

# Measures to Further Improve the Governance of the Climate Investment Funds

JOINT MEETING OF THE CTF AND SCF COMMITTEES, May 11, 2015













#### **Presentation Structure**

- Purpose and method
- Four Foundational CIF Characteristics
- Suggestions
- Discussion



### Purpose of the Paper

- Develop practical suggestions in response to Independent Evaluation
- Focus on Governance and Management
- Accountability, Integrity, Transparency

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### **Our Methodology**

- > Document review: CIF, comparators, research
- Stakeholder Interviews
  - ✓ 24 interviews from list prepared by CIF AU
- Comparative Analysis
  - ✓ Five in depth; others consulted issue-by -issue
- Consultation with CIF AU
- Series of drafts and reviews



## **Comparative Analysis**

- Global Environment Facility (GEF)
- Consortium of International Agricultural Research Centers (CGIAR)
- Gavi, the Vaccine Alliance ("GAVI Alliance")
- The Global Fund to Fight AIDS, Tuberculosis and Malaria ("The Global Fund")
- International Fund for Agricultural Development (IFAD)
- Others on an issue-by-issue basis



#### Four Foundational CIF Characteristics

- Fundamental aspects of the CIF which informed the rest of our investigation:
  - MDB collaboration
  - Consensus
  - Role of observers
  - CIF Administrative Unit











# **Our Suggestions**



### 1a. Timing of Co-Chair Selection

- Finding: Current timing of Co-Chair selection delays preparation of new Co-Chairs.
- Suggestion: Change the timing of the Co-Chair selection process to occur at the close of the member seat selection process.
- Rationale: Additional preparation will contribute to meeting efficiency.



#### **1b. Standard Process for Action Items**

- Finding: Overly full CIF Committee Meeting agendas may result in a loss of focus on more strategic issues.
- Suggestion: Implement a standard process for assigning decisions either to meetings, decisionwithout-meeting, or to an appropriate CIF entity.
- Rationale: Providing other resolution pathways may allow more focus on strategic issues at CIF Committee meetings.



## 2. Decision-without-meeting process

- Finding: The decision-by-mail process is sometimes subject to delay, often due to lastminute input from members.
- Suggestion: Change current decision-withoutmeeting process to a more web-centered collaboration environment approach.
- ➤ Rationale: Collaborative environment offers potential for time saving and exploration of alternative procedures (e.g., lapse of time).



### 3. Stakeholder Engagement

- Finding: Some members appear to be only marginally engaged in Committee Meetings, possibly due lack of role clarity.
- Suggestion: Increase stakeholder engagement in meetings and boost awareness of integrity and accountability by increasing role clarity for co-Chairs, members, and observers.
- ➤ Rationale: Better role clarity will lead to greater stakeholder participation and understanding.



# 4. Rethinking the Partnership Forum

- Finding: The current large-scale model may not allow for lesson sharing in a way that affords different parties opportunity to participate.
- Suggestion: Rethink and restructure the Partnership Forum to make it more flexible and adaptable to the learning requirements of the CIF.
- ➤ Rationale: Smaller, more targeted events may reach out to more stakeholders and distill lessons beyond the core CIF constituents.



#### 5a. Self-Selection Process

- Finding: Comparators use specific constituencies as a criterion in selection of members.
- Suggestion: Self-selection process for recipient countries should consider the possibility of developing a sense of programmatic constituency as the primary basis for selection.
- ➤ Rationale: Programmatic constituency (e.g., based on characteristics of CTF, FIP, PPCR, and SREP) gives Committee members a broader view to represent beyond their own interests.



#### **5b. Self-Selection Process**

- Finding: Comparators use regional balance, gender balance, and technical expertise as guidelines in Board and Committee member selection.
- > Suggestion: Guidelines for the self-selection process for recipient countries should include:
  - Equitable regional (and biome) balance
  - Gender balance
  - Technical and/or policy expertise
  - Interest in promoting good governance of the program.
- ➤ Rationale: These guidelines provide a more robust expectation for member selection.



#### **5c. Self-Selection Process**

- Finding: Self-selection may be hindered by the linkage between the stakeholder selection consultations and the Partnership Forum.
- > Suggestion: Decouple the seat selection process from the Partnership Forum and move it to a virtual environment.
- ➤ Rationale: A virtual seat selection process should allow all interested countries to participate.



### 6. Stakeholder Advisory Network

- Finding: Observers are critical to the CIF and need to be provided additional avenues for contributing.
- Suggestion: Develop a Stakeholder Advisory Network (SAN) to support and enhance observers' contributions to CIF discussions, strategies, projects, and learning efforts.
- Rationale: Extending past observers and others the invitation to participate in a broader support network should increase observer ability to contribute.









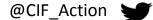


# **Discussion**



www.climateinvestmentfunds.org W







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