

CLIMATE INVESTMENT FUNDS

August 1, 2013

FY 14 BUSINESS PLAN AND BUDGET

TABLE OF CONTENTS

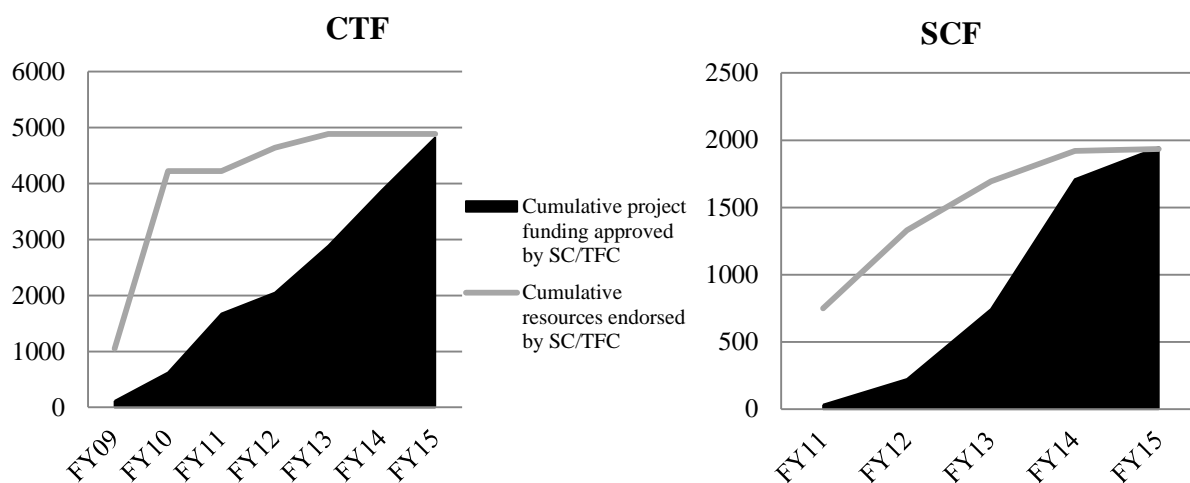
Executive Summary	iii
I. Introduction.....	1
II. Business Development and Targets	2
Part A - Programming and Implementation of Investment Plans	2
Clean Technology Fund.....	3
Pilot Program for Climate Resilience	7
Forest Investment Program.....	10
The Program for Scaling up Renewable Energy in Low Income Countries (SREP)	13
Part B – Cross-cutting Thematic Programs	16
Monitoring and Evaluation	16
Knowledge Management and the Global Support Program	19
Private Sector Engagement.....	23
Stakeholder Engagement	25
Gender Mainstreaming.....	28
Communications	29
Part C - Governance and Policy Development	32
The Trust Fund Committees	32
CIF Administrative Unit	32
MDB Committee.....	33
The Trustee	34
III. FY13 Budget Outcome	35
Part A - Administrative Services	35
Part B - Partnership Forum	36
Part C - MDB Support to Country Programming of CIF Resources	37
IV. Proposed FY14 Budget.....	38
Overview.....	38
Part A - Administrative Services	39
The Trustee	39
CIF Administrative Unit	41
The Multilateral Development Banks	42
Part B – Partnership Forum.....	44
Part C - MDB Support to Country Programming of CIF Resources	44
V. Efficiency and Measures to Control Costs.....	46
Monitoring CIF Efficiency Relative to Benchmarks	46
Tracking Costs of Activities	47
Measures to Contain Administrative Costs.....	47

EXECUTIVE SUMMARY

I. INTRODUCTION

1. Over the last four and a half years, pilot countries have prepared 50 investment plans with envisaged CIF funding of \$6.82 billion, equivalent to 95 % of funds pledged to the CIF¹, for endorsement by the Clean Technology Fund (CTF) and the three Sub-Committees of the Strategic Climate Fund's (SCF's) targeted sub-programs. By the end of FY13, it is expected that CIF funding for 100 projects, flowing from the endorsed investment plans, will have been approved for a total of \$3.63 billion (equivalent to 50% of pledged funds)

Figure A: Cumulative Funding Endorsed under Investment Plans and Approved under Project Proposals (USD million; actuals up to March 15, 2013, projected thereafter)



II. ACTION PRIORITIES AND MAIN OUTPUTS FOR FY14

2. The proposed CIF FY14 Business Plan and Administrative Budget outlines five priority areas for action in order to support the completion of programming of available CIF funds under investment plans, enable systematic reporting of results and capturing and sharing of lessons at the project and program levels, and promote strong engagement of stakeholders, including effective communication of CIF's accomplishments.

3. These action priorities and their associated key outputs and results in FY14 are summarized below. As elaborated later, they give rise to a proposed overall administrative budget for FY14 totaling \$20.86 million.

¹ The total US dollar value of contributions made to the CIF as of December 31, 2012 was \$7,194 million (on the basis of exchange rates as of December 31, 2012)

Priority Areas for Action	Main Outputs and Results in FY14
<p>1. Full implementation of CIF investment plans through project development and approval and updates or revisions of endorsed plans; promoting private sector participation in CIF financing.</p>	<ul style="list-style-type: none"> a) 6 investment plans (5 SREP, 1 FIP) submitted for endorsement. b) 5 updates/revisions of CTF investment plans submitted for TFC approval. c) 100 project proposals for \$1.96 billion in funding approval, and preparation of 53 project proposals for \$1.18 billion in FY15. d) Allocations of FIP, PPCR and SREP “set-asides” for enhanced private sector engagement in pilot countries largely completed. e) Proposed initiative on broadening private sector access beyond current CTF program mechanisms (Global Private Sector Program initiative) and use of local currency financing [<i>pending CTF TFC approval</i>] launched and moving forward.
<p>2. Implementation of strengthened procedures for pipeline management</p>	<ul style="list-style-type: none"> a) CIF program pipelines with higher delivery predictability in moving project proposals through development phase to funding approval. b) Quarterly updates of CTF, PPCR, FIP and SREP pipelines, underpinning semi-annual operational reports.
<p>3. Completing and implementing simplified results frameworks for monitoring and reporting against indicators at the country program level.</p>	<ul style="list-style-type: none"> a) An agreed simplified FIP results framework. b) Baseline and target values of core indicators established and institutional arrangements for monitoring in place under all investment plans. c) Annual progress monitoring and reporting against core indicators at country program level initiated. d) Synthesis reports covering the program, analysis and overarching findings of CTF and PPCR completed.
<p>4. Ensuring that key lessons learned are captured and disseminated in a timely and effective manner.</p>	<ul style="list-style-type: none"> a) Inclusion of information sharing and lessons learning (ISL) activities in all new investment plans; selectively in updates and revisions of endorsed CTF investment plans. b) ISL activities included in all new PPCR and FIP projects and selectively so in CTF and SREP projects. c) Six pilot country or thematic meetings held, contributing

	<p>to advancing FY14 learning priorities.</p> <p>d) Learning products addressing cross-cutting and program-specific learning priorities completed and disseminated with enhanced MDB involvement.</p>
<p>5. Strengthening the engagement of CIF stakeholders in the above activities, and effectively communicating key messages and sharing stories that convey CIF's experience as a learning platform.</p>	<p>a) Meetings with stakeholders under 30 pilots to review implementation of investment plans (first of scheduled bi-annual meetings).</p> <p>b) Initial meetings of indigenous peoples groups and local communities to launch the Development Grant Mechanism held in remaining five FIP countries.</p> <p>c) Early campaign to promote the Fifth Partnership Forum and key CIF messages successfully completed; Stakeholder Forum held in connection with the Partnership Forum.</p> <p>d) Information on project level progress and results, to be supplied by MDBs, effectively disseminated to targeted audiences.</p> <p>e) Timely and effective responses to key issues of concern raised through press and other media.</p> <p>f) Effective outreach to private sector under 1(e) above.</p> <p>g) Orientation sessions held for new CIF recipient country members; regular briefings prior to meetings of Trust Fund Committees and Sub-Committees.</p>

4. The tasks involved in completing the above work program will be undertaken jointly by the CIF Administrative Units and the MDBs with the MDB Committee serving as the mechanism for coordination and joint decision making. The Trustee will support the program by managing the flow of CIF funds for: (a) program administration by the CIF units; (b) project development and implementation support by the MDBs; and (c) project preparation and implementation by the recipient countries.

III. PROPOSED FY14 BUDGET (TABLE A BELOW)

5. Overall, the proposed budget of \$20.86 million is 2.8% below the revised FY13 budget and 2.0% lower than the approved FY13 budget. This outcome is the net result of reduced additional funding needs for both MDB support for country programming and the Partnership Forum out-weighing the projected increase on expenditures for

administrative services. The Trustee, the CIF Administrative Unit, and the MDBs share in roughly equal proportions in the estimated \$0.84 million increase in estimated expenditures for FY14 administrative services which are 5 % above the revised FY13 budget in nominal terms.

Table A: Approved FY13, Revised FY13 and Proposed FY14 Budget by Budget Category (\$,000)

	FY13 Approved Budget	FY13 Revised Budget	FY14 Proposed Budget	Variance FY14 Prop- Budget FY13 Rev
Administrative Services				
Trustee	3,570.9	3,380.0	3,654.5	274.5
Admin Unit	7,308.0	7,062.4	7,329.9	267.6
MDBs	6,485.6	6,307.7	6,602.9	295.2
Sub-total	17,364.6	16,750.1	17,587.3	837.2
Partnership Forum 1/	-	988.0	300.0	(688.0)
MDB Support for Country Programming	3,913.9	3,718.2	2,971.1	(747.1)
Systems Development	-	-	-	-
Total	21,278.4	21,456.3	20,858.4	(597.9)

1/ FY14 request is to top up the carry over of \$739.5k from FY13 to meet FY14 expenditures.

6. On the Trustee’s side, more than half of the \$274.5k increase is due primarily to rising investment management costs which in turn are driven by the growing average cash balances under both the CTF and the SCF. The remainder is on account of rising expenditures for external audits of the Trustee’s and the MDBs’ financial statements, as unit costs of such audits are expected to increase relative to FY13 with the mounting number of financial transactions made.

7. The CIF Administrative Unit’s estimated \$267.6k increase is primarily accounted for by staffing developments. FY13 saw turnovers in staff, and recruitment to refill affected staff positions will not be completed until early FY14. In addition, the Unit’s staff complement will require two new mid-level positions, one for portfolio coordination and monitoring, the other for communications support, two key areas of the FY14 work program.

8. The MDB’s FY14 program coordination expenditures are estimated to marginally fall under CTF and rise by \$320,000 (7%) in the case of SCF. The additional resources are required to allow SCF Focal Points (staff and consultants) to promote and coordinate efforts to: (a) support pilot countries in the establishment and implementation of functioning monitoring and reporting systems at the country program level; (b) strengthen MDB contributions to the SCF’s lessons learning and sharing agenda; (c) implement the new private sector engagement initiatives; and (d) work with the CIF Administrative Unit in the execution of the targeted communication strategy to raise awareness and understanding of CIF’s mission and accomplishments.

9. The Partnership Forum is now held every 18 months as agreed by the CTF and SCF Trust Fund Committees at their joint meeting in November 2011. The fifth Partnership Forum will be co-hosted by the Inter-American Development Bank and held in Spring 2014. The preliminary cost estimate is around \$1.0 million based on the current estimate of the CIF funded expenditures for the fourth Forum held in Istanbul last November. Given a balance of \$739,500 available in the CIF Multi-year Trust Fund for the Partnership Forum, an additional contribution of \$300,000 is requested under the FY14 budget.

10. Multi-year budget for MDB support to country programming². Funding for MDB joint-mission support for preparation of all currently scheduled investment plans (57) will have been fully allocated by the end of FY13. Focus on MDB support for country efforts will now be on: (a) the updating and revision of endorsed CIF investment plans; (b) engaging stakeholders in bi-annual reviews of investment plan implementation; (c) incorporating revised results frameworks in investment plans, and starting monitoring and reporting on progress against core indicators; and (d) completing the implementation of the PPCR Phase I technical assistance grants for investment plan preparation. Except for (a) above, the support for the above tasks will typically be provided through one of the MDBs that earlier was participating in joint-mission support.

11. The MDBs' expenditures for the above activities are estimated to be \$865,000 under CTF and \$2.68 million under SCF, for a total of \$3.54 million. Given the projected balances of funds available at the end of FY13, the additional funding needed for FY14 amounts to \$2.97 million of which \$0.49 million for CTF activities and \$2.48 million for SCF's three targeted programs. The proposed total CIF FY14 budget allocation of \$2.97 million represents a drop of 20% from the revised estimated use of budget funds in FY13.

IV. MONITORING CIF EFFICIENCY RELATIVE TO BENCHMARKS

12. The document Benchmarking CIF's Administrative Costs³ 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. 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.

13. Annual CIF Budget proposals have presented updated projections of such an efficiency ratio, taking into account program and project related administrative costs. The latest update shows efficiency ratios of 1.4% and 7.5% under CTF and SCF respectively.

² The Trust Fund Committees consider and approve annual additions to this budget based on projections of funding needs. The MDB Committee reviews and approves requests from the MDBs for individual joint-mission activities following established procedures. Once approved by the MDB Committee, the Trustee transfers funds to the respective MDBs, and the MDBs report back to the Committee on the use of them.

³ CTF-SCF/TFC.4/Inf.2

Project related costs (i.e. fees and payments for implementation services) excluded, these ratios drop to 1.1% and 4.0%. (Annex 7)

14. 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. The above numbers suggest that five 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 holding up well relative to the benchmarks referred to above.

V. TRACKING COSTS OF ACTIVITIES

15. Annual budget submissions have included updates of the unit costs of a set of seven discrete regularly occurring activities, six of which are managed by the CIF Administrative and one by the Trustee. Annex 6 provides the FY13 update of expenditures for these activities (average costs for the various categories of CIF meetings, MDB joint-missions, external audits, annual report, and learning products) and explains the factors that impact costs from year to year.

VI. MEASURES TO CONTAIN ADMINISTRATIVE COSTS

16. Program related administrative services. The following mechanisms and practices are being implemented on a continuing basis to promote cost-effective delivery of program related administrative services:

- a) a transparent budgeting process built on regular reviews of utilization of approved funds and checks for consistency and comparability of estimates across MDBs;
- 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; 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;
- c) mandating or encouraging travel arrangements that take advantage of lowest available fare in the class entitled by MDBs' own travel policies; when practical, scheduling various categories of meetings/events in time and location to reduce costs of travel and contractual services; and use of electronic communications, video and telephone conferencing to reduce travel costs;
- d) 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);

- e) implementing adopted policies on eligibility of TFC/SC members for CIF funded travel to meeting;
- f) pursuing cost-sharing opportunities by MDBs making best effort to combine CIF joint-mission travel with that for regular MDB operations; and
- g) implementing existing MDB policies regarding competitive procurement of contractual services, where appropriate.

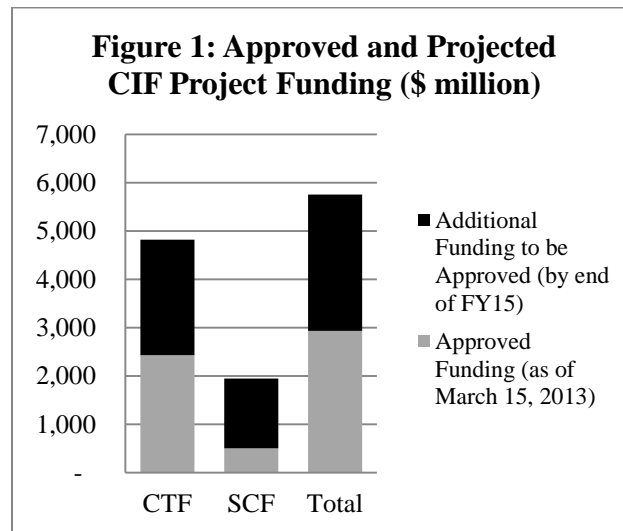
17. Project related administrative costs incurred by the MDBs are managed outside the CIF administrative budget. In the case of CTF, recovery is provided through a fee applied to CTF loans and guarantees paid by the borrower. Under SCF's targeted sub-programs, recovery occurs through case-by-case approval by the Sub-Committees of MDB requests for payments for project implementation support and supervision services.

18. 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, and reporting by the MDBs on their costs of providing implementation and supervision services. Under the CTF, the MDBs are required to report annually to the Trust Fund Committee on the use of project related administrative costs. (Annex 8).

FY14 BUSINESS PLAN AND ADMINISTRATIVE BUDGET

I. INTRODUCTION

1. The Climate Investment Funds (CIF) are now in the fifth year since their establishment. Participating countries have prepared 50 of the planned 57 investment plans⁴ with envisaged CIF funding of \$6.82 billion, for endorsement by the Clean Technology Fund (CTF) and the Sub-Committees of the Strategic Climate Fund's (SCF's) three targeted programs. As of March 15, 2013 a total of \$2.93 billion has been approved for funding 77 programs and projects.⁵ (Fig.1) This represents 41% of all funds pledged to the CIF as of December 31, 2012.⁶



2. Moving forward, this proposed CIF Business Plan and Budget for FY14 identifies five priority areas for action by the CIF units (the five Multilateral Development Banks (MDBs⁷), the CIF Administrative Units and the Trustee) working with countries and development partners:

- a) Full implementation of endorsed investment plans through continued project development and approval, as well as updates and revisions of plans facing challenges in implementation.

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 that originates from a country or regional investment plan 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.

⁶ The total US dollar value of contributions made to the CIF as of December 31, 2012 was \$7,194 million (on the basis of exchange rates as of December 31, 2012)

⁷ The five MDBs are: African Development Bank, Asian Development Bank, European Bank for Reconstruction and Development, Inter-American Development Bank, and the World Bank Group (for purposes of administrative budget, the International Bank for Reconstruction and Development and the International Finance Corporation are listed separately).

- b) Implementation of strengthened procedures for managing the pipeline of projects that await preparation and funding approval in order to reduce the time from project concept to start of disbursement.
 - c) Assisting country partners in completing and implementing simplified results frameworks for monitoring and reporting on results against indicators at the country program level.
 - d) Ensuring that key lessons learned from the growing inventory of investment plans and projects under implementation are captured and disseminated in a timely and effective manner.
 - e) Strengthening the engagement of CIF stakeholders in the above activities, and effectively communicating key messages and sharing stories that convey CIF's experience as a learning platform.
3. Section II of this document reports on FY13 achievements, sets out revised program targets for CIF business development in FY14-15, and addresses associated thematic work program priorities. Following a review of the outcome of the FY13 budget in Section III, the paper presents specific administrative services and associated budget requests for FY14 for the Trustee, the Administrative Unit, and the five MDBs (Section IV). The paper concludes by addressing: (a) efficiency in the use of administrative resources; (b) tracking of costs of activities; and (c) measures to contain costs (Section V).

II. BUSINESS DEVELOPMENT AND TARGETS

4. This section of the paper summarizes accomplishments under FY13 and proposed targets and activities for FY14 in the following three areas: investment programming and implementation of project funding (Part A), CIF's cross-cutting thematic programs (Part B), and governance, management and policy development (Part C).

Part A - Programming and Implementation of Investment Plans

5. The MDBs, through joint-mission work, support partner and pilot countries in developing investment plans and projects, following operational policies established by the CIF governing bodies and the MDBs. The CIF Administrative Unit coordinates these activities, including the management of the CTF and the SCF pipelines, and reports on progress. The CIF administrative budget allocates resources to the MDBs and the CIF Administrative Unit for undertaking these activities. Pilot and partner countries may receive grant financing for investment plan preparation (outside the CIF administrative budget).

6. Programming of CIF resources involves the development of investment plans for CIF endorsement and the subsequent updating and revisions of endorsed plans, as required. Implementation occurs principally through programs and projects, but involves also effective coordination, monitoring, reporting and lessons-learning from

implementation to ensure continued programmatic focus on the use of CIF resources.⁸ Experience to date, particularly under PPCR and FIP pilots, shows the need for continued MDB engagement beyond the point of investment plan endorsement to assist countries in strengthening country institutions to undertake these latter tasks.

7. MDB assistance in developing and updating investment plans requires collaboration between the MDBs that are expected to channel CIF resources to the recipient country (typically involving a Regional Development Bank, the World Bank and the IFC). This has been and continues to be accomplished through “joint mission” work. Support for the coordination of the implementation of endorsed investment plans, however, is provided through missions fielded either by the Regional Development Bank or the World Bank depending on understandings reached between the two MDBs and the preferences of the recipient country. Funding for such support was included in the FY13 CIF budget and is proposed to continue in the coming fiscal year (Sec. IV Part C).

8. Finding ways to more effectively involve private sector stakeholders in the preparation of investment plans and their subsequent implementation through programs and projects is a major challenge.⁹ To address it, all three targeted SCF sub-programs have established “set-asides” for competitive allocation of resources containing specific allocations for private sector access, and, as explained below (Sec. II Part A), the CIF Administrative Unit and the MDB Committee are working together to effectively implement these new arrangements. In addition, the possibility to further broaden private sector access beyond current program and mechanisms is being explored.¹⁰

9. The remainder of this section reviews progress made this fiscal year in the programming of CIF funds, proposes quantitative targets for endorsements and approvals for FY14 (Annex 3), and summarizes planned activities of the CIF Administrative Unit and the MDBs in CIF’s various thematic work programs. It complements the presentations of the latest semi-annual reports on operations which will be submitted to the CTF Trust Fund Committee and the Sub-Committees of the SCF for their respective meetings in April/May 2013. The budget implications of the proposed FY14 activities are explained in Section IV.

Clean Technology Fund

10. *Investment Plans* (Annex 3). At the beginning of the fiscal year 16 CTF investment plans had been endorsed, including 13 endorsements between 2008 and 2010 (Phase I) and three since 2010 (Phase II). Given the availability of funds, the FY13 CIF Business Plan did not anticipate any further development of investment plans, and project

⁸ For details refer to the paper “*Country Coordination Mechanisms and Strategic Engagement in CIF Programs*” (CTF-SCF/TFC.8/5) submitted for the CTF and SCF Trust Fund Committees, for their joint meeting on May 2, 2012.

⁹ For details refer to *Proposal for Additional Tools and Instruments to Enhance Private Sector Investments in the CIF*” (CTF-SCF/TFC.8/8) and *Proposal for Improvement Measures of the Private Sector Operation in the CIF* (CTF/TFC.9/7)

¹⁰ (CTF/TFC.11/11) *Proposal for Global Private Sector Program* will be reviewed at the May 2-3, 2013 meeting of the CTF Trust Fund Committee.

funding for Phase II plans (Chile, India and Nigeria) awaited the receipt of new contributions to CTF.

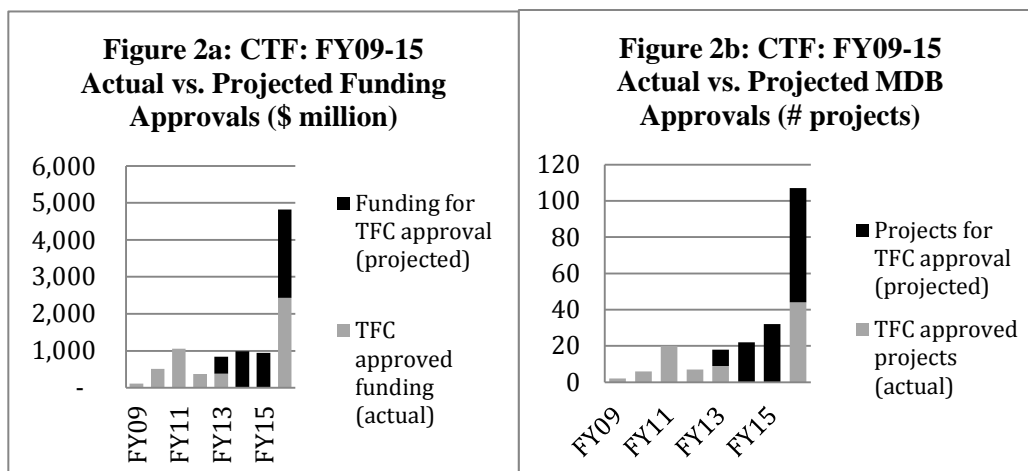
11. While there are no immediate plans for development of further investment plans, the work on updating and revisions of already endorsed plans (initiated in FY11 with Vietnam and followed in FY12 with endorsements for Morocco and Thailand) continues during FY13. Accordingly, one revised plan (Philippines) was endorsed in August 2012 followed by another two in November 2012 (Egypt and Turkey). Eight additional investment plans are currently undergoing updates or revision. Five of them are expected to be submitted for endorsement by the Trust Fund Committee at its meeting in April/May 2013 (Colombia, Kazakhstan, MENA-CSP, Mexico, and Ukraine). Indonesia has submitted its revised investment plan for endorsement through decision by mail. South Africa and Vietnam plan to submit updates/revisions of their investment plans for consideration by the Trust Fund Committee at its meeting the November 2013.

12. For Phase II countries, the first tranche of funding allocation (\$416 million) was released to support the development of projects identified in the endorsed investment plans for Chile, India, and Nigeria. A second tranche of funding (\$251 million) has also been allocated to Phase II countries and Stage 2 of the Investment Plan for Turkey (\$140 million).

13. Looking ahead at FY14, the MDBs will complete their work with country partners on updating or revising the remaining endorsed investment plans (Chile, India, Nigeria, South Africa and Vietnam) and an update of the FY12 revision to the Morocco plan. Also, a number of new countries have expressed interested in developing investment plans for CTF financing. Should the Trust Fund Committee decide to invite them to do so, it is expected that 2-3 new CTF investment plans may be developed during FY14. In addition, a concept note for a Global Private Sector Program¹¹ will be presented for consideration by the CTF Trust Fund Committee at its May 2013 meeting. Such a program would serve to further enhance opportunities for private sector engagement.

14. *Project approvals and pipeline management* (Annex 3 and Fig. 2) Based on the pipeline of projects a year ago, the FY13 Business Plan established a target of submission of 45 project proposals, totaling \$1.45 billion, for funding approval. As of mid-March 2013, nine projects have been approved for a total of \$378 million, including one project from Phase II, Chile Concentrated Solar Power Project. Another nine projects are expected to be submitted for approval of \$460 million before the end of the fiscal year. Should they be approved, the cumulative CTF project funding approved by the end of FY13 would amount to 53 projects totalling \$2.89 billion.

¹¹ (CTF/TFC.11/11) *Proposal for Global Private Sector Program*



15. The expected low delivery in FY13 of project funding approvals relative to the projected target is the result of a number of factors, all of which impact the pace of project preparation. They include the following: (a) country readiness and conditions for transformation not always being in place (in many cases readiness of projects was not a factor taken into account when preparing the investment plans); (b) developments in sectors requiring new solutions; (c) technologies and markets turning out to be more challenging than originally anticipated; and (d) countries facing unexpected political events. The ongoing process of updating and revising endorsed CTF investment plans addresses the above factors with the view to accelerating the pace of implementation of investment plans.

16. Also, in an effort to further enhance the management of the CTF pipeline and improve the efficiency and effectiveness of CTF resource utilization, a set of new measures, are being proposed and will be presented to the upcoming Trust Fund Committee meeting in May 2013¹². They include the introduction of project readiness criteria, and shorter timelines for project development milestones. Also, in preparing projects/programs for TFC approval, it is proposed that MDBs will apply the new pipeline management system that provides for “over-programming” in order to make efficient use of available funding.

17. Looking ahead, 22 project proposals for \$990 million in funding are being developed for submission to the Trust Fund Committee for review and approval in FY14, leaving a balance of 32 proposals with expected funding requirements of \$944 million for FY15. Considering that about half of the CTF investment plans are currently being updated or revised, the above targets for funding approval may be modified as revisions become endorsed by the Trust Fund Committee.

18. *Results monitoring.* The *Revised CTF Results Framework*¹³, approved in November 2012, will be used to monitor progress in the implementation of the CTF

¹² CTF/TFC.11/10 *Proposal for further enhancement of the CTF pipeline management*

¹³ *Revised Results Framework*, <https://climateinvestmentfunds.org/cif/content/revised-ctf-results-framework-1>

investment plans and related projects and programs. Plans currently under revision will incorporate this framework, including its core indicators, and establish baselines and targets. Efforts have also been made to ensure that the six revised investment plans appropriately incorporate the revised results framework.

19. Implementation of the revised results framework started in FY13 and will be further rolled out during FY14. The MDBs will work with countries partners to prepare and submit annual monitoring and progress reports. Data will be aggregated at the portfolio level, and a consolidated report on results monitoring will be submitted to the Trust Fund Committee for consideration at its meeting in November 2013.

20. *Learning.* A CTF Pilot Countries Meeting took place in Istanbul, Turkey in conjunction with the CIF Partnership Forum in November 2012. The meeting provided the opportunity for CTF countries to share experiences, successes and challenges, and lessons learned from the CTF implementation process, and to discuss the revised results framework before it was presented to the Trust Fund Committee for approval.

21. The next CTF Pilot Countries Meeting will be held in association with the Fifth Partnership Forum (FY14). CTF countries will use the opportunity to share experiences and lessons learned in project development and implementation. The meeting may feature certain key thematic areas and technologies, such as concentrated solar power (CSP) and geothermal, as priorities in the discussion.

22. A one-day private sector forum was convened in partnership with Bloomberg New Energy Finance prior to the 2012 Partnership Forum in Istanbul, Turkey. The event generated agreement on common strategies and new partnerships for accelerating private sector investment in climate-smart development, and a results book capturing outcomes of the event has been prepared.¹⁴ The CIF will also organize another Private Sector Forum in association with the CIF Partnership Forum in 2014.

23. As the implementation of investment plans and their projects is progressing, opportunities arise for MDB and country partners to collaborate on capturing emerging lessons and results. The fast implementation of Turkey's investment plan presented an early such opportunity. The Government of Turkey, in collaboration with the MDBs supporting the investment plan, and with CTF funding support, has carried out an assessment of the impact of CTF on renewable energy and energy efficiency markets in Turkey. Preliminary findings were presented to the Trust Fund Committee at its meeting in November 2012.¹⁵

¹⁴ <https://www.climateinvestmentfunds.org/cif/content/cif-2012-private-sector-forum>

¹⁵ *CTF Impact on EE and RE Private Sector Financing via Local Financial Institutions in Turkey*
https://climateinvestmentfunds.org/cif/sites/climateinvestmentfunds.org/files/CTF_Presentation_4_impact_assessment.pdf

Pilot Program for Climate Resilience

24. *Investment Plans (Strategic Programs for Climate Resilience)* (Annex 3). During FY13, one investment plan has so far been endorsed (Papua New Guinea, November, 2012) with indicative grant funding of \$25 million. The last of the PPCR plans (Haiti, one of the countries participating in the Caribbean regional program) is expected to be submitted for endorsement by the PPCR Sub-Committee at its April/May 2013 meeting. Should such an endorsement be given, a total of \$1.034 million in indicative funding will have been allocated to 9 country pilots and two regional pilots (comprising 9 individual countries and two regional components).

25. Looking ahead to FY14, all PPCR pilots will have had their investment plans endorsed (should the Haiti plan be endorsed) and the PPCR will move into full implementation. MDBs will support such implementation at the project level and assist in building capacity for effective coordination of the pilot programs. Such support will involve: (a) facilitating meetings of stakeholders to help move implementation forward; (b) strengthening existing mechanisms for coordination of program implementation; (c) supporting the integration of simplified results frameworks in endorsed plans; and (d) ensuring that a lessons-learning and sharing component is embedded in the investments.

26. *Allocation of grant resources.* Eight single country pilots, all nine of the countries in the two regional pilots, and the track component of the Caribbean regional pilot have received PPCR technical assistance grants (Phase 1 grants) totaling \$12.78 million for preparation of investment plans (Annex 2b). As of end 2012, \$7.09 million (or 55 %) had been disbursed, with rates for individual grants varying from 8% to 100%. Six of the 18 grants were fully disbursed by the end of 2012.

27. At its November 2012 meeting, the PPCR Sub-Committee agreed on a specific distribution of \$88 million in unallocated grant resources, pledged or committed as of September 30, 2012, to the PPCR pilot countries.¹⁶ The CIF Administrative Unit, in collaboration with the MDBs, has developed procedures for requesting funding approval for these resources. Some pilot countries have submitted requests for accessing their allocated grants, others are expected to follow.¹⁷

28. “Set-aside “ for competitive resource allocations. In February 2013, the Sub-Committee approved the Procedures for Allocating Resources on a Competitive Basis to Promoting Innovative Approaches to Engage the Private Sector in the PPCR¹⁸. It agreed to set aside \$70.3 million in concessional funding for allocation to programs and projects in accordance with these procedures, provided that a minimum of \$25 million in capital is

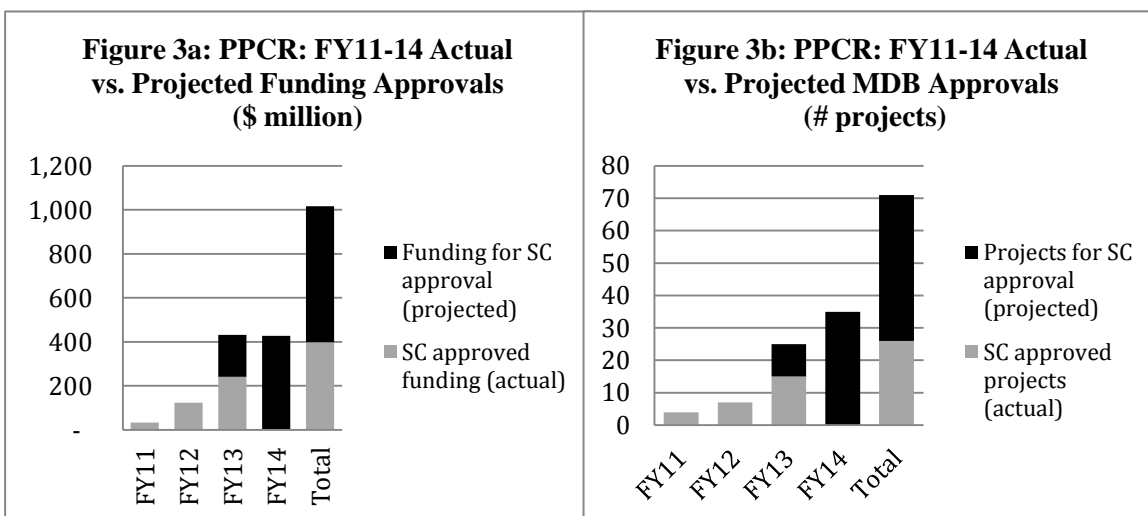
¹⁶ The agreed distribution was as follows: Tajikistan to receive an additional indicative allocation of \$10 million, Yemen \$8 million, and Bolivia, Cambodia, Dominica, Grenada, Haiti, Jamaica, Mozambique, Nepal, Papua New Guinea, Saint Lucia, Saint Vincent and the Grenadines, Samoa, Tonga and, Zambia each to receive an additional indicative allocation of \$5 million.

¹⁷ For details see “PPCR Semi-Annual Operational Report” to be submitted for the PPCR Sub-Committee’s May 2012 meeting.

¹⁸https://www.climateinvestmentfunds.org/cif/sites/climateinvestmentfunds.org/files/Procedures_for_Allocating_PPCR_Resources_on_a_Competitive_Basis_from_a_Set_Aside_0.pdf

allocated to programs and projects for private sector clients working through the MDB private sector arms. The CIF Administrative Unit, in collaboration with the MDB Committee, has agreed on a work plan to deliver a recommended list of concepts for consideration by the Sub-Committee at its meeting in November 2013. A website¹⁹ dedicated to the “set-aside” has been created to inform interested stakeholders about this initiative and to provide guidance on how to access the resources.

29. *Project Approvals* (Annex 3 and Fig. 3). The building of the PPCR pipeline of projects began in FY11 with the endorsement of the first PPCR investment plans. Arrangements for effective management of the pipeline, similar to those developed under CTF, started to be implemented in FY12. During FY13, these arrangements have been further strengthened through a more proactive pipeline management approach, including a monthly reminder of the scheduled approvals by the Sub-Committee and the MDBs.



30. Based on earlier MDB estimates, the FY13 CIF Business Plan projected the submission in FY13 of 40 PPCR project funding proposals, totaling \$530 million (later revised to 32 projects). By March 15, 2013 the PPCR Sub-Committee had approved 15 project funding proposals for \$241 million. An additional 10 project funding proposals, totaling \$191 million, are expected for Sub-Committee review and approval by the end of the fiscal year.

31. The latest *PPCR Semi-Annual Operational Report*²⁰ recognizes a considerable slow down over the past six months in the delivery of projects and programs for PPCR funding, a concern which is projected to continue over the next 12 months. Nevertheless, cumulative funding approvals by end FY13 are projected to have reached \$590 million, equivalent to 58% of envisaged overall project funding. During FY14, the MDBs will work with pilot countries to deliver the final 35 project funding requests, totalling \$427 million. All these projects are planned for delivery in FY14 (as per March 2013 PPCR pipeline update).

¹⁹ <https://www.climateinvestmentfunds.org/cif/set-aside/fip-set-aside>

²⁰ PPCR/SC.12/3 PPCR semi-annual operational report

32. *Results monitoring.* The PPCR Sub-Committee endorsed the *Revised PPCR Results Framework*²¹ in January 2013, and the SCF Trust Fund Committee approved it shortly thereafter. MDBs, continuing work initiated earlier this fiscal year, will support implementation of the revised results framework in pilot countries in FY 14. PPCR pilots have agreed to monitor and report on five core indicators.

33. Specifically, the MDBs will support pilot countries and regional organizations in (a) preparing draft monitoring work plans for discussion during the upcoming meeting of PPCR pilots in May 2013; (b) establishing baselines and targets for monitoring progress at program level (expected by August 31, 2013); and (c) implementing arrangements for progress reporting to meet the target date of July 30, 2014 which has been set by the Sub-Committee for submission of first annual reports on progress in SPCR implementation against agreed outcome indicators.

34. *Learning.* The PPCR pilots met in Istanbul, Turkey in November 2012. Their discussions focused on: (a) updates from pilot countries on the status of their PPCR investment plans, with emphasis on progress, challenges, and lessons learned during preparation and implementation; (b) presentation of activities, lessons and future directions of the PPCR Online Community initiated in 2012 (see next para.); and (c) show cases on national M&E systems (Cambodia and Mozambique); consultation on the revised PPCR results framework and agreement on the core indicators to be measured at the level of the SPCR.

35. To facilitate learning and sharing among PPCR stakeholders in FY13, the CIF has launched an online community of practice²² to generate and sustain an ongoing dialogue about key issues. This community is utilizing an array of online tools and platforms for its learning and knowledge-sharing activities: webinars; chat sessions; blogs; online document repository; highlight stories; and audiovisual conferences for south-south learning exchange. Emerging themes range from very technical discussions to broader programmatic policy considerations, options for use of hydrometeorology to enhance early warning systems; ideas on innovative approaches to community stakeholder engagement in developing SPCRs; and the challenges and opportunities for mainstreaming gender considerations into climate resilience programs.

36. Meetings of PPCR pilots will continue to play an important role in supporting country and regional efforts to implement the investment plans. A first technical meeting of interested PPCR pilots, to be hosted by the Government of Tajikistan, will be held in August 2013 in Dushanbe, Tajikistan. It will be devoted to a discussion on the importance of climate data and hydrometeorological services for planning of climate-resilient development to help ensure sustainability of future investments in sectors affected by the impacts of climate change.

²¹https://www.climateinvestmentfunds.org/cif/sites/climateinvestmentfunds.org/files/Revised_PPCR_Results_Framework.pdf

²² http://climateinvestmentfunds.org/cif/sites/climateinvestmentfunds.org/files/PPCR_Online.pdf

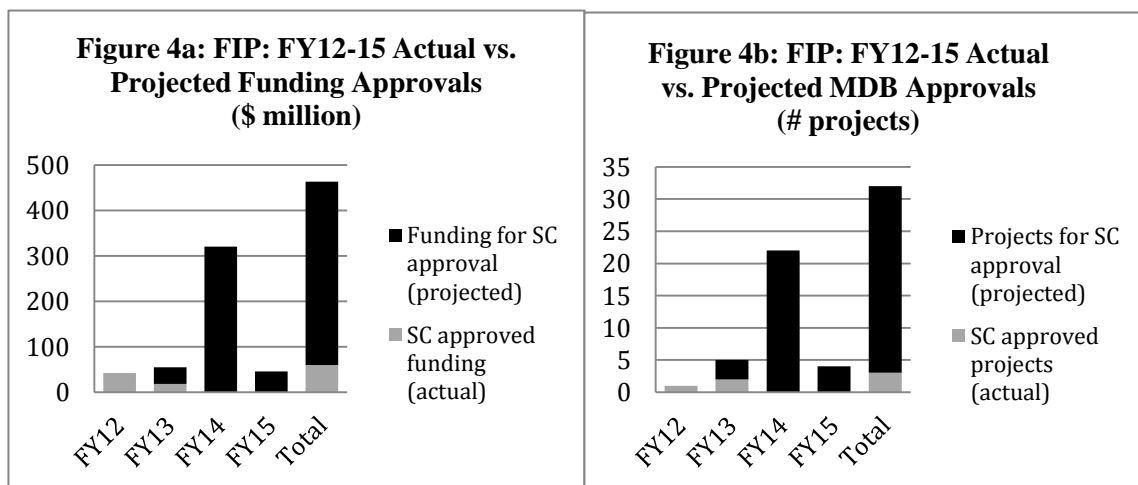
37. Finally, as PPCR pilots transit out of “Phase 1” and into the development and implementation phase, there is a need to take stock of what “Phase 1” financing has achieved. Lessons on the effectiveness of “Phase 1” funding, as a tool for developing strategic frameworks for climate-resilient development capable of attracting large-scale and diverse adaptation finance, need to be captured, assessed and disseminated. Work on this will start in FY13 and continue in FY 14. Results could help inform any future modifications to the modalities of the PPCR and other institutions and mechanisms supporting climate-resilient development.

Forest Investment Program

38. *Investment Plans* (Annex 3). The FY13 Business Plan had set a fiscal year target for three investment plans to be submitted for endorsement. Two investment plans, from Ghana and Indonesia, were endorsed by the FIP Sub-Committee at its meeting in November, 2012. The revised investment plan for Burkina Faso was then also fully endorsed, having received only provisional endorsement in June 2011. The Sub-Committee agreed to the further development of projects and programs under these plans for a total of \$150 million, of which \$117.5 million in grants and \$32.5 million in near-zero credits.

39. The submission of the investment plan for Peru has been postponed. A third joint mission in February 2013 produced a work plan for presenting the investment plan for Sub-Committee review and endorsement in November 2013. If the Peru plan is endorsed, all 8 FIP pilot countries will have been finalized and the FIP programming phase completed.

40. *Project Approvals*. (Annex 3 and Fig. 4). The FY13 Business Plan established a target of 13 proposals for project funding (\$170 million). By mid-March two projects for \$18 million in funding had been approved by the Sub-Committee, with MDBs planning to submit three additional proposals, totaling \$37 million, for approval before the end of the fiscal year.



41. Approval of these proposals would bring total project funding in FY13 to \$55 million under five projects. While this is considerably below the target, the FIP project pipeline is solid and moving well, as noted in the latest FIP operational report.²³

42. Looking ahead, and assuming Sub-Committee approval of the remaining investment plan from Peru, current pipeline projections call for submission in FY14 of 22 project proposals (including seven DGM proposals) for a funding total of \$320 million. This leaves a balance for FY15 of four projects, including the last two DGM projects, totaling \$46 million in funding. Thus, cumulative FIP project funding is projected to have reached \$463 million under 32 projects by the end of FY15.

43. *Dedicated Grant Mechanism for Indigenous Peoples and Local Communities (DGM)*. The development of DGM's implementation framework is well underway. The World Bank, with its global mandate, is the implementing MDB for DGM's global component which is tasked with ensuring knowledge exchange and consistency across country components. Six FIP pilot countries have identified the World Bank as their implementing MDB. The remaining two (Mexico and Peru) have yet to make a decision on this matter. In Peru, Indigenous Peoples groups have requested an opportunity to submit information on which MDB they wish to work with. In the case of Mexico, the CIF Administrative Unit awaits a communication from the Government of Mexico on the choice of MDB.

44. Initial meetings were held during the current fiscal year in Ghana, Indonesia and Lao PDR as a first step in launching the DGM process at the country level and informing indigenous peoples groups and local community stakeholders on DGM's design principles and objectives. Also, a transitional committee of representatives from indigenous peoples groups and local communities agreed, in November 2012, to a common DGM framework and commented on the operational guidelines for DGM activities to move forward.

45. Next steps are for MDBs to help organize initial meetings of representatives of indigenous peoples groups and local communities in the remaining five countries as a way to launch the DGM at the country level and seek agreement on first steps towards organizing the preparatory work. The World Bank is currently developing a framework document for the DGM describing the global component and sampling one country component (Brazil). Projections, reflected in Fig. 4 above, are for seven project funding proposals to be ready for presentation to the Sub-Committee in FY14 (the Global Component and six country projects), leaving a balance of 2 country projects for FY15.

²³ “The recently updated pipeline shows that the majority of the projects and programs are on time for submission of funding approval by the Sub-Committee, confirming that the FIP pipeline is robust and there is a high level of confidence that the projects and programs can be delivered in the agreed time frame.” (FIP/SC.10/3) *FIP Semi-Annual Operational Report*.

46. “Set-aside “ for competitive resource allocations. The FIP Sub-Committee, approved Procedures for Allocating Resources on a Competitive Basis to Promote Innovative Approaches to Engage the Private Sector in the FIP²⁴ on November 28, 2012. It agreed to set aside \$56 million in concessional funding for allocation to programs and projects in accordance with these procedures. A website, dedicated to the “set-aside”, has been created to inform interested stakeholders on the initiative and how to access resources.²⁵

47. The Sub-Committee has agreed to review and approve a first round of concept notes under the private sector set-aside during its meeting in November 2013. To this end, the CIF Administrative Unit, collaborating with the MDB Committee, has established a work plan for delivery of a priority list of concepts for consideration by the Sub-Committee at its November 2013 meeting.

48. *Results monitoring.* At its November 10, 2012 meeting, the FIP Sub-Committee, while not approving a revised results framework, agreed to “continue working with the FIP Results Framework, approved on June 7, 2011”²⁶. It also agreed that pilot country meetings be used to explore the identification “of a few outcome indicators that could be measured by all countries to allow reporting of progress at the level of the FIP”. The CIF Administrative Unit, working with the MDB Committee, was requested to prepare an overview of current approaches to measuring results in endorsed investment plans for circulation to the Sub-Committee by March 2013. Work on the overview is underway, and an information paper²⁷ will be circulated to Sub-Committee members at the meeting in April/May, 2013.

49. Building on the information paper and the outcome of the FIP pilot countries meeting in April 2012, to explore identification of a few core indicators, suggestions will be made on potential emerging core indicators for FIP. This in turn would provide the basis for drafting a revised FIP results framework with emphasis on participatory monitoring and reporting. For each of the above steps, draft outputs will be reviewed and commented on by the MDB Committee and the country focal points.

50. Once FIP core indicators are agreed, the current M&E source book for FIP will be reviewed and made more user-friendly and relevant to the emerging core indicators.

51. *Learning.* A meeting of FIP pilot countries took place in November 2012 in Istanbul. Participants provided updates on preparation of plans and projects, discussed the *draft FIP Learning Product on REDD+ Collaboration at the Country Level*,²⁸ and

²⁴https://climateinvestmentfunds.org/cif/sites/climateinvestmentfunds.org/files/Procedures_for_Allocating_FIP_Resources_on_a_Competitive_Basis_from_a_Set_Aside_1.pdf

²⁵ <https://climateinvestmentfunds.org/cif/set-aside/fip-set-aside>

²⁶ https://climateinvestmentfunds.org/cif/sites/climateinvestmentfunds.org/files/FINAL_Summary_of_Co_Chairs_FIP_SC_Nov2012.pdf

²⁷ FIP/SC.10/4, *Approaches to measuring and reporting results in endorsed FIP investment plans*

²⁸ For final version see Box 2 in Knowledge Management section below (*Experience gained in collaboration and engagement at the country level with REDD+ stakeholders*)

held a session dedicated to FIP results monitoring which included a showcase from Lao PDR²⁹ and a consultation on the proposed revised results framework.

52. CIF knowledge products developed in FY 13 shared experience gained in collaboration and engagement at the country level with REDD+ stakeholders. The knowledge tools include a report and videos based on field visits to four FIP pilot countries documenting lessons learned in REDD+ collaboration through the preparation of FIP investment plans.³⁰

53. Looking ahead at FY14, a meeting of FIP pilot countries is planned for October 2013. The Government of Indonesia has kindly offered to host the meeting in a location relevant to the country's FIP program. Potential topics for discussion include modalities for consultations in the preparation of investment plans; challenges in coordinating investment plan implementation; and further work on FIP results monitoring.

54. The following two learning products will be developed for FY14: (a) an assessment of the "degree of Readiness" countries should have in order to become eligible for scaled-up REDD+ finance; and (b) models for a consultative process at the country-level to develop an investment framework for REDD+.

The Program for Scaling up Renewable Energy in Low Income Countries (SREP)

55. *Investment Plans* (Annex 3). The FY13 Business Plan focused on the completion and submission of the Maldives investment plan and the preparation of seven new investment plans on the "reserve" list,³¹ (two of them, Tanzania and Liberia, have been accepted as pilot countries) with an expectation that one of them would be submitted for endorsement in FY13, five of them in FY14 and the remaining one in FY15.

56. The Maldives plan was endorsed in October 2012 for \$30 million. Tanzania and Liberia started to develop their investment plans. Tanzania plans to submit its plan to the Sub-Committee for endorsement in June 2013 (FY13), and Liberia in November 2013 (FY14). Four countries on the SREP reserve list (Yemen, Armenia, Solomon Islands, and Vanuatu), have also initiated the preparation of their investment plans with SREP funding and MDB support during FY13.

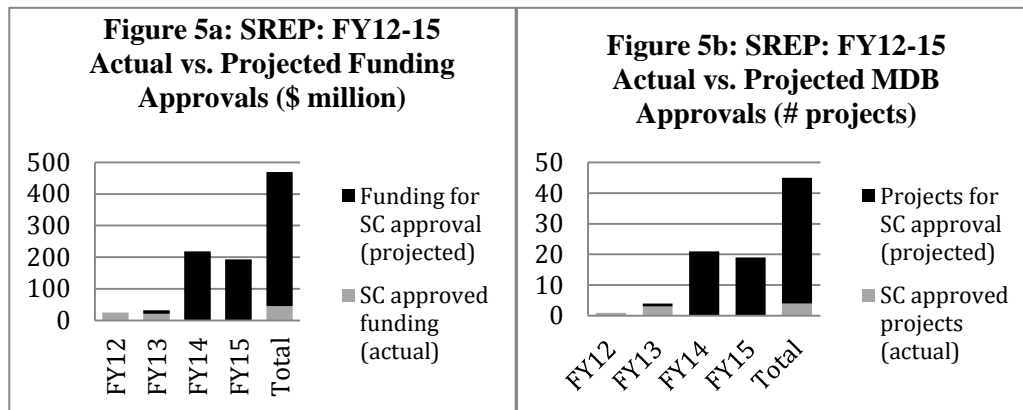
57. Looking ahead at FY14, MDB support for programming activities will target the preparation and submission of the investment plans for Armenia, Liberia, Solomon Islands, Vanuatu and Yemen. The remaining plan (Mongolia) is expected to be delivered in FY15.

²⁹<https://www.climateinvestmentfunds.org/cif/sites/climateinvestmentfunds.org/files/M&E%20System%20in%20Lao%20PDR%20-%20Khamene%20Ounekham.pdf>

³⁰ <https://www.climateinvestmentfunds.org/cif/content/cif-learning-exploring-redd-stakeholder-collaboration>

³¹ Considering individual investment plans for Solomon Islands and Vanuatu under the Pacific Regional program.

58. *Project Approvals* (Annex 3 and Fig. 5). The first SREP project (Kenya, Geothermal) was approved for funding in FY12. The current Business Plan originally envisaged 18 proposals for project funding coming forth for approval in FY13. This target clearly proved too ambitious, and was adjusted downward (to four projects) following the March 2013 update of the SREP pipeline.



59. Three proposals have already been approved for funding in FY13 (*Nepal Small Hydro* (two linked projects one with ADB and one with IFC) and *Honduras Policy and Regulatory Framework Program*). One additional project funding proposal (*Nepal Off-Grid Electricity*) is expected for Sub-Committee funding approval before the end of the fiscal year, bringing the FY13 total to \$32 million for four projects. In addition, the SREP Sub-Committee approved three project preparation grants totaling \$1.82 million.

60. The updated SREP pipeline envisages MDB submissions of 17 project funding proposals (totaling \$177 million) in FY14 and 7 proposals (totaling \$95million) in FY15, all of which are being developed under investment plans (6 endorsed and 2 expected to be endorsed) from the eight countries currently having SREP pilot status. On the assumption that the five countries currently on “reserve” status will be declared SREP pilots and their investment plans endorsed, the SREP funding projections in Fig. 5 include potential MDB submissions of 4 projects (\$42 million) in FY14 and 11 projects (\$98 million) in FY15 (details in Annex 3).

61. “Set-aside“ for competitive resource allocations. The revised Procedures for Allocating SREP Resources on a Competitive Basis Competitive Basis from a Set Aside was circulated to the SREP Sub-Committee in March, 2013, and the paper is expected to be approved in April. These procedures facilitate the preparation and consideration of program and project concepts for a list of priority concepts to be submitted to the SREP Sub-Committee for review and approval at its November 2013 meeting.

62. *Results monitoring.* The SREP Sub-Committee, at its meeting on October 31, 2012, reviewed the *Follow-up to the SREP Revised Results Framework*³² and agreed that the SREP projects will use a simple, common, and transparent proxy-based method to

³²https://www.climateinvestmentfunds.org/cif/sites/climateinvestmentfunds.org/files/SREP_4_Follow_up_on_the_revised_results_framework.pdf

measure the co-benefits of avoided GHG emissions, and when possible estimate avoided GHG emissions for SREP projects using country specific baselines.

63. The Revised Results Framework³³ document was approved at the May 1, 2012 meeting. It requires pilot countries and MDBs to "report back 12 months after the approval of the revised SREP results framework on how: (a) frameworks have been integrated in national M&E systems; and (b) individual project/program interventions will be linked with SREP program outcomes at the country level." An assessment, in collaboration with the MDB's, is currently underway to investigate how the revised SREP results framework has been integrated in national M&E systems, and how individual project/program interventions will be linked with SREP program outcomes at the country level.

64. The approved Revised Results Framework paper also requires that MDBs work with country partners to review the results frameworks initially submitted with investment plans endorsed prior to date of Sub-Committee approval of the Revised Results Framework (May 2012), and make any revisions necessary to align the plan's results framework with the revised SREP results framework. A preliminary review has concluded that these result frameworks are consistent with the provisions of the revised results framework.

65. In addition, the Sub-Committee at its October 31, 2012 meeting requested that reports on the "enabling environment for promoting investments in renewable energy" be provided beginning in November 2013, and that the frequency of reporting be agreed on in May 2013".³⁴ The CIF Administrative Unit, in collaboration with the MDBs, is preparing a paper³⁵ *Proposal for reporting on enabling environments for promoting energy investments* covering proposed content, timetable, and funding requirements of such a report and suggestions for how reports produced in other fora could be used to monitor the progress on the enabling environment in SREP countries, for consideration by the Sub-Committee at its May 2013 meeting.

66. *Learning.* All seven pilot countries and five reserve countries attended the SREP pilot country meeting in Istanbul, Turkey on October 30, 2012. The one day meeting focused on sharing country progress, challenges, and lessons learned during preparation and implementation; country experiences with different financing instruments, business and delivery models; and a show case on integrating renewable energy in Nepal's national M&E systems³⁶. Countries also brainstormed issues of interest for further knowledge sharing.

67. The next SREP pilot country meeting is scheduled for May 2013 in the Maldives where the focus will be on exchange of experiences in developing and implementing

³³https://climateinvestmentfunds.org/cif/sites/climateinvestmentfunds.org/files/Revised_SREP_Results_Framework.pdf

³⁴ *Summary of the Co-Chairs Joint Meeting of the CTF and SCF Trust Fund Committees*, November 2, 2012

³⁵ SREP/SC.9/4, *Proposal for reporting on enabling environments for promoting energy investments*

³⁶https://www.climateinvestmentfunds.org/cif/sites/climateinvestmentfunds.org/files/SREP_Nepal_M&E.pdf

SREP-supported investment plans and renewable energy projects, creating an enabling environment for stimulating investments in renewable energy, and procedures regarding the application for the SREP set-aside funding on a competitive basis. An SREP Pilot Countries Meeting will also be held in connection with the Fifth Partnership Forum in the spring of 2014.

Part B – Cross-cutting Thematic Programs

68. The CIF Administrative Unit, in collaboration with the MDBs, develops and implements thematic support activities in the areas of: (a) monitoring and evaluation; (b) knowledge management; (c) private sector engagement; (d) stakeholder engagement (other than private sector); (e) gender mainstreaming (starting FY14); and (f) communications. This work is designed to promote the accomplishment of CIF's objectives on country ownership and strong stakeholder involvement, leverage CIF financing through private sector engagement, and drawing on results, lessons and outcomes for replication elsewhere.

69. More specifically, the work carried out under these programs supports the programmatic approach to implementing country investment plans. With attention now shifting to implementation, the challenges to ensure well coordinated country reporting on results, capture the lessons being learned, and to effectively communicate them to a wide range of stakeholders all need to be addressed with determination and coordination, and be backed by the necessary resources.

70. The thematic work programs have been developed and will be implemented jointly by the CIF Administrative Unit and the MDBs, in collaboration with other development partners and recipient countries. Progress and accomplishments in FY13 are highlighted below, followed by a summary of proposed objectives and expected outputs for FY14.

Monitoring and Evaluation

71. *FY13- Accomplishments.* As per the current business plan, the work program on monitoring and evaluation has focused on the revision and streamlining of the results frameworks, getting them agreed, and on preparations for their full implementation.

72. Revised results frameworks for CTF and PPCR were approved by the TFCs in FY13. These frameworks now focus on a small number of core indicators in each of the funding programs which all countries are required to report on annually, with support from the MDBs. The core indicators can be measured consistently by all pilot countries and aggregated. This will enable the CIF to meaningfully report on achievements at the country and fund levels over time. The CIF Administrative Unit administers and supports this reporting process. The results framework of the Forest Investment Program (FIP) does not contain core indicators, but discussions towards agreeing on a few such indicators are ongoing, as explained earlier.

73. Work on showcases for integrating CIF results frameworks into national M&E system was piloted in four countries. While all revised results frameworks had not been agreed, showcases highlighted some of the challenges countries face, such as organizational arrangements for results reporting at the investment plan level, availability of technical M&E skills in country, data gaps, and capacity constraints within the national statistical systems. Emerging lessons were shared in the Partnership Forum and the pilot countries meetings in Istanbul November 2012.

74. The Fifth Partnership Forum in Istanbul included an M&E plenary session and hosted a dedicated CIF Dialogue Event “Implementing CIF Results Frameworks in-Country: Experiences and Challenges”. Participants raised a large number of relevant questions and issues which have been used to inform the work program for FY14. The event was a first step towards the creation of a CIF network of M&E practitioners. To further support such a network, a “measuring results” tab has been introduced into the CIF web site where up-to-date relevant M&E information is readily available.

75. An independent evaluation of the CIF is ongoing. Due to its complexity and coverage it will only be finalized in FY14. The independent evaluators will provide an update on the status of this work at the joint meeting of the CTF and SCF Trust Fund Committees in May 2013.

76. *FY14 – Proposed work program.* The overall goal is for CIF to be able to effectively generate, aggregate, synthesize and report data across countries and programs to demonstrate results. The three broad M&E objectives for the coming fiscal year are to create a functioning CIF monitoring and reporting system, help generate and analyze high quality data, and to place learning at the center of all its activities. Addressing these objectives provides both challenges and opportunities. The specific objectives and main activities for CTF and each of the targeted programs under SCF are commented on below and summarized in Table 1.

77. *Creating a functioning CIF monitoring and reporting system* requires that: (a) all parties are kept fully and continuously informed on reporting requirements and deadlines; (b) core indicator guidance and data collection sheets are developed and agreed; (c) guidance and training on how to integrate CIF M&E into national systems are provided; (d) emerging best practice examples are shared among CIF’s M&E practitioners; and that (e) the CIF website on results measurement is continuously improved through updates and upgrades.

78. *Generating the evidence base* requires data collection, analysis and synthesis. It involves: (a) use of data aggregation tools and preferred methods for data visualization; (b) deciding on methods and procedures for reporting on each core indicator; (c) aggregating quantitative data at country program and CIF program levels; and (d) synthesizing qualitative information.

79. *Promoting learning through M&E activities* involves: (a) showing how M&E can add value to CIF program implementation in-country; (b) sharing good M&E practices

through pilot country meetings and other demand-led learning events such as webinars; (c) focusing on the “need to know”; and (d) encouraging reporting on data sources and calculation methods used.

80. *Close collaboration between the MDBs and the CIF Administrative Unit* is vital for the successful implementation of the results frameworks. MDB work with country partners on technical and organizational aspects of designing and implementing the revised results frameworks. The CIF Administrative Unit, working with MDB Committee, coordinates two processes: (a) building the system for effective monitoring and reporting (e.g. developing and communicating guidance); and (b) aggregating collected quantitative data and synthesizing qualitative information across country programs and CIF funding programs.

Table 1: Monitoring and Evaluation – Main Objectives and Outputs for FY14

	Objectives	Outputs/Results
All Programs	<ol style="list-style-type: none"> 1. To create a functioning CIF monitoring and reporting system 2. To help generate and analyze high quality data 3. To place learning at the heart of all measuring results activities 	<ol style="list-style-type: none"> a) Core indicator guidance and data collection sheets (e.g. scorecards) for all core indicators (CTF, PPCR, SREP) b) Qualitative and quantitative data well presented by IP/country with aggregation and/or synthesis per program as required c) Series of measuring results learning events in different formats, e.g. measuring results session in pilot country meetings; targeted dialogue through work shop type of events; twitter feed; and up-to-date “measuring results” site within CIF website; webinars etc
Clean Technology Fund (CTF)	<ol style="list-style-type: none"> 1. CTF monitoring and reporting system produces high quality data which are reported annually 	<ol style="list-style-type: none"> a) Baselines and targets for existing investment plans b) Reports/data on core indicators c) Synthesis report covering the portfolio of CTF program, analysis and overarching findings will be included in the CIF annual report d) The first CTF annual report on project monitoring will be shared with the CTF-TFC in October, 2013 and posted on the CIF website

Pilot Program for Climate Resilience (PPCR)	1. PPCR monitoring and reporting system produces high quality data which are reported annually	<ul style="list-style-type: none"> a) Work plan for monitoring and reporting (each pilot country) b) Monitoring and reporting session at pilot countries meeting c) Baselines and targets for core indicators d) Synthesis report covering the portfolio of PPCR program, analysis and overarching findings
Forest Investment Program (FIP)	1. To make significant progress towards agreeing on a set of a few core indicators, ideally to achieve agreement on them.	<ul style="list-style-type: none"> a) Paper on overview of the use of indicators in approved FIP programs b) Agreement on a few core indicators c) Session on measuring results in FIP at pilot countries meeting
Scaling up Renewable Energy Program (SREP)	1. SREP monitoring and reporting system produces high quality data reported annually	<ul style="list-style-type: none"> a) Monitoring and reporting session at pilot countries meeting b) Baselines and targets for core indicators c) Reporting on enabling environment

Knowledge Management and the Global Support Program

81. *FY13 - Accomplishments.* The FY13 CIF Business Plan and Budget identified three objectives for CIF knowledge management and the Global Support Program, i.e: (a) the promotion of active communities of practice among pilot countries; (b) integration of information sharing and lessons sharing (ISL) in design and implementation of investment plans and projects; and (c) the development of CIF learning products. Work completed in each of these areas is summarized below.

82. Pilot country meetings continue to serve as an important platform for sharing information and experiences, fostering mutual trust, and building networks among CIF countries. As most CIF countries have moved from the programming phase to implementation, the six pilot country meetings organized in FY13 focused on sharing experiences in maintaining the programmatic approach, early lessons from project and program implementation, measuring and reporting results from CIF investments, and approaches for engaging the private sector and other stakeholders in CIF-financed activities and investments.

83. The capturing and sharing of lessons at the investment plan, project and program levels is essential for delivering on the CIF learning promise. In FY13, all FIP and PPCR projects approved for CIF funding included lessons sharing components. In other cases, lessons were generated opportunistically, such as through the impact assessment of the CTF in the renewable energy and energy efficiency market in Turkey.

84. A series of CIF Learning Products begun in FY 12 were continued or completed in FY13 (see Box 1). All were showcased at the CIF Knowledge Bazaar, an interactive learning space highlighting the knowledge products and activities organized by the CIF and its partners, staged during the 2012 CIF Partnership Forum in Istanbul, Turkey.

85. *FY14 - Proposed work program* (Table 2). The knowledge management and the Global Support Program will retain focus on three key objectives and a number of learning priorities in the coming year. These priorities, agreed by the CIF Administrative Unit and the MDBs, emerged from discussions at pilot country meetings and the experiences of the MDBs in supporting the implementation of CIF activities at the program and project levels. Some of them are cross-cutting in nature, while others are specific to individual CIF programs.

Box 1 - CIF Learning Products for 2012 Partnership Forum

The CIF began in 2012 to explore new avenues for expanding, documenting, and sharing CIF-generated learning. The result is a customized set of knowledge tools that aims to capture and disseminate the unique knowledge emerging from the four CIF funding windows.

CTF: Private Sector Forum. This one-day forum was convened in partnership with Bloomberg New Energy Finance prior to the 2012 Partnership Forum in Istanbul, Turkey and featured in-depth and interactive discussions. The event generated agreement on common strategies and new partnerships for accelerating private sector investment in climate-smart development, and a results book capturing outcomes of the event has been prepared.³⁷

PPCR: Sustaining national dialogue on the PPCR implementation process. Over the course of six months, beginning in FY12 and continuing into FY13, PPCR country partners and stakeholders participated in a series of virtual events – webinars, chats, and videoconferences – around key issues relevant to adaptation finance. Countries shared their experiences on topics such as early warning systems for disaster risk management, improving regional data management, stakeholder engagement, and gender.

FIP: Experience gained in collaboration and engagement at the country level with REDD+ stakeholders. This suite of knowledge tools includes a report and videos based on field visits to four FIP pilot countries documenting lessons learned in REDD+ collaboration through the preparation of FIP investment plans.³⁸

³⁷ <https://www.climateinvestmentfunds.org/cif/content/cif-2012-private-sector-forum>

³⁸ <https://www.climateinvestmentfunds.org/cif/content/cif-learning-exploring-redd-stakeholder-collaboration-1>

SREP: *Learning workshop: How SREP can be used to prioritize energy sector interventions.* Using the preparation of Kenya’s investment plan as a case study, this learning workshop held in Kenya in March 2012 focused on how to prioritize SREP-financed energy interventions to increase renewable energy and expand energy access and how to use the SREP to leverage resources to achieve a programmatic approach.³⁹

86. Activities addressing these learning priorities and their expected outputs will be pursued collaboratively between the CIF Administrative Unit and the MDBs. Implementation will be closely coordinated with those of the CIF’s other thematic work programs. The work program summarized in Table 2 is ambitious in its efforts to respond to the need for learning from the CIFs on many fronts. While it is envisaged that work on all the learning priorities will be started in FY14, the completion of some of this work and the generation of final outputs may take place in FY15.

**Table 2: Knowledge Management and Global Support Program in FY14
– Key Objectives, Learning Priorities and Main Outputs**

Key Objectives	Learning Priorities	Main Outputs/Results
<ul style="list-style-type: none"> • Lessons from the CIF portfolio distilled and disseminated • ISL activities integrated into CIF projects and country programs • Active communities of practice strengthened among pilot countries 	<p><i>Portfolio level (cross-cutting)</i></p> <ol style="list-style-type: none"> 1. The development impact of CIF investments 2. Good practices in integrating gender in CIF investments 3. Measuring and reporting on progress and results 4. Mobilizing private sector investment through climate finance <p><i>CTF</i></p> <ol style="list-style-type: none"> 1. Concentrated Solar Power: effectiveness of business models and financing arrangements 2. Geothermal: South-South learning on geothermal sector development 	<ol style="list-style-type: none"> a) Learning products prepared by the <i>CIF AU</i> and/or the <i>MDBs</i> thematic addressing cross-cutting portfolio and program-specific learning priorities developed from the experience of CIF operations b) 2014 Partnership Forum, Private Sector Forum, and Civil Society Forum convened c) Ongoing enhancements to CIF website to improve access to information, quality and functionality d) ISL activities included in: (i) all new investment plans and selectively retrofitted in already endorsed investment plans; and (ii) in all new FIP and PPCR projects and selected CTF and SREP

³⁹https://www.climateinvestmentfunds.org/cif/sites/climateinvestmentfunds.org/files/SREP_Learning_Workshop.pdf

	<p><i>FIP</i></p> <p>1. REDD+ readiness processes – conditions for readiness and how to achieve them</p> <p><i>PPCR</i></p> <p>1. Approaches to strengthening hydro met and climate services for climate resilient development</p> <p>2. Modalities for deepening engagement on mainstreaming climate resilience into development planning</p> <p><i>SREP</i></p> <p>1. Means to improving enabling conditions for investment in renewable energy and energy access</p>	<p>projects</p> <p>e) Seven pilot country or thematic meetings (e.g., on hydro met, concentrated solar power) held with contributions made to advancing FY14 learning priorities</p> <p>f) Webinars and other virtual learning activities conducted</p>
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87. FY14 pilot country meetings and learning activities will be designed to address one or more of these priorities. Learning products will be discussed and disseminated through webinars, the CIF, MDB, and partners’ websites, promoted through social media, and showcased at the 2014 Partnership Forum. It should be noted that the priorities summarized in Table 2 are not exhaustive, and learning products may be generated by the CIF Administrative Unit and the MDBs on additional topics of relevance for CIF projects and programs.

88. As the CIF moves into its fifth year of implementation, the development and climate finance communities are looking to the CIF for lessons on how to achieve transformation toward low carbon and climate resilient development (see Box 2). Generating such lessons, by necessity starts at the country program and project levels.

Box 2 - CIF projects showcased for innovation, learning

Projects supported by the CIF featured prominently in sessions convened during the World Bank's Sustainable Development Network Forum – “Solutions for a Sustainable Future” – in early 2013. CIF-financed activities were showcased in presentations and discussions related to climate finance, disaster risk management, climate-smart agriculture, renewable energy, energy access and REDD+. CIF investments were highlighted for their contributions to reducing the climate impact of development without slowing down poverty alleviation and economic growth. The visibility accorded to the CIF across sectors and regions highlights the potential additionality of CIF activities to MDB portfolios, and indicates that CIF investments are recognized as innovative and there is demand among both MDB staff and client countries to learn from and replicate CIF approaches.

89. In FY14, the MDBs are expected to play an enhanced role in the collective effort to capture relevant lessons from CIF operations and to disseminate them to a wider community. Recognizing that a balanced approach to ISL integration needs to be both proactive and opportunistic, the MDBs will, as discussed earlier, work with pilot countries to integrate ISL components in investment plans at the plan preparation or update/revision stage. On the project side, and consistent with the design documents of the FIP and PPCR, all projects brought to the Sub-Committees for approval under these programs will include ISL components. Where feasible and where there is interest within countries, the MDBs will support the inclusion of ISL components into new CTF and SREP projects. For projects and private sector programs already approved and under implementation, MDBs will identify opportunities to distill and disseminate lessons generated through these investments using relevant tools and channels.

Private Sector Engagement

90. *FY13 - Accomplishments.* The challenge of enhancing private sector engagement and participation in CIF investments has been addressed in FY13 on three main fronts.

91. Firstly, the Private Sector Forum held in conjunction with the CIF Partnership Forum in Istanbul, provided an effective platform for a dialogue with the private sector on the challenges and opportunities for private sector engagement at the CIF program level. Over 100 representatives from private equity funds, institutional investors, project developers, civil society and NGOs shared knowledge and experience and learned about the CIF's business model and financing instruments. The outcome was reported to and discussed at the Partnership Forum. Feedback was positive and encouraged continued use of such a platform for engagement.

92. Secondly, the CTF and SCF Trust Fund Committees at its Joint Meeting in May 2012 reviewed proposals and confirmed the need for action on a series of measures to enhance private sector investments in the CIF.⁴⁰ This included action on the use of local

⁴⁰ CTF-SCF/TFC.8/8 “*Proposal for Additional Tools and Instruments to enhance Private Sector investments in the CIF*”

currency in CIF financing. In following up, the Trustee and the MDBs: (a) prepared an interim proposal for the use of local currencies in SCF projects which was approved by mail in March 2013; (b) will submit an interim proposal for use of local currency in CTF projects for review and approval by the CTF-SCF Trust Fund Committee in May 2013; and (c) MDBs and the Trustee will develop a longer term proposal in FY14.

93. Thirdly, and as explained earlier, the FIP, PPCR and SREP Sub-Committees have set aside \$216 million for programs and projects that test and promote innovative approaches to engage the private sector in the pilot countries. These “set-aside” funds will be allocated on a competitive basis following procedures established by each of the Sub-Committees, and should serve to encourage interest from a broad range of private sector actors. Program/project proponents could be private sector clients working through MDB private sector arms, or public sector entities working through the MDB public sector arms which would in turn channel all funds to private sector recipients in pilot countries.

94. In FY13, the CIF published a review of private sector engagement in “public sector” operations⁴¹. This CIF Learning brief finds that CTF programs led by the public sector leverage financing from private sources at a ratio of US \$3.6 in private funding for every US \$1 invested by the CTF and finds that the success of CTF public sector projects in attracting private investment centers on ability to address enabling environments, complimentary infrastructure, and investor risk appetite.

95. *FY14 - Proposed work program.* The proposed collaborative work program between the CIF Administrative Unit and the MDBs on private sector engagement is summarized in Table 3 below. The focus is two-fold: first, development and implementation of the above initiatives to enhance private sector participation in CIF operations; and second, effective utilization of main CIF events in FY14 to engage private sector in a dialogue on mobilization of greater private sector participation in CIF operations.

Table 3: Engaging the Private Sector - Main Objectives and Outputs for FY14

Objectives	Activities/Outputs
1. Enhance private sector participation in CIF investments through strengthened incentives and alternative financing instruments	a) Design and hold a CIF Private Sector Forum in conjunction with Partnership Forum May 2014.
2. Strengthen the network of private sector partners at the CIF program level through outreach and dialogue	b) Continue development of innovative instruments and business models tailored to private sector needs and market conditions
3. Deepen the understanding of private	c) Implement actions to enhance private sector participation in CIF investments to be agreed

⁴¹ https://www.climateinvestmentfunds.org/cif/sites/climateinvestmentfunds.org/files/Private_Funding_in_Public-led_Programs_of_the_CTF_Early_Experience_0.pdf

<p>sector engagement in “public sector” projects.</p> <p>4. Clarify the nature of fund leveraging under CIF funded operations</p>	<p>by the Trust Fund Committees in response to proposals made for May 2013 meeting (“Use of local currency financing in the CIF operations”, and “Global Private Sector Program under CTF”).</p> <p>d) Implement decisions made by SCF Sub-Committees regarding allocation of set-aside funds partly through process of private sector competitive bidding (see Sec II Part A)</p> <p>e) A paper on fund leveraging under CIF operations will be completed in FY14.</p>
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Stakeholder Engagement

96. The preceding section reviewed FY13 activities and summarized FY14 priorities for engaging the private sector at the strategic dialogue level and in the financing of CIF supported investments. This section addresses stakeholder engagement from a broader perspective with focus on outreach, information dissemination and lessons sharing activities that support engagement of all stakeholders at the governance and country levels of CIF operations.

97. *FY13 - Accomplishments.* Outreach Activities: The CIF Administrative Unit, collaborating with the MDBs, have sought to mobilize participation of local CSOs, indigenous people groups, business and industry associations and other key stakeholders at country consultations, pilot country meetings and other similar events to enhance country ownership and increase stakeholder awareness and knowledge of the CIF process. An important part of this work has focused on enhancing the engagement of indigenous people groups and local communities at the country and global levels. This has been done through the FIP Development Grant Mechanism and active participation by MDB and CIF Administrative Unit staff in various global and regional meetings (such as United Nations Permanent Forum on Indigenous Issues (UNPFII) and World Chambers Congress) to raise awareness of the CIF.

98. Orientation of new CSO observers: The second round of CIF observers were successfully selected in FY13, and the CIF Administrative Unit carried out an orientation session to provide them with information on their roles and responsibilities as observers. Topics included: (a) CIF governance and organizational structure; (b) decision making procedures; (c) the role of MDBs; (d) the involvement of the private sector in the CIF process; and (e) observers and their roles. In addition, the CIF Administrative Unit held virtual handover workshops between first and second round observers to share knowledge and information about the CIF process and participation in CIF committees.

99. Stakeholder consultations and active engagement: The CIF Administrative Unit and MDB partners held face to face consultations and dialogue with country

representatives at pilot country meetings as well as Trust Fund Committee meetings. Outreach activities to enhance stakeholder engagement at the CIF governance level involved briefings for observers prior to the November 2012 Trust Fund Committee meetings to help better inform observers on the topics to be discussed and to provide them an opportunity to share information with their respective networks. Additional briefings are planned for the April/May 2013 meetings.

100. Dissemination of information and knowledge sharing: Outcomes of committee meetings have been shared with a broad network of stakeholders, and a dedicated web page was established to provide information on stakeholder participation in the CIF. A Stakeholder Forum on enhancing stakeholder engagement at both the CIF governance system and operational levels, was held in conjunction with the CIF Partnership Forum in Istanbul. Participation was extensive, and a summary has been posted on the stakeholder page of the CIF website. Upgrading of the CIF stakeholder page is under way, including the creation of links to relevant information on CIF stakeholder activities and “stories” on CSO engagement in the CIF. A discussion platform will also be launched to encourage information sharing among stakeholders.

101. *FY14 - Proposed work program.* During FY14, the CIF Administrative Unit and the MDBs, working together, will continue their efforts to promote strong engagement of stakeholders at both the CIF governance and country program levels. The MDBs will also be at the frontlines supporting indigenous people groups and local communities in their development and implementation of local projects under the Development Grant Mechanism. Main activities and outputs are summarized in Table 4.

Table 4: Stakeholder Engagement - Main Objectives and Outputs for FY14

Key Objectives	Activities and Outputs/Results
1. Enhanced stakeholder engagement at country program level to broaden and strengthen country ownership	<ul style="list-style-type: none"> a) Organizing stakeholder dialogues in conjunction with joint missions and other events, including, where practical, regional multi-stakeholder dialogues linked to other pre-planned regional conferences or events. b) Identifying and sharing good examples of local stakeholder involvement in program implementation. c) Continue dialogue on local stakeholder involvement in investment plan implementation through pilot country meetings. d) Stakeholder Forum in connection with FY14 Partnership Forum (supports also objective 2).

	e) Orientation sessions for new CIF recipient country members.
2. Enhanced stakeholder engagement at CIF governance level	Proactive outreach to recipient countries through: <ul style="list-style-type: none"> a) Regular briefings prior to TFC meetings. b) Frequent engagement between TFC meetings through CIF newsletter and CIF stakeholder web page. c) Support to the development of good practice recommendations by observers. d) CSO observers' platform on stakeholders' page of CIF website launched and maintained.
3. Enhanced effective engagement of indigenous people groups and local communities through the DGM	a) See presentation of FY14 activities to support implementation of DGM in Sec. II Part A.

102. Several of the activities referred to above involve work initiated in previous years or is, by its very nature, continuous. Some have assumed growing importance, flowing out of implementation experience, and now call for a raising of the bar in terms of attention.

103. One such priority is to facilitate smooth entry of new recipient country members of the Trust Fund Committees and their Sub-Committees into the work of the Committees, through orientation and briefing sessions. This applies as well to CSO observers, where enhanced engagement could be served by an exchange of experience on what works well and not so well in exercising the observer mandate at meetings and in the interaction with members of their respective constituencies.

104. Continued attention will be paid to the need to keep other stakeholders fully informed on key CIF activities and access their experience and knowledge. This involves bilateral agencies, including CIF contributors, UN development agencies, and the UNFCCC. In response to the the CTF-SCF Trust Fund Committees at their joint meeting in November 2012, FY12⁴², the CIF Administrative Unit and observers to share CIF lessons and experiences with those deliberating on climate finance within the UNFCCC and the Green Climate Fund (GCF), the CIF Administrative Unit has participated in two meetings of the UNFCCC Standing Committee on Climate Finance, one meeting of the Standing Committee on long term finance and the second meeting of the GCF in Berlin, March 2013.

⁴² Summary of the Co-Chairs Joint Meeting of the CTF and SCF Trust Fund Committees, November 2, 2012

Gender Mainstreaming

105. Each of the MDBs have gender policies that serve as building blocks for mainstreaming gender within the CIF at the program, project, and country levels, and the MDBs collaborate on gender issues relevant to their normal operations through an MDB Working Group on Gender.

106. *FY13 – Summary of accomplishments.* The Joint Meeting of the CTF – SCF Trust Fund Committees in November 2012 discussed a draft CIF Gender Review report CTF-SCF/TFC.9/6, *CIF Gender Review*. The Joint Meeting acknowledged gender as a driver for transformational change and its centrality to the effectiveness and efficiency of CIF programming, reconfirmed that a gender perspective should be mainstreamed into the CIF, and agreed to a number of steps to accomplish the objective of gender mainstreaming, building upon the principles of the draft gender review. The steps involved the following: (a) harmonize and institutionalize gender more effectively; (b) acknowledge and employ gender as a driver for transformational change; (c) address the need for further knowledge, innovation and cooperation; (d) harness capacity in the MDBs and at the country level to strengthen CIF plans and programs through technical approaches that link gender to climate change and specific sectors; and (e) strengthen gender sensitive monitoring and evaluation.

107. The report was finalized taking into account comments made during the meeting and written comments provided after the meeting. The CIF Administrative Unit, working closely with the CIF MDB gender working group, will implement its recommendations. Responding to a request from the Joint Meeting of the CIF-SCF Trust Fund Committees, *Proposed Terms of Reference for a Gender Specialist in the CIF Administrative Unit*⁴³ will be submitted for consideration by the two Trust Fund Committees at their Joint Meeting in May 2013.

108. Consistent with the role of the CIF Administrative Unit, a gender specialist in the CIF Administrative Unit would be responsible for enhancing collaboration with the MDBs, countries and other stakeholders to strengthen the integration of gender measures in the CIF. If approved, the CIF will recruit a qualified gender specialist who would coordinate closely with the MDBs, primarily through the CIF working group on gender, and serve to provide a consistent gender perspective to CIF activities. Alternatively, the MDB Working Group on Gender could be invited to be responsible for delivering on the tasks identified in the terms of reference.

109. *FY14 - Proposed work program.* The CIF Administrative Unit will work with the MDBs to implement the recommendations of the Gender Review. A gender specialist will be recruited to develop in collaboration with the MDBs, an action plan, a directory of gender and climate experts and gender-related baseline data for PPCR, CTF and SREP.

⁴³ CTF-SCF/TFC.10/8, *Proposed Terms of Reference for a Gender Specialist in the CIF Administrative Unit*

Table 5: Gender Mainstreaming - Main Objectives and Outputs for FY14

Objectives for FY14	Main outputs
<ul style="list-style-type: none"> • Implement actions of the gender review • Develop directory of gender and climate experts • Develop gender-related baseline data, expected results and progress data for PPCR, CTF and SREP • Improve knowledge management 	<ul style="list-style-type: none"> • Work plan based on the recommendations made in the gender review • Directory of gender and climate experts (CIF AU in collaboration with MDBs) • Inclusion of gender indicators in M&E and progress tracking, and mainstreaming gender activities at the country level • Report annually on progress and lessons learned in mainstreaming gender • Knowledge products (CIF AU in collaboration with MDBs)

Communications

110. *FY13 – Summary of accomplishments.* In FY13, the CIF Administrative Unit has focused on the implementation of the communications strategy approved by the CTF and SCF Committees at their Joint Meeting in May 2012. Key activities undertaken to date and planned for the remainder of the fiscal year are summarized below.

111. CIF Partnership Forum. The 2012 Partnership Forum was convened November 6-7, 2012, in Istanbul, Turkey, and was co-hosted by the CIF and the European Bank for Reconstruction and Development. Close to 500 participants attended, providing an opportunity for governments, civil society, including indigenous peoples, the private sector, multilateral development banks, UN agencies and others to learn about the progress that the CIF is making. As all CIF programs are now moving into implementation at the country level, the Forum aimed to emphasize on-the-ground implementation, knowledge building and lesson sharing.

112. The Forum, structured into plenary and sessions, with break-out groups, addressed a wide range of topics ranging from innovations in engendering climate finance, making big investments work in renewable energy, financing energy access for the poor, enabling private sector investment, promoting sustainable cities, landscape approaches to address adaptation, and hydrometeorological and climate services, all the way to measuring results and impacts of CIF supported interventions in a meaningful and practical way.

113. The CIF 2012 Annual Report⁴⁴, prepared in close collaboration with the MDBs, was launched in February 2013. It reflects on how CIF, through its support to countries, is “creating the climate for change”. The report has a special focus on the enabling aspects of the CIF’s work and the role of resilience as the cutting - and cross cutting edge of development, and incorporates voices and perspectives from CIF recipient countries, feedback from the 2012 Partnership Forum as well as a summary of CIF projects and their funding.

114. Other communication tools and activities. The first phase of the CIF website renovation has produced a more dynamic and easily accessible site, and additional improvements are under way. A CIF twitter account @CIF_Action was launched to encourage stakeholders and the general public to participate and be informed during the Partnership Forum in Istanbul. It is also used to regularly update the general public on project approvals and decisions made by the CIF governing bodies. As of March 2013, the account has over 200 followers, and efforts are ongoing to further raise the level of participation. Country fact sheets, updated to reflect progress in recipient country programs, have been disseminated during meeting events and other fora, such as the Partnership Forum in Istanbul and the Sustainable Development Network Forum held at the World Bank Headquarters. On-line versions are now available on the CIF website.

115. As part of the commitment to promote stakeholder awareness of emerging results on the ground, some 30 project/CIF stories (originating from the work of all MDBs) have been prepared and disseminated. Topics covered range from energy efficiency and renewable energy, climate resilience and climate change mitigation, forest resource and coastal zone management to stakeholder engagement. Press releases were issued to get the word out on participation, proceedings, and emerging themes of interest, and on receipt of new contributions to CIF. A quarterly newsletter will be launched before the end of the fiscal year.

116. MDB activities. The MDB communications working group has continued to play a supportive role in the implementation CIF’s communication strategy⁴⁵. Likewise, MDBs have provided inputs on projects and lessons learned to support development of various CIF communications products, and supplied content for the CIF website.

117. *FY14 - Proposed work program*. The communications work program for the coming fiscal year will continue the implementation of the CIF communications strategy with focus on three priorities areas for action (Table 6). 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.

⁴⁴ <http://climateinvestmentfunds.org/cif/Annual%20Reports/2013/index.html>

⁴⁵ CTF-SCF/TFC.8/6 *CIF Communications Strategy*

Table 6: Communications - Main Objectives and Outputs for FY14

Key Objectives	Outputs/Results
1. Raise awareness and understanding among stakeholders of CIF's accomplishments, efficiency and effectiveness, through a targeted outreach campaign.	<ul style="list-style-type: none"> a) MDB provided information on project level progress, innovations and results collected, disseminated and promoted through appropriate outreach/communication tools and events to targeted audiences. b) Early campaign to promote 2014 Partnership Forum and key CIF messages developed and launched. c) Targeted outreach events delivered; participation in major climate change conferences and events.
2. Timely and effective responses to key issues of concern raised through press and other media.	<ul style="list-style-type: none"> a) Targeted responses covering concrete steps taken to address concerns raised by external parties. b) CIF Administrative Unit support to MDB focal point responses to media and other queries.
3. Sharpened tools for efficient sharing of lessons learned through out CIF operations.	<ul style="list-style-type: none"> a) New communications products, including CIF videos established. b) CIF website (Phase 2) upgraded to be fully user-friendly and responsive to stakeholders' needs. c) Twitter reach increased; Facebook page established. d) Concept for shortened Annual Report with an amplified "on-line" version developed and implemented.

118. While some 50 country investment plans have been completed and their projects are beginning implementation, the awareness and understanding within the wider network of stakeholders of what is happening and being accomplished on the ground is lacking. The central challenge, therefore, is to communicate key messages on CIF's effectiveness and efficiency through a targeted campaign. These messages need to be supported by information and "stories" from the country and project levels that illustrate CIF's nature as a learning platform, the types of transformation and innovations that have been possible with CIF resources, and some early lessons and results.

119. Successful implementation of the proposed communications work program, summarized above, will depend heavily on the active involvement of the individual MDBs, most importantly in the collection and dissemination of CIF "stories from the field" and in responding to key areas of concern raised through press or other media. Such involvement will require that the MDBs' CIF Focal Points include or have access to the services of communications specialists. The African Development Bank secured the

services of a dedicated communications officer in early FY13, as part of its own staff/consultant complement, allowing it to significantly step up its CIF related communications efforts.

Part C - Governance and Policy Development

120. The established CIF governance arrangements have remained intact during FY13. Within these arrangements, management of the CIF programs has addressed challenges that naturally emerged with a maturing CIF, the focus of which is shifting to program and project implementation. This section summarizes the main responsibilities and activities of the CIF Trust Fund Committees and the SCF Sub-Committees, the CIF Administrative Unit, and the MDB Committee as they relate to the above challenges.

The Trust Fund Committees

121. The CIF Trust Fund Committees and the SCF Sub-Committees will have met twice by the end of the fiscal year to carry out their responsibilities (October/November 2012 and April/May 2013). On the investment operations side, these meetings have expedited review and endorsement of new investment plans, revisions to already endorsed plans (all CTF), and a range of project proposals for funding approval. (Section II, Part A)

122. The work of the Trust Fund Committees and the Sub-Committees on developing CIF programming and operational policies continued in FY13, all with the aim of improving CIF operational efficiency and effectiveness. Within this context, a number of thematic areas, including private sector engagement, gender mainstreaming, monitoring and evaluation, received particular attention. On the operational side, the Committees considered and acted *inter alia* on proposals for strengthening the CTF pipeline, use of local currency loans, and allocation of available CIF resources on a competitive basis. As in the previous fiscal year, implementing the *Measures to Improve the Operations of the Climate Investment Funds* was a priority. A full listing of CIF policy papers and operational guidelines approved or to be submitted for review during FY 2013 is found in Annex 5.

123. A shift can already be seen in CIF Trust Fund committee agendas from policy development towards more analysis of CIF investments and implementation challenges, specifically with regard to impacts and lessons learned. The semi-annual reports of the programs will focus on providing a more analytical and strategic report on the state of each of these programs and identification of challenges and trends.

CIF Administrative Unit

124. During FY13, the CIF Administrative Unit, working with the MDB Committee: (a) facilitated the work of the Trust Fund Committees and their Sub-Committees; (b) managed internal and external institutional relations; (c) led policy development and supported its implementation; (d) coordinated the implementation of the CTF and SCF programs, including the management of project pipelines according to agreed procedures;

(e) organized pilot country meetings designed to promote effective cross-pilot exchanges of experiences and lessons; (f) managed thematic cross-cutting work in the areas of monitoring and evaluation, knowledge management, private sector engagement, stakeholder outreach, and communications; and (g) planned, organized and administered the Partnership Forum (with EBRD as the MDB co-host).

125. The above general responsibilities will continue to govern the Unit's work program in FY14. Among activities that are expected to require special and increased attention the following four stand out:

- a) *Policy development*: elaborate policies and provide operational guidance and implementation support to move new initiatives forward, including the "set asides" for competitive allocations, the program wide implementation of the simplified results framework, and the gender mainstreaming initiative.
- b) *Coordination of program implementation*: enhanced progress in delivery of CTF project funding proposals for approval depends on a dedicated and continuous effort on part of the CIF Administrative Unit to coordinate the implementation of agreed pipeline management and monitoring arrangements.
- c) *Reporting on progress*: with the CIF program transiting into full implementation mode, the requirements for reporting on progress against agreed indicators are expanding at the project, country, and CIF program levels. This will involve synthesis and consolidation of country and program level information to be carried out by CIF Administrative Unit.
- d) *Lessons sharing and communications*: as explained earlier, efforts led by the CIF Administrative Unit, working with the MDB Committee, will be scaled up significantly in FY14.

MDB Committee

126. During the first nine months of FY13, the Committee convened 37 times through telephone conferencing. These meetings addressed CIF operational program matters or thematic work program topics (Private Sector, M&E, KM, Communications, Stakeholder relations and Gender). In addition, planning for the 2012 Partnership Forum involved numerous MDB Working Group meetings through teleconferencing. A three-day MDB retreat was held in mid January to brainstorm on challenges going forward, and to agree on priority areas for action to address them. A meeting of MDB Vice Presidents was convened in Washington D.C. on February 19, 2013 to discuss how to ensure that MDB teams are placing a priority on the CIF's activities and working together to address obstacles involved in implementation of CIF projects. A follow up meeting is expected to be held in April, 2013.

The Trustee

127. The Trustee's main activities during FY13 have included: (a) coordinating and supporting the external audit of the CY11 financial statements of the CTF and SCF Trust Funds; (b) coordinating with the CIF Administrative Unit and the MDBs on the preparation of Trust Fund Committee papers; (c) supporting the CIF Administrative Unit in CIF pipeline management; (d) managing contribution agreements and receipts; (e) managing investment of the liquid assets of the Trust Funds; (f) producing periodic financial reports; and (g) developing and maintaining a control framework and system platform to manage the business and financial transactions of the Trust Funds.

128. *Development of an Enterprise Risk Management Framework (ERM).* The Joint Meeting of the CTF and SCF Trust Fund Committees in May 2012 requested the CIF Administrative Unit and the Trustee, in collaboration with the MDB Committee, to prepare a proposal for a financial risk monitoring and management framework for the CTF and the SCF programs. In response, the Trustee engaged Booz Allen Hamilton to develop an ERM framework and recommend a corresponding risk assessment tool for the approval of the CIF Trust Fund Committees.

129. At their November 2012 meeting, the Joint Meeting, having discussed the document "Enterprise Risk Management Framework Report for the Climate Investment Funds,"⁴⁶ agreed to establish an Enterprise Risk Management Framework (ERM) for the CIF. A Working Group, comprising representatives from the Trustee, the CIF Administrative Unit, risk management specialists from the MDBs, and an independent risk management specialist, was established to move the initiative forward.

130. The Working Group was specifically tasked to: (a) identify priority risks to be addressed; (b) clarify what information is currently being gathered to manage those risks; (c) undertake consultations with all interested members of the CTF and SCF Trust Fund Committees to ascertain their risk sensitivities; (d) recommend at which level of the CIF such risks best be monitored and managed; and (e) prepare recommendations, for review and approval by the joint meeting of the Trust Fund Committees, as to which risks should be a priority focus and the way forward for implementing a risk management framework.

131. As requested, the Working Group consulted with Committee Members to prepare an ERM report for consideration by the Joint meeting in May 2013⁴⁷. If the Joint Meeting should decide to move forward on the ERM Framework as recommended by the Working Group, the Trustee, the CIF Administrative Unit and the MDB Committee working together, would proceed to implement such a decision and any further guidance that the Joint Meeting may provide at their upcoming meeting.

⁴⁶ CTF-SCF/TFC.9/9, "Enterprise Risk Management Framework Report for the Climate Investment Funds"

⁴⁷ CTF-SCF/TFC.10/5, *Enterprise Risk Management Framework Report*

III. FY13 BUDGET OUTCOME

132. The May 2012 Joint Meeting of the Trust Fund Committees approved a total CIF administrative budget of \$21.28 million for FY13 to cover estimated expenditures for administrative services and MDB support for country programming of CIF resources. The budget for the fourth Partnership Forum, originally planned for Spring 2012 but held in November 2012, had already been approved under the FY12 budget envelope. This section summarizes the outcome of the utilization by the Trustee, the CIF Administrative Unit and the MDBs of these resources.

Part A - Administrative Services

133. A budget review in February 2013 concluded that the estimated cost for completing CIF's administrative work program in FY13 was expected to come in at \$0.61 million (4%) under budget (Table 7). 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 to the Trustee on actual administrative expenses on an annual basis and the returned funds are reflected in the Trustee's annual financial statements as a net amount against the transfers to the MDBs.

Table 7 – FY13 Administrative Services - Estimated Outcome by CIF Unit (\$'000)

	FY13 Approved Budget (a)	FY13 Revised Budget (b)	Variance (c= b-a)
Trustee	3,570.9	3,380.0	(190.9)
Admin Unit	7,308.0	7,062.4	(245.7)
MDB Total:	6,485.6	6,307.7	(177.9)
ADB	1,103.0	1,093.0	(10.0)
AfDB	890.7	829.4	(61.3)
EBRD	570.9	489.4	(81.4)
IADB	952.1	936.5	(15.5)
IBRD	2,146.3	2,146.3	0.0
IFC	822.8	813.1	(9.7)
Total	17,364.6	16,750.1	(614.5)

134. The projected under run of \$ 614.5 million in FY13 is the result of the Trustee, the CIF Administrative Unit and the MDBs under spending their approved budgets by 5%, 3% and 3% respectively. The Trustee's projected under run is primarily the result of lower than expected costs for external audit and legal services. The CIF Administrative Unit's expected shortfall is partly on account of staff turnover and resultant savings in associated salaries and benefits until these positions are filled, and partly on account of a reduced travel costs following increased use of virtual meetings. Similarly, the MDBs' combined small under run is primarily caused by savings in travel expenditures.

135. The total under run can be attributed slightly more to CTF activities (56%) than to SCF operations (44%) as shown in Table 8.

Table 8 – FY13 Administrative Services – Estimated Outcome by Program Fund (\$'000)

	FY13 Approved Budget	FY13 Revised Budget	Variance
CTF	6,634.3	6,290.3	(344.0)
SCF	10,730.2	10,459.7	(270.5)
Total	17,364.6	16,750.1	(614.5)

Part B - Partnership Forum

136. Based on the CTF and SCF Trust Fund Committee’s joint decision to hold future Partnership Forums every eighteen months, the fourth Partnership Forum was held in Istanbul in November 2012 (FY13) with EBRD as a co-host. Given that the Partnership Forum is to be treated for budget purposes as a special initiative, it was agreed that it be funded outside the the CIF Administrative Unit’s budget. To this end , a multi-year trust fund was established to cover the expenditures for the Forum, with any savings from the current Forum to be carried forward to the next Forum.

Table 9 – FY13 Administrative Services – Partnership Forum (\$'000)

	FY13 Approved Budget 1/ (a)	FY13 Revised Budget (b)	Variance (c= b-a)
Partnership Forum	1,552.5	813.0	(739.5)
Travel from AU Budget	175.0	175.0	0.0
Total	1,727.5	988.0	(739.5)

1/ Budget approved in FY12, but because of a fifteen month cycle Partnership Forum was held in FY13.

137. A sum of \$175,000 was transferred from the CIF Administrative Unit’s FY12 budget to this multi-year trust fund to accommodate costs of the Unit’s staff travel to the Forum. In addition, EBRD, as co-host, contributed \$767,000 towards the meeting, thereby absorbing significant planning and hosting costs under its own budget.

138. The expected CIF expenditures for the Forum amount to \$988,000, resulting in savings of \$739,500 (Table 8). These savings were primarily realized through lower than expected costs for venue and hospitality (holding this event in Istanbul turned out to be significantly less expensive than originally estimated, when London was the envisaged venue). Reducing the duration of the Forum by two days further reduced costs. The savings will be applied to the projected funding for the fifth Partnership Forum to be held in May 2014. As the next co-host, IDB, has not yet identified the event location for the 2014 Partnership Forum, it is estimated that the expenses will be roughly equivalent to those of the 2012 Forum.

Part C - MDB Support to Country Programming of CIF Resources

139. The multi-year budget for MDB support to country programming covers MDB expenditures for joint-mission activities related to investment plan preparation, update or revision, and coordination of investment plan implementation at the country program level. The Trust Fund Committees consider and approve annual additions to this budget based on projections of funding needs. The MDB Committee reviews and approves requests from the MDBs for individual joint-mission activities following established procedures.⁴⁸ Once approved by the MDB Committee, the Trustee transfers funds to the respective MDBs, and the MDBs report back to the Committee on the use of them.

140. As pointed out earlier (para. 7), MDB joint-missions work with country partners to develop, update or revise investment plans, while missions from one of the participating MDBs follows up with support the efforts of country institutions to coordinate various aspects of plan implementation at the country program level. Funding for both these sets of MDB activities was included in the FY13 CIF budget, and will, as explained later, also be required in FY14.

Table 10: Approved and Allocated CTF and SCF Budgets for MDB Support for Country Programming FY09-13

	CTF	SCF	Total
1. Annual budgets approved by TFCs (FY09-FY13)			
of which			
FY09-FY12	4,047,900	11,810,880	15,858,780
FY13	-	3,913,870	3,913,870
Total	4,047,900	15,724,750	19,772,650
2. Allocations by MDB Committee			
FY09-FY12	3,072,056	11,201,030	14,273,086
FY13 (Projected as of 03/01/13)	1,160,324	4,846,050	6,006,374
Total	4,232,380	16,047,080	20,279,460
3. Funds returned by MDBs	557,680	518,033	1,075,713
4. Projected balance of funds as of 06/30/13 (1-2+3)	373,200	195,703	568,903

141. By the end of FY13, the CTF Trust Fund Committee will have approved a cumulative total of \$4.05 million for allocations by the MDB Committee to CTF joint-mission activities, with no additional budget approved for FY13. The MDB Committee, in turn, is expected to have approved MDB requests for funding of such activities totaling \$4.23 million over that same time period (Table 9 above). The difference is covered by MDBs returning funds allocated to them by the Committee but not fully utilized by the completion of joint-mission work.

⁴⁸The 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. These norms have been kept under review and undergone adjustments in light of experience in implementation of MDB support for country programming.

142. Similarly, the SCF Trust Fund Committee's cumulative budget approvals for joint-mission activity are expected to have reached \$15.72 million by the end of the current fiscal year, with total MDB Committee allocations to individual MDB activities amounting to \$16.05 million. As in the case of CTF, MDBs' return of funds have made it possible to "recycle" previously allocated funds to new requests for joint-mission funding.

143. Updated unit costs of the MDBs' joint-mission support for preparation of investment plans were presented in the FY13 CIF Business Plan and Budget paper. As preparation work on scheduled investment plans is declining, attention turns to updates and revisions to endorsed plans. A first estimate on average expenditures of joint-mission support for such updates, based on the hitherto limited number of completed such joint-missions, is included in Annex 6 of this document.

IV. PROPOSED FY14 BUDGET

144. The proposed FY14 CIF budget is based on the estimated expenditures for activities that the Trustee, the Administrative Unit and the five MDBs plan to undertake during the period July 1, 2013 to June 30, 2014 and which have been summarized in Section II of this paper. In preparing the proposed budget, special care has been taken to ensure that requested budget resources will cover the CIF Units' estimated costs of effectively responding to the five priority areas of action stated at the very outset of this paper.

145. The proposed budget comprises three parts: administrative services (Part A), Partnership Forum (Part B), and MDB support to country programming of CIF resources (Part C). There is no request for the funding for special initiatives in FY14. The proposed FY14 budget is summarized in Tables 10 with details to follow.

Overview

146. The estimated expenditures for FY14 translate into a proposed total budget of \$20.86 million, of which \$17.59 million is for administrative services provided by the Trustee, the CIF Administrative Unit and the MDBs, \$0.3 million to complement FY13 savings for the Partnership Forum, and \$2.97 million for MDB support for country programming (Table 10).

147. Overall, the proposed budget is 2.8% below the revised FY13 budget and 2.0% lower than the approved FY13 budget. This outcome is the net result of reduced additional funding needs for both MDB support for country programming and the Partnership Forum out-weighting the projected increase on expenditures for administrative services. The subsequent sections examine factors that bring about a modest increase (in real terms) in overall expenditures for administrative services on the one hand, and a substantial reduction in additional funding requirements for the MDBs' support for country programming on the other hand.

Table 11: Approved FY13, Revised FY13 and Proposed FY14 Budget by Budget Category (\$,000)

	FY13 Approved Budget	FY13 Revised Budget	FY14 Proposed Budget	Variance FY14 Prop- FY13 Rev
Administrative Services				
Trustee	3,570.9	3,380.0	3,654.5	274.5
Admin Unit	7,308.0	7,062.4	7,329.9	267.6
MDBs	6,485.6	6,307.7	6,602.9	295.2
<i>ADB</i>	<i>1,103.0</i>	<i>1,093.0</i>	<i>1,110.6</i>	<i>17.6</i>
<i>AFDB</i>	<i>890.7</i>	<i>829.4</i>	<i>890.7</i>	<i>61.3</i>
<i>EBRD</i>	<i>570.9</i>	<i>489.4</i>	<i>498.8</i>	<i>9.3</i>
<i>IADB</i>	<i>952.1</i>	<i>936.5</i>	<i>985.9</i>	<i>49.3</i>
<i>IBRD</i>	<i>2,146.3</i>	<i>2,146.3</i>	<i>2,255.8</i>	<i>109.5</i>
<i>IFC</i>	<i>822.8</i>	<i>813.1</i>	<i>861.2</i>	<i>48.1</i>
Sub-total	17,364.6	16,750.1	17,587.3	837.2
Partnership Forum 1/	-	988.0	300.0	(688.0)
MDB Support for Country Programming	3,913.9	3,718.2	2,971.1	(747.1)
Systems Development	-	-	-	-
Total	21,278.4	21,456.3	20,858.4	(597.9)

1/ FY14 request is to top up the carry over of \$739.5k from FY13 to meet FY14 expenditures.

148. Lastly, the proposed budgets for CTF (\$8.01 million) and SCF (\$12.85 million) are the result of costing out activities specific to the work programs under the respective funds (details in Annex 4f). Whenever that has not been feasible, costs have been allocated using best estimates. In the case of the CIF Administrative Unit, the distribution of estimated FY14 expenditures over the two programs reflects a shift in the relative work loads of the two programs towards CTF as explained later (para.158)

Part A - Administrative Services

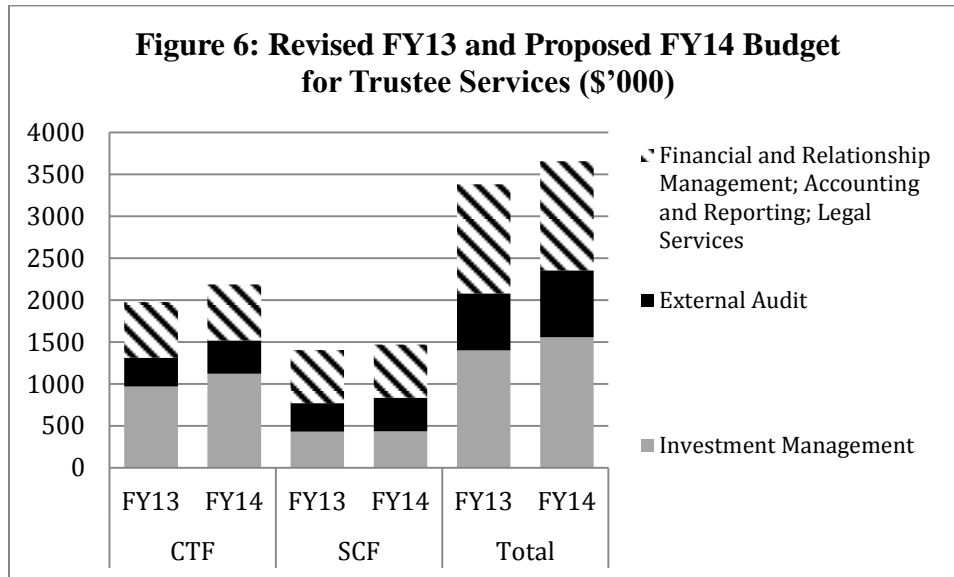
149. As explained in the subsequent sections, the Trustee, the CIF Administrative Unit and the MDBs (as a group) share in roughly equal proportions in the estimated \$0.84 increase in expenditures for administrative services in FY14 compared to the current fiscal year. The estimates are broken down and explained below, with due attention given to the factors that are driving changes in expenditures.

The Trustee

150. The proposed FY14 budget for Trustee services amounts to \$3.65 million, representing an increase of \$274.5k (or 8%) over the revised FY13 budget (Fig. 6 and Annex 4g). Over half of this increase is due to increased investment management fees which, as explained below, is driven by the rise in the average portfolio balance under both the CTF and the SCF Trust Funds⁴⁹ The remainder is on account of expenditures for external audits of the Trustee's and the MDBs' financial statements rising as unit

⁴⁹ The portfolio balance is the Funds cash balance of the Fund which includes cash contributions, encashed promissory notes and investment income.

costs of external audits are expected to rise relative to costs actually incurred in FY13 due to the increased number of financial transactions.



151. *Financial and relationship management:* Estimated expenditures are based on staff time required for the following tasks: managing financial models to assess and ensure a sound financial structure of the Trust Funds; implementing operational procedures for receiving contributions, recording allocations and commitments, and making cash transfers to MDBs; managing donor relationships; coordinating with the CIF Administrative Unit and the MDBs to develop best practice operational policies governing financial transactions and to prepare Trust Fund Committee papers; and financial reporting of the Trust Funds.

152. *Investment management:* Investment management fees are calculated based on a flat fee of 3.5 basis points against the average annual balance of the Trust Fund portfolio⁵⁰. The projected average portfolio balance for the CIF trust funds for FY14 is \$4 billion in total, equivalent to an increase of 48% compared to the initial FY13 estimate; of which \$ 2.9 billion represents the estimated portfolio size for the CTF and \$1.1 billion for the SCF.

153. *Accounting and reporting:* Expenditures cover the following activities: management of the accounting model for the Trust Funds, including further development and implementation of accounting policies for tracking both donor loan contributions and reflows from MDBs (i.e. interest and principal repayments on loans to recipients); maintenance of appropriate records and accounts to identify contributions and other receipts (reflows and return of unused funds) as well as Trust Fund liabilities to MDBs, and preparation of Financial Statements and arrangement of external audits.

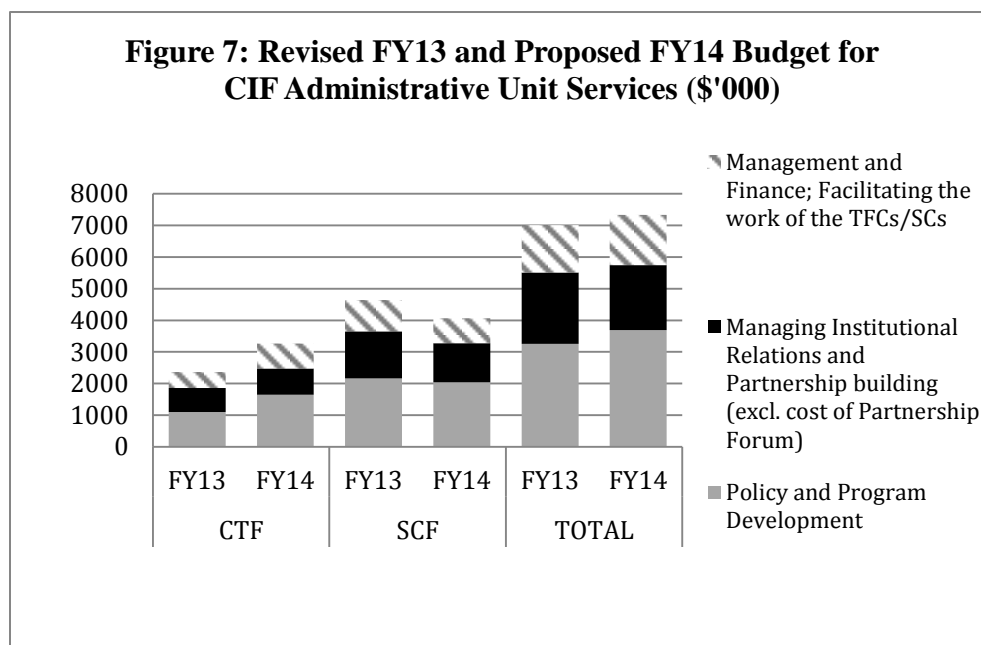
⁵⁰ See footnote 50

154. *Legal services:* Expenditures involve staff time needed for policy advice, legal review of financial documents and drafting of new legal documents, including supplemental contribution agreements as well as amending the existing legal documents for the Trust Funds operation as necessary; and

155. *External audit costs:* Two sets of 8 external audits at an estimated average cost of \$50,000 will be undertaken in FY14; under both CTF and SCF, seven audits for MDBs' special purpose financial statements (one per MDB plus an extra audit for EBRD (for financial statements in EBRD's operating currency (EUR))⁵¹ and one audit for the Trustee's special purpose financial statements.

CIF Administrative Unit

156. The responsibilities and main challenges for the CIF Administrative Unit in FY14 were summarized earlier (Section II C). The estimated expenditures for addressing them total \$7.33 million which represents an increase of \$267.6k (or 3.8%) over the revised estimate for FY13 and is broadly on par with the approved FY13 budget (Fig. 7 and Annex 4h).



157. The estimated \$267.6k increase is primarily accounted for by staffing developments. FY13 saw turnovers in staff, and recruitment to refill affected staff positions will not be completed until early FY14. In addition, the Unit's staff complement is proposed to increase by two new mid-level positions, one for portfolio coordination and monitoring, the other for communications support to strengthen the unit's capacity to effectively fulfil increased responsibilities in these areas. These new positions are

⁵¹ EBRD has to conduct an external audit in Euro in accordance with its own policies and procedures.

intended to add to the Unit's capacity to effectively address the five action priorities established for FY14.

158. The CIF Administrative Unit, at the request of Joint Meeting of the CIF-SCF Trust Fund Committees, will submit Proposed Terms of Reference for a Gender Specialist in the CIF Administrative Unit, for the consideration of the joint meeting of the two Committees in April/May 2013. If approved, the CIF Administrative Unit will recruit a gender specialist in FY14 to coordinate gender mainstreaming by the MDBs. The estimated annual expenditures for such a position is \$250,000 and would be in addition to the proposed CIF Administrative Unit's budget.

159. The distribution of the CIF Administrative Unit's estimated expenditures between CTF and SCF related activities reflects a shift in the relative work loads of the two programs towards CTF relative to previous years. The shift is brought about by the completion of extensive work on policy development and operational guidance for the three targeted sub-programs, and the increased effort now required to address key CTF implementation bottlenecks and priorities.

160. In June 2011, the Joint-Meeting of the Trust Fund Committees approved a budget of \$187,500 for independent technical quality reviews of SCF investment plans to be funded under the SCF budget for the CIF Administrative Unit. This was a multi-year budget, and on completion of all reviews, the balance, if any, would be returned to the Trustee. The majority of these reviews were completed in FY12, and it is anticipated that 35% of the funds will be utilized by the end of this fiscal year. The remaining funds are expected to more than cover the FY14 requirements for independent technical quality reviews on SCF investment plans (1 for FIP (Peru) and 5 for new SREP pilot countries).

The Multilateral Development Banks

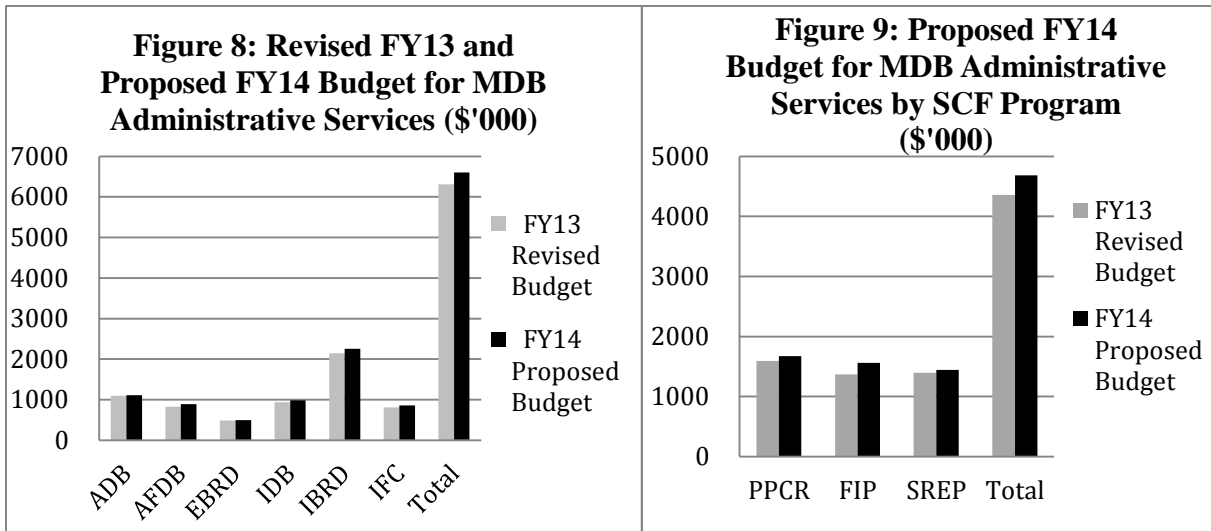
161. The CIF's administrative services budget funds expenditures incurred by MDBs' CIF Focal Points in coordinating the development and implementation of the CIF's program in their respective institutions.⁵² Their responsibilities are to:

- a) inform operational units of CIF's potential contributions to country programs and the global environment, explain criteria for accessing CIF resources, clarify established CIF policies, guidelines and procedures, perform quality control on part of the MDB on investment program and project proposals; monitor performance on CIF funded activities and compliance with milestones, and engage senior management when necessary to ensure MDB staff participation and corporate support;

⁵² Costs incurred by the MDBs' in supporting preparation and implementation of CIF investment plan 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.

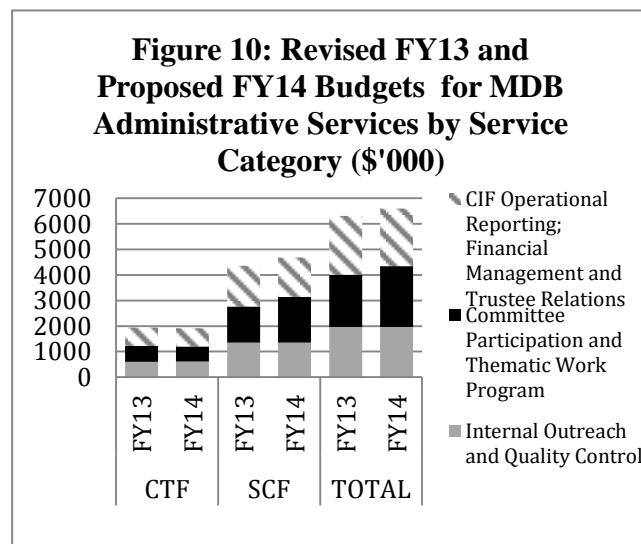
- b) provide primary inputs for each MDB's operational reporting to the Trust Fund Committees on program performance and lessons learnt;
- c) present the view of the MDBs in CIF partnerships and meetings, and contribute to the joint thematic work programs on private sector engagement, monitoring and evaluation, knowledge management, communications, stakeholder relations management, and gender mainstreaming (starting FY14) thereby playing a key role in translating CIF policy directives into operational guidance for MDB task teams; and
- d) work inter-departmentally within their respective MDBs to establish and maintain the legal, financial, and administrative arrangements required to become an effective implementing entity of the CIF.

162. Total MDB coordination expenditures in FY14 have been estimated at \$6.60 million, which is \$0.3 million, or 4.7%, higher than the revised estimate for FY13, and 1.8% higher than the approved FY13 budget (Fig. 8 and Annex 4i). While estimated expenditures in FY14 under CTF are marginally falling (1.5%), they are rising by \$0.32 million, or 7.4%, under the SCF.⁵³ In estimating the FY14 expenditures several of the MDBs have indicated that they are prepared to absorb some coordination staff costs within their own budgets so as to be able to deliver on key work program activities while presenting requests for a CIF FY14 budget increase of limited proportions.



⁵³ The estimated costs of providing the required administrative services for CIF program coordination vary among the MDBs for the following reasons: (a) the Regional Development Banks support CIF operations in their respective regions, while IBRD and IFC have global mandates; (b) MDBs differ in level of engagement in the various CIF programs, e.g. EBRD is fully involved under CTF and SREP, has a modest engagement under PPCR, and is not active under FIP and IFC has a similar concentration and remains active in all SCF targeted programs; and (c) coordination costs vary because of differences in internal organizational structures, operational procedures and financial management systems, staffing arrangements, unit costs, and rules for applying overhead charges or indirect costs.

163. The estimated \$320k increase in MDB expenditures for SCF coordination (Fig. 10 and Annex 4j) reflects the MDBs' assessment that increased program coordination efforts are required to effectively promote action within their respective agencies on the five priority areas for action identified at the outset of this document. Specifically, the additional budget resources would be used to increase the MDBs' contributions to the proposed CIF thematic work programs (Sec. II B) and in particular the following: (a) support for implementation of functioning monitoring and reporting systems at the country and SCF program levels (Table 1); (b) strengthened MDB contributions to the CIF's lessons learning and sharing agenda (Table 2); (c) rapid progress in implementing the new private sector engagement initiatives (Table 3); and (d) the MDBs' role in the execution of the targeted communication strategy to raise awareness and understanding of CIF's mission, accomplishments and lessons (Table 5).



Part B – Partnership Forum

164. The Partnership Forum is now held every 18 months as agreed by the CTF and SCF Trust Fund Committees at their joint meeting in November 2011. The fifth Partnership Forum will be co-hosted by IADB and held in Spring 2014. The preliminary cost estimate is around \$1.0 million based on the current best estimate of the CIF funded expenditures for the fourth Forum held in Istanbul last November.

Part C - MDB Support to Country Programming of CIF Resources

165. As the CIF move into their fifth full fiscal year of operations, funding for MDB support to the preparation of all currently scheduled investment plans (57) will have been fully allocated. Focus on MDB support for country efforts will now be on: (a) updating and revising endorsed investment plans; (b) engaging stakeholders in annual or bi-annual reviews of investment plan implementation; (c) incorporating revised results frameworks, including baselines and target indicators, in investment plans, and start of monitoring and reporting on progress against indicators; and (d) completing the implementation of the PPCR Phase technical grants for investment plan preparation.

166. The MDBs total expenditures in FY14 for these activities are estimated to be \$865,000 under CTF and \$2.68 million under SCF, for a total of \$3.54 million (Fig. 11a and Annex 4). Given the projected balances of funds available at the end of FY13 (Table 9), the additional funding needed for FY14 amounts to \$2.97 million of which \$0.49 million for CTF activities and \$2.48 million for SCF's three targeted programs (Fig. 11b and Annex 4m).

167. If the SCF Trust Fund Committee approves the proposed allocation of \$2.48 million for MDB support for country programming, the MDB Committee, noting that there is also a balance of \$196,000 of unallocated funds left from FY13, will proceed to establish notional envelopes for each of the SCF sub-programs. These envelopes will be based on the projections of demand for funding of FY14 MDB support activities that were undertaken to support the above budget proposal. The MDB Committee, supported by the CIF Administrative Unit, will monitor the allocation of funds relative to the notional envelopes, and ensure that funds, which are fungible across SCF sub-programs, are managed to meet the needs in the best possible way.

Figure 11a - Estimated FY14 MDB Expenditures to Support Country Programming of CTF Resources (Total: \$865,000)

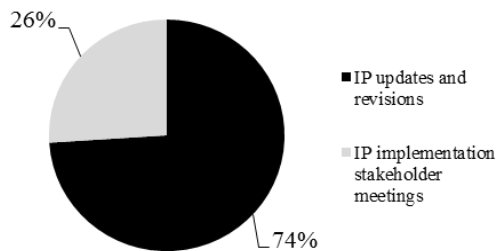


Figure 11b - Estimated FY14 MDB Expenditures to Support Country Programming of SCF Resources (Total: \$2,675,000)

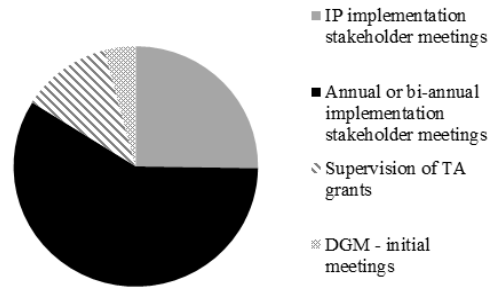
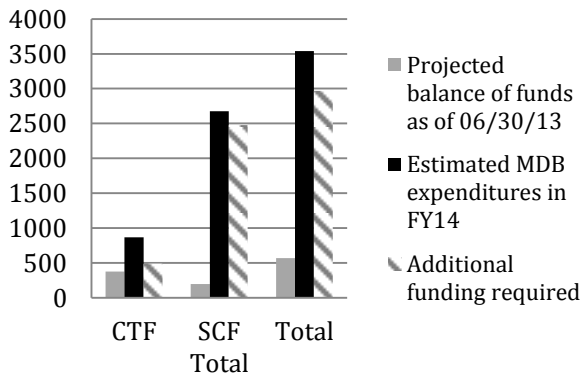


Figure 12: Additional Funding Required for MDB FY14 Expenditures for Country Programming (\$'000)



168. Finally, as indicated earlier, the CIF Administrative Unit, in collaboration with the MDBs, will submit a brief proposal for content, timetable, and funding requirements for a report on “enabling environment for promoting investments in renewable energy” in SREP countries, to the SREP Sub-Committee for consideration at its April/May 2013 meeting. Given the nature of this study and its implementation through one or more of the MDBs, working with the SREP pilot countries, it is proposed that it would be funded under the budget component for MDB Support to Country Programming of CIF Resources.

169. If the proposal were approved, the MDBs involved, taking into account the Sub-Committee’s decision and any guidance provided, would submit study TORs and a detailed budget for review and approval by the MDB Committee. The first-phase cost of the study is currently estimated to be \$540,000, of which IBRD, including trust funds from USAID, is expected to cover about \$190,000. This would leave a balance of about \$350,000 for which CIF funding would be sought. If approved, such funding would be in addition to the CIF budget allocation for FY14 MDB support for country programming proposed above.

V. EFFICIENCY AND MEASURES TO CONTROL COSTS

Monitoring CIF Efficiency Relative to Benchmarks

170. The CIF founding documents established the principle that compensation of the Trustee, the CIF Administrative Unit and the MDBs for their administrative services “will be on the basis of full cost recovery but be guided by the principles of value for money, reasonableness, and transparency”.⁵⁴ Early on (2009) the CTF and SCF Trust Fund Committees underlined the importance of striving for efficiency and low administrative costs, and requested the CIF Administrative Unit to “prepare a note that provides for comparative information/benchmarks for similar activities in other large trust funds or similarly structured programs”.⁵⁵

171. In response, a 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.

172. Annual CIF Budget proposals presented to the Trust Fund Committees have included updated projections of the efficiency ratio, taking into account program and project related administrative costs. The latest such update (Annex 7) shows efficiency ratios to be 1.4% and 7.5% under CTF and SCF respectively. If the project related costs

⁵⁴ *Clean Technology Fund*, June 9, 2008 (World Bank Board document)

⁵⁵ Summary of Co-Chairs, Joint meeting of the CTF and SCF Trust Fund Committees, May 12, 2009.

are excluded, these ratios drop to 1.1% and 4.0%. These ratios are essentially unchanged from the projections reported in last year's CIF Business Plan and Budget paper.

173. The very low CTF ratio is naturally supported by the large volume of lending under individual operations, while the higher SCF ratio reflects lower individual lending amounts coupled with higher program related costs. These in turn are linked to the complexity and innovative nature of the SCF sub-programs. The above numbers suggests that five years into its 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 holding up well relative to the benchmarks referred to above.

Tracking Costs of Activities

174. The Trust Fund Committees at their joint meeting in June 2011 requested information on unit costs of activities funded through the administrative budget as a way to better understand the "costs of doing business", as well as on measures that the CIF units take to drive down CIF's administrative costs.

175. In response, the CIF Administrative Unit submitted the document, CTF-SCF/TFC.7/6 *A Review of the Use of Budget Resources and Work Program Growth FY09-12* for consideration by the Trust Fund Committees at their Joint-Meeting in November 2011. The document provided data on average FY11 costs for selected individual work program activities that are regularly undertaken and for which costs can be tracked given the existing time and expense recording systems of the MDBs.

176. Following on from there, the annual budget submissions have regularly included updates of the unit costs of a set of seven discrete activities, six of which are managed by the CIF Administrative and one by the Trustee. Annex 6 provides the FY13 update of expenditures for these activities (average costs for the various categories of CIF meetings, MDB joint-missions, external audits, and learning products) and explains the factors that impact costs from year to year.

177. The fact the average cost of a particular activity varies from one year to another does not necessarily mean that funds have been spent inefficiently. To illustrate, the average cost of pilot country meetings in a given year will inter alia depend on the choice of location and whether or not meetings are grouped together in one location. In FY12, all three pilot country meetings took place in different recipient country locations. Bringing the events closer to the action on the ground increased country ownership of the process, allowed for a fuller set of exchanges and learning, and provided an opportunity for site visits. All this came at an increased costs per meeting but provided "value for money".

Measures to Contain Administrative Costs

178. *Program related administrative services.* The following mechanisms and practices are being implemented on a continuing basis to promote cost-effective delivery of program related administrative services:

- 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;
- e) when practical, scheduling varies categories of meetings/events in time and location to reduce costs of travel and contractual services (for impact on costs see Annex 6);
- 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);
- g) implementing adopted policies on eligibility of TFC/SC members for CIF funded travel to meeting;
- 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.

179. *Project related administrative costs* incurred by the MDBs are managed outside the CIF administrative budget. Recovery of costs of preparing, supporting implementation and supervising CTF funded programs and projects is provided 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

180. 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, and reporting by the MDBs on their costs of providing implementation and supervision services.⁵⁶ Under the CTF, the MDBs are required to report annually to the Trust Fund Committee on the use of project related administrative costs.⁵⁷ Annex 8 provides information on MDB payments for project implementation support and supervision services.

⁵⁶ SCF/SC.6/6, *Costs of MDB Project Implementation Support and Supervision Services for Public Sector Programs and Projects under the SCF*, November 11, 2011; and SCF/TFC.7/6 *MDB Project Implementation Services under SCF's Targeted Programs – Sources of Funding and Implementation*, June 23, 2011.

⁵⁷ *CTF Financing Products, Terms and Review Procedures for Public Sector Operations, Annex C*, May 28, 2009.