholder engagement in review of IP implementation.)</i> | | | | | |
| <i>6. Gender mainstreaming</i> | | | | | |
| <i>7. Managing resources and risk.</i> | X | X | X | X | X |

B.2 CIF Administrative Unit

| New\Current Budget lines | 1. Facilitating the work of TFCs and Sub-Committees | 2. Managing institutional relations and partnership building | 3. Policy and program development | 4. Management and finance |
|--|--|---|--|--------------------------------------|
| <i>1. Policy development, working with the TFCs/SCs, and managing relations.</i> | X | X | X | |
| <i>2. Investment plan development, update and revision.</i> | | | X | |
| <i>3. Development and approval of CIF funding of programs and projects</i> | | | X | |
| <i>4. Knowledge management and the Partnership Forum.</i> | | X | X | |
| <i>5. Monitoring and evaluation (including stakeholder engagement in review of IP implementation.)</i> | | | X | |
| <i>6. Gender mainstreaming</i> | | | X | |
| <i>7. Managing resources and risk.</i> | | | | X |

B.3 MDB CIF Coordination

| New\Current Budget lines | 1. Internal outreach [and quality control] | 2. CIF operational reporting | 3. Participation in CIF Committees and fora; and thematic work | 4. Financial Management and relations with the Trustee |
|--|---|---|---|---|
| <i>1. Policy development, working with the TFCs/SCs, and managing relations.</i> | | X | X | |
| <i>2. Investment plan development, update and revision.</i> | X | X | | |
| <i>3. Development and approval of CIF funding of programs and projects</i> | X | X | | |
| <i>4. Knowledge management and the Partnership Forum.</i> | | | X | |
| <i>5. Monitoring and evaluation (including stakeholder engagement in review of IP implementation.)</i> | | X | X | |
| <i>6. Gender mainstreaming</i> | | | X | |
| <i>7. Managing resources and risk.</i> | | | | X |

B.4 MDB - Country programming support

[Note: under current budget line classification the MDB country programming budget does not have any activity lines.]

| New Current Budget lines | Country programming support |
|--|------------------------------------|
| <i>1. Policy development, working with the TFCs/SCs, and managing relations.</i> | |
| <i>2. Investment plan development, update and revision.</i> | X |
| <i>3. Development and approval of CIF funding of programs and projects</i> | |
| <i>4. Knowledge management and the Partnership Forum.</i> | X |
| <i>5. Monitoring and evaluation (including stakeholder engagement in review of IP implementation.)</i> | X |
| <i>6. Gender mainstreaming</i> | X |
| <i>7. Managing resources and risk.</i> | |