

# CLIMATE INVESTMENT FUNDS

CTF-SCF/TFC.11/7/Rev.1  
January 27, 2014

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## **MEASURES TO INCREASE THE EFFICIENCY OF CIF COMMITTEES**

## **I. INTRODUCTION**

1. At the May 2013 CIF Committee meetings, the CIF Administrative Unit was requested to give ongoing consideration to further measures to increase the efficiency of the meetings. In addition,

- a) the joint meeting of the CTF and SCF Trust Fund Committees requested the CIF Administrative Unit to prepare a proposal for consideration for the financing of the participation costs of the CIF Co-Chairs from eligible recipient countries; and
- b) the SREP Sub-Committee requested the CIF Administrative Unit to facilitate the organization of a coordination meeting among the recipient country members a day in advance of any Trust Fund Committee and Sub-Committee meeting to consult on agenda items to enhance the effectiveness of their participation in the meeting.

2. At the joint meeting of the CTF and SCF Trust Fund Committees in October 2013, the meeting reviewed a set of proposed measures to improve the efficiency of CIF Committees (document CTF-SCF/TFC.11/7) and requested the CIF Administrative Unit to revise the paper to reflect comments and suggestions made during the joint meeting and to circulate the revised paper for approval by mail.

3. This revised paper takes into account comments and suggestions made at the joint meeting. It summarizes a number of steps that have been taken to enhance the efficiency of the CIF meetings and includes a number of new proposals for consideration and approval.

## **II. ENGAGING CO-CHAIRS IN ORGANIZATION OF MEETINGS**

### **Challenge**

4. In the past, the CIF Administrative Unit prepared the provisional agenda for each of the CIF meetings and proposed a schedule of meetings based on the requests of the Committees agreed at earlier meetings or issues that the CIF Administrative Unit and the MDB Committee agreed required discussion and guidance from the CIF Committees.

5. Recent experience has shown that in order to complete the business of all the CIF Committees (the CTF Trust Fund Committee, the SCF Trust Fund Committee, the FIP, PPCR and SREP Sub-Committees, and the joint meeting of the CTF and SCF Trust Fund Committees), in the allocated 5-day period, the Committees have been required to meet for extremely long days, and the question was raised whether the scheduling of the order of Committee meetings facilitated the most effective use of the members' time during the 5-day period.

### **Proposed measures**

6. A telephone conference of all Committee Co-Chairs should be convened to review the preliminary draft agendas for each of the Committee meetings and to agree jointly on the

scheduling of meetings. Such a telephone conference was convened prior to the CIF Committee meetings in October 2013, and the CIF Administrative Unit found it very helpful to have the agreement of all co-chairs on both the provisional agendas and the schedule of meetings.

7. During this review the co-chairs may agree to extend the normal 5 day period of meetings to 6 or 7 days if the agendas justify a longer period or to limit the number of agenda items to meet the available time. The co-chairs may also decide that a Committee meeting should be held virtually (e.g., through a video conference) if the items to be considered can reasonably be addressed in less than 4 hours, thereby making the convening of such a meeting more cost effective.

### **III. PREPARATIONS FOR BETTER ENGAGEMENT OF COMMITTEE MEMBERS**

#### **Challenge**

8. The CIF Administrative Unit has received feedback that:
- a) The period currently provided for review of documentation for the Committee meetings (two weeks) is insufficient to allow for a robust review by each member and consultations, particularly within constituency groups, prior to the meetings.
  - b) Recipient country members face particular difficulties to consult prior to the Committee meetings due to their widely spread geographic distribution and financial and technical constraints.
  - c) Informal discussions in advance of a formal meeting can serve to clarify proposals and contribute to consensus.

#### **Proposed measures**

9. The CIF Administrative Unit will seek to solicit ideas and comments from Committee members during the preparation of the papers, particular with regard to policy papers, recognizing that some papers may require more advanced consultations than others.
10. The CIF Administrative Unit and the MDBs commit to disseminating documentation for the meetings no later than three to four weeks prior to the meeting, which would provide more time for review and consultations among constituency groups, and an opportunity for the co-chairs and members to provide feedback to the CIF Administrative Unit and MDBs.
11. Receiving such feedback, preferably in writing, will allow the CIF Administrative Unit and the MDBs to be better prepared to respond to questions and concerns and to consider revised or new proposals that may meet any concerns raised.
12. Based on their constituency consultations, one or both co-chairs may request the CIF Administrative Unit to organize a virtual meeting, through telephone or internet, in advance of

the meeting to make presentations on one or more of the papers if such an opportunity would serve to enhance greater understanding of proposals being put forward.

13. Any member or group of members may also request a briefing or discussion on any of the papers.

14. The CIF Administrative Unit will make arrangements for a meeting room to be provided for members of each constituency to meet in Washington just prior to a committee meeting. The elected co-chair from the constituency will chair the constituency meeting.

15. At the request of a co-chair or a member, the CIF Administrative Unit can organize an informal session of members of a committee in the margins of the meetings, such as the day before the formal meeting is scheduled, to discuss a particular issue when such discussions may serve to broaden understanding of the issue or assist in resolving concerns that have been raised during the pre-meeting reviews and consultations.

16. In order to help other Committee members, MDBs and the CIF Administrative Unit prepare for the meetings, Committee members are invited to provide in writing two to three days before the start of the meeting any major concerns on the agenda items to be addressed. This will facilitate discussions and responses to questions and concerns. Written submissions will be posted on the CIF website.

17. With a particular focus on enhancing the engagement with recipient country Members:

- a) the CIF Administrative Unit will seek to ensure that a short summary of each paper is prepared and that the summary and the proposed Committee decision are available in French and Spanish in advance of the meeting;
- b) the CIF Administrative Unit will organize a briefing for recipient country members through a telephone conference in advance of the meeting on the agenda for the meeting, the documentation that has been disseminated and main issues to be considered; and
- c) the CIF Administrative Unit will fund the participation of the elected co-chair from the recipient country constituency if so requested. The CIF Administrative Unit will also provide funding for the co-chair's alternate that is filling the member seat if such funding is normally provided for the member in accordance with CIF rules.

#### **IV. CHAIRING OF THE MEETINGS**

##### **Challenge**

18. Experience has shown that there are occasions when one of the co-chairs is unable to attend a particular meeting or telephone conference. The current rules provide that, if during a

meeting either of the co-chairs is no longer able to serve in that capacity, the Committee shall elect a replacement from members of the relevant constituency group to serve as the co-chair.

### **Proposed measures**

19. Based on experience, it is suggested that a more pragmatic option would be allowed in situations where the Co-Chair is unable to serve on a temporary basis, to, with the agreement of the two co-chairs, either (a) indicate that the Co-Chair's alternate will serve as the Co-Chair during the absence of the elected Co-Chair, or (b) the other Co-Chair will chair the meeting during the absence of the second elected Co-Chair. If either of the Co-Chairs should no longer be able to complete his/her term, then the current rule calling for the election of new Co-Chair from amongst the members would apply.

20. The current rule of procedure should be amended to read<sup>1</sup>:

If any of the elected Co-Chairs should temporarily not be able to serve in that capacity, with the agreement of both Co-Chairs, (a) such a Co-chair may appoint his/her alternate to act for him/her as Co-Chair in the Meeting or (b) the other elected Co-Chair shall chair the meeting. If any of the Co-Chairs should no longer be able to serve in that capacity for the duration of his/her term as Co-Chair, the CTF/SCF Trust Fund Committee shall elect a replacement from Members of the group that is entitled to such a position to serve as the Co-Chair.

### **Challenge**

21. The balanced governance structure and selection of Co-Chairs from contributor and recipient countries in the CIF has been marked as progress in the governance structure of global funds. While keeping the larger interest of the CIF in mind, the Co-Chairs are perceived to generate balance among the interests of the respective constituencies.

22. In some instances, with the absence of an alternate for Co-Chairs, the Co-Chairs have had to wear twin hats in the CIF meetings. This is particularly a challenge for Co-Chairs from recipient countries who have difficulty in financing the participation of an alternate to Committee meetings.

### **Proposed measures**

23. The CIF Administrative Unit is requested to provide financing for the travel and accommodation expenses of the elected co-chairs from recipient countries. The CIF Administrative Unit should also provide funding for the co-chair's alternate that is filling the member seat if such funding is normally provided for the member in accordance with CIF rules.

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<sup>1</sup> Rule of Procedure for Meeting of the TFC of CTF (Para. 26)/SCF (Para. 27)

## V. DECISIONS BY MAIL

### Challenge: Approval of CIF funding for projects

24. Although the current rules of procedure provide for a two week review period (as a minimum) of any decision proposed by mail for approval on a no-objection basis, experience shows that approval of projects has taken a much longer time due to comments, responses, and exchange of information and clarifications. This often results in a decision making process that is considerably longer, and that can cause uncertainty for the approval of a project at the level of the MDB, since the Board agendas of many MDBs are established well in advance.

### Proposed measures

25. CIF Committees agree that the process for approving projects by mail should, in principle, not exceed 4 weeks, and every effort should be made to ensure that approval is provided within this time frame.

26. Since some of the delays may arise from a mismatch of expectations as to the information that should be provided in project and program proposals submitted for funding approval, each Committee should, if necessary, clarify expectations and take steps to generate mutual understanding of the information to be provided in both public sector and private sector proposals.

27. Furthermore, it is agreed that efforts should be made to comply with the following timetable for decision making by mail:

- a) The period for review should not exceed **four weeks**.
- b) The CIF Administrative Unit does not need to clear the proposed decision by mail with Co-Chairs in advance of circulating the decision to the Committee but should seek to circulate the proposed decision as expeditiously as possible after it is received from the MDB.
- c) The CIF Administrative Unit should circulate any proposed decision, together with supporting documentation, with a request that any comments, questions or requests for clarification that would need to be responded to before a decision is made, be submitted to the CIF Administrative Unit and the MDBs within **two weeks** of circulation of the proposed decision. Initial objections should also be submitted in the two week period.
- d) If no comments, questions or requests for clarification that need to be responded to before a decision is made are received, and there are no objections to the decision nor requests for an extension of the time period in which to submit an objection, the decision approving funding will be approved within the **two week** period.

- e) If, however, there are such comments, questions or requests for clarification or extension of the review period, the period for responding to comments, providing additional information and reaching a final decision should not exceed an additional two weeks.
- f) Any member or MDB may request the CIF Administrative Unit to organize a conference call with Committee members and the MDB(s) concerned to clarify issues and provide additional information.
- g) The MDB concerned would seek to reply to any comments, questions or requests for clarification as expeditiously as possible.
- h) Members would be expected to submit final comments and any objection within **four weeks** from the date that project was first circulated. There should be no further extension unless there is an agreement to do so by the Co-Chairs, after consultation with the CIF Administrative Unit and the MDB concerned.

## **VI. REPORTING**

### **Challenge**

28. Over the years, a significant amount of reporting has been requested from the CIF Administrative Unit, MDBs and the Trustee. Some of these reporting requirements were intended to address specific concerns or meet certain needs which may no longer be relevant. In some instances, this proliferation of reporting has resulted in overlaps with other reporting requirements.

### **Proposed Measures**

29. The CIF Administrative Unit, in collaboration with the MDBs and the Trustee, is undertaking an exercise to identify ways to streamline the processes and achieve better efficiency. A comprehensive review and analysis of the reporting requirements will be undertaken to determine relevance of the reporting requirement, identify any duplication and quantify the impact.

30. This exercise will take place in two phases. Phase 1 will be a stocktaking of the existing reporting requirements, documentation of the current processes and development of initial findings. Phase 2 will be to consult various stakeholders, propose possible rationalization of the requirements and propose practical recommendations.

31. In undertaking this exercise, reporting and monitoring under the Enterprise Risk Management Framework will be fully taken into account.

## **VII. MAXIMIZING THE USE OF THE WEB**

### **Challenge**

32. How can the use of the CIF website be maximized to enhance engagement with the Trust Fund Committee members and to increase information flows and dialogue between Committee meetings.

### **Proposed Measures**

33. The CIF website is being reformed to become more dynamic and user friendly so that it will be easier for both internal and external users to find and use relevant content. Among the already implemented reforms is the publication of an up-to-date list of pending and completed decisions to be approved by mail that makes it easier to track committee decisions and comments. A process is underway to make this more interactive.

34. As part of future reforms, the CIF will create a password protected intranet for committee members to access, post and comment on proposed decisions and supporting documents.

35. As noted in paragraph 7 above, the co-chairs may decide that a Committee meeting should be held virtually (e.g., through an internet-based or video conference) if the items to be considered can reasonably be addressed in less than 4 hours, thereby making the convening of the meeting more cost effective.

36. As noted in section III above, internet-based platforms, together with video conferencing and teleconferencing, can be used to organize preparatory meetings before the Committee meetings to allow for the presentation of documents, to facilitate identification of issues and concerns and a dialogue among Committee members and the CIF Administrative Unit and the MDBs, and to help the CIF Administrative Unit and the MDBs better prepare to respond to such issues and concerns at the Committee meetings.

37. Committee sessions are video-recorded, and with the agreement of the Committee, these recordings could be posted on the secure intranet website where they can be accessed by members who are unable to attend.