



FY20 – FY22 BUDGET PROPOSAL

for the

Trustee, Coordination Unit, and

Monitoring & Evaluation

May 15, 2019

Contents

1. CONTEXT & PROPOSED DECISION FOR THE STEERING COMMITTEE	3
1.1 CONTEXT	3
1.2 PROPOSED DECISION FOR THE STEERING COMMITTEE	5
2. FY20 – FY22 BUDGET PROPOSAL SUMMARY	6
2.1 SUMMARY	6
3. BUDGET BY BUSINESS FUNCTION	7
3.1 TRUSTEE	7
3.1.1 Trust fund financial and relationship management.....	8
3.1.2 Investment management.....	8
3.1.3 Accounting and reporting	8
3.1.4 Legal services	8
3.1.5 External Audit.....	9
3.1.6 FY19 Adjustment in FY20	9
3.1.7 FY19 Approved Budget vs FY19 Costs.....	9
3.1.8 Incoming New Fee-based approach to trustee cost recovery	10
3.2 COORDINATION UNIT	11
3.2.1 Core CU Work.....	12
3.2.2 Donor Outreach / Advocacy /Partnerships.....	12
3.2.3 Communication.....	13
3.2.4 SC and Working Group Meetings.....	13
3.2.5 Operations & Portfolio and Call for Proposals.....	13
3.2.6 TAC Meetings	14
3.2.7 Portal.....	14
3.2.8 Knowledge Management/Sharing	15
3.2.9 Missing Middle Initiative (MMI).....	15
3.2.10 Costs by Major Expense Line Items.....	16
3.3 BUDGET FOR GEO-REFERENCING AND CU M&E.....	17
3.3.1 Geo-Referencing M&E	17
3.3.2 GAFSP Mapping Platform.....	17
3.3.3 GAFSP Stories - Including missions	17
3.3.4 M&E Data Visualization.....	17
3.3.5 CU M&E.....	18

1. CONTEXT & PROPOSED DECISION FOR THE STEERING COMMITTEE

1.1 CONTEXT

- 1. Important budget planning and reporting changes have been introduced over time to simplify the Global Agriculture and Food Security Program (GAFSP) administrative budgeting process** and establish a better and longer-term planning mechanism for the Trustee, Coordination Unit (CU), and Monitoring and Evaluation (M&E) expenses. In August 2014, the GAFSP Steering Committee (SC) approved¹ the adoption of a three-year budget cycle for the foregoing functions. The transition from an annual to a multi-year budget cycle began with the fiscal years (FY) 2016-2018² period, with this FY20-22 Budget Proposal marking the second three-year planning cycle. The new multi-year cycle serves to further strengthen the strategic business planning framework and streamline the budget approval process for the CU, Trustee and M&E functions.
- 2. On March 8, 2018, the SC approved an interim administrative budget for FY19 for the Trustee and CU, including M&E.** The one-year interim budget was approved as bridge funding based on an FY19 status quo program, since at the time of preparation, there were uncertainties surrounding the estimated costs related to the ongoing restructuring of the GAFSP model and the supporting Financial Intermediary Fund (FIF), and any resulting budget implications thereof—information that was necessary to develop the FY19-21 budget. With the approval of the interim budget, the intention was to submit a full FY19–21 budget request once there was more clarity on the foregoing. However, with the agreements on the restructuring only having been reached at the January 2019 SC meeting, and the operationalization details still to be worked out, the administrative budget implications of the restructuring only became clearer well into FY19. Given that it is reasonable to let the FY19 budget remain distinct from the multi-year budget cycle, the CU sought and received the endorsement of the SC on April 16, 2019 to treat FY19 as an off-cycle budget and shift the three-year budget cycle to FY20-22. The FY19 Performance Review will be issued after the end of the fiscal year consistent with standard practice.
- 3. The Trustee and CU have remained mindful of cost and operational efficiencies in developing the three-year budget,** notwithstanding the business growth and expanded scope of activities as well as annual inflation costs. The FY20-22 proposed budget represents planned business activities for FY20 and indicative budget plans based on the anticipated work program for the CU and Trustee for FY21 and FY22 and reflects best cost estimates of activities resulting from the GAFSP restructuring.
- 4. As with the FY16-18 budget document, the governing principles behind the budget proposals remain** to: (i) inject flexibility in the use of resources (both financial and in staff effort); (ii) capitalize on existing relationships with Supervising Entities (SE) and create synergies whenever possible; (iii) ensure cost-effective choices are made at every opportunity;

¹ SC Approval granted through the submission of the Consolidated FY15 Budget Proposal

² The World Bank fiscal year (FY) runs from July 1 through June 30.

and (iv) operate on a full cost recovery basis³. With those underlying principles, the budget process provides transparency and clear reporting of its achievements and expenditures.

5. **Decisions on priorities for the overall vision of GAFSP through 2030 were an important element in the development of the budget.** The new vision called for the development of options for a restructured GAFSP operational and governance model. The fundamental concept supports a more streamlined and unified approach that exploits operational synergies across the Program. An Operational Restructuring Working Group (OWG) comprising GAFSP stakeholders, including CU and Trustee staff, jointly developed the operational and governance details for an adjusted GAFSP operational model. At the January 2019 SC meeting, the OWG presented the final Design Note and recommendations to the SC. The SC approved the OWG’s overall recommendations for GAFSP 2.0 with some presentational adjustments and clarifications. The CU is leading the operationalization of the restructured FIF, with a target completion by the next SC meeting in late 2019.
6. **The SC also earlier endorsed the GAFSP Resource Mobilization and Replenishment effort (RM), with a target of raising \$1.5 billion over five years.** A joint venture—London based *Future Advocacy* with Berlin based *seebohm.berlin*, partnered under the name “Future Advocacy”—was recruited to support the SC in its resource mobilization efforts through the 2020 replenishment. This effort is expected to generate a ramp up in all functions, which would directly impact the level of associated activities carried out by the Trustee and CU (with the CU also managing the selected firm).

³ Framework Document for a Global Agriculture and Food Security Program (GAFSP), para. 90, p. 39.

1.2 PROPOSED DECISION FOR THE STEERING COMMITTEE

7. The GAFSP SC is requested to approve the following FY20-22 Administrative Budget Proposal:

(all values rounded in thousands of dollars - \$'000)

- GAFSP Trustee: \$1,784
- Coordination Unit (CU): \$10,500
- Monitoring & Evaluation (M&E)⁴: \$1,437
- **Total Request..... \$13,721**

8. The proposed budget covers estimated costs for the period July 1, 2019 to June 30, 2022 (FY20-FY22). The proposed budget reflects best estimates using current available information as it relates to the ongoing GAFSP restructuring. The CU's budget proposal as presented assumes a successful replenishment. The Trustee's proposal may require further adjustments contingent on the outcome of the replenishment and application of the full cost recovery methodology changes resulting from the ongoing World Bank Trust Fund Reform⁵. Any revisions to the approved administrative budget will be submitted for approval to the SC. Additional information on cost assumptions is provided under each business section.
9. All figures are presented in US dollars (and in \$'000), unless otherwise noted. Due to rounding, some numbers and percentages presented throughout this document may not add up precisely. Each fiscal year (FY) runs from July 1 to June 30. In order to provide a cycle to cycle comparison spanning three years, the FY16-18 approved budget will be used as a benchmark.
10. This document does not include the costs of the Supervising Entities, such as SE administrative expenses, project preparation, and supervision costs, or administrative costs for the Private Sector Window. Neither does it include or report on costs related to the work program of the Civil Society Organizations (CSOs) or for Impact Evaluations. These costs are all separately approved by and reported to the SC. The administrative budget is managed by the Trustee and CU and is not allocated to any specific region.
11. The budget proposal includes a modest provision for inflation on expenditures such as travel and staff costs. Additional financial information on the Public and Private Sector Windows can be found on the GAFSP website at www.gafspfund.org.

⁴ M & E includes geo-referencing (formerly ENV) and CU M&E activities. As of this budget cycle, funding for impact evaluations conducted by DIME, the Development Impact Evaluation team in the Research Group of the World Bank, will no longer be included in the Budget Paper. Funding for impact evaluations to be led by DIME will be submitted to the SC for approval and reported on separately as is the practice for non-DIME impact evaluations.

⁵ The World Bank Trust Fund reform initiative is underway, and as of this reporting, the formal results of the new FIF pricing approach were not available to incorporate in the FY21-22 proposal.

2. FY20 – FY22 BUDGET PROPOSAL SUMMARY

2.1 SUMMARY

12. FY20-22 budget cycle represents a period of cost expansion, where workstreams are now expected to significantly ramp up activities as the restructuring of the FIF is implemented. The total proposed administrative budget requested for the FY20-22 period is \$13.721m compared to the FY16-18 approved budget of \$11.926m⁶. This increase of \$1.8 m (or 15%) reflects the additional resources the CU and Trustee require for the period, which are associated with (i) the review, revision, and implementation of the restructuring of the GAFSP operational and governance model, and (ii), the GAFSP replenishment as well as the projected increase in Trustee and CU activities as a result of the anticipated increase in funding for the program.
13. In the case of the CU, the FY20-22 budget assumes full operations on the back of a successful replenishment; however, contingent on the outcome of the replenishment objectives, revisions and appropriate adjustments to the budget may become necessary. The Trustee's budget reflects the new fee structure for Investment Management services effective FY20, from 3.5 to 4.5 basis points calculated on the average annual undisbursed balance in the GAFSP FIF. While the Trustee has applied the current cost methodology on its other service areas, it will need to realign its funding requirements based on the outcomes of the ongoing World Bank Trust Fund Reform. Additionally, this planning cycle may require more flexibility in administrative resource allocations, to allow for possible redeployments and tradeoffs in implementing the revisions of the restructured GAFSP operational and governance model.
14. Table 2.1 below summarizes the three-year budget request for the Trustee, CU, and M&E costs.

Table 2.1: GAFSP FY20-22 Proposed Budget

	FY16-18 Budget	FY19 Approved	-----FY20-22 Proposed Budget----->				FY20-22 FY16-18 (\$)	% incr/Decr
			FY20	FY21	FY22	FY20-22		
Trustee	1,229	255	858	473	453	1,784	555	45%
CU	8,230	3,266	3,444	3,740	3,315	10,500	2,270	28%
M&E ⁶	2,468	555	472	473	492	1,437	-1,030	-42%
TOTAL	11,926	4,076	4,775	4,686	4,260	13,721	1,795	15%

15. The Steering Committee is asked to approve a total budget of \$13.721 million to cover expenses for Trustee, CU and M&E services for the three-year period from July 1, 2019 through June 30, 2022 (FY20 – FY22).

⁶ This amount excludes the \$2.4 million in funding approved for DIME for the FY16-18 budget cycle.

3. BUDGET BY BUSINESS FUNCTION

3.1 TRUSTEE

16. The World Bank serves as the Trustee for the GAFSP FIF, through which the Public Sector Window has been managed through FY19 and is expected to include funding for both public and private sector activities starting in FY20. In this capacity, the Trustee provides the following services: (i) financial and relationship management; (ii) investment management; (iii) accounting and reporting; and (iv) legal services. The individual external audit of the Trust Fund is performed by the World Bank's external auditors once every three years, for which an external audit fee is charged. Table 3.1 outlines the FY20-22 Proposed Budget to cover the Trustee costs and shows the FY16-18 approved budget, and the FY19 estimated full-year costs⁷ as comparison. The Trustee's proposal reflects its best estimate of actual expenses for the current fiscal year, and estimated costs for the FY20-FY22 budget cycle, on a full cost recovery basis. It also reflects the anticipated rise in costs related to the proposed restructuring of the GAFSP FIF. While the proposed budgets are based on the current methodology, as part of the World Bank's Trust Fund Reform initiative, it is anticipated that a revised methodology will be used to calculate trustee costs and expenses for *financial and program management, accounting/reporting* and *legal services* from FY21, subject to final internal approval. Once it is implemented, FY21-FY22 budget will be revised and the Steering Committee approval will be sought prior to any adjustments, if required. The fee for investment management will continue to be based upon the estimated average annual fund balance over the FY and will be adjusted at the end of the period based on observed actual balances. Effective FY20, the fee structure will increase from 3.5 basis points (bps) to 4.5 basis points (i.e. 0.045%) calculated on the average annual balance of the undisbursed cash in the GAFSP FIF. Table 3.1 illustrates the FY20-22 budget distribution across services.

Table 3.1: FY20-22 Proposed Budget for Trustee Services

FY16-18 Budget, FY19 Actual expenses, and FY20-22 Proposed Budget										
<-----FY16-18 Approved Budget----->					<-----FY20-22 Proposed Budget----->					
Trustee Services	FY16	FY17	FY18	FY16-18 Approved	FY19 Approved	FY19 Actual Exps	FY20	FY21	FY22	FY20-22 Proposed
Financial & Relationship Mgt	75	75	75	225	100	220	264	219	228	711
Investment Management	254	254	254	762	95	152	197	165	134	496
Accounting & Reporting	40	45	40	125	50	50	66	42	43	151
Legal Services	5	5	5	15	10	19	45	47	48	140
External Audit Fee	-	100	-	100	-	-	100	-	-	100
Adjustment (full cost recovery)	2	-	-	2	-	-	186	-	-	186
TOTAL	376	479	374	1,229	255	441	858	473	453	1,784

Note: Investment Management Fees are calculated based on a flat-fee of 3.5 basis points in FY19 and 4.5 bps from FY20 against the average annual balance of the portfolio; the average portfolio size was \$436 million in FY19 and is projected to remain the same in FY20 and decrease to \$366million in FY21 and \$296 million in FY22.

⁷ Reflects the Trustee's best estimate of the information available at the time of report preparation and could be revised after the close of the fiscal year on a full cost recovery basis as part of the FY19 performance review and reconciliation exercise. The FY19 overrun is included as part of the FY20 budget.

3.1.1 Trust fund financial and relationship management

17. Costs are based on staff time and expenses required for the management and execution of financial transactions, including maintaining receipts of donor contributions, recording allocations and commitments, and processing cash transfers to Supervising Entities. This estimate also covers staff time associated with financial reporting on the Trust Fund activities and donor relationship management. In addition, FY20 costs include the projected staff costs required for the restructuring of the GAFSP FIF, including revision of the GAFSP Framework and Governance documents, Contribution Agreements with donors, and Transfer Agreements with Supervising Entities. The FY20-22 estimates include the costs related to the management of the restructured GAFSP FIF, including the costs related to the management of private sector activities.

3.1.2 Investment management

18. Assets held in trust by the World Bank are maintained in a commingled trust funds investment portfolio (the “Pool”) for all trust funds administered by the World Bank’s Treasury, which includes the Trust Fund’s assets. From FY20, investment management fees will be calculated as a flat fee of 4.5 basis points (i.e. 0.045%) of the average annual balance of the undisbursed cash in the Trust Fund. This increased fee is applied to all FIFs administered by the World Bank (from 3.5 basis points to 4.5 basis points), reflecting general increased costs for treasury services since the fee was last reviewed in 2003. In keeping with the pace of evolving industry trends and to continue delivering first class asset management service for trust funds, additional resources are needed for more complex investment options, process implications of regulatory requirements imposed on counterparties and transactions, increased cost of compliance, systems etc. Finally, fees charged for asset management services are found to be lower than average for fixed income industry market pricing, according to a recent independent review of investment management services. Based on prior years’ experience, the estimated annual average fund balance assumed in the initial year of the cycle (FY20) remains relatively constant in that year but is projected to decrease steadily towards the end of the budget cycle. This projection considers only expected contributions to cover the Call for Proposals initiated in FY19. In the event of additional contributions due to a successful replenishment outcome and/or cash transfers to Supervising Entities taking place more rapidly/slowly, the average balance and associated investment management fees would be adjusted accordingly.

3.1.3 Accounting and reporting

19. Costs are based on the management of the accounting model for the Trust Fund and maintenance of appropriate records and accounts to identify contributions and other receipts as well as Trust Fund liabilities to Supervising Entities. This also includes staff time associated with the preparation of financial statements and arrangement of the individual external audit. Additional costs are expected to be incurred due to the revision of the accounting model in relation to the proposed private sector activities, including accounting for reflows.

3.1.4 Legal services

20. Costs are determined based on the time required to finalize and/or amend Contribution Agreements with Contributors and Transfer Agreements between Supervising Entities and the Trustee. Costs also include staff time needed for policy advice, legal review of financial

documents and drafting new legal documents as well as amending the existing legal documents related to the restructuring of the Trust Fund’s operations.

3.1.5 External Audit

21. This covers the external auditor’s costs associated with the individual external audit of the Trust Fund/FIF. The first individual external audit of the GAFSP FIF was performed in FY14 and covered the period from its inception through June 30, 2013 (FY10-FY13). The SC took the decision in August 2014 to conduct an individual external audit of the GAFSP FIF once every three fiscal years. Subsequently, an individual audit was conducted in FY17 (covering FY14-FY16). The next individual audit will be conducted in FY20 covering the period FY17-FY19. The GAFSP FIF continues to be included in the World Bank’s single audit exercise performed on an annual basis.

3.1.6 FY19 Adjustment in FY20

22. The FY19 actual costs incurred by the Trustee for its services were US\$ 186,000 higher than the FY19 approved budget (details provided below). The adjustment is included as part of the FY20 budget.

3.1.7 FY19 Approved Budget vs FY19 Costs

23. Table 3.1.1 provides an overview of the FY19 approved budget and actual expenses for Trustee services. Actual expenses of the Trustee during FY19 are projected at \$441,000 or \$186,000 more than the amount approved by the Steering Committee. This was due to the approved budget being based on previous years’ status quo trend, which did not include any estimated costs related to the review and restructuring of the GAFSP vision and model for:

- (i) Financial and Relationship Management costs and Legal Services costs
 - reflect the staff time costs related to the restructuring of the GAFSP model and review of the respective governance and operational arrangements; and,
- (ii) Investment Management fees
 - result of the actual annual average cash balances in the GAFSP Trust Fund being higher than the projected portfolio size.

Table 3.1.1: Approved vs. Actual Costs for Trustee Services in FY19

FY19 Approved Budget and Actual Expenses			
Trustee Services	FY19 Approved Budget	FY19 Actual expense	difference
Financial and Relationship Management	100	220	120
Investment Management	95	152	57
Accounting and Reporting	50	50	-
Legal Services	10	19	9
Total	255	441	186

3.1.8 Incoming New Fee-based approach to trustee cost recovery

24. The World Bank plans to roll out the new pricing structure for trustee services provided to FIFs, which seeks to provide increased transparency and predictability while remaining within the World Bank's policy of full cost recovery. This new approach will be rolled out in phases, with the increase of 1 basis point to the fee for investment management services applicable from FY20, and the flat fee approach for legal, accounting and reporting, and financial and program management applicable from FY21. Any revisions to the approved administrative budget will be submitted for approval to the SC.

3.2 COORDINATION UNIT

25. A total of \$10.5m is requested to carry out the CU work program for FY20-22. This represents an increase of 28% or \$2.27m over the prior three-year cycle. The budget increase is primarily driven by the costs associated with the expanded work program necessary to support the GAFSP restructuring, the replenishment effort, and the increase in cost of attendant activities. Areas of greater cost impact include the following: (i) working group activities and SC meetings (the latter, four planned for the cycle with two held at the World Bank HQ and two overseas), (ii) Call for Proposals (CfP) and TAC meetings planned annually with a modest provision for additional cost associated with an expanded TAC, (iii) augmentation in outreach activities and CU's workforce to support the restructuring activities during the period, (iv) communication activities, and (v) enhancements to the portal to improve functionally and fit for purpose capability for meeting business, technical, and operational objectives. Table 3.2 below provides a breakdown by business area.

Table 3.2: FY20-22 Proposed Budget for CU Work Program

<---FY20-FY22 Proposed Budget-->

Business Area	FY16-18	FY19	<---FY20-FY22 Proposed Budget-->				Diff (FY20-22 -FY16-18)
	Approved Bud	Approved Bud	FY20	FY21	FY22	FY20-22	
Core work	1,587	748	570	520	590	1,680	↑ 92
Outreach/Advocacy/Partnrshp	1,306	682	795	699	545	2,039	↑ 733
Communications (Gen. incl AR)	941	340	321	327	338	986	↑ 358
Comms (Annual Rpt FY20-22)	-	115	99	104	110	313	
Steering Committee & WG Mtg	1,040	292	538	629	522	1,689	↑ 648
TAC Meetings	975	-	348	357	366	1,071	↑ 96
Operations & Portfolio	1,218	385	282	326	332	939	↓ -279
KM/Sharing/Training	1,161	292	21	289	22	333	↓ -828
Missing Middle Initiative	-	153	162	166	170	497	↑ 497
Portal	-	259	309	324	321	953	↑ 953
TOTAL	8,230	3,266	3,444	3,740	3,315	10,500	↑ 2,270

26. The Coordination Unit supports the work of the Steering Committee (SC) and comprises a small team of professional and administrative staff employed by the World Bank. The CU work involves a broad spectrum of functions in support of the GAFSP program and SC priorities including, *inter alia*, portfolio management and reporting, communications, and, advocacy and outreach. The overall proposed budget reflects the cost of the core CU functions, as well as the anticipated cost of support services for the Governance and Operational revisions, the additional activities associated with implementing the restructured FIF, and continued increase in outreach/partnership and communications activities (including managing the joint venture Future Advocacy recruited to support the RM effort) compared to the FY16-18 cycle. Additional details on the activities budgeted under each thematic area are presented below.

3.2.1 Core CU Work

27. The Core CU work continues to include Program Management and Administration, and office support activities to sustain the unit, and involves the development and implementation of program-specific management tools, procedures and systems, and activities which are intended to improve the efficiency and effectiveness of the Unit in supporting the SC and the Program as a whole.
28. During the FY20-22 cycle, the CU expects an increase in cost for carrying out its business functions, including:
- Facilitating communication between the Steering Committee, Supervising Entities, CSOs and other GAFSP stakeholders;
 - Outreach and advocacy to support the SC resource mobilization (FY20);
 - Organizing yearly SC meetings and coordinating annual Calls for Proposals and TAC meetings;
 - Support to the Portal platform development;
 - Other activities associated with managing the new windowless FIF;
 - Collaborating with the Trustee, including on the planned external audit; and,
 - Performing and/or managing any other functions/business development assigned by the SC.

3.2.2 Donor Outreach / Advocacy /Partnerships

29. Activities for the FY20-22 cycle include program communications and outreach to donors and other stakeholders. Such activities are expected to increase as a result of the ongoing RM effort, particularly during FY20. This business area involves outreach activities and non-project specific liaison with external stakeholders (workshops, conferences, events, etc.), and activities to initiate/strengthen relationships with partners as part of the program advocacy agenda. More specifically, it includes:
- Raising awareness and promoting and increasing GAFSP's visibility among existing partners and potential donors, including a wide variety of public, private, and non-state actors, particularly in the build up to the replenishment foreseen late in FY20;
 - Managing and strengthening existing partnerships with implementing agencies, the United Nations, donors, civil society, the private sector, and the research and academic community, with specific devotion of resources to managing relationships with civil society and the Rome-based UN agencies;
 - Managing the firm selected to support the SC's replenishment efforts (FY20);
 - Updating current donors and partners on program status and achievements;
 - Cultivating new and potential funding relationships on behalf of the SC; and,
 - Identifying and working with potential champions for GAFSP events and advocacy.

3.2.3 Communication

30. Given the increased focus on program-wide organizational objectives including the RM and reform process, the CU anticipates a continued expansion of the Communications team's work over the next year. In addition to flagship deliverables such as the Annual Report, the new website, and thematic briefs, the team will also need to develop additional external content that effectively communicates results, insights, and stories to broader audiences through storytelling and other modalities. This includes:

- Producing, editing, and distributing a variety of short videos;
- Increasing the number as well as impact of blogs and results stories;
- Supporting the planning and execution of events;
- Developing or expanding GAFSP information and knowledge products; and,
- Ensuring that all key stakeholders have the tools and resources required for outreach to counterparts.

31. The communication team will also support the drafting and reviewing of outreach materials such as briefing notes, talking points, presentations, thematic briefs, and internal communication related to the GAFSP reform. As the CU works to expand GAFSP's online presence through more visually appealing and compelling content, the Communications team may (i) require additional support (including support from graphic designers), (ii) need to develop additional features (such as tracking metrics), or (iii) seek to facilitate cross-promotion across partner platforms.

3.2.4 SC and Working Group Meetings

32. This budget incorporates plans for Steering Committee meetings to be held in Washington DC and overseas. Four meetings are planned for the period: one held in FY20 overseas, two held in FY21 with one overseas and one at the World Bank HQ, and one held in FY22 at the World Bank HQ. At the last SC meeting held January 2019, the Chair announced that a final decision on the timing and location of the next meeting will be agreed at a later date. It is anticipated to take place within the last quarter of calendar year 2019, in association with allocations to be made under the 2019 Special Call for Proposals (the 5th Call to date) and to build up to the replenishment event in early 2020.

33. Working group activities have ramped up significantly. The Working Group (comprising CU staff and other GAFSP stakeholders), developed a draft proposal of options for the operational and governance details for the restructured FIF. The draft proposal was shared with the SC at the January 2019 SC meeting. With presentational adjustments and clarifications, the SC approved the working group's design recommendations as documented in the approved January SC Meeting Minutes. The new GAFSP operational and governance model is anticipated to have a significant impact on the CU's work program as it begins to implement the FIF restructuring.

3.2.5 Operations & Portfolio and Call for Proposals

34. These activities are focused on management and oversight of the current Public Sector Window portfolio and includes the biannual reporting on project progress: one set of data is used to develop a six-monthly update, and the other also feeds into the Annual Report. Operations &

Portfolio also involves (i) delivery of the annual Portfolio Review, (ii) due diligence of projects to ensure alignment with proposals approved by the SC, the recommendations of the TAC, and with M&E requirements, and (iii) updates on cross-cutting issues (gender, nutrition, and climate change co-benefits) that feed into the six-monthly updates and Annual Report. Looking forward, these activities will cover due diligence, oversight and monitoring of new projects approved under the restructured and replenished GAFSP FIF, which is assumed to operate on the basis of annual CfPs.

35. During those years in which a CfP is issued, CU's support to that process is also covered in this business area. Activities include preparation of CfP launch documents, continuous update of frequently asked questions for all applicants, and due diligence of proposal packages. Additionally, whenever a CfP is issued to countries, a Technical Advisory Committee (TAC) is constituted. The CU team is responsible for identifying potential TAC members, shortlisting, recruiting, and on-boarding them; cost composition of the TAC meeting is provided in the following section. A TAC meeting will convene during the last quarter of calendar year 2019 following the close of the launch for the 2019 Special CfP period (closing September 10, 2019), and ahead of the next SC meeting. This Special 2019 CfP also includes proposal preparation assistance, which the CU is expected to help manage, in parallel with the two Technical Assistance providers (Food and Agriculture Organization and World Food Programme).
36. This work stream also covers specialized activities such as a lessons learned exercise on the current Public Sector Window closed projects, and annual follow up to SE Action Plans on projects that are flagged in the Portfolio Review.

3.2.6 TAC Meetings

37. The CU anticipates annual meetings of the TAC over the next three years to be held in Washington D.C at the World Bank headquarters, in association with an assumed annual frequency of CfP under the new model. In line with prior practice, budgets have been developed based on a twelve-member committee with contracts of approximately 25 days for each Call for Proposals review plus a small additional provision to support a modified TAC resulting from the adjusted GAFSP operational model (Track 2). The budget also includes travel costs for non-DC based TAC members, plus other associated administrative costs such as providing TAC members with hard copies of all country proposal packages.

3.2.7 Portal

38. Enhancements to the online Portal⁸, a tool that provides a live web-based platform for GAFSP reporting and portfolio management and is accessible by all stakeholders, will continue in FY20 and subsequent FYs. To strengthen the strategic approach for the remaining development of the Portal, and to maximize functionality and effectiveness, the CU will review similar systems of its internal counterparts to leverage their experiences for planned or other highly beneficial enhancements. The budget proposed covers a relatively modest level of enhancements and includes annual Portal maintenance costs (\$45k).

⁸ Also referred to as the Financial Intermediary Funds Collaboration Space.

39. The CU, in collaboration with the Development Finance IT team, are currently conducting an in-depth assessment and internal review of the Portal with the aim of developing a solid and successful strategic plan to improve functionally and fit for purpose capability for meeting business, technical, and operational objectives. The internal review may result in a more extensive program of work and a higher associated budget, in order to enable the GAFSP Portal 4.0 to be completely integrated with the new GASFP website. Additionally, this effort would offer a level of functionality as an internal portfolio management dashboard, with access to the Portal (Reporting and Analytics) for Steering Committee members. Subject to the results of this review, the CU may seek additional SC approval for options for any further Portal development and incremental budget that would be required.
40. As presented, the Portal budget will develop and enhance new functionality in the platform with some of the planned tasks for the next three fiscal years as follows:
- Capability to handle restructuring of projects in the platform;
 - Enhancements to support the six-monthly reporting and data entry process;
 - Mapping of the prior/existing tier 2 indicators to the new indicators used by the post-2017 projects in the portfolio;
 - Enhance portfolio monitoring, reporting and analytical features;
 - Enhance results reporting capabilities; and,
 - Eventual integration of the Portal with the GAFSP website.

3.2.8 Knowledge Management/Sharing

41. The biennial Knowledge Forum (KF) for Project Team Leaders (PTLs) from Supervising Entities is traditionally held in Rome. The objective of KF is to share innovative operational and strategic insights and experiences drawn from the entire GAFSP portfolio of projects, to raise and address systemic portfolio-related issues, and to learn lessons on successes and challenges from GAFSP-supported projects directly from the PTLs. Curated to provide a platform for knowledge-sharing informed by lessons learned from the ground, the Supervising Entities and implementation teams are critical to the success of the Forum. The FY19 Forum was held on May 13-15, 2019 at the World Food Programme Headquarters in Rome, and the next KF is planned for FY21 around the same timeframe. The CU covers relevant cost of travel and accommodation of one person per GAFSP-funded project. This includes staff from Supervising Entities and Project Implementation Units (PIU). Proposed attendance by select staff from PIUs to more directly reach funding recipients, will carry additional budget implications.

3.2.9 Missing Middle Initiative (MMI)

42. The Missing Middle Initiative (MMI) is a flagship initiative that more directly supports smallholder farmers, their organizations, and partnerships between private sector actors in the agriculture value chains and producer organizations. Five MMI pilot projects (Senegal, Bangladesh, East Africa, and two in Mali) have been approved by the SC. These five projects are now all operational, and the CU is supporting a program of learning and M&E to capture lessons from the pilot projects and to mainstream some of the key lessons into GAFSP 2.0. For the FY20-22 period, the CU will continue to monitor and work with the Producer

Organizations and the SEs in the implementation of the MMI pilots and to document and share knowledge from the portfolio, in particular ensuring that such lessons are operationalized under the restructured Track One.

3.2.10 Costs by Major Expense Line Items

43. While every effort has been made to estimate input costs for the planning years, the actual outcome may differ because of work program shifts and decisions made to respond to changing business needs. This is particularly relevant for the FY20-22 planning cycle. Work program adjustments may require trade-offs between categories to achieve business objectives while staying within budget.
44. **Staff Costs:** This budget proposal anticipates a strategic change in the current CU staffing plan. The FY20-22 CU staff roster will include a full-time CU Program Head (formerly Program Manager), a Senior Operations Officer (to be filled internally at the World Bank with target start date of 1st July 2019), a Senior Agriculture Economist, a Communications Officer, a Communications Associate, two Economists, and a Program Assistant. In addition, a Senior Operations Officer and an Agriculture Economist contribute to the CU work program on a part-time basis. The Practice Manager of the Global Engagement Unit of the Agriculture Global Practice will remain substantively engaged in the GAFSP and responsible for management oversight of the CU staff.
45. **Consultants and Short-term Staff:** The CU anticipates continued reliance on a small pool of Short-Term Consultants and Temporaries (STC/Ts) to supplement its own expertise. However, with the World Bank's re-introduction of the Extended Term (ET) appointment type, the CU plans to exercise this option in the FY20-22 budget cycle to address the staffing gap to position itself to be able to deliver effectively on a critical three-year program. The proposed appointments are driven by the current and anticipated demand and need for a more medium-term continuous workforce (beyond current STC/Ts) for specific areas of support, specifically the CSO Liaison (FY20-22) and Senior Outreach consultant (FY20-21). In addition to the business need to support the operational restructuring implementation and the replenishment, there are other dimensions to this continuous support need with respect to civil society. These are to support: (a) the elaboration and management of the annual budgets allocated by the SC to the three civil society chairs; and (b) civil society SC members' activities in overseeing implementation of GAFSP-supported projects.
46. **CU Staff Travel:** Travel expenses are expected to increase somewhat as outreach and advocacy and portfolio monitoring and M&E activities ramp up. In addition, travel costs for the KF, SC meetings, and TAC have been budgeted. Every effort will be made to ensure that opportunities for cost and operational efficiencies (such as combining and leveraging trips) is exercised.
47. **CU and IFC Private Sector Window Secretariat Retreat:** A joint team retreat will be held, together with the IFC Private Sector Window Secretariat, with the objective of enhancing collaboration and synergies across the Program. This retreat will be planned on an annual basis as an in-house event at minimal cost.

3.3 BUDGET FOR GEO-REFERENCING AND CU M&E

48. This section presents the Geo-Referencing M&E as well as the CU M&E budget requirements for FY20-22. Table 3.3 summarizes the budget requirements for both activities.

Table 3.3: FY20-22 Proposed M&E Budget

	<-----FY20-22 Proposed Budget----->					
	FY16-18 Budget	FY19 Approved	FY20	FY21	FY22	TOTAL
Geo-Ref. M&E	634	220	225	230	235	690
CU M&E	1,834	335	247	243	257	747
TOTAL	2,468	555	472	473	492	1,437

3.3.1 Geo-Referencing M&E

49. In FY20, geo-referencing work will focus on maintaining, updating and enhancing the GAFSP Mapping Platform and creating more content for GAFSP Stories. The following three main activities will be carried out over the planning cycle with budget details in Table 3.4.

3.3.2 GAFSP Mapping Platform

50. The activities include maintenance, update and enhancement of the Platform and completing the development of an off-line version. More specifically, it will include all technical (back end of the platform) and non-technical (collecting and curating data, contacting recipients to collect updated data, formatting the data for the platform, producing the maps, managing the platform) and activities to maintain and update the platform.

3.3.3 GAFSP Stories - Including missions

51. Demand-driven missions are planned to two countries in each fiscal year to enhance the quality of the country maps, build capacity of project teams and collect the data and information to create GAFSP Stories. This activity will entail all technical (back end of the stories feature) and non-technical (missions; meetings; contacting PIUs, partners, and ministries to collect the material needed to create and update the stories; writing the content and the descriptions; and collecting additional valuable data about the project locations), and activities to create, maintain and update the stories.

3.3.4 M&E Data Visualization

52. M&E data visualization and integration of available M&E data are to be developed in close collaboration with the GAFSP CU. This activity will include all technical (creation of Application Programming Interface—APIs, adding functionalities to the back end of the platform) and non-technical (collecting M&E data from GAFSP reports, project reports, and the GAFSP Portal; contacting PIUs; and curating and formatting the data to be added to the platform), and activities to visualize M&E data and to connect this platform with the GAFSP website.

Table 3.4: FY20-22 Proposed Geo-Referencing M&E Budget

By Activity	FY19	FY20	FY21	FY22	FY20-22
Activity 1: GAFSP Mapping Platform.	118	150	155	160	465
Activity 2: GAFSP Missions.	97	60	60	60	180
Activity 3: M&E Data Visualization and Integration of Geospatial Data.	5	15	15	15	45
Total	220	225	230	235	690

3.3.5 CU M&E

53. The CU anticipates that in FY20 it will focus primarily on continued implementation of the GAFSP M&E plan. That will include ongoing support to SE teams in their use of the GAFSP core indicators, potential revisions based on lessons learned in early application, and Program-wide efforts to roll out the Technical Assistance on Food Insecurity Experience Scale (FIES) survey module. With respect to FIES, the CU will be offering technical assistance and quality assurance support to teams as needed, including through a continued partnership with the Voices of the Hungry team at FAO. The CU will also continue oversight and due diligence functions for the GAFSP Impact Evaluation portfolio.

Table 3.5: FY20-22 Proposed CU M&E Budget

By Expense Type	FY19	FY20	FY21	FY22	FY20-22
Staff Costs	236	191	187	201	579
STC Costs	27	12	12	12	36
Travel	62	32	32	32	96
Contractual Svc/other Costs	10	12	12	12	36
Total	335	247	243	257	747

THIS PAGE INTENTIONALLY LEFT BLANK