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FY01

Business Plan

PSD



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Private Sector and Infrastructure:

FY01-03 Strategic Directions

INTRODUCTION: ENHANCING OUR POVERTY FOCUS

1. The Strategic Forum focused on an array of policies and programs to “upscale” the Bank’s poverty reduction impact. PSI believes that the rapid expansion of infrastructure facilities to poor populations is an essential element to achieving a quantum reduction of poverty in our client countries. Despite decades of development effort, 2 billion people still lack access to basic standards of electricity, safe water and sanitation, transportation, habitation, and communications. We also need to pay increased attention to the small medium enterprise sector (SMEs) which generates employment and is an integral component of poverty reduction strategy.
2. Foreign and domestic private investment is the only sustainable path for expansion of infrastructure services to the poor – directly through involvement of private companies in providing infrastructure services, and indirectly through the public fiscal impact of economic growth. The Bank Group is now embarked on an historic integration of Bank and IFC development instruments which could leverage a major expansion of the private sector’s role in infrastructure. Upscaling development results in infrastructure by an order of 10 (the Forum goal) may well be possible. Using the full range of assistance instruments – advisory services, development grants, loans and credits, partnerships with the private sector, guarantees, and IFC equity participation – the Group can not only ramp up infrastructure development dramatically, but also can help create an environment for private sector-led growth in other sectors.

I. STRATEGIC FORUM INITIATIVES

3. **Global products and poverty reduction:** In each of the four new global products groups – telecommunications, oil and gas, mining, and small-medium enterprise development – there is major potential for large scale poverty reduction impact. All are joint Bank-IFC departments. We include them as a very high corporate priority across the Bank Group. The Telecom Group is at the center of the Forum’s Internet and E-Commerce priorities.
4. The new Global Information and Communications Technology Group (ICT) will serve as the hub of the Bank Group’s internet strategy, working as a catalyst for bringing the information revolution to Emerging Markets. The new group will concentrate on knowledge transfer, equity capital for E-businesses in client countries, developing telecom policy frameworks, providing strategic directions, and helping countries work with the private sector to set up telecom infrastructures. Creativity, speed and development of field-based assistance teams are the key to working in this rapidly evolving market. In so doing, the Bank Group can help bridge the Internet “digital divide” which threatens to widen the gap between rich and poor countries, and among social classes in our client countries. Similarly, helping to establish the enabling environment for much more rapid private investment in telephony will have a profound impact on the opportunities of rural and urban poor to obtain basic services. FDI in many of our client countries’ telecom industries has not yet occurred on a significant scale.
5. In the global products groups for mining, oil and gas, and small-medium enterprise development, the potential for poverty-reducing private investment is just as promising.

- In mining, we will couple advice on restructuring and privatization with intensified work on the relationship of mining and the community and with integration of both large- and small-scale mining into regional economic development. Mining is a powerful engine for growth in at least one-third of the Bank's client countries, yet its full potential for development is retarded by negative environmental and community impacts. The mining group is working increasingly with business partners to ameliorate these impacts.
- In oil and gas, we will work with governments and the private sector to combine environmental improvements with low cost energy for the poor, for example by combining measures to end gas flaring with private investment in low cost liquid propane gas for the poor. In West Africa, this would provide vast benefits for the environment, and for improved conditions of life among poor populations.
- In small-medium enterprise development, the Bank and IFC will build on the CGAP experience in micro-finance to create more dynamic small-medium enterprise sectors. The bulk of growth in domestic private investment should occur in the SMEs over the next ten years. The Bank Group's instruments must be reoriented to serve this sector.

6. **Capacity building through the new Private Sector Advisory Service (PSAS).** The Strategic Forum underlined the importance of engaging the public and private sectors in building human and institutional capacity. The new Private Sector Advisory Service gives the Bank and IFC an impressive assortment of new tools to energize this process — through highly participatory assistance in:

- Private provision of infrastructure
- The business environment
- Individual investment transactions
- Regulatory regimes
- Efficient delivery mechanisms for serving the poor, using the private sector
- Establishing property rights and credit for the poor
- Serving as a major content provider for the Global Gateway

7. The Advisory Service will involve the entire Bank Group. Its vision is a program which is quick, flexible, and able to meet client needs through a range of fund sources including the regular budgets of PSI, the IFC, and participating Regions, through trust-funded grant mechanisms, and through fee-for-service arrangements. PSAS can scale up the Bank's capacity building presence significantly, based on fees and retention of revenue. Over the medium term it represents a way to grow the Bank's assistance without increasing the Bank's budget. Some startup funding will be needed.

8. **Corporate Governance** received very strong support in the Forum as a global, corporate priority – with primary focus on shareholder rights and the responsibility of board members in private companies. Corporate governance should be improved in client countries to better access international capital flows. PSAS focus for this new line of business is presented below.

- Regular Bank work on corporate governance for particular countries usually in the form of lending –for example, capital market operations or TA loans – and advisory work. Such work is driven and funded by country directors.
- The Global Corporate Governance Forum is a key element of an expanded plan of assistance. The Bank and OECD have agreed to proceed in developing a broad partnership with official donors and private sector companies. Efforts are underway to establish a focused program framework and enlist official and private financial support. The outcome will be clear by the end of FY01 – we have encouraging reactions from the donors. However, we would not proceed without substantial external financial support.
- Roundtables and special events with the OECD are being organized to promote dialogue and awareness on the topic of corporate governance. Starting last year, the Bank and OECD formed various corporate governance-related task forces to define and advance the agenda, including accounting and auditing, investor responsibility, training of corporate directors, and media training in corporate governance. These programs will continue – however, due to budget pressures, we will proceed more cautiously than anticipated. Ultimately these programs would be folded into the more formal CG Global Forum structure explained above.
- International Financial Architecture. Corporate Governance is an important component in a range of Bank initiatives, coordinated by PREM, which seek to strengthen the international financial architecture. These efforts have strong G7 backing. This agenda is expected to be very heavy next year.
- Governance will become an increasingly important part of country assistance programs – as desired by the regions – through practical country-specific governance assessments aimed at establishing and implementing reforms. The Bank is doing six assessments this year and will do a further 12 next year.

PSI Assessments of Other FY01-03 Business Priorities

9. **Urban Development.** PSI's urban initiative is one of the major ways the Bank group can impact poverty. Demand is increasing for Bank assistance in alleviating urban poverty. This initiative is also strongly linked to several Strategic Forum themes – communicable disease control, financial and corporate governance (through municipal finance), and security, conflict, and development (through the emergence of safer cities and urban property rights). The Bank's urban strategy includes:

- Upscaling private investment is the key to more livable, competitive cities – and the potential for increased financial flows is very substantial.
- Key officials and business leaders in major cities are becoming increasingly vocal and supportive partners with the Bank Group.

- The Cities Alliance, a new global trust-funded partnership, will expand the Bank's urban development cooperation through knowledge sharing, demonstration projects, and encouraging donor coordination at the city level. The program will fund Cities Development Strategies and Action Plans for Slum Improvement, all of which will serve as Comprehensive Development Frameworks at the local and municipal levels, leveraging major increases in donor and private resources for the urban sector.
- The initiative will provide important content to the Global Gateway in capacity building. Already the Bank is using local private and public associations to train staff in municipalities, and the Gateway will streamline this process in a major way.

10. **Global Partnership.** PSI's 10 global partnerships disbursing some \$75 m in FY01 represent powerful mechanisms for leveraging the Bank Group's own resources. Each program moves the Bank closer to a "Global CDF" bringing key players in a sector or theme together for collective actions. The Strategic Forum strongly supported expansion of partnerships where they help the Bank to scale up its development impact. The Cities Alliance (already established, above) and the Global Forum for Corporate Governance (expected FY01) are the newest of these, and will pay off for our clients substantially over the next few years. Another partnership in small medium enterprise development will emerge next year in strong cooperation with IFC. The Private Provision of Infrastructure Facility will hit full stride in FY01 with upwards of \$15 m in disbursements.

11. The Strategic Forum focused on how to engage private sector partners in all sectors of the Bank's work. The Business Partnership and Outreach Group (BPOG) is being established, as endorsed by the Bank's Partnership Council, to respond to this challenge. The BPOG will provide a more focused, coordinated approach to private sector partnerships and outreach activities, and merges the existing Business Partnership Center and the Business Partners for Development (BPD) program. The BPOG will report to PSIVP with the mission to provide support to teams involved in setting up partnerships which reinforce the impact of our mainstream lending business; keep an inventory of partnerships; prepare and disseminate partnership guidelines and lessons learned from experience; red flag risks of specific partnerships; and support and coordinate outreach functions. Working with IFC, we will expand, at very low administrative cost, on the model developed by BPD whereby partners are put in charge, with the Bank serving as facilitator and coordinator of funding.

12. **Quality Work.** PSI is working intensively on improving portfolio in sectors which have a relatively high percentage of projects at risk (water, power, urban). Sector boards have in place quality assurance programs, which receive high marks from QAG. We will expand on these programs with additional staff time and by strengthening the thematic group mandate for ensuring quality with greater involvement and oversight by the respective sector boards.

13. **PRSPs.** PSIVP is fully committed to supporting the implementation of Poverty Reduction Strategy Papers (PRSPs) by producing first-rate toolkits and by assisting the regions in other ways with knowledge, advice and support. However, we will need to increase staff resources to support this work.

14. **Systems integration with IFC.** PSI's integration with IFC requires substantial modification of work programming and budgetary systems. The process began in FY00 and will continue into FY01.

Impact on Work Program, Staffing, and Resource Requirements

15. The priority areas above require additional resources – with the exception of Partnerships. Priorities total \$6.7 m, and internal reductions might be achieved on the order of \$4.7 m leaving a \$2.0 m gap. Thus, PSI cannot fund corporate priorities without some additional resources, even in the very tight post-Compact budget situation of the Bank. The budget framework, including FY00, the FY01 guideline and the FY01 proposal, is shown below.

Private Sector Development and Infrastructure			
- FY01 Budget Framework (\$ m) -			
Budget Category	FY00	FY01 Guidelines	FYI PSI Proposal
Regular budget	20.392	19.226	21.226
P and T budget	1.960	1.986	1.986
Reimbursable budget	1.874	1.874	1.874
Total	24.226	23.086	25.086

Memo: FY00 total excludes \$1 m of guaranteed cross support to other networks.

P and T: Professional and technical training

16. Program-specific budget requirements are summarized below. All except Partnerships require increased expenditures.

<u>Forum</u>	<u>\$ m</u>
Global products	
- Telecom, Internet, E-Commerce	0.8
Capacity building	
- Advisory Service (PSAS)	1.0
Corporate Governance	1.5
Other Business Priorities	
Urban Development	0.7
Quality/PRSPs	1.5
Systems Integration with IFC	0.2
Global products	
- Mining, Oil & Gas, SMEs	1.0
Partnerships	---
Total	6.7 m

17. The global products groups are the joint responsibility of both PSI and IFC, and both will contribute budgets to the expansion required to make them work for the Bank Group. On the Bank side, telecom, oil and gas, and mining were cut severely in recent years, so that these groups are surviving almost exclusively on cross support. There are small thematic groups (PSI's smallest) in oil and gas and mining, none in telecom. In order for these groups to function effectively they require additional resources for strategy development, knowledge work, and program management. In each case, there is a new director charged with growing these business lines and building up their poverty reduction impact. The Telecom group is particularly constrained as it must launch a thematic group in information infrastructure.

18. A modest number of new staff in the global product groups would be hired in strategy development, internet expertise, economic analysis, and portfolio management.

19. In the Private Sector Advisory Service, we have major budget and funding issues which need to be resolved. The joint group inherits a hodgepodge of funding sources and uses, including fee for service activities of the IFC, trust funds of all shapes and sizes, and regular budget resources on the Bank side which are quite small in relation to the advisory task at hand. We want to be able to provide services on a rational and cost-effective basis. This means providing free services where warranted, low-cost fee-based services where the customer is prepared to pay some of the costs, and market based rates where appropriate (with private companies). Fees should vary with the situation. During the start up period, the Bank Group should commit up-front, regular-budget resources to this group as seed money. We have a requirement of \$1.0 m on the Bank side. Highly important to the future of PSAS will be the ability to retain fee income for future uses.

20. Participation of Bank/IFC staff in PSAS will be very broad – this is a Bank Group program which will be open to participation of both Bank and IFC regions.

21. In Urban Development, PSI redeployed resources significantly toward this sector in FY00. We have requested, and received, presidential contingency resources this year and last. The urban strategy approved by the Bank's Executive Directors implied a much larger resource envelope (approximately \$5.0 m over the urban program's current base). However, mindful of the budget constraints affecting institutional programs, PSIVP has limited its request to an additional \$ 0.7 m for this program. This amount will mean that we will have to cut back significantly on delivery of some elements of the sector strategy. We would hope to obtain additional budget allocations for urban over the medium term, assuming improvement in the Bank's budget position.

II. PROGRAM REDUCTIONS – WHAT WE WILL DO LESS OF IN FY01

Staffing reductions

22. PSI currently has 400 staff on board (Bank only) net of the field based, trust funded staff of the Water and Sanitation program. We expect the PSI staff complement to be lower by 15-20% by the end of CY00. Major reductions are already underway in the Advisory Service, as the group focuses its business lines. The savings to the PSI budget from these reductions is much less than “one to one” given the large role that cross support plays in the PSI resource envelope — if a staff member departs we save roughly 1/3 of his or her staff costs in terms of impact on our regular budget. Of course, budget saving in the case of redundancy is also not realized immediately.

Program reductions

23. PSAS services will be focused tightly on policy and transactions advice in the areas of governance; the design and implementation of regulatory regimes, including privatization and contracting-out systems; property rights (land rights, collateral systems); markets (including promotion of equity investments, entry, exit and anti trust policies); and delivery systems for the poor. There would be no dedicated groups working on corporate restructuring, technology policy, trade policy and taxation. These are areas for savings. Targeted reductions in business lines will also take place in transport, water, urban and throughout PSI. (Savings \$2.5 m)

24. Review of Partnership Initiatives. PSIVP partnership activities, in keeping with Strategic Forum directions, will be reviewed with a view to reducing their numbers and redefining requirements. These “value assessments” of partnership will be difficult, but are necessary to refocus business lines and conserve scarce budget resources. (Savings \$0.3 m)

25. The PSIVP front office will reduce staffing for backup to thematic groups – this responsibility is now firmly with the sector boards. PSIVP funding of the Urban Age journal will be phased out with the journal becoming self-financing. Other existing publications will also be reviewed with a view to reductions in funding. (Savings \$0.7 m)

III. SAVINGS THROUGH GREATER COST EFFICIENCY

26. Consolidate ACS staff with a view to achieving economies. Also there will be a modest reduction in IT support through efficiencies gained in joint work with IFC. (Savings \$0.9 m)

27. Trust Funds. PSI will join forces with the IFC Central Trust fund unit (CPLTF) to mobilize trust fund resources and to administer the trust fund programs more cost effectively. This will include some functions now performed within the global programs’ secretariats (annual evaluations, monitoring letters of representation, reporting to donors, and certain resource management functions). (Savings \$0.3 m)

Funding Gap

28. PSI's required increases (\$6.7 m) less program reductions and efficiency gains (\$4.7 m) would leave a gap of \$2.0 m. At the guideline budget level of \$23.2 m we would have to fill this gap through cutbacks in thematic groups — a \$2.0 m cut would require us to close down 6-7 groups, a major blow to the sector boards and to the operation of the matrix. We could not take such a step, and unless additional allocations could be made available to us for corporate priorities, we could not implement all these priorities at the level we feel is most desirable and effective for the Bank. Also, a larger funding gap may result if current problems with the new cross-support pricing methodology are not resolved.

IV. ADDITIONAL REDUCTIONS LEADING TO 10% SAVINGS

29. Here we would have to eliminate 3 more thematic groups out of our 26 — an action which would further reduce our knowledge output and weaken the sector boards.

FY01-03 Strategic Directions

Key Program Changes and Implications

I. What will you start doing?	Incremental Cost Impact (\$m)	Comments
A. Strategic Forum Actions *		
Global Products - Telecom, Internet, E-Commerce	0.8	Bank/IFC joint approaches promise rapid upscaling of FDI and poverty impact. Global Information and Technology Group (ICT) serves as hub for Forum-supported telecom, Internet strategy and E-Commerce applications. Goal: develop these Bank Group business lines with a pro-poor focus.
Private Sector Advisory Service (PSAS)	1.0	PSAS requires seed money. Coupled with retention of fee income, this allocation would permit a smooth buildup of funding pool, which would be self supporting after two years. New advisory service open to the entire Bank and IFC, all sectors.
Corporate governance	1.5	Forum gave broad support to building this new line of business: Global CG Forum, OECD cooperation, international architecture based on G7 concerns, and country CG assessments. CG precondition to rapid expansion of foreign and domestic private investment for our clients.
B. Other Program Changes/Initiatives		
Urban development	0.7	Support to rapidly expanding Bank efforts in cities development – cities without slums program, expanded knowledge effort, Cities Alliance, capacity building for municipal leaders and employees, broad poverty impacts.
Quality Enhancement and Poverty Reduction Strategy Papers (PRSPs)	1.5	PSI will provide additional oversight to help regions to improve quality of PSI sector portfolios. PRSPs (initial toolkits) will require considerable additional effort, especially in the start up phase.
Systems integration with IFC	0.2	Systems work begun in FY00 will need to be completed in FY 01 on harmonizing time recording, work programming and budget systems to make the PSI-IFC integration administratively feasible.
Global Products - Mining, Oil & Gas, SMEs	1.0	New groups will offer seamless menu of services to Bank and IFC; additional resources needed from Bank and IFC to make it work.
A. Total Cost Increase:	\$6.7 m	

Base Case Scenario

Tradeoffs	Incremental Cost Impact (\$m)	Comments
II. What will you stop doing or reduce?		
Reduction/elimination of business lines	2.5	Corporate restructuring; trade policy; taxation; targeted business line consolidation/reduction throughout PSI
Partnership Review and Refocusing	0.3	All PSI partnerships will be reviewed with intent to refocus on main PSI business lines
Elimination of funding for Urban Age journal	0.2	Other publications will also be reviewed and reduced
Miscellaneous topics – phase-out/phase-down knowledge work	0.3	Case-by-case review along business lines to consolidate, find alternate funding, or phase out
Front office support to thematic groups	0.2	Sector boards functioning well on their own
Thematic groups	[2.0]	\$2 m gap between proposed increases (\$6.7 m) and feasible savings/efficiencies (\$4.7 m) would have to be filled by cutting into thematic group resources – highly undesirable. Possible elimination of 6-7 groups out of 26. <u>We would not take this step</u> , but rather would have to drop or cut corporate priorities.
III. What will you do more efficiently?		
Consolidate ACS staff	0.8	After careful review and consideration of staff needs
Join forces with IFC for Trust fund administration	0.3	IFC's central trust fund unit will streamline, standardize, and assist PSI in other ways with its very large trust funded programs
Information Technology support	0.1	Minor savings through synergies with IFC
B. Cost Reduction:	4.7	
Net Cost Reduction: (A – B)	[2.0]	

Additional Savings

Tradeoffs	Incremental Cost Impact (\$m)	Comments
II. What will you stop doing or reduce?		
Thematic groups	1.0	A further 3 thematic groups would have to be cut out to achieve 10% budget cut
III. What will you do more efficiently?		
More efficiency gains unlikely		
C. Cost Reduction:		
Net Cost Reduction: $(A - B - C)$		

Monitoring of FY01 Deliverables

Network Accountable Deliverable	Indicators	Original Plan	Completion Date/Comments
Knowledge Management			
	1. Content provision for Global Gateway	1	6/01
	2. Assessment of quality of on line knowledge collections, by theme	1	10/00
	3. Mainstream KM support of thematic groups and help desks to regions - raise quality. Consolidate KM organization and management	1	12/00
	4. Enhance project document workflow (Notes/SAP) through links to Network Knowledge	1	6/01
	5. Continue to publish high quality best practice notes	40	6/01
Strategy Development			
	1. Information Infrastructure Strategy Paper	1	Fall/00
	2. Internet Strategy – informal report to Board every 6 months	1	9/00
	3. Policy framework papers: SME development	2	9/00
	4. PRSPs: Frameworks, toolkits, support to regions – all sector boards	1	6/01
Staff Excellence			
	1. Complete sector boards' strategic staffing exercise in PSD	1	9/00
	2. Professional & technical training: # freestanding courses	85	6/01
	3. Deliver planned training days per Network staff	7	6/01
	4. Develop joint training plan with IFC underpinning integration	1	9/00
Quality Enhancement			
	1. Identify and track problem projects in PSD	1	10/00
	2. Portfolio review & quality action program for Urban	2	9/00
	3. Major programs on Portfolio Quality – Water and Power	1	6/01

Network Accountable Deliverable	Indicators	Original Plan	Completion Date/Comments
Partnerships			
	1. Launch Corporate Governance Trust-Funded Program	1	11/00
	2. Expand Cities Alliance – joint, donor funded global program	1	6/01
	3. ProVention (disaster prevention) program fully operational with modest funding	1	11/00
	4. Review/reduction of partnerships not related to global programs		12/00
New Products			
	1. Joint Advisory Service operating with fee-based funding option		9/00
	2. Telecom Hub (Internet, E-Commerce) established with joint Bank-IFC work program		9/00
	3. Other global products groups growing their business lines		9/00
Network Accountable Deliverable	Status as of 6/30/00	Original Plan	Comments
ending Volume (PSIVP only)	TBD	TBD	current estimate
Quality at Entry	TBD	TBD	Power, Water, Urban and PSD – target sectors for quality improvement
Quality of Supervision	TBD	TBD	
Quality of ESW	TBD	TBD	
Proactivity Index	TBD	TBD	
Projects at Risk	TBD	TBD	
Realism Index	TBD	TBD	
Corporate Initiatives	Indicators	Original Plan	Comments
	1. Business Partners for Development - 5 pilots evaluated		10/00 (Delayed)
	2. Successful collaboration with IFC on co-management of global product groups		6/01
	3. Joint Bank/IFC Advisory Service expands non-lending services throughout Bank and IFC		6/01
	4. Corporate Governance – broad program of assistance institutionalized	1	6/01

*VP submission 4/28 (so our submission is before
but will talk to us)*

From: Achim V. Heynitz on 04/02/2000 02:05 PM
Extn: 30114 CRMDR

Sent by: Wyfield Chow

Subject: - FY01 Business Plan Guidelines for Regions, Networks and other Operational Units -

(Please Note: A hard copy of unit specific FY01 Business Plan Guidelines will be delivered to your Unit's front office.)

Colleagues,

Road Map for the FY01 Business Plan: This year we have continued our efforts to sharpen the Business Plan process and integrate it more fully with: the work which has already gone into the Strategic Directions Paper; the recommendations emerging from the Budget Reform Group; the information requirements of senior management; and, the needs of the Board to be met through the Budget Document. What follows is a "road map" of the business planning process in two broad parts - the first giving the "rules of the game", guidelines and standards to ensure consistency in business plan formulation and subsequent budget distribution; and the second specifying templates for unit submissions which will provide the basis for VPU contracts with the institution (the Unit Compacts) and material required for the Budget Document. We hope that this will reduce the burden of preparation, avoid creating inputs which are not used for decision making and help units devote more time and attention to the delivery of the FY00 work program.

Simplifying the mechanics: A Lotus Notes database (please click on the icon xxx to add it to your Notes workspace) has been set up with unit tables, guidelines, etc. which you can download. All tables will be added to the database by no later than April 4. Unit submissions should also be entered in the database. The database will also allow units to view the submissions of all other units.

Minimal data requirements. The revised process involves submission of a minimal set of data necessary to define the Unit Compacts and to prepare the FY01 Budget Document. Units are requested to complete the tables incorporating the decisions reached by senior management on budgets. Each table is explained in terms of purpose, structure, source of information, etc.

Lamy / Caroline : FY01 Bgt ?

Part 1: Standards and Guidelines

1. **FY01 Budget Allocations:** While units have already been informed of their FY01 budget framework allocations, the break up in terms of re-imbursables and regular budget in FY00\$ is given in Attachment 1 below, which will also be added to the database.



FY01 Budget Formulation

Adjustments have been made for sustaining costs associated with net cross-support flows (cf. Para. 3 below) to give a final budget figure in FY00\$. An estimated price factor, 4.556%, has then been used to convert the numbers into indicative FY01\$, with the final price factor to be decided later. Guidelines for the funds center structure for the Regions will be forthcoming.

2. **Regional Contingency:** In reviewing the Regional budget allocations there were a number of cases of uncertainty surrounding country programs, especially with respect to countries in conflict or those with serious political and/or economic difficulties that currently constrain the Bank's assistance levels. Notional ranges of potential Region-by-Region contingency claims, typically in the order of \$1 - 5 million, were discussed based on current country conditions and prospects for significant scaling up of Bank assistance during FY01. These ranges are, of course, not necessarily additive i.e. not all of the envisaged situations would materialize.

Based on these considerations, the MDs decided that a contingency of \$12 million would provide an appropriate degree of flexibility to handle prospective re-activations, unexpected scaling up of country programs or response to disasters.

In order to avoid a first-come first-served approach to contingency allocations, senior management will undertake a review of claims at the end of the first quarter, mid-year and, if necessary, at third quarter. The criteria for allocations would include the following:

- Reactivation or major scaling up of country programs (supported by a CAS, where applicable) or response to emergency situations not anticipated or funded during FY01 business plan preparation;
- Exploration by the region of all possible opportunities for redeployment and efficiency savings within its program before making a claim on the contingency;
- Demonstration by the region that the claim is justified on the basis of an overall scaling up of its work program and deliverables.

3. **"Off-the-top-allocation" for Sustaining Cost:** Units should plan for "off-the-top" allocations of budget for their own sustaining costs and for Sector Board Support; details are provided in Attachment 2 below and will also be added to the Notes database.



sustaining cost standard vrsn 2

RVP budgets have been reduced by an amount^{a/} to cover the estimated sustaining costs associated with net cross support purchases from the network anchors, DEC, WBI and RMC. There will be no further reductions in Regional budgets on this account (to ensure stability of WPAs). Network anchors, DEC, WBI and RMC budgets include corresponding indicative allocations for cross support sustaining costs. Final allocations will be confirmed by July 22, following a review of actual cross-support delivery in FY00 through June 30. If the July review finds that the overall budget deducted from the Regions was too high or too low, adjustments to the NVP/DEC/WBI/RMC budgets will be offset against the central Regional Contingency rather than against the budgets of individual Regions.

4. **Other "Off-the-top-allocations"** : In addition, units should also plan for other off-the-top allocations for: safeguard (environment and resettlement) and fiduciary (procurement and financial management) clearance functions; KM; staff training; regional studies; and RVP contingency. Remaining budget is then available for Program activities and costs. Details are provided in Attachments 3 and 4 below and will also be added to the Notes database.



fdcry sfgrd gdlns.do



Other off the top allocation guidanc

5. **WPA/Budget Distribution Guidelines:** FY01 WPA guidelines are provided in Attachment 5 below and will also be added to the Notes database.



FY01 WPA Guidelines 28Ma

Highlights of the new guidelines are: country team discussion, aggregate budget-level WPAs between CD and SD/SM, intra-FY stability of sector budgets, more fungibility within sector budgets, and staff and budget assignments to tasks by SD/SMs.

6. **Capital Budget Guidelines and Details:** FY01 guidelines are provided in Attachments 6 and 6A below and will also be added to the Notes database.



cptl budget guidelines.



cptl budget gdln details.d

^{a/} The amount of reduction is based on actual FY00 cross support through end February, prorated for the remaining months - using FY99 experience - and adjusted for price and the percentage reduction in regional budgets from FY00 to FY01.

Part 2: Unit Submissions

7. **Qualitative Submissions:** Institutional priorities (e.g. GDLN, PRSPs, HIPC for the regions; FSAPs for Other Operations) should be clearly identified as "Must Do" activities in unit compacts. Your submission should also indicate how you plan to implement the strategic initiatives funded in your VPU budget allocation and describe any major changes in work programs, efficiencies and other cost savings from those presented in your recent strategy submission. Also, during April, CRM will circulate a draft outline of the Budget Document, with main thrusts and themes identified. At that time we will contact you for specific information to be included in the budget document.

8. **Comparable Indicators for Network Anchors:** From the last round of MD/VP meetings held in March, the MDs raised a common concern about the lack of uniformity amongst Network Deliverables. Network Anchors are hereby requested to develop a standard Unit Compact. CRM will provide assistance in coordinating the effort and OPS will review the content before it is finalized. For your reference, the FY00 Unit Compacts have been updated for FY01 and are included in the database.

Deadline

10. To allow for the issues resolution process and preparation of the FY01 Budget Document, I would greatly appreciate your cooperation in meeting the submission deadline of no later than **c.o.b. Friday, April 28, 2000** (except for Table 6 below, due May 10 from the regions). If you have any questions or need any clarification, please feel free to contact me or your CRM client officer.

Attachments and Tables to be Included in Notes Database:

Standards and Guidelines

Attchmt. 1	FY01 Budget Formulation
Attchmt. 2	Sustaining Cost and Sector Board Support Standards
Attchmt. 3	Annex on Funding for Safeguard and Fiduciary Policies
Attchmt. 4	Other "Off-the-top" Allocations Guidance
Attchmt. 5	WPA/Budget Distribution Guidelines
Attchmt. 6, 6A	Capital Budget Guidelines and Details

Unit Submissions

Table 1	Total Unit Resource Summary	Gives all sources of funds for unit, netting for cross-support. CRM will supply FY99 Actuals and FY00 Dist. Budget columns. Unit to fill in FY00 EOY estimate and FY01 Plan.
Table 2	Unit Compact Summary	Identifies main unit deliverables and production unit costs and coefficients. Serves as contract between unit and instn. Identifies "must do" activities and strategic priorities. CRM to give FY99 actual and FY00 Plan data, units to fill in FY00 Est. and FY01 Plan.
Table 3	Trust Funds Disbursements by Category Summary	Gives all TFs associated with unit work program. Memo item splits TFs used for TA by executing agency, Bank or recipient. CRM to give FY99 actual, FY00 YTD and Plan, units to give FY00 Estmt. and FY01 Plan.
Table 4	Staffing Summary	Unit staffing plans to support headroom analysis and the achievement of flexibility and Location of Work targets. CRM to give data on FY00 start and as of 2/29; units to fill in FY00 End estimate and FY01 End Plan.
Table 5	Service Cut Summary (RVPU only)	Gives RVP resource use by principal service categories (Country Services, Sector and Global Services, etc.) and own sustaining costs. CRM to give FY99 Actl and FY00 YTD figures, units to give FY00 EOY Estmt and FY01 Plan.

Table 6	Sector/Network Cut Summary (Regions:- Due by May 10 after RVP sign-off; Network Anchors:- Budget allocations by sector board due by April 28)	Gives unit resource use by sector and network, pulling together admin budget, TFs, FAO, etc. Checks resource allocation for sectors with strategic priorities and shifts. CRM to give FY99 Actl and FY00 YTD figures, units to give FY00 EOY Estmt and FY01 Plan.
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To: Hartwig Schafer
Robert V. Pulley
Robert M. Voight
Anil P. Gore
David P. Hughart
Jagannathan Murli
Eve Bosak
Ines Garcia-Thoumi
Christine A. Stover
Jaime G. Olazo
Larry F. Smucker
Lac Khanh Truong
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Prem C. Garg
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M. Rebecca Alfaro-Flores
Elizabeth Mcallister
Pilar P. Basilio-Bhatia
Debra L. Tsimbidis
Cecilia I. Guido-Spano

cc: Crm All

FY01 BUDGET FORMULATION
ADMINISTRATIVE EXPENSES BY ORGANIZATIONAL UNIT

ORGANIZATIONAL UNIT	FY01 Plan					(\$Nominal) ^b			
	(\$FY00)								
	Bdgt Frmwrk	Reimb	Regular	Total		Reimb	Regular	Total	
			Allocated Budget	VP Sust. For Cross Support a/			Allocated Budget	VP Sust. For Cross Support a/	
A. REGIONAL PROGRAMS	697,500	38,800	658,700	(4,223)	693,277	38,800	688,263	(4,415)	722,648
Africa	183,000	7,458	175,542	(1,114)	181,886	7,458	183,536	(1,165)	189,829
East Asia and Pacific	97,500	7,325	90,175	(612)	96,888	7,325	94,281	(640)	100,966
Europe and Central Asia	145,000	5,464	139,536	(799)	144,201	5,464	145,890	(835)	150,519
Latin America and Caribbean	118,500	8,629	109,871	(636)	117,864	8,629	114,875	(665)	122,838
Middle East and North Africa	62,000	7,427	54,573	(430)	61,570	7,427	57,058	(450)	64,035
South Asia	70,000	2,497	67,503	(631)	69,369	2,497	70,577	(660)	72,414
Regional Contingency	12,000	-	12,000		12,000	-	12,546	-	12,546
VP Sust for Cross Support	-	-	-		-	-	-	-	-
FAO	9,500	-	9,500		9,500	-	9,500	-	9,500
B. NETWORK COUNCIL PROGRAMS	101,600	5,729	95,871	3,465	105,065	5,729	100,237	3,622	109,588
Environmentally & Socially Sustainable Dev.	26,200	3,770	22,430	173	26,373	3,770	23,451	181	27,402
Financial Sector	10,300	-	10,300	6	10,306	-	10,769	6	10,775
Private Sector & Infrastructure	21,000	1,874	19,126	3,187	24,187 *	1,874	19,997	3,332	25,203
Human Development	16,000	-	16,000	255	16,255	-	16,729	267	16,995
Poverty Reduction & Econ. Mgt.	19,000	10	18,990	(157)	18,843	10	19,855	(164)	19,701
Operations Core Services	9,100	75	9,025		9,100	75	9,436	-	9,511
C. OTHER OPERATIONAL PROGRAMS	10,800	-	10,800	-	10,800	-	11,292	-	11,292
Quality Assurance Group	4,200	-	4,200		4,200	-	4,391		4,391
Product Development	1,500	-	1,500		1,500	-	1,568		1,568
Investment Advisory Service	200	-	200		200	-	209		209
Special Programs	400	-	400		400	-	418		418
Oper Policy & Strat	4,500	-	4,500		4,500	-	4,705		4,705
D. RESEARCH & DEVELOPMENT TRAINING	81,500	2,976	78,524	739	82,239	2,976	82,100	773	85,848
Research & Global Monitoring	34,300	46	34,254	791	35,091	46	35,814	827	36,686
WBI/LLC	47,200	2,930	44,270	(52)	47,148	2,930	46,286	(54)	49,162
E. FINANCIAL PROGRAMS	88,504	14,513	73,991	-	88,504	14,513	77,360	-	91,873
Treasurer's	46,400	8,904 c/	37,496		46,400	8,904 c/	39,204		48,108
Controller's	31,400	5,609	25,791 c/		31,400	5,609	26,965 c/		32,574
CFO/FIN	10,704	-	10,704		10,704	-	11,191		11,191
F. ADMINISTRATIVE PROGRAMS	120,300	2,958	117,342	-	120,300	2,958	122,686	-	125,644
HR	50,500	390	50,110 c/		50,500	390	52,392 c/		52,782
ISG	35,400	1,300	34,100		35,400	1,300	35,653		36,953
GSD	24,500	1,268	23,232		24,500	1,268	24,290		25,558
Conflict Resolution Network	4,700	-	4,700		4,700	-	4,914		4,914
Anti Corruption & Fraud	5,200	-	5,200		5,200	-	5,437		5,437
G. CORPORATE MGT. & SERVICES	83,600	4,495	79,105	19	83,619	4,495	82,707	20	87,222
Office of the President	3,900	-	3,900		3,900	-	4,078		4,078
MD Group	4,000	-	4,000		4,000	-	4,182		4,182
External Affairs	21,000	120	20,880		21,000	120	21,831		21,951
Strategy & Resource Management	13,500	224	13,276		13,500	224	13,881		14,105
Internal Audit	4,700	300	4,400 c/		4,700	300	4,600 c/		4,900
Legal Services	25,900	1,240	24,660 c/		25,900	1,240	25,783 c/		27,023
o/w LEG	24,300	1,240	23,060		24,300	1,240	24,110		25,350
ICSID	1,600	-	1,600		1,600	-	1,673		1,673
Resource Mobilization & Cofinancing	10,600	2,611	7,989	19	10,619	2,611	8,353	20	10,984

FY01 BUDGET FORMULATION
ADMINISTRATIVE EXPENSES BY ORGANIZATIONAL UNIT

ORGANIZATIONAL UNIT	FY01 Plan							
	(\$FY00)				(\$Nominal) ^{b/}			
	Bdgt Frmwrk	Reimb	Regular	Total	Reimb	Regular	Total	
			Allocated Budget	VP Sust. For Cross Support ^{a/}		Allocated Budget	VP Sust. For Cross Support ^{a/}	
H. PRESIDENT'S CONTINGENCY	13,600	-	13,600		13,600	-	14,675	14,675
I. Centrally Managed OHD	55,106	3,000	52,106 ^{c/}		55,106	3,000	53,357 ^{c/}	56,357
J. Publications Revenue & Reimb. Escrow	7,879	7,879	0		7,879	7,879	0	7,879
K. Centrally Managed BEN	7,261	-	7,261 ^{c/}		7,261	-	7,660 ^{c/}	7,660
L. SRP & Pen Mgmt Fee	2,000	-	2,000		2,000	-	2,000	2,000
M. Separations Contingency	20,000	-	20,000		20,000	-	21,100	21,100
O. OTHERS	1,000	-	1,000		1,000	-	1,331	1,331
less:								
ASSUMED CENTRAL CARRYOVER FUNDING	(16,000)	-	(16,000)		(16,000)	-	(16,000)	(16,000)
FINANCIAL SECTOR REINFORCEMENT PROGRAM	-	-	-		-	-	-	-
P. ADMINISTRATIVE BUDGET	1,274,650	80,350	1,194,300	0	1,274,650	80,350	1,248,767	0 1,329,118
Less:								
Q. REIMBURSEMENTS & FEE INCOME	(117,779)	(117,779)	-		(117,779)	(117,779)	-	(117,779)
R. NET ADMIN. BUDGET (P-Q)	1,156,871	(37,429)	1,194,300	0	1,156,871	(37,429)	1,248,767	0 1,211,339
T. DEVELOPMENT GRANTS FACILITY	150,000	-	150,000		150,000	-	150,000	150,000
U. BOARD OF GOVERNORS & EXEC. DIRs.	80,984	1,203	79,781	-	80,984	1,203	83,414	- 84,617
Corporate Secretariat	63,886	1,000	62,886 ^{c/}		63,886	1,000	65,750 ^{c/}	66,750
Operations Evaluation	17,098	203	16,895		17,098	203	17,664	17,867
Reimbursements	(1,203)	(1,203)	-		(1,203)	(1,203)	-	(1,203)
AL ADMIN. BUDGET	1,386,652	(37,429)	1,424,081	0	1,386,652	(37,429)	1,482,181	0 1,444,752

^{a/} VP Sustaining Costs associated with cross support have been taken out of RVP budgets and allocated to the network anchors, DEC and WBI based on actual cross support patterns to end-February.

^{b/} FY01 price factor used, 4.554%, is indicative with final price factor to be decided later.

^{c/} The following budgets (indicative amount) are associated with the IFC service agreement, and will be shifted from regular to reimbursables for the units involved at budget distribution time:

Corporate Secretariat & Boards	\$8,857
Conflict Resolution System	724
Anticorruption & Fraud	1,058
IAD	933
ISG (Overhead)	1,889
HRS (of which discretionary \$1646, overhead \$210, benefits \$736)	2,592
TRE (reimbursable budget)	648
CTR	1,397
Legal	348
Insurance (Liab. & Prop.)	368
Depreciation-Equipment	18

Sustaining Cost and Sector Board Support Standards

SAP Process group no.	Type of activity	Activity code (business process)	Brief description from activity dictionary	Proposed standard (if any)		Remarks
				For charging	For budgeting	
A 1.5.1? (TBD)	Country program management (Secondary activity)	"COPM?" (TBD)	General management of country programs and client relationship ¹ .	CDs are expected to charge the bulk of their time to this code. Charges to program codes would only occur on an exceptional basis. Resident Representatives etc. (or other CMU senior staff) should charge the actual time spent on this activity	100% of the cost of each CD. To simplify budgeting, allocations may be based on a standard salary band for all Directors.	The budget for COPM will come out of the distributed country budget. A CMU should provide for more than 100% of the costs of one CD in units where there are others who also carry out program management tasks (e.g Res.Reps. under a CD who devote all or part of their time to country program management). For example, a unit with one CD and 2 Res.Reps, each of whom spends a quarter of his/her time on this activity could have a budget of 150% of the cost of one CD. To keep budgeting as simple as possible, there would be no separate sustaining cost <i>budget</i> for CDs but they would in practice charge some time to other (sustaining) activities.

¹ Includes time spent by CDs and other managers in CMUs on unit work program planning & monitoring, work assignments to and supervision of CMU staff, approvals of CMU transactions including procurement, consultants, equipment purchases, overtime, travel, fixed asset management. etc., & program-related reviews and clearances. This code is intended for CMU use only.

SAP Process group no.	Type of activity	Activity code (business process)	Brief description from activity dictionary	Proposed standard (if any)		Remarks
				For charging	For budgeting	
13	Sustaining activity: Management	CMAA	General management of teams and units ² .	SDs and OMs are expected to charge the bulk of their time to CMAA (with the rest going to other sustaining activities like CMAS, CCRM—for time spent on administration and budget-- and COCB for Sector Board Support). Charges to program codes would only occur on an exceptional basis. SMs / SLs are expected to charge the amount of time actually spent on this activity (normally not less than 25% of their time). VPs and VP Front office staff in Levels HH and above³ are expected to charge the bulk of their time to CMAA (with the rest going to other sustaining activities like HCS, CMAS, CCRM, and to Sector Board Support). Charges to program codes would only occur on an exceptional basis.	At least 80% of the cost of each SD who is on a Sector Board (for whom 20% is budgeted under Sector Board Support); 100% of the cost of each SD who is not on a Council / Sector Board. 100% of the cost of all staff in Levels HH and above in the VP front office². SMs/ SLs /OMs—no budgeting standard To simplify budgeting, allocations may be based on a standard salary band for all Directors/ Office Managers instead of the actual salary of the individual Director/ senior staff member/ Office Manager.	The budget for a SMU should provide for more than 100% of the costs of one SD in units where there are others who also carry out management tasks --e.g. SMs /SLs under a SD. Current practice shows that SMs spend not less than 25% of their time on management. For example, a unit with one SD and 2 SMs, each of whom spends a quarter of his/her time on CMAA could have a budget of 150% of the cost of one SD. To keep budgeting as simple as possible, sustaining cost budgets for managers are lumped into CMAA, but managers would in practice also charge some time to other sustaining activities.

² Excludes time spent by CMU staff --see under country program management. Includes time spent by SDs / SMs on unit work program planning & monitoring, work assignment to staff, supervision of staff, approvals of transactions including procurement, consultants, equipment purchases, overtime, travel etc., OPE and staffing issues, program-related approvals and clearances.

³ Excepting the Chief Economist, Regional Procurement Adviser, Regional Financial Management Adviser, Chief Administrative Officer

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SAP Process group no.	Type of activity	Activity code (business process)	Brief description from activity dictionary	Proposed standard (if any)		Remarks
				For charging	For budgeting	
60	Sustaining activity - human resources outside HRS	HCS	For use by staff other than CDs, SDs and SMs ⁴ {and managers} ⁵ Bank-wide for all human resource related and people management work within other units. Includes time spent on OPEs, staffing & skills planning, recruitment, performance management and other staffing issues other than mentoring	Full time HR staff are expected to charge all their time (except training etc. and any specially assigned non-HR work) to HCS. For non-HR staff, no standard will apply.	No standard	Units are free to set sustaining cost budgets in the manner they deem most appropriate. Differences between the amount budgeted and projected actuals will create incentives to increase/ reduce the level of costs.
13	Sustaining activity: Administrative Support	CMAS	Scheduling, filing, typing, procurement, telephone, faxes and other administrative tasks primarily performed by ACS staff as well as time spent by other staff on administrative tasks such as reading/responding to EMs, unit meetings, staff parties.	No standard will apply for time spent on CMAS by non-ACS staff. ACS staff attached to managers are expected to charge all their time (except training, etc.) to CMAS. Other ACS staff are expected to charge the bulk of their time (other than training etc.) either: --to CMAS if they are	No standard ⁶ .	Units are free to set sustaining cost budgets in the manner they deem most appropriate. Differences between the amount budgeted and projected actuals will create incentives to increase/ reduce the level of costs. Budgets <i>should</i> however take account of the charging standard and not be set at unrealistic levels. CAOs should ensure that appropriate funding is provided for HUB staff working across countries.

⁴ To be added to Activity Dictionary definition

⁵ To be deleted from Activity Dictionary definition

⁶ However the level of CMAS, CMPS, CCRM and INU costs assumed for the purpose of the one-time extraction of NVP sustaining cost budgets from RVP budgets will need to be discussed with CAOs as these costs will be extracted from RVP budgets.

SAP Process group no.	Type of activity	Activity code (business process)	Brief description from activity dictionary	Proposed standard (if any)		Remarks
				For charging	For budgeting	
13?	Sustaining activity: Client Program Support	"CMPS" (TBD)	Support to products and programs provided by ACS staff	engaged in administrative tasks or --to CMPS if they are engaged in providing client program support (e.g. working on specific products or doing research for a task team).		Units may decide whether to distinguish between CMAS and CMPS in allocating budgets:- Option 1: Pre-set the ratio between CMAS and CMPS for each unit; either by a flat percentage or by identifying individual staff within each unit and tagging them to a category. Units then have to manage actuals within each category. Option 2: Do not distinguish between the two categories; units will have to keep the <i>aggregate</i> actuals for the 2 categories within the budget envelope provided. Option 2 is recommended on grounds of simplicity and ease of administration; it is also likely to provide a more accurate <i>ex post</i> picture of the mix of ACS work between 'A' support and 'C' support.
45	Sustaining activity: IT support in Units	INU	Information technology support performed within units to support own office technology	IT staff (including those working on IRIS) are expected to charge all their time (except training and any specially assigned non-IT work) to INU.	No standard ⁷	Units are free to set internal sustaining cost budgets in the manner they deem most appropriate. Differences between the amount budgeted and projected actuals will create incentives to increase/ reduce the level of costs.

⁷ However the level of CMAS, CMAP, CCRM and INU costs assumed for the purpose of the one-time extraction of NVP sustaining cost budgets from RVP budgets will need to be discussed with CAOs as these costs will be extracted from RVP budgets.

SAP Process group no.	Type of activity	Activity code (business process)	Brief description from activity dictionary	Proposed standard (if any)		Remarks
				For charging	For budgeting	
13	Sustaining activity: Conduct Corporate Resource Management	CCRM	Corporate strategy, budgeting, business planning, financial policies, resource management, risk management, benchmarking activities in all Bank units (excluding SRM)	RM staff are expected to charge all their time (except training etc. and any specially assigned non-RM work) to CCRM.	No standard ⁸	Units are free to set internal sustaining cost budgets in the manner they deem most appropriate. Differences between the amount budgeted and projected actuals will create incentives to increase/ reduce the level of costs.
13	Perform and support Council & Sector Board Business	COCB	Council/ Sector Board work such as periodic meetings & business of council and sector board; and support, including: ad hoc briefs; response to letters; network team meetings.	No standard—members are expected to charge the actual time spent.	20% of the cost of each Council / Sector Board member. To simplify budgeting, allocations may be based on a standard salary band for all Directors instead of the actual salary of the individual staff member.	Council / Sector Board members may or may not be managers.

Note: CD = Country Director, SD = Sector Director, SM = Sector Manager, SL = Sector Leader, ACS = Administrative & Client Support

⁸ Ibid.

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Annex 1: Funding for Safeguard and Fiduciary Policies

The over-riding principle is that each Region is responsible to ensure full compliance with all safeguard and fiduciary policies and to make sure that adequate funding is provided for this purpose.

The FY01 budgets and the indicative deliverables associated with the budgets explicitly take account of the fact that

- these costs have not always been adequately funded in the past, especially given changes in scope of some policies in recent years
- some activities need to be funded outside task budgets on grounds of conflict of interest, economies of scale and quality.

In recognition of these costs, CRM has adjusted upward the lending and supervision coefficients used in translating budgets into indicative numbers of deliverables. In other words, the indicative deliverables (incorporated into the Strategic Directions Paper) recognized that fuller funding of safeguard and fiduciary policies within a constrained aggregate budget required a reduction in output numbers. The funding made available by adjusting outputs downward might flow partly into "off-the-top" funding and partly into country budgets. It also needs to be noted that these increases in CRM's planning coefficient do not necessarily mean an increase in the coefficients used by country and sector units for WPA planning, since the amount of resources needed will differ substantially from project to project.

The Working Group on OP/BP Compliance has formulated guidance on the approach to be followed by Regions in providing off-the-top funding (appended below). Each region needs to assess the amounts actually needed to be held off-the-top in accordance with these principles, and to inform CRM of the amounts provided (as part of the Business Plan submission for FY01).

Recommendations of the Working Group on OP/BP Compliance on safeguard and fiduciary funding

The guiding principle: Provide off-the-top funding for monitoring of all compliance policies and assured enhanced funding for those tasks where risks are high, where performance is weak or if there is a back-log of un-met obligations; and ensure that the resources allocated do indeed flow to the tasks- at -risk.

Five specific steps are foreseen:

a. Regions will establish goals for compliance performance following guidelines established by Sector Boards. The Regional Units in charge of compliance policies will also develop a program for incentives for client institutions to play an increasing active role in enhancing performance on compliance goals.

b. Regions would provide off-the-top funding for assessing compliance risks and for monitoring compliance efforts by the Units designated in each Region for fiduciary/ safeguard functions.

c. Regions will create two separate regional WPAs (for fiduciary and for safeguard functions, respectively). These WPAs to be executed by the Units designated for fiduciary/ safeguards functions, will include resources:

(i) for project review at mandated stages of project development, with increased emphasis on pre-PCD project discussions. Funding requirements will be determined on the basis of operations in the pipeline, likely scale of compliance issues, and review norms, based on guidelines from the relevant Sector Boards.

(ii) for quality enhancement/ risk management for highly complex and/or controversial projects, above standard costs of project preparation. These resources will be determined on the basis of assessments of compliance risk and anticipated number of complex or controversial projects. Funds will support staff working on compliance, be allocated at PCD (or PAD) stage, to provide free-of-charge assistance to task teams working on high risk operations. The concerned Sector Boards will provide guidelines for these costs.

(iii) to be used to clear back-log of safeguard and fiduciary supervision, ex-post audits of procurement in key countries: (large borrowers, countries with weak governance based on CPIAs, and HIPC countries). These resources would be used for thematic supervision and/or be transferred to task teams as matching contributions to normal supervision activity;

(iv) for agreed country level or regional ESW tasks to be undertaken for needed due diligence compliance work: CFAAs, CPARs, Country and Sectoral Environmental and Social Assessments.

d. The Regional Units designated for compliance functions would be responsible for monitoring the use of compliance resources and for working with Sector Boards and WBI to strengthen client capacity building.

e. Sector Boards would periodically monitor the use of resources, establish performance expectations, promote efficiency enhancement good practices and develop/ provide appropriate norms for compliance work.

Guidance for Other "Off-the-top" Allocations

1. **Location and level of learning/training funds:**
 - Allocate up front to all departments at a standard "floor" level of **two staff weeks (full cost)**, along with appropriate funding for **travel and course fees**. Units may spend more, can supplement these funds with others of their own.
2. **Location and coverage of KM funds:**
 - Allocate **one staff week (full cost)** and keep KM separate in regional KM node, at least in the "original" budget; include cost of KM.
3. **Location of Regional Studies:**
 - In regional studies node, at least in the "original" budget; amounts to be determined by region.
4. **Size and location of holdbacks or contingencies:**
 - Regional holdbacks or contingency to be determined by region.
5. **Size and location of safeguard and fiduciary compliance funding:**
 - See Annex 1 to WPA guidelines.

I. FY01 WPA Guidelines

*Alert units to instructions
that apply to our units as they deal w/ regions*

FY01 WPA Guidelines

I. Budget Allocation and Work Program Planning

Completion date

3/23

- ▶ **VPU budget envelopes provided by CRM (with rough indication of price factor)**

4/14

- ▶ **Setting Regional Work Program and Country Budgets**
 - RVP determines the Country Budgets and off-the-top allocations for safeguard (environment and resettlement clearance functions) and fiduciary policies⁽¹⁾ (procurement and FM clearance functions), KM, regional studies, staff training and RVP contingency.
 - CAOs may wish to take account of (i) possible variations in the price factor and (ii) any anticipated carry-over by changing the size of the RVP contingency, so that country budgets and WPAs do not need to be re-set after the end of the current fiscal year.
 - Regions should consider providing some untied funds directly to Sector units for sector development work.

⁽¹⁾ Guidance on funding for safeguard and fiduciary functions, is appended as a Word file in Annex 1.

FY01 WPA Guidelines

I. Budget Allocation and Work Program Planning

Completion date

Present to
4/25

► Discussing Country Priorities (may precede any earlier step):

- Extended country team will meet to discuss work priorities for forthcoming FY, keeping in view the CAS and an approximate estimate of the budget for the forthcoming year. This will be a discussion forum, not a decision-making one. Members of the country management team / core country team⁽¹⁾ (CMT) will act as representatives for the sectoral viewpoints expressed in this meeting in subsequent stages of the work programming and budgeting process.

► Providing tentative envelopes

- CDs provide tentative figures for the count of deliverables and budget envelopes by sector, business process⁽²⁾ and country to SDs and VP/CAO's office as a starting point for discussion (see Program and Budget Summary format in Annex 2).
- Regions submit Business Plan and Regional data in Annex 2 to CRM.

4/25

4/28

⁽¹⁾ In some regions, it is the CD with SDs/SMs and in others, the CD with Team Leaders or Sector Co-ordinators.

⁽²⁾ "Business processes" include lending, supervision, AAA, aid coordination etc.

FY01 WPA Guidelines

I. Budget Allocation and Work Program Planning

Completion date

5/8

▶ Setting sector allocations

The CD, working with the Country Management Team / Core Country Team (“CMT”), will decide:

➤ Priorities for the FY:

- ⊕ between CMU-managed work, CMU sustaining costs (including CMT time) and SMU-managed work;
- ⊕ distribution among sectors.
- split between lending, supervision, AAA, aid coordination etc. and sources of funds;
- cost effective arrangements for ensuring quality of safeguard (Environment, Resettlement, Indigenous Peoples) and fiduciary (Procurement, Financial Management) work which forms part of preparation and supervision;
- Contingency funding (it is strongly recommended that contingencies for most CMUs be less than 5% of the country budget, and less than 10% for small CMUs with highly volatile programs. This should be distributed by mid year).

The CD will update the Program & Budget Summary in Annex 2 and submit to RVP/CAO's Office and SD/SMs.

5/10

- ### ▶ Setting RVP Contracts: RVP reviews and vets submissions from CDs. Revised Regional Program and Budget Summary submitted to CRM after RVP sign-off, and forms the basis for RVP Contract.

FY01 WPA Guidelines

I. Budget Allocation and Work Program Planning

Completion date

5/22

► Preparing Annual Work Plan and Budgets

Country Director and Sector Director/Manager will reach agreement on the following:

- Total WPA budget for the SMU⁽¹⁾, by source of funds (Trust Funds may be aggregated), business process, sector and country. (Business process, sector and country information is indicative).
- Deliverables, distinguishing between lending and AAA outputs that are firm (with or without expected delivery dates for key steps), and those that are tentative on which sector units should hold back from working on until CMU confirmation is received. Units are encouraged to incorporate outcome/results based indicators wherever feasible.

SMU budget staff will enter this information into SAP. Deliverables information will be entered in a text box called “Annual Program” (to be added as a new section of the WPA format). Example of the text box is attached as Annex 3. The detailed ‘Deliverables’ section (with individual task codes) should not be completed at this stage.

To reduce transactions and improve flexibility, it is strongly recommended that there be only one WPA between a CMU and a given sector unit (rather than one per country).

⁽¹⁾ Although Regions have the option to continue the practice of differential pricing of each task in arriving at the WPA budget, it is recommended that the WPA budget be derived using an Excel-based WPA pricing tool and country-level cost coefficients (to be provided by the CAO’s office).

FY01 WPA Guidelines

I. Budget Allocation and Work Program Planning

Completion date

5/26

▶ Submitting the draft WPAs to the RVP.

Sector units submit draft WPAs (as agreed with CMUs), and CDs submit updated Program & Budget Summary in Annex 2, to RVP.

6/2

▶ RVP review of draft WPAs

The RVP office will (to the extent feasible with the available data) review draft WPAs for potential under-funding, over-programming, excessive CMU-managed work and for adherence to regional / corporate priorities. RVP/CAO communicates any significant changes in Regional Program & Budget Summary to CRM.

6/9

▶ Finalizing WPA

WPAs will be signed, after any modifications required by RVP.

6/30

▶ Sector unit planning

After submission of draft WPAs to the RVP, Sector Director/Manager/Leader/Team Leaders and unit staff, will begin preparing indicative task budgets and finalizing composition of task teams. Sector Directors/Managers have full authority and responsibility for ensuring proper staff assignments, funding of tasks (taking into account TF budgets) and in the use of task budgets. SD/SMs may delegate authority to others, while retaining overall responsibility.

FY01 WPA Guidelines

I. Budget Allocation and Work Program Planning

Completion date

7/7

▶ **Entry of Deliverables Data into SAP:**

Sector units must enter data into the “Deliverables” WPA screen in SAP to enable work program reporting. Sector Directors/Managers may choose, in SAP, to establish indicative task budgets and identify team/task leaders.

7/7

▶ **Budget distribution to VPUs by CRM**

7/14

▶ **Cross support planning**

Each SMU will provide the CAO's office with an estimate of the amount of cross support it expects to use by non-Regional VPU (and if so desired for internal purposes, by unit within the VPU).

FY01 WPA Guidelines

I. Budget Allocation and Work Program Planning

Completion date

7/21

► Budget Transfer

RVP's office will transfer directly or through regional nodes:

- budgets for country-managed work and CMU sustaining costs to the CMUs;
- safeguards, fiduciary work and KM budgets to the concerned sector units;
- training budgets to all units;
- sustaining cost budgets and 100% of the each Sector Unit's WPA budget (i.e. no tranching) to Sector units; and
- Regional studies budget to the appropriate coordinating units.

► Communication of cross support plans

CAOs will inform each NVP (and other CAOs if significant amounts are involved) of their planned levels of cross support use for the fiscal year. Sector units will also inform Sector Boards of any emerging imbalances in staffing. Sector Boards and NVPs will then use this information to begin considering staff rotations.

7/21

FY01 WPA Guidelines

II. Budget Execution and Monitoring Process

Sector Program and Budget Management

- ▶ Once the WPA has been signed, the total allocation by all CMUs to a sector unit will be treated as a single “Sector Budget” for the Fiscal Year.
- ▶ Sector Directors/ Managers will be responsible to the CDs and the RVP for the agreed deliverables, results and quality, and these should form part of their accountabilities under the performance measurement system of the Region and the OPE process. Sector units will be required to absorb, within reason, unanticipated increases in the cost of the agreed program in any given country.
- ▶ CD approval will continue to be required for all new activities in a country whether or not new funding is provided.
- ▶ Sector Directors/ Managers may move funds between tasks, business processes or, within limits, countries. Significant redeployment from a CMU should however only be made with the concurrence of the CD⁽¹⁾. SD/SM may not reallocate between sources of funds—e.g BB, GEF etc.-- and will be responsible for complying with the conditions attached to each source of funds.

⁽¹⁾ The term significant amount of resources means a projected shift over the FY of 15% of the allocation by the CMU to the sector unit in question or \$50,000, whichever is greater.

FY01 WPA Guidelines

II. Budget Execution and Monitoring Process

Review of the Sector Program by CD/CMT

- ▶ At mid-year and third quarter, the CD, working with the CMT, will review the Sector unit's performance in achieving the agreed program (i.e quantity, quality and timeliness) and will also assess whether, taking the outputs as a whole, progress is broadly commensurate with the aggregate level of funding agreed.
- ▶ The CD may request reasonable changes in the composition/ timing of the outputs identified as 'tentative' or 'not firm' and the Sector unit will be expected to accommodate these changes and associated changes in costs.
- ▶ CDs may also propose, for the Sector Units' agreement, reasonable changes to the 'firm' outputs in the original WPA, provided they are within the aggregate level of contracted outputs in the original WPA, and the Sector unit is able to accommodate these changes within its budget (considering that part of the original budget may have been used for tasks which are being replaced by the CD).
- ▶ While the mid-year or third quarter reviews will normally be the occasion for requesting changes in outputs, the CD, working with the CMT, may also do so at other times if country circumstances so warrant.

FY01 WPA Guidelines

II. Budget Execution and Monitoring Process

Revisions to Sector Budgets and WPAs

Following the WPA allocation, a sector unit's total budget will normally remain stable during a FY, with the following exceptions:

- ▶ Funds can be returned to the CMU, if both contracting parties agree.
- ▶ However, if a Country Director feels (on the basis of the mid-year or third quarter review) that an SMU:
 - (i) is likely to have a significant slippage in achievement of agreed deliverables;
 - AND
 - (ii) is diverting a significant amount of resources away from his/her CMU's program⁽¹⁾, then s/he, in consultation with the CMT, may request the RVP to reduce the WPA envelope of the Sector unit in question. The RVP will consider the request in consultation with the Sector Director/Manager and decide.
- ▶ Sector budgets may also be changed by the RVP (at the request of a Country Director or otherwise) when there has been a major change in country or regional circumstances necessitating a shift in resources from one country or sector to another.
- ▶ CDs may use their contingency to increase their allocation to a sector during the year.

⁽¹⁾ The term significant amount of resources means a projected shift over the FY of 15% of the allocation by the CMU to the sector unit in question or \$50,000, whichever is greater.

Annex 1

Off-the-top Funding for Safeguards and Fiduciary Activities

See Word file : Annex1.doc

Annex 2

Program and Budget Summary

See Excel file : Annex2.xls

Annex 3

Revised WPA

SAP Screen

Changes

Screen 1: Header	no changes proposed
Screen 2: Business Process Plan	required
Screen 3: Annual Program	required "Text box" - example below - for SMUs to enter the outputs information

Annex 3

Annual Program Sample for WPA between a CMU (Benin, Niger and Togo) and a SU

Summary of outputs:	Count of outputs:
# of Projects to Board in FY	
# of Projects to be worked on for outer Fys	
# of ESW/TA completed in FY	
# of ESW/TA to be worked on for outer FYs	
# of Projects to be supervised	
# of PSRS	
Other (e.g. Aid Coordination Mtgs, CASs)	

Annex 3

Annual Program: Sample for WPA between a CMU (Benin, Niger and Togo) and a SU

Business Process/Indicative Deliverables

Key Steps in FY00/Due Date

ESW & TA:		
BJ - RPTES (FY00)	Delivery to Client	Jun-00
	ACS	Jun-00
NE - RPTES (FY00)	Delivery to Client	Apr-00
	ACS	Apr-00
Prepare Loans/Grants:		
BJ - Rural Energy (FY03)	Start Preparation of Concept	By Jun-00
	(Tentative - confirmation at mid-year) *	
BJ - Rural Energy (FY01) - GEF	Start Preparation of Concept	By Jun-00
	(Tentative - awaiting GEF eligibility confirmation) *	
BJ - SEME Oil Field Clos.(FY00)	Board	Jan-00
	(Tentative - awaiting Govt. decision) *	

Annex 3

Annual Program: Sample for WPA between a CMU (Benin, Niger and Togo) and a SU

BJ - Power VII (FY02)	Update PID	Dec-99
TG - Power V (FY01)	Update PID	Nov-99
	Appraisal	May-00
	Negotiations	May-00
TG - Rural Energy (FY03)	Start Preparation of Concept	By Jun-00
	(Tentative - awaiting Govt. decision) *	
Supervision/Other:		
Supervise ongoing Benin and Togo portfolios:		
Achieve proactivity index of 100%		
Reduce no. of problem projects from 2 to 1		
Outcomes:		

* Examples for illustrative purposes only

II. FY01 WPA Process – Changes in Roles

FY01 WPA – Changes in Roles

RVP's Office - CAO

Broad Changes: Increased involvement in the WPA planning (especially budgeting), as well as in facilitating country/sector budget shifts during the year.

Specific Changes:

- Provide coefficients for the WPA “pricing tool”⁽¹⁾.
- Review draft WPAs for adequacy/appropriateness of: WPA budgets, mix between CMU-managed and sector-managed work, over-programming of tasks, holdbacks by CMU and adherence to regional and corporate agenda priorities.
- Transfer 100% of WPA budgets to sector units at the beginning of the year.
- Facilitate budget adjustments at midyear and third quarter between countries and sectors in response to changing country conditions and/or SMU ability to deliver on its contract.

(1) if applicable

FY01 WPA – Changes in Roles

Country Directors:

CDs are accountable for the overall country program. CDs, working with the CMT, will determine the content of the country program, its sectoral composition and resource allocation.

Broad Changes: WPA agreements with SD/SM at a more aggregate level. Movements of WPA budgets during the year can only be done after clearance with SD/SM and/or RVP.

Specific Changes:

- Together with country team, set strategy and work priorities for forthcoming FY.
- Consult regularly with the CMT on all aspects of the work program and budget.
- Provide tentative sector unit envelopes to SMU by end of April.
- Agree on total WPA budget (instead of detailed task budgets) and aggregate level of outputs (with details on firm outputs).
- Discuss work program, budget allocation and contract with SD/SM.
- Once the WPA has been agreed and associated budget transferred to the SD/SM, the CD does not set or administer task budgets – SD/SM are accountable to deliver the contracted outputs within the aggregate WPA.
- Work program can be changed during the year as provided in the FY01 WPA Guidelines.
- CD's request for changes to the WPA budget may only occur in accordance with the Guidelines.

FY01 WPA – Changes in Roles

Sector Directors/Sector Managers:

Broad Changes: SD/SM negotiates WPA agreements and has increased authority and responsibility for work program delivery and budget administration.

Specific Changes:

- SD/SM negotiates with the CD the aggregate WPA budget for his/her sector and is accountable for delivering the outputs specified in the WPA.
- Will establish indicative task budgets, identify team/task leaders and will manage staff assignment.
- SD/SM, has final responsibility for administering task budgets, and may (within certain limits) move funds between tasks, business process or countries without jeopardizing quality and/or contracted outputs.
- SD/SM will be responsible for managing staffing/budgets within the headroom ratio agreed with the RVP at the start of the year.
- SD/SM to provide up-front cross-support planning data.
- SD/SM may delegate authority to others while retaining overall responsibility.

FY01 WPA – Changes in Roles

Program Team Leader:

Broad Changes:

- PTL/TTL will no longer contract directly with CD/CMU. Task/staff assignments and related budgets will be provided by SD/SM.

- PTL/TTL will continue to be responsible for the delivery of outputs, while his/her burden for budget administration will be reduced.

FY01 WPA – Changes in Roles

Staff:

Broad Changes: SD/SM will be responsible for assigning appropriate work to staff. Staff will no longer need to seek work from several PTL/TTL.

Sector Boards:

Broad Changes: Should play a more active role in the management of sector staff across the Bank (staff hiring, releasing and rotation).

FY01 WPA – Changes in Roles

Resource Management Staff:

Broad Changes: CMU RM staff not involved in detailed task budgeting and administration.

- CMU RM staff will not be involved in detailed task budgeting, monitoring or administration during the year – this will be the role of SMU RM staff as requested by the SD/SM. CMU RM staff will regularly monitor delivery of contracted outputs and the overall level of spending against the WPA budget.
- SMU RM staff will perform fewer changes to WPA during the FY since CD will not make budget changes at task level and changes at aggregate level have to be approved by the RVP office or agreed with SD/SMs.
- SMU RM staff continue to enter WPAs data into SAP, with some modifications in FY01 cycle (e.g. addition of a text box for deliverables included in the WPA contract; detailed task information - i.e. task ids, task budgets, etc., not be part of the WPA - to be entered into the system only after the WPAs are signed).

FY01 Business Plan - Unit Guidelines and Template

FY01 Capital Budget Proposals

- Units were asked to submit indicative capital spending plans for FY01-FY03 to CRM in February 2000.
 - These have been used as the basis for determining the FY01 Capital spending Plan set out in the FY01-FY03 Strategic Directions Paper.
 - Units are not required to submit a capital budget spending plan for FY01 as part of their business plan **unless** :
 1. There has been a change in the plan submitted in February **or**
 2. The Unit did not submit a capital spending plan to CRM in February.
 - Unit submissions (if any) should follow the format set out below and should be submitted through the Notes database.
- | | | | | FY01 |
|--|--|--|--|------|
| | | | | |

[illegible]

- CRM are not requesting an in-depth justification for project proposals at this stage. However, if a project is included in the planned capital expenditure program for FY01, Units will be expected to submit a project proposal with an in-depth justification for undertaking the project before any capital funds are released for that project.
- Questions may be directed to Mr. FitzGerald (Ext. 84676)

Please refer to the detailed guidelines posted in the Capital Budget section of the database for further guidance.

FY01 Business Planning

Capital Budget Guidelines

Background

1. These guidelines are provided to assist Units in the preparation of their FY01 capital budget requests in conjunction with the FY01 Business Planning process. Units are requested to prepare and forward final FY01 capital investment proposals to the Corporate Resource Management Department (CRM) along with their administrative budget submission which is due to be submitted to CRM by April 28, 2000.

Process Summary and Submission Requirements

2. The capital budget is formulated on the basis of a review of individual project proposal documents and information obtained from Bank business planning documents. The aggregate capital budget amount proposed in the Bank's Business Planning exercise, to be affirmed by the Board, is based on preliminary estimates of requirements by managing units, and consultations with senior management. Preliminary data on capital budget requirements for FY01 has been provided for the Strategic Directions Paper. Information provided for the Business Planning exercise should take these estimates into account. Unit proposals should reflect their work program and their ability to fund the associated depreciation and administrative costs of projects.

3. Based on the information received from requesting Units, CRM recommends a consolidated capital budget to the Board that is expected to be consistent with the Bank's Planning Directions assumptions for capital investment in the medium term. This capital expenditure plan is updated annually, and is set on the basis of expected aggregate institutional requirements, technology developments, cost-benefit expectations, external price trends, the status of existing institutional contingencies and the general budget environment.

4. The Capital Budget is released on a project by project basis by CRM once the Unit has provided a business justification for that expenditure. Units should not enter in to any commitments with outside parties until CRM approval has been given for the release of that budget.

Please contact Mr. Desmond FitzGerald (Ext. 84676) in CRM for further information, assistance and consultation in preparing your FY01 plan.

Appendix

Capitalization Policy

The Bank's capitalization policy is elaborated in the Budget Management Manual which can be accessed through the Bank's internal network on the CRM website (Chapter 13, and Attachment IV), a summary of which is outlined below.

Capital Project Classification and Administrative Responsibility

4. Capital projects are classified into three main categories: (1) **automation** - computing, information technology including software and systems development, and communications; (2) **headquarters facilities** - facilities upgrade and renovation, and furniture and furnishings; and, (3) **field office facilities** - field office buildings and residences, and equipment, furniture and furnishings for office building projects.

5. *Automation Projects.* The office on the Chief Information Officer of the Information Solutions Group (ISG) is responsible for the investment programs related to office technology and projects to integrate and renew the Bank's information systems and data architecture. In addition, ISG will be continuing the extension of the Bank's global communications network to enable the globalization of Bank activities. **With the exception of certain specialized financial management information systems in TRE and DEC, capital funding for office technology and information system acquisition will be budgeted through ISG. It is the responsibility of Units to communicate their technology requirements to ISG in sufficient time for ISG to develop a plan to cater for the needs of the Institution.** Inquiries related to information systems and technology proposals should be directed to Mr. Dee Buck, ISG.

6. *Headquarters Facilities Projects.* Headquarters facilities project proposals, prepared by GSD only, should be provided to CRM. Capital investment for urgent life safety and security requirements for Headquarters and field offices is accorded highest priority. High priority will also be given for capital budget for urgent building repair and upgrade, and other specifically identified building upgrades or repairs. For questions and inquiries related to the Headquarters Space Efficiency Project, contact Mr. Carl Wessmann, GSD

7. *Field Facilities Project Requirements.* Region's should submit preliminary plans for field office expansion/relocation projects, and new field office establishment projects in the context of the Business Planning process. Final field office capital project proposals are the responsibility of the requesting Region, and should be prepared, in consultation with CRM, with the technical advice and clearance of: GSD with respect to the physical facilities and furnishings; and, ISG with respect to information technology, systems and communications requirements.

Table 1 FY01 Business Plan Private Sector Development & Infrastructure Network -- Total Unit Resource Summary (\$ million)				
	(FY99 \$m)		(FY00 \$ million)	
	FY99 Actual	Distribute d Budget	FY00	
			End Year Estimate	FY01 Plan
A. Regular Budget	28.460	22.926		22.313
B. Reimbursable Budget:	2.977	1.874		1.874
of which:				
Fee Income	1.884	1.394		
IDB	0.033	0.200		
IFAD	0.000	0.000		
RTA	0.000	0.000		
GEF ^{a/}	0.000	0.000		
MP	0.000	0.000		
Publications Revenue	0.161	0.000		
Other/Miscellaneous ^{b/}	0.899	0.280		
C. FAO	0.000	0.000		
D. Consultant Trust Funds	7.100	7.500 *		
E. Subtotal -- Administrative Budget for Own-Managed Work	38.537	32.300	0.000	24.187
Less:				
F. Cross Support Purchases from Other Units c/	(2.595)	N/A		
Plus:				
G. Cross Support Provided to Other Units c/	30.657	N/A		
H. Subtotal -- Administrative Resources Managed by Unit	66.599	32.300	0.000	24.187
I. Trust Fund Resources (Bank-Managed): d/				
J. Supporting Bank Operational Activities	2.175	0.600		
K. Supporting Partnership Activities	26.832	31.000		
L. Supporting Recipient Activities	9.928	5.500		
M. Unit Managed Overhead	0.000	0.000	0.000	0.000
N. Total Unit Managed Resources	105.534	69.400	0.000	24.187

a/ FY00 original distributed budget. Mid Year adjustments based on WPAs between the RVPs and ESDVP not yet finalized.

b/ Includes cost sharing arrangements with IFC.

c/ Full cost (including uniform costing mark-up) for FY99; direct + indirect + VP sustaining cost for FY00; direct + indirect only for FY01. *

d/ Does not include Consultant Trust Funds.

Capital Budget Current Resources and Projected Depreciation (\$ million)				
Allocated Capital Budget by FY	Depreciation			
	FY99	FY00	FY01	FY02
Projected Depreciation for Currently Approved Projects/Captured Savings	0.002	0.002	0.000	0.000
Description of benefits accruing/to be accrued:				
How savings will be captured:				

Table 1

add
DGF

*Add CTF
To total

Note:
will add Line
for P+T

VP Sust. (\$1300
for FY01

will look at FY00
CS delivery
to give us up
from alloc. fr.
Regional budget
For Business
Plan FY01 use
actual of FY00
CS in SWS
for full year

~~Table 2~~
Del.

Table 3				
FY01 Business Plan				
Private Sector Development and Infrastructure -- Trust Fund Disbursements by Category				
(\$ million)				
	FY99	FY00		FY01
	Actual	YTD a/	Plan	Estimate
				Plan
Complementary and Other Financing	4.5	2.0	1.9	
Cofinancing	4.5	2.0	1.9	
Debt Service	0.0	0.0	0.0	
Special Bank Assistantance b/	0.0	0.0	0.0	
Technical Assistance and Advisory Services	50.6	35.9	47.6	
Supporting Bank Operational Activities				
Consultant Trust Funds	7.1	4.2	7.5	
Other c/	2.2	2.1	0.6	
Supporting Partnership Activities	26.8	23.1	31.0	
Supporting Recipient Activities				
Consultant Trust Funds	0.0	0.0	0.0	
Project Preparation	1.4	1.6	1.5	
Other	13.1	4.9	7.0	
Fiscal Agency d/	0.9	0.0	0.0	
Grand Total	56.0	37.9	49.5	
Memo Item:				
Breakdown of Technical Assistance and Advisory Services by execution responsibility:				
Total Bank-Executed	46.0	34.0	44.6	
Total Recipient-Executed	4.6	1.9	3.0	

a/ FY00 YTD data as at 29 February 2000.

b/ Includes Bank funding on grant or IDA-like terms for West Bank/Gaza.

c/ Includes funding for WBI and some research activities in DEC.

d/ Includes funds channeled through the Bank in its capacity as fiscal agent to other multilateral agencies or institutions to facilitate disbursements (e.g., GEF payments to other agencies and CGIAR funds for the research centres).

Table 2 is old Compact

Table 5

Instructions

¹ Units are requested to estimate FY00 and FY01 resource use by service category in the attached table. The table represents a *proposed* revision to the service categories used in previous business planning cycles and budget documents. The proposed format aggregates and summarizes SAP business process codes to provide a summary of resource use. The data are used in the Budget Document, Progress Reports and quarterly business review meetings.

² Please provide line item estimates only for client services, and aggregate estimates for VP Sustaining, Training Received, and for Finance, Administrative and Corporate services, if any. Data for FY00 (Direct plus indirect costs, to end-Feb) are included. For information, actual data for FY99 is also included in a direct cost, pre-SAP format.

³

A listing of the service categories and associated business processes is included in the tab named "All Codes" included in this file. Several changes to the current SAP business processes are also included, reflecting, inter alia, proposals of the Budget Reform Group. Comments on the proposed structure are welcome.

Table 6 (mg PSO)

*Fund Ctr UP (8/10)
B from CI*

Table 5
Resource Use By Service Category
PSI

Ed. DGF

(FY00 \$m, direct + indirect)

Category	FY00 YTD	a/	FY00 Est.	FY01 Plan
CLIENT SERVICES	13.344		0.000	0.000
A. Country Services	3.073		0.000	0.000
Supervision	0.231			
Lending	0.153			
AAA (ESW & TA)	1.908			
Aid Coordination				
Country Program Support	0.781			
B. Sector and Global Services	9.501		0.000	0.000
Knowledge Management	5.444			
Provide Training	0.435			
Strategy Development				
Quality Assurance	0.267			
External Partnerships and Outreach	1.625			
Business Development	1.690			
Council & Sector Board Functions	0.001			
Research and Global Monitoring	0.038			
C. Country Support Services	0.071		0.000	0.000
Country Risk Assessment				
Anti-corruption				
Legal Services				
Other Operations Support	0.071			
D. Resource Mobilization and Management	0.699		0.000	0.000
Resource Mobilization and Trust Fund Management	0.699			
Treasury Functions				
SUPPORT SERVICES	8.576		0.000	0.000
E. Sustaining Costs	6.862			
VP-Specific Information Technology Support **	0.532			
VP-Specific Unit & Administrative Management **	5.445			
VP-Specific Human Resource Management **	0.032			
VP-Specific Resource Management, Strategy and Change **	0.853			
F. Receive Training	1.131			
G. Finance	0.150			
Financial Services	0.150			
Treasury Support Services				
Control Services				
H. Administrative	0.026			
Facilities Management				
Institutional Information Technology ##				
Institutional Human Resources Management ##	0.026			
I. Corporate Services	0.407			
Institutional Resource Mgt, Strategy and Change				
Corporate Legal Services				
Corporate Secretariat	0.184			
External Relations				
Internal Relations				
Internal Audit				
Operations Evaluation	0.000			
Other Corporate Services	0.222			
UNIDENTIFIED *	6.833			
Unidentified	6.833			
TOTAL	28.753		0.000	0.000

a/ As of End February.

** Comprise VP Sustaining Costs, i.e., costs within units. ISG, HRS, SRM institutional services would not be included

Institution-level services

** Check Unidentified in Reports*

Look at Fund Center Report

Report D-1.0
Private Sector Development and I
Direct Cost* (\$m)

	FY99
Total Cost (\$m) *	29.7
Country Programs	7.2
Lending	0.0
Project Supervision	0.0
Cntry Econ & Sect Wk	0.0
Country Program Supp	0.0
TA/Aid	7.1
Teach Economic Dev	0.0
Network and Other Ctry Supp.	13.8
Knowledge Mgmt	6.8
Trng-Provided Intern	0.6
Dev. Profess. Stndrd	0.0
Trng-Provided Extern	0.3
Sector Strategy	1.6
Quality Assurance	0.1
Ext. Partn. & Outrch	2.5
Business Development	1.8
Research	0.0
Other	0.0
Sectoral Library	-
Policy Papers/Review	0.1
Strategic Planning	-
Statistical Output	-
Institutional Serv	8.2
Professional Standrd	1.1
Human Resource Manag	-
Info Tech & Eng Serv	0.3
General Support Serv	0.0
Annual Meetings	0.0
Internal Management	0.5
Financial Services	-
Mgmt (Dc, Dir & Vp)	1.4
Non-Programmed Time	0.1
Overhead	4.7
Corporate Service	0.5
Corporate Budget	0.5
Corporate Management	0.0
Corporate Legal Serv	-
Operations Eval	0.0
Internal Audit	-

Report D-1.0
Private Sector Development and I
Direct Cost* (\$m)

	FY99
Pension Plan Adminis	-
Special Grants Prog	-
Corp Suppt To Stff	-
Icsid	-

* The definition for the direct cost has been changed to include all contractual services

* Excludes cross support.

Proposed Service Categories

Service Categories

CLIENT SERVICES

A. Country Services

Supervision

- LAC-WB -LACI
- LAS-WB -Loan Acctg Services
- LDS-WB -Loan Disb. (Upstream
- PORT-WB -Portfolio Management
- SPN-WB -Supervision

Lending

- LEN-WB -Prepare Loans/Grants
- LEND-1E - country specific
- LOSL-1E -LEG.OPRL- country specific
- LOSS-WB -Other Ops support

AAA (ESW & TA)

- AAAD-WB -AAA Development
- ESTA-WB -ESW & TA

Aid Coordination

- AID-WB -Aid Coordination

Country Program Support

- COBC-WB -Client Relations
- COMO-1E -CO- MON&OPS-country specific
- COP-WB -Country Operations S
- CPFP-WB -PFP Assistance
- CSS-WB -CAS/SSP form & monit
- CMPS-WB -ACS Support to Products and Programs*
- COPM-WB -General Country Program Mgt*
- CPRS-WB -PRSP*

Client Training

- TRAC-WB -Client Training*

B. Sector and Global Services

Knowledge Management

- COOD-WB -Maintain Databases
- KMSH-WB -Help Desks and Adv
- KMSS-WB -Know Man- Sys Dev.
- KNMS-WB -Knowledge Mgmt

Provide Training

- TRA-WB -Training Services

Strategy Development

- COSD-WB -Strategy development

Quality Assurance

- QAA-WB -Quality Assurance

External Partnerships and Outreach

- COEP-WB -Maint Ext Partnershi
- COR-WB -Outreach/Partnrshp A

Business Development

- COBA-WB -Prod Sp. Bus Dev
- COBG-WB -Gen Bus Dev
- COBT-WB -Maint.Int Business T

Council & Sector Board Functions

- COCB-WB -Support CSB
- COPS-WB -Dev Pro. Standards
- COSM-WB -Manage sectoral skill

Research and Global Monitoring
DDSE-WB -Dev. Data Services
GMSE-WB -Glbl Monitor Serv
RESE-WB -Research Services

C. Country Support Services

Country Risk Assessment
FCR-WB - Country Risk Asst
Anti-Corruption
CRR-WB -Anti-corruption
Legal Services
LIC-WB -ICSID
LOS-WB -Ops Work Leg Serv.
Other Operations Support
COII-WB -Institutional Initia
COPO-WB - Monitor Policies, E

D. Resource Mobilization and Management

Resource Mobilization and Trust Fund Management
RMC-WB -Co-Financing Tf Admn
RMP-WB -Proj Finance / Guara
RMS-WB -Mobliz. / Res. Mgmt
Treasury Functions
TFP-WB -Finl Prods / Service
TFU-WB -Funding Program
TIP-WB -Liquid Portfolio

SUPPORT SERVICES

E. Sustaining Costs

VP-Specific Information Technology Support **
INU-WB -Unified User Supp.
VP-Specific Unit & Administrative Management **
CMAA-WB -Management Support
CMAS-WB -Office Admin. Suppor
IDT-WB -Missing time
VP-Specific Human Resource Management **
HCS-WB -HR / VPU Support
VP-Specific Resource Management, Strategy and Change **
CCRM-WB -Corp Res Mgmt

F. Receive Training

CTR-WB -Receive Training

G. Finance

Financial Services
AAE-WB -Admin Exp Acctg
AFR-WB -Financial Reporting
APO-WB -Acctg. / Fin Policie
ATF-WB -Administer Trust Fun
FPO-WB -Fin Policy An. & prj
Treasury Support Services
TIS-WB -Inst Sup Serv
TTS-WB -Treasury Support Ser
Control Services
AIC-WB -Inst Control Service
COIC-WB -Monitor Internal Con

I. Administrative

Facilities Management

CCFA-WB -Manage Facilities
 GCS-WB -Contract out services
 GFM-WB -Facilities Mgmt
 GPG-WB -Other GSD Serv

Institutional Information Technology

COOH-WB -Operate help desks
 INC-WB -Global Connect
 INF-WB -Std. DT Services
 INK-WB -Info Know Sharing
 INS-WB -Integ Ent Sys

Institutional Human Resources Management

CCHR-WB -Manage H R
 CMBO-WB -Central Ben&OHD
 HCB-WB -HR - Comp & Benefits
 HLT-WB -Leadership Dev
 HSC-WB -HR Service / Benefit
 HSG-WB -Health Services
 HSR-WB -HR - Inst. Diversity

I. Corporate Services

Institutional Resource Mgt, Strategy and Change

SCM-WB -Change Management
 SCS-WB -Corp. Str./ Bud./Res

Corporate Legal Services

LCA-WB -Leg Ser. Corp/ Admn
 LFS-WB -Leg Serv- Finance

Corporate Secretariat

SBD-WB -Secrat - Board Ops
 SCO-WB -Sec- Conf. Office
 SPA-WB -Sec- Program & Admn
 SPS-WB -Sec- Policy & suppor
 SRM-WB -Sec- Records & Admn

External Relations

COIO-WB -Maintain Links with
 EPR-WB -Ext Affairs - PRA
 EPU-WB -Publication Activiti

Internal Relations

ECA-WB -Communication - Int

Internal Audit

IAS-WB -Audit Services
 SEL-WB -Self evaluation

Operations Evaluation

OED-WB -Operation ES
 OEDC-WB -Client surveys
 OEDE-WB -Evaluation work

Other Corporate Services

CAH-WB -Internal Ad-Hoc Stud
 CECS-WB -Bank Representation
 TFIA-WB -BPs of TFI

UNIDENTIFIED

Unidentified

TOTAL

** Comprise VP Sustaining Costs, (ISG, HRS, SRM would use these codes only for unit-level rather than institutional services)

Codes would be used only for institutional services

Codes in italic text are proposed to be created

Table 4
FY01 Business Plan
Staffing Summary
PSI

*HR will do it
 up with it
 for HR*

Todo

Todo

Category	FY00 Start	As At February 29 2000	FY00 End Est.	FY01 End Plan
Washington Appointed Staff				
Grades GE and above	253	256		
Grades GA to GD	99	102		
Long Term Consultant	65	41		
Long Term Temporary	11	3		
Total Washington Appointed Staff	428	402	-	-
Of which Washington Staff in Country Offices				
Country Office Appointed Staff				
Grades GE and above	27	24		
Grades GA to GD	46	45		
Long Term Consultant	11	7		
Long Term Temporary	-	1		
Total Country Office Appointed Staff	84	77	-	-
Total Staff	512	479	-	-
Of which fully supported by Trust Funds				

Note:

Per HR Reform, Long Term Consultant and Long Term Temporary - categories are to be phased out by December 31 2000.

mid-year

Private Sector & Infrastructure Monitoring of FY00 Deliverables

Table 2

Network Accountable Deliverable	Indicators	Original Plan	Completion Date/Comments
Knowledge Management			
	1 Assessment of quality of on line knowledge collections, by theme.	1	3/00
	2 Mainstream KM support of thematic groups and help desks to regions - raise quality.	1	6/00
	3 Conduct follow-up survey of network staff satisfaction with current KM. Move from 39% to 70% satisfaction.	1	12/99 (Dropped)
	4 Enhance project document workflow (Notes/SAP) through links to Network Knowledge.	1	9/00 (Delayed)
	5 Continue to publish high quality best practice notes.	50	6/00 (40 expected)
Strategy Development			
	1 Private Sector Development in the Bank Group (Board Presentation).	1	9/99
	2 Information Infrastructure Strategy Paper.	1	Fall/99
	3 Policy framework papers: SME development, urban transport strategy.	2	4/00
	4 Followup to Fuel for Thought Board Paper.	1	8/00
	5 Urban strategy presentation to Board.	1	10/99
Staff Excellence			
	1 Complete sector boards' strategic staffing exercise - 2 sectors not complete.	2	10/99 (1 not complete)
	2 Professional & technical training: # freestanding courses.	85	6/00 (Behind schedule)
	3 Deliver planned training days per Network staff.	7	6/00 (Behind schedule)
	4 Mentoring Programs for all families - 2 exist, will deliver 4.	4	6/00
Network Accountable Deliverable	Indicators	Original Plan	Completion Date/Comments
Quality Enhancement			
	1 Identify and track # of problem projects receiving Network help.	1	6/00
	2 Portfolio review & quality action program for Water & Power.	2	12/99
Partnerships			

	1 Launch Private Provision of Infrastructure Assistance Facility (PPIAF).	1	9/00
	2 Global Road Safety Partnership -- establish steering committee, start three country initiatives.	1	12/99
	3 Establish Cities Alliance -- joint, donor funded global program.	1	11/99
	4 Infodev's Y2K assistance reaches peak activity period -- \$10m. of disbursements.	1	3/00
New products			
	1 Implement new policy based guarantee instrument One Guarantee planned (\$200m).	1	9/99
	2 Other Guarantees.	4	6/00 (Now 2 expected)
Network Answerable Deliverable	Status as of 6/30/99	Original Plan	Comments
Lending Volume (PSIVP only)	5.9b	\$6.5-\$8.0 b	current estimate
Quality at Entry 1/	92%	95%	Power and Water -- target sectors for quality improvement
Quality of Supervision 1/	82%	90%	
Quality of ESW 1/	67%	69%	
Proactivity Index 1/	86%	90%	Sector Boards to complete plans 10/15/99 (completed, except PSD)
Projects at Risk 1/	21%	18%	
Realism Index 1/	63%	70%	
Corporate Initiatives	Indicators	Original Plan	Comments
	1 Business Partners for Development - 5 pilots evaluated.	5	9/00 (Delayed)
	2 Collaboration with IFC on comanagement of technical clusters (e.g., telecom).		Integration launched. Milestones to be developed jointly.
	3 Joint Bank/IFC Advisory Service.		Integration launched. Milestones to be developed jointly.
	4 Corporate Governance - broad program of assistance underway in all regions.	1	3/00 (pending funding arrangement)

1/ Tentative figures. More refined targets for improvements in FY2000 are being developed by the Sector Boards and will be available 9/30/99.

Table 6
FY01 Business Plan
PSI -- Unit Managed Resource Use By Sector/Network
(\$ million)

	Admin Budget ^{a/}			FY01 Plan (FY00\$)			
	FY99	FY00	FY00	Admin.	TF Support for: **		
	Actual	YTD ^{b/}	Estimate	Budget ^{a/}	Bank	Partnership	Recipient
Direct + Indirect Costs of Unit Managed Programs ^{d/}	28.24	12.31	0.00	0.00	0.00	0.00	0.00
Poverty Reduction & Economic Development	10.97	4.55	0.00		0.00	0.00	0.00
Public Sector Reform	8.97	4.39					
Adjustment/Economic Management	2.00	0.17					
Human Development	0.44	0.03	0.00		0.00	0.00	0.00
Education	0.24	0.01					
Population, Health and Nutrition	0.02	0.03					
Social Protection	0.18	0.00					
Environment and Rural Development	0.86	0.00	0.00		0.00	0.00	0.00
Agricultural and Rural Development	0.23	0.00					
Environment	0.62	0.00					
Private Sector and Infrastructure	15.97	7.73	0.00		0.00	0.00	0.00
Finance	2.04	0.16					
Energy, Mining & Telecoms	6.26	2.62					
Private Sector Development	0.00	0.06					
Transport	2.38	1.51					
Water & Urban Development	5.30	3.40					
Other Programs	0.00	0.00					
Other Unit Costs ^{c/}	3.20	12.49					
Total Unit Budget	31.44	24.80					

a/ Administrative budget includes both regular and reimbursable components and FAO.

b/ As of end-February

c/ Residual costs to arrive at total budget.

d/ Mapping of Sectors and SAP Major Sector Codes:

Public Sector Reform: BX

Education: EX

Social Protection: SX

Environment: VX

Energy, Mining & Telecoms: GX, PX, NX, CX

Transport: TX

Adjustment/Economic Management: MX

Population, Health, Nutrition: HX

Agricultural and Rural Development: AX

Finance: FX

Private Sector Development: IX

Water & Urban Development: WX, UX

** TF Support for Bank includes CTF.



Larry F. Smucker
04/06/2000 10:32 AM

Extn: 33242 PSICS
Subject: - FY01 Business Plan Guidelines for Regions, Networks and other Operational Units -

Pull the icon attached onto your desk top. You will need it for Bus. Plan. Caroline will give you a hard copy of everything this afternoon, so no need to print this out.

----- Forwarded by Larry F. Smucker/Person/World Bank on 04/06/2000 10:28 AM -----



Stephen Chow
04/06/2000 09:11 AM

Extn: 37515 CRMDR
To: Larry F. Smucker
Subject: - FY01 Business Plan Guidelines for Regions, Networks and other Operational Units -

Larry, per your voice mail message please click on the icon  to add it to your Notes workspace. If this doesn't work please give me a call.

Regards

To: Stella G. Franco
Maria Pilar Z. Bowyer
Francoise Aubry-Kendall
Francoise Aubry-Kendall
Norma E. Silvera
Caroline S. Levenson
Andres Londono
Andeleeb Khan
Susanne E. Knaus
Margaret M. Walsh-Fernandes

FINAL
And

Table 1
FY01 Business Plan
Private Sector Development & Infrastructure Network -- Total Unit Resource Summary
(\$ million)

	(FY99 \$m)	(FY00 \$ million)		
	FY99	FY00		FY01 Plan*
	Actual	Distributed Budget	End Year Estimate*	
A. Regular Budget	28.460	22.926	26.400	19.126
of which:				
BBLRN		1.986	2.500	1.986
B. Reimbursable Budget:	2.977	1.874	3.781	3.320
of which:				
Fee Income	1.884	1.394	2.600	2.200
IDB	0.033	0.200	0.040	0.040
IFAD	0.000	0.000		
RTA	0.000	0.000		
GEF ^{a/}	0.000	0.000		
MP	0.000	0.000		
Publications Revenue	0.161	0.000	0.081	0.080
Other/Miscellaneous ^{b/}	0.899	0.280	1.060	1.000
C. FAO	0.000	0.000		
D. Consultant Trust Funds	7.100	7.500	7.500	7.500
E. Subtotal -- Administrative Budget for Own-Managed Work	38.537	32.300	37.681	29.946
Less:				
F. Cross Support Purchases from Other Units c/	(2.595)	N/A	(0.600)	(0.600)
Plus:				
G. Cross Support Provided to Other Units c/	30.657	N/A	18.700	17.900
H. Subtotal -- Administrative Resources Managed by Unit	66.599	32.300	55.781	47.246
I. Trust Fund Resources (Bank-Managed): d/				
J. Supporting Bank Operational Activities	2.175	0.600	0.700	0.700
K. Supporting Partnership Activities	26.832	31.000	39.400	45.000
L. Supporting Recipient Activities	9.928	5.500	12.600	9.000
M. Unit Managed Overhead	0.000	0.000	0.000	0.000
N. Total Unit Managed Resources	105.534	69.400	108.481	101.946

V.P. Inc.
4.9

a/ FY00 original distributed budget. Mid Year adjustments based on WPAs between the RVPs and ESDVP not yet finalized.

b/ Includes cost sharing arrangements with IFC.

c/ **Full cost (including uniform costing mark-up) for FY99; direct + indirect + VP sustaining cost for FY00 and FY01.**

d/ Does not include Consultant Trust Funds.

* FY00 estimate includes \$4.9m VPU sustaining costs; FY01 plan excludes these costs due to significant differences between PSIVP and CRM's estimates.

Capital Budget				
Current Resources and Projected Depreciation (\$ million)				
Allocated Capital Budget by FY	Depreciation			
	FY99	FY00	FY01	FY02
Projected Depreciation for Currently Approved Projects	0.002	0.002	0.000	0.000
Projected/Captured Savings				

Table 3
FY01 Business Plan
Private Sector Development and Infrastructure -- Trust Fund Disbursements by Category
(\$ million)

	FY99	FY00			FY01
	Actual	YTD a/	Plan	Estimate	Plan
Complementary and Other Financing	4.5	2.0	1.9	2.2	2.0
Cofinancing	4.5	2.0	1.9	2.2	2.0
Debt Service	0.0	0.0	0.0		
Special Bank Assistantance b/	0.0	0.0	0.0		
Technical Assistance and Advisory Services	50.6	35.9	47.6	58.0	60.2
Supporting Bank Operational Activities					
Consultant Trust Funds	7.1	4.2	7.5	7.5	7.5
Other c/	2.2	2.1	0.6	0.7	0.7
Supporting Partnership Activities	26.8	23.1	31.0	39.4	45.0
Supporting Recipient Activities					
Consultant Trust Funds	0.0	0.0	0.0		
Project Preparation	1.4	1.6	1.5	1.5	1.5
Other	13.1	4.9	7.0	8.9	5.5
Fiscal Agency d/	0.9	0.0	0.0		
Grand Total	56.0	37.9	49.5	60.2	62.2
Memo Item:					
Breakdown of Technical Assistance and Advisory Services by execution responsibility:					
Total Bank-Executed	46.0	34.0	44.6	47.6	53.0
Total Recipient-Executed	4.6	1.9	3.0	12.6	9.0

a/ FY00 YTD data as at 29 February 2000.

b/ Includes Bank funding on grant or IDA-like terms for West Bank/Gaza.

c/ Includes funding for WBI and some research activities in DEC.

d/ Includes funds channeled through the Bank in its capacity as fiscal agent to other multilateral agencies or institutions to facilitate disbursements (e.g., GEF payments to other agencies and CGIAR funds for the research centres).

Table 4
FY01 Business Plan
Staffing Summary
PSI

Category	FY00 Start	As At February 29 2000	FY00 End Est.	FY01 End Plan
Washington Appointed Staff				
Grades GE and above	253	256	243	233
Grades GA to GD	99	102	100	87
Long Term Consultant	65	41	20	
Long Term Temporary	11	3	2	
Total Washington Appointed Staff	428	402	365	320
Of which Washington Staff in Country Offices				
Country Office Appointed Staff				
Grades GE and above	27	24	24	24
Grades GA to GD	46	45	45	45
Long Term Consultant	11	7	7	
Long Term Temporary	-	1	1	
Total Country Office Appointed Staff	84	77	77	69
Total Staff	512	479	442	389
Of which fully supported by Trust Funds			117	118

Notes: 1) Staff fully supported by Trust Funds include field based staff in the Water and Sanitation Program, HQ staff of CGAP and Infodev. In addition, about 20 HQ staff are partially trust funded.

2) 'Per HR Reform, Long Term Consultant and Long Term Temporary categories are to be phased out by December 31 2000.

Table 5
Resource Use By Service Category
PSI
(FY00 \$m, direct + indirect)

Category	FY00 YTD a/	FY00 Est.	FY01 Plan
CLIENT SERVICES	13.344	19.889	13.456
A. Country Services	3.073	4.624	0.000
Supervision	0.231	0.416	0.000
Lending	0.153	0.259	0.000
AAA (ESW & TA)	1.908	2.266	0.000
Aid Coordination			
Country Program Support	0.781	1.683	0.000
B. Sector and Global Services	9.501	13.963	12.256
Knowledge Management	5.444	8.029	8.092
Provide Training	0.435	0.708	0.712
Strategy Development		0.139	0.205
Quality Assurance	0.267	0.416	0.438
External Partnerships and Outreach	1.625	2.312	0.750
Business Development	1.690	2.312	2.053
Council & Sector Board Functions	0.001	0.001	0.001
Research and Global Monitoring	0.038	0.046	0.005
C. Country Support Services	0.071	0.102	0.000
Country Risk Assessment			
Anti-corruption			
Legal Services			
Other Operations Support	0.071	0.102	0.000
D. Resource Mobilization and Management	0.699	1.200	1.200
Resource Mobilization and Trust Fund Management	0.699	1.200	1.200
Treasury Functions			
SUPPORT SERVICES	8.576	10.293	8.990
E. Sustaining Costs <i>(not only VP pers for c/s but all other cost)</i>	6.862	10.293	8.990
VP-Specific Information Technology Support **	0.532		
VP-Specific Unit & Administrative Management **	5.445		
VP-Specific Human Resource Management **	0.032		
VP-Specific Resource Management, Strategy and Change **	0.853		
F. Receive Training	1.131		
G. Finance	0.150		
Financial Services	0.150		
Treasury Support Services			
Control Services			
H. Administrative	0.026		
Facilities Management			
Institutional Information Technology ##			
Institutional Human Resources Management ##	0.026		
I. Corporate Services	0.407		
Institutional Resource Mgt, Strategy and Change			
Corporate Legal Services			
Corporate Secretariat	0.184		
External Relations			
Internal Relations			
Internal Audit			
Operations Evaluation	0.000		
Other Corporate Services	0.222		
UNIDENTIFIED	6.833		
Unidentified	6.833		
TOTAL	28.753	30.182	22.446

a/ As of End February.

** Comprise VP Sustaining Costs, i.e., costs within units. ISG, HRS, SRM institutional services would not be included

Table 6
FY01 Business Plan
PSI -- Unit Managed Resource Use By Sector/Network
(\$ million)

	Admin Budget ^{a/}			FY01 Plan (FY00\$)			
	FY99	FY00	FY00	Admin.	TF Support for: **		
	Actual	YTD ^{b/}	Estimate	Budget ^{a/}	Bank	Partnership	Recipient
Direct + Indirect Costs of Unit Managed Programs ^{d/}	28.24	12.31	30.18	22.50	8.20	47.25	11.25
Poverty Reduction & Economic Development	10.97	4.55	0.00	0.00	0.00	0.00	0.00
Public Sector Reform	8.97	4.39	0.00	0.00			
Adjustment/Economic Management	2.00	0.17	0.00				
Human Development	0.44	0.03	0.00	0.00	0.00	0.00	0.00
Education	0.24	0.01	0.00	0.00			
Population, Health and Nutrition	0.02	0.03	0.00	0.00			
Social Protection	0.18	0.00					
Environment and Rural Development	0.86	0.00	0.00	0.00	0.00	0.00	0.00
Agricultural and Rural Development	0.23	0.00		0.00			
Environment	0.62	0.00	0.00	0.00			
Private Sector and Infrastructure ^{f/}	15.97	7.73	26.58	20.10	8.20	45.00	9.00
Finance	2.04	0.16	0.00	0.00			
Energy, Mining & Telecoms	6.26	2.62	7.92	6.80	3.28	13.50	
Private Sector Development	0.00	0.06	5.52	3.80	1.64	13.50	3.60
Transport ^{e/}	2.38	1.51	4.02	2.70	1.64	2.25	
Water & Urban Development ^{e/}	5.30	3.40	9.12	6.80	1.64	13.50	3.15
Other	0.00	0.00	3.60	2.40		2.25	2.25
Other Unit Costs ^{c/}	3.20	10.61	0.00	0.00			
Total Unit Budget	31.44	22.93	30.18	22.50			

a/ Administrative budget includes both regular and reimbursable components and FAO.

b/ As of end-February

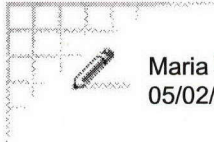
c/ Residual costs to arrive at total budget.

d/ Mapping of Sectors and SAP Major Sector Codes:

e/ Footnote comments deleted in PSI submission

** TF Support for Bank includes CTF.

f/ NOTES ON PSI: FY99 and FY00 YTD figures not changed. For FY00 estimate and FY01, we have described all budgets as pertaining exclusively to PSI sectors. We do not expect and expenses outside those sectors, and at any rate have no basis for estimating them. FY00 and FY01 excludes cross support, VP sustaining costs and CTF. CTF included in TF Support for Bank in FY01. FY00 includes NSA and President's Contingency, but not FY01. "Other" refers to Private Finance and Guarantee Dept and Business Partners Outreach Group. "Other unit costs" shown at zero as all VP from office costs are loaded onto the various programs.



Maria Pilar Z. Bowyer
05/02/2000 06:14 PM

PSI BP

Extn: 38608 PSDDR
Subject: PSI Tables 1, 3 and 5

Larry,

Attached are Tables 1 and 5 incorporating the revisions we discussed this afternoon. Table 3 remains the same.

Please review and let me know if you want more changes.



PSI-Table1-final.



PSI-Table3-final.



Rica

To: Larry F. Smucker
cc: Caroline S. Levenson

Table 1^a
FY01 Business Plan
Private Sector Development & Infrastructure Network – Total Unit Resource Summary
(\$ million)

	(FY99 \$m)	(FY00 \$ million)		
	FY99	FY00		FY01 Plan*
	Actual	Distribute d Budget	End Year Estimate*	
A. Regular Budget	28.460	22.926	26.400	19.126
of which:				
BBLRN		1.986	2.500	1.986
B. Reimbursable Budget:	2.977	1.874	3.781	3.320
of which:				
Fee Income	1.884	1.394	2.600	2.200
IDB	0.033	0.200	0.040	0.040
IFAD	0.000	0.000		
RTA	0.000	0.000		
GEF ^{a/}	0.000	0.000		
MP	0.000	0.000		
Publications Revenue	0.161	0.000	0.081	0.080
Other/Miscellaneous ^{b/}	0.899	0.280	1.060	1.000
C. FAO	0.000	0.000		
D. Consultant Trust Funds	7.100	7.500	7.500	7.500
E. Subtotal -- Administrative Budget for Own-Managed Work	38.537	32.300	37.681	29.946
Less:				
F. Cross Support Purchases from Other Units c/	(2.595)	N/A	(0.600)	(0.600)
Plus:				
G. Cross Support Provided to Other Units c/	30.657	N/A	18.700	17.900
H. Subtotal -- Administrative Resources Managed by Unit	66.599	32.300	55.781	47.246
I. Trust Fund Resources (Bank-Managed): d/				
J. Supporting Bank Operational Activities	2.175	0.600	0.700	0.700
K. Supporting Partnership Activities	26.832	31.000	39.400	45.000
L. Supporting Recipient Activities	9.928	5.500	12.600	9.000
M. Unit Managed Overhead	0.000	0.000	0.000	0.000
N. Total Unit Managed Resources	105.534	69.400	108.481	101.946

a/ FY00 original distributed budget. Mid Year adjustments based on WPAs between the RVPs and ESDVP not yet finalized.

b/ Includes cost sharing arrangements with IFC.

c/ Full cost (including uniform costing mark-up) for FY99; direct + indirect + VP sustaining cost for FY00 and FY01.

d/ Does not include Consultant Trust Funds.

* FY00 estimate includes \$4.9m VPU sustaining costs; FY01 plan excludes these costs due to significant differences between PSIVP and C

Capital Budget				
Current Resources and Projected Depreciation (\$ million)				
Allocated Capital Budget by FY	Depreciation			
	FY99	FY00	FY01	FY02
Projected Depreciation for Currently Approved Pro Projected/Captured Savings	0.002	0.002	0.000	0.000
Description of benefits accruing/to be accrued:				
How savings will be captured:				

Table 5
Resource Use By Service Category
PSI

(FY00 \$m, direct + indirect)

Category	FY00 YTD	a/	FY00 Est.	FY01 Plan
CLIENT SERVICES	13.344		19.889	13.456
A. Country Services	3.073		4.624	0.000
Supervision	0.231		0.416	0.000
Lending	0.153		0.259	0.000
AAA (ESW & TA)	1.908		2.266	0.000
Aid Coordination				
Country Program Support	0.781		1.683	0.000
B. Sector and Global Services	9.501		13.963	12.256
Knowledge Management	5.444		8.029	8.092
Provide Training	0.435		0.708	0.712
Strategy Development			0.139	0.205
Quality Assurance	0.267		0.416	0.438
External Partnerships and Outreach	1.625		2.312	0.750
Business Development	1.690		2.312	2.053
Council & Sector Board Functions	0.001		0.001	0.001
Research and Global Monitoring	0.038		0.046	0.005
C. Country Support Services	0.071		0.102	0.000
Country Risk Assessment				
Anti-corruption				
Legal Services				
Other Operations Support	0.071		0.102	0.000
D. Resource Mobilization and Management	0.699		1.200	1.200
Resource Mobilization and Trust Fund Management	0.699		1.200	1.200
Treasury Functions				
SUPPORT SERVICES	8.576		10.293	8.990
E. Sustaining Costs	6.862		10.293	8.990
VP-Specific Information Technology Support **	0.532			
VP-Specific Unit & Administrative Management **	5.445			
VP-Specific Human Resource Management **	0.032			
VP-Specific Resource Management, Strategy and Change **	0.853			
F. Receive Training	1.131			
G. Finance	0.150			
Financial Services	0.150			
Treasury Support Services				
Control Services				
H. Administrative	0.026			
Facilities Management				
Institutional Information Technology ##				
Institutional Human Resources Management ##	0.026			
I. Corporate Services	0.407			
Institutional Resource Mgt, Strategy and Change				
Corporate Legal Services				
Corporate Secretariat	0.184			
External Relations				
Internal Relations				
Internal Audit				
Operations Evaluation	0.000			
Other Corporate Services	0.222			
UNIDENTIFIED	6.833			
Unidentified	6.833			
TOTAL	28.753		30.182	22.446

a/ As of End February.

** Comprise VP Sustaining Costs, i.e., costs within units. ISG, HRS, SRM institutional services would not be included

Institution-level services

OMW = 55.78 47.2 x 6
 - CTF (7.5) (7.5)
 - C/S + VP (18.7) (17.9)
 + Remun .6 .6
 30.18 22.45

Table 5
Resource Use By Service Category
PSI

(FY00 \$m, direct + indirect)

Category	FY00 YTD	a/	FY00 Est.	FY01 Plan
CLIENT SERVICES	13.344		19.888	13.456
A. Country Services	3.073		4.624	0.000
Supervision	0.231		0.416	0.000
Lending	0.153		0.259	0.000
AAA (ESW & TA)	1.908		2.266	0.000
Aid Coordination			0.000	0.000
Country Program Support	0.781		1.683	0.000
B. Sector and Global Services	9.501		13.963	12.256
Knowledge Management	5.444		8.029	8.092
Provide Training	0.435		0.708	0.712
Strategy Development			0.139	0.205
Quality Assurance	0.267		0.416	0.438
External Partnerships and Outreach	1.625		2.312	0.750
Business Development	1.690		2.312	2.053
Council & Sector Board Functions	0.001		0.001	0.001
Research and Global Monitoring	0.038		0.046	0.005
C. Country Support Services	0.071		0.102	0.000
Country Risk Assessment			0	0.000
Anti-corruption			0	0.000
Legal Services			0	0.000
Other Operations Support	0.071		0.102	0.000
D. Resource Mobilization and Management	0.699		1.200	1.200
Resource Mobilization and Trust Fund Management	0.699		1.200	1.200
Treasury Functions			0.000	0.000
			0.000	0.000
SUPPORT SERVICES	8.576		10.293	8.990
			0.000	0.000
E. Sustaining Costs	6.862		10.293	8.990
VP-Specific Information Technology Support **	0.532			
VP-Specific Unit & Administrative Management **	5.445			
VP-Specific Human Resource Management **	0.032			
VP-Specific Resource Management, Strategy and Change **	0.853			
F. Receive Training	1.131			
G. Finance	0.150			
Financial Services	0.150			
Treasury Support Services				
Control Services				
H. Administrative	0.026			
Facilities Management				
Institutional Information Technology ##				
Institutional Human Resources Management ##	0.026			

I. Corporate Services	0.407		
Institutional Resource Mgt, Strategy and Change			
Corporate Legal Services			
Corporate Secretariat	0.184		
External Relations			
Internal Relations			
Internal Audit			
Operations Evaluation	0.000		
Other Corporate Services	0.222		
UNIDENTIFIED	6.833		
Unidentified	6.833		
TOTAL	28.753	30.181	22.446

a/ As of End February.

** Comprise VP Sustaining Costs, i.e., costs within units. ISG, HRS, SRM institutional services would not be included

Institution-level services

Category	New FY00	Do (2)	Do (1)	
	Do (3)	List Items given amt by Larry	Given by Larry TF Mgmt	Sus Cost &
CLIENT SERVICES	19.888	20.210	Prorate Bal	30.181
Country Services	4.624		Less Sus Co	-10.293
Supervision	0.416	0.45	Less TF Mg	-1.200
Lending	0.259	0.28		18.688
AAA (ESW & TA)	2.266	2.45		
Aid Coordination				
Country Program Support	1.683	1.82		
B. Sector and Global Services	13.963			
Knowledge Management	8.029	8.683		
Provide Training	0.708	0.766		
Strategy Development	0.139	0.15		
Quality Assurance	0.416	0.45		
External Partnerships and Ou	2.312	2.5		
Business Development	2.312	2.5		
Council & Sector Board Func	0.001	0.001		
Research and Global Monitor	0.046	0.05		
C. Country Support Services	0.102			
Country Risk Assessment				
Anti-corruption				
Legal Services				
Other Operations Support	0.102	0.11		
D. Resource Mobilization and Manageme	1.200			
Resource Mobilization and Tr	1.200			
Treasury Functions				
PORT SERVICES	10.293			
E. Sustaining Costs	10.29			
VP-Specific Information Tech				
VP-Specific Unit & Administ				
VP-Specific Human Resource				
VP-Specific Resource Manag				
F. Receive Training				
G. Finance				
Financial Services				
Treasury Support Services				
Control Services				
H. Administrative				
Facilities Management				
Institutional Information Tech				
Institutional Human Resource				
I. Corporate Services				
Institutional Resource Mgt, St				
Corporate Legal Services				
Corporate Secretariat				
External Relations				
Internal Relations				
Internal Audit				
Operations Evaluation				
Other Corporate Services				

UNIDENTIFIED

Unidentified

TOTAL

30.181

30.181 Check

Category	FY01 Plan	New FY01 as projected by Larry				
CLIENT SERVICES	13.905	13.456				
Country Services	3.200	0.000				
Supervision	0.200	0				
Lending	0.300	0				
AAA (ESW & TA)	1.700	0				
Aid Coordination						
Country Program Support	1.000		0 Prorate Bal for below	Grand total	22.446	
B. Sector and Global Services	9.905	12.256	8.405	11.506	Less Sus Cost	-8.99
Knowledge Management	5.911	8.09	5.911	8.09	Less Ext Prt	-0.75
Provide Training	0.520	0.71	0.520	0.71	Less TF Mgmt	-1.2
Strategy Development	0.150	0.21	0.150	0.21		11.506
Quality Assurance	0.320	0.44	0.320	0.44		
External Partnerships and Ou	1.500	0.75		0.00		
Business Development	1.500	2.05	1.500	2.05		
Council & Sector Board Func	0.001	0.00	0.001	0.00		
Research and Global Monitor	0.003	0.00	0.003	0.00		
C. Country Support Services	0.070	0.000				
Country Risk Assessment						
Anti-corruption						
Legal Services						
Other Operations Support	0.070					
D. Resource Mobilization and Managem	0.730	1.200				
Resource Mobilization and Tr	0.730	1.2				
Treasury Functions						
PORT SERVICES	8.900	8.990				
E. Sustaining Costs			8.99 FY00 Sus Cost - Prorated 6.862 (Feb) div 8 X 12 for full year = \$10.29			
VP-Specific Information Tech			FY01 Sus Cost - Drop in VP's office by \$600K) and ACS for PSD/EMT			
VP-Specific Unit & Adminis			TWU of 20% (\$701K)			
VP-Specific Human Resource			Figures by Larry (see yellow worksheet)			
VP-Specific Resource Manag			(FY00 ACS for PSD \$1.3M, EMT .95 and TWU \$1.3M = \$3.55M drop			
F. Receive Training			by 20% in FY01=\$710K			
G. Finance			Therefore FY01 Sus Cost \$8.99M (10.29M - .6-.701)			
Financial Services						
Treasury Support Services						
Control Services						
H. Administrative						
Facilities Management						
Institutional Information Tech						
Institutional Human Resource						
I. Corporate Services						
Institutional Resource Mgt, St						
Corporate Legal Services						
Corporate Secretariat						
External Relations						
Internal Relations						
Internal Audit						
Operations Evaluation						
Other Corporate Services						

UNIDENTIFIED

Unidentified

TOTAL

22.81

Notes:

(1) FY00:

22.446 Table 1 (row H) \$55.781 less Cons TF (row D) 7.5 less C/S (row G) 18.7

22.446 plus Reverse (row F) .7

FY01 (same as FY00)

(2) drop from 30.181 to 22.446 is approx 25%

CLIENT SERVICES

Country Services

Supervision
Lending
AAA (ESW & TA)
Aid Coordination
Country Program Support

B. Sector and Global Services

Knowledge Management
Provide Training
Strategy Development
Quality Assurance
External Partnerships and Ou
Business Development
Council & Sector Board Func
Research and Global Monitor

C. Country Support Services

Country Risk Assessment
Anti-corruption
Legal Services
Other Operations Support

D. Resource Mobilization and Manageme

Resource Mobilization and Tr
Treasury Functions

PORT SERVICES

E. Sustaining Costs

VP-Specific Information Tech
VP-Specific Unit & Administ
VP-Specific Human Resource
VP-Specific Resource Manag

F. Receive Training

G. Finance

Financial Services
Treasury Support Services
Control Services

H. Administrative

Facilities Management
Institutional Information Tech
Institutional Human Resource

I. Corporate Services

Institutional Resource Mgt, St
Corporate Legal Services
Corporate Secretariat
External Relations
Internal Relations
Internal Audit
Operations Evaluation
Other Corporate Services

UNIDENTIFIED

Unidentified

TOTAL

Table 3
FY01 Business Plan
Private Sector Development and Infrastructure -- Trust Fund Disbursements by Category
(\$ million)

	FY99 Actual	FY00 YTD a/ Plan	Estimate	FY01 Plan
Complementary and Other Financing	4.5	2.0	1.9	2.2
Cofinancing	4.5	2.0	1.9	2.2
Debt Service	0.0	0.0	0.0	
Special Bank Assistantance b/	0.0	0.0	0.0	
Technical Assistance and Advisory Services	50.6	35.9	47.6	58.0
Supporting Bank Operational Activities				
Consultant Trust Funds	7.1	4.2	7.5	7.5
Other c/	2.2	2.1	0.6	0.7
Supporting Partnership Activities	26.8	23.1	31.0	39.4
Supporting Recipient Activities				
Consultant Trust Funds	0.0	0.0	0.0	
Project Preparation	1.4	1.6	1.5	1.5
Other	13.1	4.9	7.0	8.9
Fiscal Agency d/	0.9	0.0	0.0	
Grand Total	56.0	37.9	49.5	60.2
Memo Item:				
Breakdown of Technical Assistance and Advisory Services by execution responsibility:				
Total Bank-Executed	46.0	34.0	44.6	47.6
Total Recipient-Executed	4.6	1.9	3.0	12.6

a/ FY00 YTD data as at 29 February 2000.

b/ Includes Bank funding on grant or IDA-like terms for West Bank/Gaza.

c/ Includes funding for WBI and some research activities in DEC.

d/ Includes funds channeled through the Bank in its capacity as fiscal agent to other multilateral agencies or institutions to facilitate disbursements (e.g., GEF payments to other agencies and CGIAR funds for the research centres).

Table 6
FY01 Business Plan
PSI -- Unit Managed Resource Use By Sector/Network
(\$ million)

	Admin Budget ^{a/}			FY01 Plan (FY00\$)			
	FY99	FY00	FY00	Admin.	TF Support for: **		
	Actual	YTD ^{b/}	Estimate	Budget ^{a/}	Bank	Partnership	Recipient
Direct + Indirect Costs of Unit Managed Programs ^{d/}	28.24	12.31	30.10	22.50	8.20	47.25	11.25
Poverty Reduction & Economic Development	10.97	4.55	0.00	0.00	0.00	0.00	0.00
Public Sector Reform	8.97	4.39	0.00	0.00			
Adjustment/Economic Management	2.00	0.17	0.00				
Human Development	0.44	0.03	0.00	0.00	0.00	0.00	0.00
Education	0.24	0.01	0.00	0.00			
Population, Health and Nutrition	0.02	0.03	0.00	0.00			
Social Protection	0.18	0.00					
Environment and Rural Development	0.86	0.00	0.00	0.00	0.00	0.00	0.00
Agricultural and Rural Development	0.23	0.00		0.00			
Environment	0.62	0.00	0.00	0.00			
Private Sector and Infrastructure ^{f/}	15.97	7.73	26.50	20.10	8.20	45.00	9.00
Finance	2.04	0.16	0.00	0.00			
Energy, Mining & Telecoms	6.26	2.62	7.90	6.80	3.28	13.50	
Private Sector Development	0.00	0.06	5.50	3.80	1.64	13.50	3.60
Transport ^{e/}	2.38	1.51	4.00	2.70	1.64	2.25	
Water & Urban Development ^{e/}	5.30	3.40	9.10	6.80	1.64	13.50	3.15
Other	0.00	0.00	3.60	2.40		2.25	2.25
Other Unit Costs ^{c/}	3.20	10.61	0.00	0.00			
Total Unit Budget	31.44	22.93	30.10	22.50			

a/ Administrative budget includes both regular and reimbursable components and FAO.

b/ As of end-February

c/ Residual costs to arrive at total budget.

d/ Mapping of Sectors and SAP Major Sector Codes:

e/ Footnote comments deleted in PSI submission

** TF Support for Bank includes CTF.

/f NOTES ON PSI: FY99 and FY00 YTD figures not changed. For FY00 estimate and FY01, we have described all budgets as pertaining exclusively to PSI sectors. We do not expect and expenses outside those sectors, and at any rate have no basis for estimating them. FY00 and FY01 excludes cross support, VP sustaining costs and CTF. CTF included in TF Support for Bank in FY01. FY00 includes NSA and President's Contingency, but not FY01. "Other" refers to Private Finance and Guarantee Dept and Business Partners Outreach Group. "Other unit costs" shown at zero as all VP from office costs are loaded onto the various programs.

Table 6
FY01 Business Plan
PSI -- Unit Managed Resource Use By Sector/Network
(\$ million)

	Admin Budget ^{a/}			FY01 Plan (FY00\$)			
	FY99	FY00	FY00	Admin.	TF Support for: **		
	Actual	YTD ^{b/}	Estimate	Budget ^{a/}	Bank	Partnership	Recipient
Direct + Indirect Costs of Unit Managed Programs ^{d/}	28.24	12.31	30.10	22.50	8.20	47.25	11.25
Poverty Reduction & Economic Development	10.97	4.55	0.00	0.00	0.00	0.00	0.00
Public Sector Reform	8.97	4.39	0.00	0.00			
Adjustment/Economic Management	2.00	0.17	0.00				
Human Development	0.44	0.03	0.00	0.00	0.00	0.00	0.00
Education	0.24	0.01	0.00	0.00			
Population, Health and Nutrition	0.02	0.03	0.00	0.00			
Social Protection	0.18	0.00					
Environment and Rural Development	0.86	0.00	0.00	0.00	0.00	0.00	0.00
Agricultural and Rural Development	0.23	0.00		0.00			
Environment	0.62	0.00	0.00	0.00			
Private Sector and Infrastructure	15.97	7.73	26.50	20.10	8.20	45.00	9.00
Finance	2.04	0.16	0.00	0.00			
Energy, Mining & Telecoms	6.26	2.62	7.90	6.80	3.28	13.50	
Private Sector Development	0.00	0.06	5.50	3.80	1.64	13.50	3.60
Transport ^{e/}	2.38	1.51	4.00	2.70	1.64	2.25	
Water & Urban Development ^{e/}	5.30	3.40	9.10	6.80	1.64	13.50	3.15
Other	0.00	0.00	3.60	2.40		2.25	2.25
Other Unit Costs ^{c/}	3.20	10.61	0.00	0.00			
Total Unit Budget	31.44	22.93	30.10	22.50			

a/ Administrative budget includes both regular and reimbursable components and FAO.

b/ As of end-February

c/ Residual costs to arrive at total budget.

d/ Mapping of Sectors and SAP Major Sector Codes:

e/ In FY01, Transport and Urban will be combined as one sector; water will remain separate.

Public Sector Reform: BX

Adjustment/Economic Management: MX

Education: EX

Population, Health, Nutrition: HX

Social Protection: SX

Agricultural and Rural Development: AX

Environment: VX

Finance: FX

Energy, Mining & Telecoms: GX, PX, NX, CX

Private Sector Development: IX

Transport: TX

Water & Urban Development: WX, UX

** TF Support for Bank includes CTF.

TF, Larry suggested breakdown as follows:

<u>Bank</u>	<u>Partnership Recipient</u>	
0.40	0.30	
0.20	0.30	0.40
0.20	0.05	
0.20	0.30	0.35
	0.05	0.25

0.00

Notes: Per footnote, Bank TF should include Bank Op Activities (\$.7) plus CTF (\$7.5)



Larry F. Smucker
05/03/2000 08:48 AM

Extn: 33242
Subject: BP table 6

PSICS

Pls prepare table six with the following numbers:

	FY00	FY01	TFBank	TF Partner	TF Recipient
EMT	7.9 ²	6.8	50% ²⁵ 40	30%	
PSD	5.5 ²	3.8	25 20	30%	40%
Transport	4.0 ²	2.7	25% 20	5%	
Water/Urban	9.1 ¹	6.8	25% 20	30%	35%
Other	3.6 ¹	2.4		5%	25%
Tot	30.1	22.5			

9 FY 01

Footnote: FY00 includes VP sustaining costs, FY 01 does not include VP sustaining costs. FY 00 included NSA; PSI has no NSA funds in FY 01

Rica, just distribute TF per the percentages.

Thanks.

To: Maria Pilar Z. Bowyer

include CTF
do
change

we 1 - 2 6 17 \$'s are
not correct
we 1 correct - repair

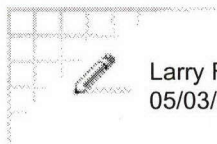
1051

2 6 - 17 for defect
are in these category

the figure under Finance

1 sits on - PSI
repairs 100

17 - track



Larry F. Smucker
05/03/2000 03:47 PM

Extn: 33242 PSICS
Subject: Re: Table 6 

Rica, notes should read as follows. To make room show footnote e "deleted in PSI submission"

Notes on PSI. FY99 and FY00 YTD figures not changed. For FY00 est. and FY01, we have described all budgets as pertaining exclusively to PSI sectors. We do not expect any expenses outside those sectors, and at any rate have no basis for estimating them. FY00 and FY01 include VP sustaining costs. FY00 includes NSA, but not FY01. "Other" refers to Private Finance and Guarantee Dept. and Business Partners Outreach Group. "Other unit costs" shown at zero, as all VP front office costs are loaded onto the various programs.

Are you sure about VP sustaining being included in both 00 and 01? 01 looks too low for that.

To: Maria Pilar Z. Bowyer

Table 1 FY01 Business Plan Private Sector Development & Infrastructure Network -- Total Unit Resource Summary (\$ million)				
	(FY99 \$m)		(FY00 \$ million)	
	FY99		FY00	
	Actual	Distributed Budget	End Year Estimate*	FY01 Plan*
A. Regular Budget	28.460	22.926	31.300	19.126
of which:				
BBLRN		1.986	2.500	1.986
B. Reimbursable Budget:	2.977	1.874	3.781	3.680
of which:				
Fee Income	1.884	1.394	2.600	2.200
IDB	0.033	0.200	0.040	0.400
IFAD	0.000	0.000		
RTA	0.000	0.000		
GEF ^{a/}	0.000	0.000		
MP	0.000	0.000		
Publications Revenue	0.161	0.000	0.081	0.080
Other/Miscellaneous ^{b/}	0.899	0.280	1.060	1.000
C. FAO	0.000	0.000		
D. Consultant Trust Funds	7.100	7.500	7.500	7.500
E. Subtotal -- Administrative Budget for Own-Managed Work	38.537	32.300	42.581	30.306
Less:				
F. Cross Support Purchases from Other Units c/	(2.595)	N/A	(0.600)	(0.600)
Plus:				
G. Cross Support Provided to Other Units c/	30.657	N/A	13.800	13.000
H. Subtotal -- Administrative Resources Managed by Unit	66.599	32.300	55.781	42.706
I. Trust Fund Resources (Bank-Managed): d/				
J. Supporting Bank Operational Activities	2.175	0.600	0.700	0.700
K. Supporting Partnership Activities	26.832	31.000	39.400	45.000
L. Supporting Recipient Activities	9.928	5.500	12.600	9.000
M. Unit Managed Overhead	0.000	0.000	0.000	0.000
N. Total Unit Managed Resources	105.534	69.400	108.481	97.406

a/ FY00 original distributed budget. Mid Year adjustments based on WPAs between the RVPs and ESDVP not yet finalized.

b/ Includes cost sharing arrangements with IFC.

c/ Full cost (including uniform costing mark-up) for FY99; direct + indirect + VP sustaining cost for FY00; direct + indirect only for FY01.

d/ Does not include Consultant Trust Funds.

* FY00 estimate includes \$4.9m VPU sustaining costs; FY01 plan excludes these costs due to significant differences between PSIVP and CRM

Capital Budget Current Resources and Projected Depreciation (\$ million)				
Allocated Capital Budget by FY	Depreciation			
	FY99	FY00	FY01	FY02
Projected Depreciation for Currently Approved Projects	0.002	0.002	0.000	0.000
Projected/Captured Savings				
Description of benefits accruing/to be accrued:				
How savings will be captured:				

red. CTR x 4/5 w/vp

For Table 5

22.45

Drop by 27%
due to PMA
+ NSA no
need in
FY01
+ 14%
trust

42.58

7.5

35.08

4.9

+ VP

17.9

4.9

Byd

30185

Asilio

Card

Card B.

Table 3
FY01 Business Plan
Private Sector Development and Infrastructure -- Trust Fund Disbursements by Category
(\$ million)

	FY99 Actual	FY00 YTD a/	FY00 Plan	Estimate	FY01 Plan
Complementary and Other Financing	4.5	2.0	1.9	2.2	2.0
Cofinancing	4.5	2.0	1.9	2.2	2.0
Debt Service	0.0	0.0	0.0		
Special Bank Assistantance b/	0.0	0.0	0.0		
Technical Assistance and Advisory Services	50.6	35.9	47.6	58.0	60.2
Supporting Bank Operational Activities					
Consultant Trust Funds	7.1	4.2	7.5	7.5	7.5
Other c/	2.2	2.1	0.6	0.7	0.7
Supporting Partnership Activities	26.8	23.1	31.0	39.4	45.0
Supporting Recipient Activities					
Consultant Trust Funds	0.0	0.0	0.0		
Project Preparation	1.4	1.6	1.5	1.5	1.5
Other	13.1	4.9	7.0	8.9	5.5
Fiscal Agency d/	0.9	0.0	0.0		
Grand Total	56.0	37.9	49.5	60.2	62.2
Memo Item:					
Breakdown of Technical Assistance and Advisory Services by execution responsibility:					
Total Bank-Executed	46.0	34.0	44.6	47.6	53.0
Total Recipient-Executed	4.6	1.9	3.0	12.6	9.0

a/ FY00 YTD data as at 29 February 2000.

b/ Includes Bank funding on grant or IDA-like terms for West Bank/Gaza.

c/ Includes funding for WBI and some research activities in DEC.

d/ Includes funds channeled through the Bank in its capacity as fiscal agent to other multilateral agencies or institutions to facilitate disbursements (e.g., GEF payments to other agencies and CGIAR funds for the research centres).

Table 5
Resource Use By Service Category
PSI

(FY00 \$m, direct + indirect)

Category	FY00 YTD	a/	FY00 Est.	FY01 Plan
CLIENT SERVICES	13.344		21.410	13.905
A. Country Services	3.073		5.000	3.200
Supervision	0.231		0.45	0.200
Lending	0.153		0.28	0.300
AAA (ESW & TA)	1.908		2.45	1.700
Aid Coordination				
Country Program Support	0.781		1.82	1.000
B. Sector and Global Services	9.501		15.100	9.905
Knowledge Management	5.444		8.683	5.911
Provide Training	0.435		0.766	0.520
Strategy Development			0.15	0.150
Quality Assurance	0.267		0.45	0.320
External Partnerships and Outreach	1.625		2.5	1.500
Business Development	1.690		2.5	1.500
Council & Sector Board Functions	0.001		0.001	0.001
Research and Global Monitoring	0.038		0.05	0.003
C. Country Support Services	0.071		0.110	0.070
Country Risk Assessment				
Anti-corruption				
Legal Services				
Other Operations Support	0.071		0.11	0.070
D. Resource Mobilization and Management	0.699		1.200	0.730
Resource Mobilization and Trust Fund Management	0.699		1.200	0.730
Treasury Functions				
SUPPORT SERVICES	8.576		13.680	8.900
E. Sustaining Costs	6.862			
VP-Specific Information Technology Support **	0.532			
VP-Specific Unit & Administrative Management **	5.445			
VP-Specific Human Resource Management **	0.032			
VP-Specific Resource Management, Strategy and Change **	0.853			
F. Receive Training	1.131			
G. Finance	0.150			
Financial Services	0.150			
Treasury Support Services				
Control Services				
H. Administrative	0.026			
Facilities Management				
Institutional Information Technology ##				
Institutional Human Resources Management ##	0.026			
I. Corporate Services	0.407			
Institutional Resource Mgt, Strategy and Change				
Corporate Legal Services				
Corporate Secretariat	0.184			
External Relations				
Internal Relations				
Internal Audit				
Operations Evaluation	0.000			
Other Corporate Services	0.222			
UNIDENTIFIED	6.833			
Unidentified	6.833			
TOTAL	28.753		35.090	22.805

a/ As of End February.

** Comprise VP Sustaining Costs, i.e., costs within units. ISG, HRS, SRM institutional services would not be included

Institution-level services

ANL 2
11

0
airco
no m

1/2 of 1.5

1.2

8.9

10.29

OK

OK

9Fw

30.1

20.45

OFW

19.81

Tabelle 1

Add VP Ins x a/s for $F_{Y00} + F_{Y2}$

VP VP

Page 179

$$8.576 \text{ (as / flb)} \div 8 = \times 12 =$$
$$\begin{array}{r} 177 \\ 3.2 \overline{) 28.0} \\ \underline{3.900} \end{array} \quad \bigg| \quad \begin{array}{l} \text{Pulse} \\ (600) \end{array}$$

P 50

$\text{Ngn} \quad 6 \times 25\% \quad 337$
 $\text{ACS } 26 \times 50\% = 1300$

25

1300

1,887

ENT

DL	250
375 50%	337
ACS 19 x 50 =	950

25

337

950

1. 537

DROP in
AES 20%

3510
x 20%

(710)

Twd

DL		250
3mg	50	377
ACS	26 x 50	= 1,300

250

327

2/300

1. 587

$$\begin{aligned} \text{Redne Payol} \\ &= 710 + 600 \\ &= 1310 \end{aligned}$$

Sustaining Costs - Assumptions

Range 20%

80% CMAA: Management (100% Director/50% Deputy)

~~20% COCB: Council and Sector Board Support (100% Director/50% Deputy)~~

50% CMAS: Administrative Support

50% CMPS: Client Program Support

CCRM: Resource Mgmt.

INU - IT Service Providers only

100%

[

VE
+ *Budget* \$22,000 (22. Cent)
up (Per RM IT)

Justing 20% of Total Budget

1 1/2 x 8
rec'd.
80% cross
of plan

Mc-10
363



Larry F. Smucker
04/28/2000 05:42 PM

Extn: 33242 PSICS
Subject: Re: Deliverables Network Table

for monday

----- Forwarded by Larry F. Smucker/Person/World Bank on 04/28/2000 05:42 PM -----



Janet Syme Piller

04/28/2000 05:03 PM

Extn: 33163 CRMDR

To: Christine A. Stover cc: Phyllis A. Peter-Mallard, Larry F. Smucker, Karen Jones PRMVP, Jaime G. Olazo, Anjali Chadha
Subject: Re: Deliverables Network Table

We have had a few changes to the table. Please find the new one attached at the bottom.

See you on Monday at 3.

Cheers,
Janet



FY 01 Anchor Unit Compact Template

Mc 10 365
Kathy Sierra
OCS
VP

To: Maria Pilar Z. Bowyer

World Bank Programs and Budgets for FY01

Anchor Unit Compacts (DRAFT)

28-Apr-00

Objective:	Activity/Deliverables:	Monitorable Indicators:			
What is network trying to achieve? What value is being added?	Activities that contribute to objective? Please aggregate.	Measuring the Activities/Deliverables (Volume indicators shown in bold)			
			FY 99	FY 00 Est.	FY 01 Plan
1. Strategy Development					
Improve and focus Bank implementation of projects in the (fill in sector).	E.g. Describe status of strategy papers (including whether completed), lending reviews, background papers, and what SBs/NWs are doing for PRSPs. Describe New Projects.	# of Sector Strategy Papers Quality of SSPs (under development) Alignment of CASs with SSPs (%) (under development) (Above 2 indicators are placeholders)	NA	NA	NA
		Budget			
2. Quality Support					
E.g. Improve quality and sustainability of Bank lending projects.	E.g. Issue papers/guidelines on technical/professional guidance, quality of supervision, portfolio review, QERs, etc.	Quality at Entry (%) Quality at Exit (%) Quality of Supervision (%) Projects at Risk (%) Realism Index Proactivity Index Net Disconnect (%) Quality of ESW (%) % problem proj. that receive NW help	** ** ** ** ** ** ** ** **		
		Budget			
3. Human Resource Devlpmt. & Mgmt.					
E.g. Promote & manage excellence of network staff working throughout the Bank through professional development	E.g. Strategic Staffing Review, Encourage network staff to work across VPU boundaries, mentoring programs, etc.	% ntwrk staff in rgns. wkg across regl. VPU bndries % of NW staff recrted, reassgnd, seprtd Staff asgmt. of prof. devel. (%)(staff survey #93) % of Strategic Staffing Review completed Headroom ratio in network (%)	** ** ** ** **		
		Budget			
4. Knowledge Sharing and Learning					
Promote technical & professional knowledge of network staff. Share network knowledge internally and externally.	E.g. Sector weeks, training activities, knowledge sharing activities, etc.	Staff Satisfaction w/ Quality & Learning (%) (Level I) Learning Outcomes (%) (Level II) # of training days per network staff % of family receiving prof./tech. training, other than sector weeks	** ** ** **		
		Budget			
5. Partnerships/Global Initiatives					
E.g. Develop relationships and leverage resources with outside organizations to further Bank agenda	Describe partnerships & global initiatives	# of ongoing partnerships % of BB invested in active partnership progs. % anchor budg. allocated to global initiatives Trust Fund Leverage (%) Trust Funds (\$m undisbursed balance) - undisbursed balance as % of total TF Of which: # of TA Trust Funds under supervision TA Trust Funds (\$m undisbursed balance)			
		Budget			
6. Other					
List any objectives not covered above.	Describe activities	Budget			
		Sustaining Costs (\$)			
		% Sustaining Costs			
Resource Indicators (\$ million)					
Total Unit Managed Resource			FY 99	FY 00 Est.	FY 01 Plan
of which:					
Regular Program					
Reimbursable Program					
Grant Trust Funds					
Trust Funds supporting Bank Activities (exc. Consultant Trust Funds)					
Trust Funds supporting Partnership Activities					
Trust Funds supporting Recipient Activities					

** Note that CRM will fill in data for the asterisk items

World Bank Programs and Budgets for FY01

Anchor Unit Compacts (DRAFT)

28-Apr-00

Objective:	Activity/Deliverables:	Monitorable Indicators:			
What is network trying to achieve? What value is being added?	Activities that contribute to objective? Please aggregate.	Measuring the Activities/Deliverables (Volume indicators shown in bold)			
Strategy Development			FY 99	FY 00 Est.	FY 01 Plan
Improve and focus Bank implementation of projects in the (fill in sector).	E.g. Describe status of strategy papers (including whether completed), lending reviews, background papers, and what SBs/NWs are doing for PRSPs. Describe New Projects.	# of Sector Strategy Papers Quality of SSPs (under development) Alignment of CASs with SSPs (%) (under development) (Above 2 indicators are placeholders) Budget	NA NA	NA NA	NA NA
2. Quality Support					
E.g. Improve quality and sustainability of Bank lending projects.	E.g. Issue papers/guidelines on technical/professional guidance, quality of supervision, portfolio review, QERs, etc.	Quality at Entry (%) Quality at Exit (%) Quality of Supervision (%) Projects at Risk (%) Realism Index Proactivity Index Net Disconnect (%) Quality of ESW (%) % problem proj. that receive NW help Budget	** ** ** ** ** ** ** ** 		
3. Human Resource Devlpmt. & Mgmt.					
E.g. Promote & manage excellence of network staff working throughout the Bank through professional development	E.g. Strategic Staffing Review, Encourage network staff to work across VPU boundaries, mentoring programs, etc.	% ntwrk staff in rgns. w/kg across regl. VPU bndries % of NW staff recrtd, reassgnd, seprtd Staff asgmt. of prof. devel. (%) (staff survey #93) % of Strategic Staffing Review completed Headroom ratio in network (%) Budget	** **? **?		
Knowledge Sharing and Learning					
Promote technical & professional knowledge of network staff. Share network knowledge internally and externally.	E.g. Sector weeks, training activities, knowledge sharing activities, etc.	Staff Satisfaction w/ Quality & Learning (%) (Level I) Learning Outcomes (%) (Level II) # of training days per network staff % of family receiving prof./tech. training, other than sector weeks. Budget	** ** 		
5. Partnerships/Global Initiatives					
E.g. Develop relationships and leverage resources with outside organizations to further Bank agenda	Describe partnerships & global initiatives	# of ongoing partnerships % of BB invested in active partnership progs. % anchor budg. allocated to global initiatives Trust Fund Leverage (%) Trust Funds (\$m undisbursed balance) -- undisbursed balance as % of total TF Of which: # of TA Trust Funds under supervision TA Trust Funds (\$m undisbursed balance) Budget			
6. Other					
List any objectives not covered above.	Describe activities	Budget Sustaining Costs (\$) % Sustaining Costs			
Resource Indicators (\$ million)					
Total Unit Managed Resource			FY 99	FY 00 Est.	FY 01 Plan
of which:					
Regular Program					
Reimbursable Program					
Consultant Trust Funds					
Trust Funds supporting Bank Activities (exc. Consultant Trust Funds)					
Trust Funds supporting Partnership Activities					
Trust Funds supporting Recipient Activities					

** Note that CRM will fill in data for the asterisk items



Larry F. Smucker
05/01/2000 11:31 AM

Extn: 33242 PSICS
Subject: A few questions

Table I. The footnote says FY00 cross support should include VP Sustaining. You have not. Any reason?

Table 3. Did Carol provide any backup to the FY99 and 00 YTD information on TF breakdown?

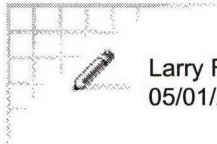
Table 5. Where did you get info. for Client Service. Business processes -- where did this data come from?

Table 6. 00 Est. and 01Plan. We have your data from SAP report by sector which adds to 41m. However, we can't figure how you prorated it down to 35m in FY00 and 22m. in FY01. We understand where the totals are coming from but not the sector breakdown.

Hope your trip is going well.

Larry and Rica

To: Caroline S. Levenson
cc: Maria Pilar Z. Bowyer



Larry F. Smucker
05/01/2000 11:32 AM

Extn: 33242 PSICS
Subject: FY01 Business Plan Table Submissions

----- Forwarded by Larry F. Smucker/Person/World Bank on 05/01/2000 11:32 AM -----

Caroline S. Levenson 04/28/2000 06:18 PM

Extn: 31141 PSICS
To: Larry F. Smucker cc: Maria-Teresa Rodrigo
Subject: FY01 Business Plan Table Submissions

Larry: following are Tables 1, 3, 4, 5, and 6.

Table 1 has reasonable numbers and is most linked in reality. The regular budget for FY01 does not include VPU sustaining costs.

Table 2 was not done, because its format was modified. I will leave the dept. submissions for this table (brief though they are) in the purple folder with the printouts of the above tables.

Table 3 reflects the TF part of Table 1.

Table 4 is from the numbers created by Heather; I extrapolated the "of which fully supported by trust funds" numbers by counting CGAP wholly and Water Program wholly.

Tables 5 and 6 are number extrapolations and best guesses. For FY01, Table 5 uses Table 1's regular budget (19.126) and reimbursable budget (3.680) for the total number to achieve. The same calculation is used for the FY00 estimate total.

Of course, the regular budget for FY01 is sans VPU sustaining, while the FY00 estimate includes VPU sustaining estimate. Table 6 uses the same number and attempts to estimate FY00 and FY01 plan for admin. budget. I have no idea what numbers to use for TF distribution across the sectors.

I had started to aggregate the departmental submissions in Table 1 in a worktable (01busplan tab1 wrk.xls); I am including this in case you want to go back to start from the departmental submissions to create the tables. I have left the paper copies of the tables received so far in the same folder.



01busplan tab1.xls 01busplan tab3.xls 01busplan tab4.xls 01busplan tab5.xls 01busplan tab6.xls 01busplan tab1wrk.xls

In case you need to access my PC, my logon password is "leonleon" and my lotusnotes password is "caroline."

I will be able to see emails addressed to clevenson@aol.com on Monday, but will be leaving late Monday afternoon (course DC is closed by then) for N. California for my folks' home, which is not PC available. However, I will be returning to S. California on late Thursday and can read/send EMs again at the aol.com address. I actually will return to DC Wednesday, but need to take my daughter to doctors' appts. and take care of other house matters so won't come in but will be accessible through my usual LN account.

My telephone in S. California is:

(909) 799-5687 (husband Leon's apartment); 4/30-5/1 and again 5/5-5/9

My telephone in N. California is:

(408) 629-5541 (parents home - Mr. and Mrs. Uyeda); 5/1 through 5/4

Good luck with the submission. Caroline

To: Maria Pilar Z. Bowyer



Maria Pilar Z. Bowyer
05/15/2000 12:35 PM

Extn: 38608 PSDDR
Subject: Re: FY01 totals 

Larry,

I've adjusted PSAS' figures.

I created 3 worksheets in attached file:
Total Budget (your original worksheet)
Other Income - IBRD (breakdown of Other Income)
IFC (IFC Contribution)

For PSAS, I have linked "Other Income" and "IFC" to Total Budget. (you can do this with other departments when you get their breakdown)

For IFC, I only included IFC contribution for fixed cost and what CFS will get upfront from the IFC Regions. I did not include what CFS might get for Frontier Markets or Africa Privatization (which will be held in IFC TF), FIAS' Direct Donor Support and CFS/FIAS advisory income.



PSI-Orig.xls

Let me know if you need this revised.

Rica

Larry F. Smucker



Larry F. Smucker
05/15/2000 10:15 AM

Extn: 33242 PSICS
To: Maria Pilar Z. Bowyer cc: Caroline S. Levenson
Subject: FY01 totals

Rica

Attached is an "all in" resource envelop for FY01. Please review PSAS, especially the other income estimate for FY 01. Also, separate CGAP, PPIAF, and PSAS. Suggest some conventions for other income -- it should include everything that is BB like (i.e. that can be used for expenses which would otherwise be on our BB budget. Based on your work, I would then ask the other departments to clean their data. Thanks.

Larry

PSI Budget: FY01 Suggested Allocations and Total Envelope with IFC (\$m)											
	FY00	FY01	FY01		FY01	FY01 Tot w/	FY01	FY01	FY01	FY01	Grand Tot
	Allocated	Request	Recommend.	% Change	VP Sustain.	VP Sustain.	Expensed	Other	IBRD Tot	IFC	IFC/
							to Regions	Income	Envelope	Budget	IBRD
<i>Infrastructure Department</i>											
Former TWU	6.9										
ESMAP	0.6										
Energy	1.9										
Infrastructure Dept. Total	9.4	10.8	8.3	-12%	1.3	9.6	3.4	3.3	16.3		16.3
<i>Private Sector Advisory</i>	2.6	2.2	2.2	-15%	1.6	3.8	4.4	2.7	10.9	8.9	19.8
<i>Small-Medium Enterprise</i>	0.3	0.3	0.3		0.1	0.4	0.3	0.3	1	6.9	7.9
<i>Mining</i>	0.4	1.3	0.5	25%	0.4	0.9	1.2	0.2	2.3	3.7	6
<i>Information & Comm.</i>	0.6	2	0.8	33%	0.8	1.6	2.1	0.2	3.9	5.9	9.8
<i>Infodev</i>	0.3	0.3	0.2	-33%		0.2		0.9	1.1		1.1
<i>Oil, Gas, Chemicals</i>	0.4	1.7	0.5	25%	0.4	0.9	1.1	0.4	2.4	6	8.4
<i>Priv.Fin. & Guarantees</i>	0.8	0.7	0.6	-25%	0.2	0.8	0.7	0.6	2.1		2.1
<i>Bus. Partners Outreach</i>	1.1	0.7	0.7	-36%		0.7			0.7	0.4	1.1
<i>PSI VP's Office</i>	0.8	0.7	0.7	-13%		0.7			0.7		0.7
<i>PSI Core Services</i>	2.8	2.2	2.1	-25%		2.1			2.1		2.1
<i>Contingency</i>	1	0.4	0.3	-70%		0.3			0.3		0.3
Total	20.5	23.3	17.2	-16%	4.832	22.032	13.182	8.604	43.818	31.783	75.601
Note: IBRD other income includes WBI training funds administered by PSI, Bank contribution to FIAS, trust fund fee income, trust fund principal to offset costs of program secretariats, and misc. reimbursements. A number of these categories are growing in FY01											

PSI Budget: FY01 Other Income

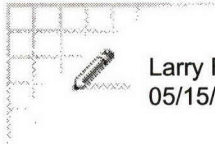
	BB TF Income	BB Publication	BB Reimbursable Revenue	BB Advisory Income	BB Pres Cont/ Fin Arch.	BBBDV (Carryover)	BBSP (DGF)	BBLRN (WBI)	BBRSB (RES)	IBRD Contributioin to FIAS	TOTAL
<u>Infrastructure Department</u>											-
Former TWU											-
ESMAP											-
Energy											-
<u>Infrastructure Dept. Total</u>											-
<u>Private Sector Advisory</u>	0.05	0.03	0.03	0.25	0.50		0.50	0.40		0.95	2.70
<u>Small-Medium Enterprise</u>											-
<u>Mining</u>											-
<u>Information & Comm.</u>											-
<u>Infodev</u>											-
<u>Oil, Gas, Chemicals</u>											-
<u>Priv.Fin. & Guarantees</u>											-
<u>Bus. Partners Outreach</u>											-
<u>PSI VP's Office</u>											-
<u>PSI Core Services</u>											-
<u>Contingency</u>											-
Total		0.03	0.03	0.25	0.50	-	0.50	0.40	-	0.95	2.70

Note: IBRD other income includes WBI training funds administered by PSI, Bank contribution to FIAS, trust fund fee income, trust fund principal to offset costs of program secretariats, and misc. reimbursements. A number of these categories are growing in FY01

PSI Budget: FY01 IFC Budget

	Fixed Cost	IFC Regional Contribution	
<u>Infrastructure Department</u>			-
Former TWU			-
ESMAP			-
Energy			-
<u>Infrastructure Dept. Total</u>			-
<u>Private Sector Advisory /a</u>	2.9	6.0	8.9
FIAS	1.9		1.9
CFS	1.0	6.0	7.0
<u>Small-Medium Enterprise</u>			-
<u>Mining</u>			-
<u>Information & Comm.</u>			-
<u>Infodev</u>			-
<u>Oil, Gas, Chemicals</u>			-
<u>Priv.Fin. & Guarantees</u>			-
<u>Bus. Partners Outreach</u>			-
<u>PSI VP's Office</u>			-
<u>PSI Core Services</u>			-
<u>Total</u>	2.9	6.0	8.9

/a Does not include Other Sources of Funds (TF), Donor Support and Advisory Income.



Larry F. Smucker
05/15/2000 10:15 AM

Extn: 33242
Subject: FY01 totals

PSICS

Rica

Attached is an "all in" resource envelop for FY01. Please review PSAS, especially the other income estimate for FY 01. Also, separate CGAP, PPIAF, and PSAS. Suggest some conventions for other income -- it should include everything that is BB like (i.e. that can be used for expenses which would otherwise be on our BB budget. Based on your work, I would then ask the other departments to clean their data. Thanks.

Larry



FY01PSITot.x

To: Maria Pilar Z. Bowyer
cc: Caroline S. Levenson

[illegible]

Grand Tot
IFC/
IBRD
16.3
23.6
7.9
6
9.8
1.1
8.4
2.1
1.1
0.7
2.1
0.3
79.4

PSD
FY01 MONTHLY MONITORING TABLE (all BBs)

(70% C/S)

(65% C/S)

EXPENSES	(1) YTD Comm. Bal	(2) YTD Actuals	(3) Adjustments	(4) To be Committed	(1)+(2)+(3)+(4) Expected Expenses	
STAFF COSTS	0.0	0.0	0.0	4,295.6	4,295.6	4,580.8
Salary & Benefit	0.0	0.0	0.0	6,732.6	6,732.6	6,732.6
Allocation (Sal & Ben)	0.0	0.0	0.0	(4,164.8)	(4,164.8)	(3,879.6)
Reverse Cross Support	0.0	0.0	0.0	500.0	500.0	500.0
Temporary +Overtime	0.0	0.0	0.0	0.5	0.5	0.5
Consultant fees	0.0	0.0	0.0	1,227.3	1,227.3	1,227.3
Field Benefits	0.0	0.0	0.0	0.0	0.0	0.0
OTHER NON-OVERHEAD	0.0	0.0	0.0	464.8	464.8	464.8
Travel	0.0	0.0	0.0	145.0	145.0	145.0
Rep & Hospitality	0.0	0.0	0.0	6.8	6.8	6.8
Contractual Services	0.0	0.0	0.0	313.0	313.0	313.0
Translation/Proof	0.0	0.0	0.0	0.0	0.0	0.0
OVERHEADS	0.0	0.0	0.0	875.8	875.8	922.7
Communications (*)	0.0	0.0	0.0	130.0	130.0	130.0
Equipment	0.0	0.0	0.0	170.0	170.0	170.0
Other Indirect Costs	0.0	0.0	0.0	0.0	0.0	0.0
Supplies	0.0	0.0	0.0	40.0	40.0	40.0
Contract Printing	0.0	0.0	0.0	1.0	1.0	1.0
Library	0.0	0.0	0.0	3.0	3.0	3.0
Books \$ Periodicals	0.0	0.0	0.0	2.3	2.3	2.3
Corp. Charge Card	0.0	0.0	0.0	13.5	13.5	13.5
Office Occupancy	0.0	0.0	0.0	655.0	655.0	655.0
Internal Computing (**)	0.0	0.0	0.0	546.9	546.9	546.9
Others	0.0	0.0	0.0	0.0	0.0	0.0
Allocation (Indirect)	0.0	0.0	0.0	(685.9)	(685.9)	(639.0)
Total Expenses	0.0	0.0	0.0	5,636.2	5,636.2	5,968.3

(*) Communications also includes long distance, fax transmits, fax maintenance, non standard phone & voice mail.

(**) Internal Computing also includes OT repair, other net svcs, net&software pkg, cen help desk, std pc leases.
and photocopying

BUDGET/Income	(1) Orig	(2) Revised	(3) Expected Income	(2)+(3) Projected Total Income	
Network (Reg BB)			2,240.0	2,240.0	2,240.0
Other BB	0.0	0.0	1,750.0	1,750.0	1,750.0
WBI (BBLRN)	0.0	0.0	500.0	500.0	500.0
CRG (BBNSA4)	0.0	0.0	0.0	0.0	0.0
FY99 Carryover (BBBDV)	0.0	0.0	0.0	0.0	0.0
DGF (BBSPL)	0.0	0.0	500.0	500.0	500.0
Financial Architecture	0.0	0.0	500.0	500.0	500.0
Advisory Income	0.0	0.0	250.0	250.0	250.0
VP Sustaining Cost	0.0	0.0	1,382.7	1,382.7	1,347.2
Add'l VP based on FY00			248.8	248.8	284.3
Total Budget	0.0	0.0	5,621.5	5,621.5	5,621.5

VARIANCE				14.7	346.8
-----------------	--	--	--	------	-------

PSDFO
FY01 MONTHLY MONITORING TABLE (all BBs)

(70% C/S)

(65% C/S)

*same as
4/24
attach*

(PENSES	(1) YTD Comm. Bal	(2) YTD Actuals	(3) Adjustments	(4) To be Committed	(1)+(2)+(3)+(4) Expected Expenses	
STAFF COSTS	0.0	0.0	0.0	1,654.8	1,654.8	1,686.2
Salary & Benefit				1,167.2	1,167.2	1,167.2
Allocation (Sal & Ben)				(612.4)	(612.4)	(581.0)
Reverse Cross Support				500.0	500.0	500.0
Temporary +Overtime					0.0	0.0
Consultant fees				600.0	600.0	600.0
Field Benefits					0.0	0.0
OTHER NON-OVERHEAD	0.0	0.0	0.0	255.0	255.0	255.0
Travel				50.0	50.0	50.0
Rep & Hospitality				5.0	5.0	5.0
Contractual Services				200.0	200.0	200.0
Translation/Proof					0.0	0.0
OVERHEADS	0.0	0.0	0.0	204.1	204.1	207.9
Communications (*)				18.0	18.0	18.0
Equipment				37.2	37.2	37.2
Other Indirect Costs					0.0	0.0
Supplies				5.0	5.0	5.0
Contract Printing					0.0	0.0
Library					0.0	0.0
Books \$ Periodicals				2.0	2.0	2.0
Corp. Charge Card				2.0	2.0	2.0
Office Occupancy				144.0	144.0	144.0
Internal Computing (**)				77.9	77.9	77.9
Others					0.0	0.0
Allocation (Indirect)				(82.0)	(82.0)	(78.2)
Total Expenses	0.0	0.0	0.0	2,113.9	2,113.9	2,149.1

Fin Arc \$150/WBI \$150
Bal Figure \$300

Sect Brd 100 Misc 100

\$2K*staff
Desk \$84*staff
Ntbk \$168*staff

\$8K/wp (9staff+1file+
1xerox+2conf room+5?
\$8650*staff

(*) Communications also includes long distance, fax transmits, fax maintenance, non standard phone & voice mail.

(**) Internal Computing also includes OT repair, other net svcs, net&software pkg, cen help desk, std pc leases.
and photocopying

BUDGET/INCOME	(1) Orig	(2) Revised	(3) Expected Income	(2)+(3) Projected Total Income	
Network (Reg BB)			2,240.0	2,240.0	2,240.0
Other BB	0.0	0.0	1,250.0	1,250.0	1,250.0
WBI (BBLRN)			500.0	500.0	500.0
CRG (BBNSA4)				0.0	0.0
FY99 Carryover (BBBDV)			0.0	0.0	0.0
DGF (BBSPL)				0.0	0.0
Financial Architecture			500.0	500.0	500.0
Advisory Income			250.0	250.0	250.0
VP Sustaining Cost			109.4	109.4	101.6
Add'l VP based on FY00 CS			248.8	248.8	284.3
Total Budget	0.0	0.0	3,848.2	3,848.2	3,876.0

VARIANCE	(1,734.3)	(1,726.8)
-----------------	-----------	-----------

PSDCR

FY01 MONTHLY MONITORING TABLE (all BBs)

(70% C/S)

(65% C/S)

EXPENSES	(1)	(2)	(3)	(4)	(1)+(2)+(3)+(4)	
	YTD Comm. Bal	YTD Actuals	Adjustments	To be Committed	Proj Total Expenses	
STAFF COSTS	0.0	0.0	0.0	581.1	581.1	646.9
Salary & Benefit				1,449.3	1,449.3	1,449.3
Allocation (Sal & Ben)				(921.7)	(921.7)	(855.9)
Reverse Cross Support					0.0	0.0
					0.0	0.0
Consultant fees				53.5	53.5	53.5
Field Benefits					0.0	0.0
OTHER NON-OVERHEAD	0.0	0.0	0.0	32.0	32.0	32.0
Travel				15.0	15.0	15.0
Rep & Hospitality				1.0	1.0	1.0
Contractual Services				16.0	16.0	16.0
Translation/Proof					0.0	0.0
OVERHEADS	0.0	0.0	0.0	188.1	188.1	197.8
Communications (*)				30.0	30.0	30.0
Equipment				33.4	33.4	33.4
Other Indirect Costs					0.0	0.0
Supplies				10.0	10.0	10.0
Contract Printing					0.0	0.0
Library					0.0	0.0
Books & Periodicals					0.0	0.0
Corp. Charge Card				3.0	3.0	3.0
Office Occupancy				119.0	119.0	119.0
Internal Computing (**)				129.8	129.8	129.8
Others					0.0	0.0
Allocation (Indirect)				(137.1)	(137.1)	(127.3)
Total Expenses	0.0	0.0	0.0	801.1	801.1	876.7

Welch till 12/00

\$2K *15 staff
\$84*15 Desk
\$152*10 Notebooks

\$7K*(15staff + file +
\$8.65K * 15 staff

(*) Communications also includes long distance, fax transmits, fax maintenance, non standard phone & voice mail.

(**) Internal Computing also includes OT repair, other net svcs, net&software pkg, cen help desk and std pc leases.

BUDGET/INCOME	(1)	(2)	(3)	(2)+(3)	
	Orig	Revised	Expected Income	Projected Total Income	
Network (Reg BB)				0.0	0.0
Other BB	0.0	0.0	0.0	0.0	0.0
WBI (BBLRN)			0.0	0.0	0.0
CRG (BBNSA4)				0.0	0.0
FY99 Carryover (BBBDV)			0.0	0.0	0.0
DGF (BBSPL)			0.0	0.0	0.0
VP Sustaining Cost			288.3	288.3	330.9
Total Budget	0.0	0.0	288.3	288.3	330.9
VARIANCE				512.8	545.8



Record Removal Notice

File Title PSD - Business Plan - Fiscal Year 2001		Barcode No. 30233593		
Document Date 10 May, 2000	Document Type Chart / Table / Diagram			
Correspondents / Participants				
Subject / Title FY01 Salary - PSDCR				
Exception(s) Personal Information				
Additional Comments		The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group. <table border="1"><tr><td>Withdrawn by S. Alon</td><td>Date February 21, 2025</td></tr></table>	Withdrawn by S. Alon	Date February 21, 2025
Withdrawn by S. Alon	Date February 21, 2025			

 Larry F. Smucker
04/25/2000 08:50 AM

Extn: 33242 PSICS
Subject: Departmental Fact Sheets for PSManagement Review of PSI Budgets

The following attachment contains summary material for today's PSI Management Review of departmental budgets for Infrastructure, Guarantees, and Private Sector Advisory Service. The attachment contains an issue note followed by the agenda/fact sheets for each department.

The meeting will take place from 10:00 a.m. to 1:00 p.m. today in F11K-164.



PSI Business Plans.d

To: Peter Woicke/Hq/lfc@lfc
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Assaad Jabre/Hq/lfc@lfc
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Michel Wormser
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Caroline S. Levenson
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John Leber/Hq/lfc@lfc
Richard Moss/Hq/lfc@lfc
Tri Pham/Hq/lfc@lfc
Carol F. Lee/Hq/lfc@lfc

Issues Note: PS Management Review of Work Programs and Budgets for FY01 – Infrastructure Department, Guarantees Department, and Private Sector Advisory Service

Setting: PSI's budget cut is 14%. As a starting point we assume that the three departments to be reviewed (above) must share in the pain of this cut. With limited resources, we must also avoid duplication among departments and promote synergies.

Infrastructure Issues:

- Large budget increase requested – 15% which is unlikely to be possible
- Split of old Energy/Mining/Telecom budget between GPGs and Infrastructure
- New approaches to Energy Sector board – relation to the GPGs?
- How to protect thematic groups as overheads increase in Infrastructure and GPGs
- Disaster Management program – what is a modest start up budget?
- ESMAP's administrative costs – how to convince donors to pay more
- Quality assurance – how to maintain this function with reduced budget resources

Guarantee Issues:

- Current relationships with regions/country departments
- Prospects for increasing numbers of guarantees
- Dependence of the department on Japanese trust funds – exit strategy
- Guarantee fees – what is current policy, any changes on the horizon?
- Staffing issues – can current staffing size be maintained?
- Guarantees Department has followed the 14% reduction guidelines

Private Sector Advisory Service Issues:

- Corporate Governance initiative: funding strategy, deliverables
- PSD sector board revitalization program – how to execute, IFC involvement
- Advisory services – fee income strategy
- Knowledge management – how to link with other PSI departments
- How to bring selectivity/focus to PSAS' knowledge management role
- PSAS as PSI-IFC hub for TA in all PSI sectors – how to make it a reality
- PPI projects Bankwide – how to approach quality issues in this disparate portfolio
- PSAS has followed the reduction guideline of 14%

April 25, 2000

PSI BUSINESS PLANS
MANAGEMENT TEAM REVIEW
April 2000

INFRASTRUCTURE DEPARTMENT: URBAN DEVELOPMENT & REGIONAL TRANSPORT

Strategy (Director will present at meeting)

Work Program Descriptors

Projects (Bank-wide sector pipeline) # Projects : 247 Amount (\$m) 22.2 (19%)

Projects Under Supervision # Projects: 261 Amount (\$m) 28.0 (23%)

Strategic Advice # Projects: 92 (5%)

Key Projects with PSI involvement _____

Transactions (IFC) # Trans. 17 Amount (\$m) 4.4

Network Activity Deliverables (e.g., Board papers) Urban & Local Govt Strategies,
 Cities Alliance Mandela Report, Strengthening of Sector Boards

Budget Fact Sheet (\$m)				
	FY00 Base		FY01 Request	
	<u>IBRD</u>	<u>IFC</u>	<u>IBRD</u>	<u>IFC</u>
Network Activities	4.3		2.7	
Cross Support	2.9		3.4	
Other Sources of Funds	0.3		1.8	
Total	9.5		9.4	
Deficit	1.1		0.0	
Actual	10.6		9.4	

	IBRD			IFC TOTAL
Personnel	FY00	Restr.	FY01	
18+ and LT Consultants	34	2	32	
ACS-	17	6	11	
Total	51	8	43	
Thematic Groups	8			
TF Disbursements (\$m)	1.4		\$5.5	

PSI BUSINESS PLANS
MANAGEMENT TEAM REVIEW
April 2000

INFRASTRUCTURE DEPARTMENT: WATER & SANITATION

Strategy (Director will present at meeting)

Work Program Descriptors

Projects (Bank-wide sector pipeline) # Projects : 87 Amount (\$m) 9.5 (8%)

Projects Under Supervision # Projects: 82 Amount (\$m) 12.4 (10%)

Strategic Advice # Projects: 80 (5%)

Key Projects with PSI involvement _____

Transactions (IFC) # Trans. _____ Amount (\$m) _____

Network Activity Deliverables (e.g., Board papers)
 Water Resources Strategy, Strengthening of Sector Board

Budget Fact Sheet (\$m)

	FY00 Base		FY01 Request	
	<u>IBRD</u>	<u>IFC</u>	<u>IBRD</u>	<u>IFC</u>
Network Activities	1.1		1.4	
Fixed Costs	0.9		0.6	
Cross Support	0.8		0.8	
Other Sources of Funds	1.0		1.0	
Total	3.8		3.8	
Deficit	0.2		0.0	

Actual 4.0 3.8

	IBRD		IFC	TOTAL
Personnel	FY00	Restr.	FY01	
18+ and LT Consultants	17	5	12	
ACS	5	1	4	
Total	22	6	16	
Thematic Groups	2			
TF Disbursements (\$m)	14		10	

INFRASTRUCTURE DEPARTMENT: ENERGY

Work Program Descriptors

Strategic Advice # Projects: 80 (5%)

Key Projects with PSI involvement

Network Activity Deliverables (e.g., Board papers)
Energy Strategy; Fuel for Thought; Strengthening Sector Board

	FY00 Base		FY01 Request	
	<u>IBRD</u>	<u>IFC</u>	<u>IBRD</u>	<u>IFC</u>
Network Activities	0.5		1.4	
Fixed Costs	0.1		0.6	
Cross Support	1.7		1.7	
Other Sources of Funds	0.5		0.5	
Total	2.8		4.2	
Deficit	0.8		0.0	

Actual	3.6	4.2
--------	-----	-----

	IBRD		IFC	TOTAL
Personnel	FY00	Restr.	FY01	
18+ and LT Consultants	24	10	14	
ACS	5	1	4	
Total	29	11	18	

Thematic Groups 3

TF Disbursements (\$m) (ref. ESMAP)

**Note: Absorb
KM \$0.6m, and
Secretariat \$0.7m**

**PSI BUSINESS PLANS
MANAGEMENT TEAM REVIEW
April 2000**

INFRASTRUCTURE DEPARTMENT: ESMAP

Strategy (Director will present at meeting)

Work Program Descriptors

Projects (Bank-wide sector pipeline) # Projects : Amount (\$m)

Projects Under Supervision # Projects: Amount (\$m)

Strategic Advice # Projects:

Key Projects with PSI involvement _____

Transactions (IFC) # Trans. _____ Amount (\$m) _____

Network Activity Deliverables (e.g., Board papers)

Budget Fact Sheet (\$m)

	FY00 Base		FY01 Request	
	<u>IBRD</u>	<u>IFC</u>	<u>IBRD</u>	<u>IFC</u>
Network Activities			0.2	
Fixed Costs	0.6		0.2	
Cross Support				
Other Sources of Funds	0.2		0.4	
Total	0.8		0.8	
Deficit			0.0	

Actual 0.8 0.8

	IBRD		IFC TOTAL
Personnel	FY00	FY01	
18+ and LT Consultants	2	2	
ACS	3	3	
Total	5	5	

Thematic Groups

TF Disbursements (\$m) 3.3 5.0

PSI BUSINESS PLANS
MANAGEMENT TEAM REVIEW
April 2000

INFRASTRUCTURE DEPARTMENT: DISASTER MANAGEMENT FACILITY

Strategy (Director will present at meeting)

Work Program Descriptors

Projects (Bank-wide sector pipeline) # Projects : 122 Amount (\$b) 11.5

Projects Under Supervision # Projects: 60 Amount (\$b) 5.0

Strategic Advice # Projects: 25 (incl. 20 projects, CAS, ESW, and Dev. Marketplace projects)

Key Projects with PSI involvement _____

Transactions (IFC) # Trans. _____ Amount (\$m) _____

Network Activity Deliverables (e.g., Board papers)

Operational Policy to be revised; ESSD strategy; PRSP Toolkit; Summary of best practice in emergency lending.

Budget Fact Sheet (\$m)

	FY00 Base		FY01 Request	
	<u>IBRD</u>	<u>IFC</u>	<u>IBRD</u>	<u>IFC</u>
Network Activities			0.4	
Fixed Costs	0.20		0.4	
Cross Support	0.07		0.23	
Other Sources of Funds	0.68		0.9	
Total	0.95		1.9	
Deficit	0.19		0.0	

Actual 1.14 1.75

	IBRD		IFC TOTAL
Personnel	FY00	FY01	
18+ and LT Consultants	4	6	
ACS	0	2	
Total	4	8	

Thematic Groups

TF Disbursements (\$m) 0.3 0.9

PSI BUSINESS PLANS
MANAGEMENT TEAM REVIEW
April 2000

INFRASTRUCTURE DEPARTMENT: DIRECTOR'S OFFICE

Strategy (Director will present at meeting)

Work Program Descriptors

Projects (Bank-wide sector pipeline) # Projects : Amount (\$m)

Projects Under Supervision # Projects: Amount (\$m)

Strategic Advice # Projects:

Key Projects with PSI involvement _____

Transactions (IFC) # Trans. Amount (\$m) _____

Network Activity Deliverables (e.g., Board papers)

Budget Fact Sheet (\$m)

	FY00 Base		FY01 Request	
	<u>IBRD</u>	<u>IFC</u>	<u>IBRD</u>	<u>IFC</u>
Network Activities	1.1			
Fixed Costs	1.4		1.42	
Cross Support			0.33	
Other Sources of Funds				
Total	2.5		1.75	
Deficit	0.0		0.0	

Actual 2.5 1.75

	IBRD			IFC	TOTAL
Personnel	FY00	Restr	FY01		
18+ and LT Consultants	12	4	8		
ACS	10	4	6		
Total	22	8	14		

Thematic Groups

TF Disbursements (\$m)

PSI BUSINESS PLANS
MANAGEMENT TEAM REVIEW
April 2000

PARTMENT: Project Finance and Guarantees

Strategy (Director will present at meeting)

Work Program Descriptors

Projects (Bank-wide sector pipeline) # Projects: 4 Amount (\$m): 250

Projects Under Supervision # Projects: 14 (Guarantee Operations)
 Key Projects with PSI involvement: Uganda (Bujagali Power), Viet Nam (Phu My Power),
 Sri Lanka (Kelinlissa Power), Jordan (Samra Power).

Transactions (IFC) # Trans: N/A Amount (\$m): N/A

Network Activity Deliverables (e.g., Board papers): Proposal on Guarantee Pricing, Guarantee Review Paper,
 Guidance Notes on Guarantees (in lieu of GBs), Guarantee Training Program, Clinics (regions/IFC),
 Presentations to Investment Banks, PFG Notes, World Bank Guarantee Brochure, Research paper: Chile –
 Road Concession Program (Joint with TWU).

Budget Fact Sheet (\$m)

	FY00 Base	FY01 Request
Network Activities	0.5	0.5
Fixed Costs	0.3	0.3
Cross Support/	1.2	1.2
Other Sources of Funds (Gtee. Fees)	0.3	0.5
Total	2.3	2.5

TOTAL

Personnel
 18+ and LT Consultants 18
 ACS 4
 Total 22

Thematic Groups
 TF Disbursements FY01 (\$m) 0.7

PSI BUSINESS PLANS
MANAGEMENT TEAM REVIEW
April 2000

DEPARTMENT: Private Sector Advisory Service (PSAS)

Strategy (Director will present at meeting)

Work Program Descriptors

Projects (Bank-wide sector pipeline) # Projects _____ Amount (\$m) _____

Projects Under Supervision # Projects _____

Key Projects with PSI involvement _____

Transactions (IFC) # Trans. _____ Amount (\$m) _____

Network Activity Deliverables (e.g., Board papers) _____

_____ Corporate Governance Assessments and Global Governance Forum _____

_____ PSD Contribution to Poverty Alleviation (Strategy Paper) _____

Budget Fact Sheet (\$m)

	FY00 Base		FY01 Request	
	<u>IBRD</u>	<u>IFC</u>	<u>IBRD</u>	<u>IFC</u>
Network Activities	0.91	0.1	0.96	
Fixed Costs-nonadd	2.07	2.1	1.28	2.24
Cross Support +VP (net)	8.83		6.01	
Other Sources of Funds	4.67	11.73*	1.75	17.67*
Total	16.48	13.83	10.00	19.91

* Includes IBRD contribution to FIAS

	IBRD	IFC	TOTAL
Personnel			
18+ and LT Consultants	_____	44	_____
ACS	_____	16	_____
Total	_____	60	_____
Thematic Groups	FY00 FY01	4 (PPI, BE, Privatization, SME) 2 (PPI, BE)	
TF Disbursements (\$m)	____\$16M____		

GPG
ul Sas

GPG
Min

CPG
Telen

Issues Note: PS Management Review of Work Programs and Budgets for FY01 – Infrastructure Department, Guarantees Department, and Private Sector Advisory Service

Setting: PSI's budget cut is 14%. As a starting point we assume that the three departments to be reviewed (above) must share in the pain of this cut. With limited resources, we must also avoid duplication among departments and promote synergies.

Infrastructure Issues:

- Large budget increase requested – 15% which is unlikely to be possible
- Split of old Energy/Mining/Telecom budget between GPGs and Infrastructure
- New approaches to Energy Sector board – relation to the GPGs?
- How to protect thematic groups as overheads increase in Infrastructure and GPGs
- Disaster Management program – what is a modest start up budget?
- ESMAP's administrative costs – how to convince donors to pay more
- Quality assurance – how to maintain this function with reduced budget resources

Guarantee Issues:

- Current relationships with regions/country departments
- Prospects for increasing numbers of guarantees
- Dependence of the department on Japanese trust funds – exit strategy
- Guarantee fees – what is current policy, any changes on the horizon?
- Staffing issues – can current staffing size be maintained?
- Guarantees Department has followed the 14% reduction guidelines

Private Sector Advisory Service Issues:

- Corporate Governance initiative: funding strategy, deliverables
- PSD sector board revitalization program – how to execute, IFC involvement
- Advisory services – fee income strategy
- Knowledge management – how to link with other PSI departments
- How to bring selectivity/focus to PSAS' knowledge management role
- PSAS as PSI-IFC hub for TA in all PSI sectors – how to make it a reality
- PPI projects Bankwide – how to approach quality issues in this disparate portfolio
- PSAS has followed the reduction guideline of 14%

April 25, 2000

PSI BUSINESS PLANS
MANAGEMENT TEAM REVIEW
April 2000

INFRASTRUCTURE DEPARTMENT: URBAN DEVELOPMENT & REGIONAL TRANSPORT

Strategy (Director will present at meeting)

Work Program Descriptors

Projects (Bank-wide sector pipeline) # Projects : 247 Amount (\$m) 22.2 (19%)

Projects Under Supervision # Projects: 261 Amount (\$m) 28.0 (23%)

Strategic Advice # Projects: 92 (5%)

Key Projects with PSI involvement _____

Transactions (IFC) # Trans. 17 Amount (\$m) 4.4

Network Activity Deliverables (e.g., Board papers) Urban & Local Govt Strategies,
 Cities Alliance Mandela Report, Strengthening of Sector Boards

Budget Fact Sheet (\$m)				
	FY00 Base		FY01 Request	
	<u>IBRD</u>	<u>IFC</u>	<u>IBRD</u>	<u>IFC</u>
Network Activities	4.3		2.7	
Fixed Costs	2.0	_____	1.5	
Cross Support	2.9	_____	3.4	
Other Sources of Funds	0.3	_____	1.8	
Total	9.5	_____	9.4	_____
Deficit	1.1		0.0	
Actual	10.6		9.4	

	IBRD			IFC	TOTAL
Personnel	FY00	Restr.	FY01		
18+ and LT Consultants	34	2	32		
ACS	17	6	11		
Total	51	8	43		
Thematic Groups	8				
TF Disbursements (\$m)	1.4		\$5.5		

PSI BUSINESS PLANS
MANAGEMENT TEAM REVIEW
April 2000

INFRASTRUCTURE DEPARTMENT: WATER & SANITATION

Strategy (Director will present at meeting)

Work Program Descriptors

Projects (Bank-wide sector pipeline) # Projects : 87 Amount (\$m) 9.5 (8%)

Projects Under Supervision # Projects: 82 Amount (\$m) 12.4 (10%)

Strategic Advice # Projects: 80 (5%)

Key Projects with PSI involvement _____

Transactions (IFC) # Trans. _____ Amount (\$m) _____

Network Activity Deliverables (e.g., Board papers)

Water Resources Strategy, Strengthening of Sector Board

Budget Fact Sheet (\$m)

	FY00 Base		FY01 Request	
	<u>IBRD</u>	<u>IFC</u>	<u>IBRD</u>	<u>IFC</u>
Network Activities	1.1		1.4	
Fixed Costs	0.9	_____	0.6	
Cross Support	0.8	_____	0.8	
Other Sources of Funds	1.0	_____	1.0	
Total	3.8	_____	3.8	_____
Deficit	.2		0.0	

Actual	4.0			3.8	
		IBRD		IFC	TOTAL
Personnel		FY00	Restr.	FY01	
18+ and LT Consultants		17	5	12	
ACS		5	1	4	
Total		22	6	16	
Thematic Groups		2			
TF Disbursements (\$m)		14		10	

PSI BUSINESS PLANS
MANAGEMENT TEAM REVIEW
April 2000

INFRASTRUCTURE DEPARTMENT: ENERGY

Strategy (Director will present at meeting)

Work Program Descriptors

Projects (Bank-wide sector pipeline) # Projects : 87 Amount (\$m) 9.5 (8%)

Projects Under Supervision # Projects: 82 Amount (\$m) 12.4 (10%)

Strategic Advice # Projects: 80 (5%)

Key Projects with PSI involvement _____

Transactions (IFC) –for FY01	# Trans. 15	Amount (\$m) 330 (net)
Portfolio (IFC)	Pipeline 30	Amount (\$m) 700 (net)
	# Projects 53	Amount (\$m) 800 (net)

Network Activity Deliverables (e.g., Board papers)

Energy Strategy; Fuel for Thought; Strengthening Sector Board

Budget Fact Sheet (\$m)

	FY00 Base		FY01 Request	
	<u>IBRD</u>	<u>IFC</u>	<u>IBRD</u>	<u>IFC</u>
Network Activities	0.5		1.4	
Fixed Costs	0.1	_____	0.6	
Cross Support	1.7	_____	1.7	
Other Sources of Funds	0.5	_____	0.5	
Total	2.8	_____	4.2	_____
Deficit	.8		0.0	

Actual	3.6		4.2		
--------	-----	--	-----	--	--

	IBRD	Restr.	FY01
Personnel	FY00		
18+ and LT Consultants	24	10	14
ACS	5	1	4
Total	29	11	18

Thematic Groups

3

TF Disbursements (\$m)

(ref. ESMAP)

**Note: Absorb
KM \$0.6m, and
Secretariat \$0.7m**

PSI BUSINESS PLANS
MANAGEMENT TEAM REVIEW
April 2000

FRASTRUCTURE DEPARTMENT: ESMAP
strategy (Director will present at meeting)

Work Program Descriptors

Projects (Bank-wide sector pipeline) # Projects : Amount (\$m)

Projects Under Supervision # Projects: Amount (\$m)

Strategic Advice # Projects:

Key Projects with PSI involvement _____

Transactions (IFC) # Trans. _____ Amount (\$m) _____

Network Activity Deliverables (e.g., Board papers)

Budget Fact Sheet (\$m)

	FY00 Base		FY01 Request	
	<u>IBRD</u>	<u>IFC</u>	<u>IBRD</u>	<u>IFC</u>
Network Activities			0.2	
Fixed Costs	0.6		0.2	
Cross Support				
Other Sources of Funds	0.2		0.4	
Total	0.8		0.8	
Deficit			0.0	

Actual 0.8

0.8

IBRD
FY00

FY01

IFC TOTAL

Personnel

18+ and LT Consultants

2

2

ACS

3

3

Total

5

5

Thematic Groups

TF Disbursements (\$m)

3.3

5.0

PSI BUSINESS PLANS
MANAGEMENT TEAM REVIEW
April 2000

FRASTRUCTURE DEPARTMENT: DISASTER MANAGEMENT FACILITY
strategy (Director will present at meeting)

Work Program Descriptors

Projects (Bank-wide sector pipeline) # Projects : 122 Amount (\$b) 11.5

Projects Under Supervision # Projects: 60 Amount (\$b) 5.0

Strategic Advice # Projects: 25 (incl. 20 projects, CAS,
ESW, and Dev. Marketplace projects)

Key Projects with PSI involvement _____

Transactions (IFC) # Trans. _____ Amount (\$m) _____

Network Activity Deliverables (e.g., Board papers)

Operational Policy to be revised; ESSD strategy; PRSP Toolkit; Summary of
____ best practice in emergency lending.

Budget Fact Sheet (\$m)

	FY00 Base		FY01 Request	
	<u>IBRD</u>	<u>IFC</u>	<u>IBRD</u>	<u>IFC</u>
Network Activities			0.4	
Fixed Costs	0.20		0.4	
Cross Support	0.07		0.23	
Other Sources of Funds	0.68		0.9	
Total	0.95		1.9	
Deficit	0.19		0.0	

Actual	1.14		1.75	
		IBRD		IFC TOTAL
Personnel		FY00	FY01	
18+ and LT Consultants		4	6	
ACS		0	2	
Total		4	8	

Thematic Groups

TF Disbursements (\$m) 0.3 0.9

PSI BUSINESS PLANS
MANAGEMENT TEAM REVIEW
April 2000

INFRASTRUCTURE DEPARTMENT: DIRECTOR'S OFFICE

Strategy (Director will present at meeting)

Work Program Descriptors

Projects (Bank-wide sector pipeline) # Projects : Amount (\$m)

Projects Under Supervision # Projects: Amount (\$m)

Strategic Advice # Projects:

Key Projects with PSI involvement _____

Transactions (IFC) # Trans. _____ Amount (\$m) _____

Network Activity Deliverables (e.g., Board papers)

Budget Fact Sheet (\$m)					
	FY00 Base		FY01 Request		
	<u>IBRD</u>	<u>IFC</u>	<u>IBRD</u>	<u>IFC</u>	
Network Activities	1.1				
Fixed Costs	1.4		1.42		
Cross Support			0.33		
Other Sources of Funds					
Total	2.5		1.75		
Deficit	0.0		0.0		
Actual	2.5		1.75		
		IBRD		IFC	TOTAL
Personnel		FY00	Restr	FY01	
18+ and LT Consultants		12	4	8	
ACS		10	4	6	
Total		22	8	14	

Thematic Groups

TF Disbursements (\$m) _____

PSI BUSINESS PLANS
MANAGEMENT TEAM REVIEW
April 2000

DEPARTMENT: Project Finance and Guarantees

Strategy (Director will present at meeting)

Work Program Descriptors

Projects (Bank-wide sector pipeline) # Projects: 4 Amount (\$m): 250

Projects Under Supervision # Projects: 14 (Guarantee Operations)
 Key Projects with PSI involvement: Uganda (Bujagali Power), Viet Nam (Phu My Power),
 Sri Lanka (Kelinlissa Power), Jordan (Samra Power).

Transactions (IFC) # Trans: N/A Amount (\$m): N/A

Network Activity Deliverables (e.g., Board papers): Proposal on Guarantee Pricing, Guarantee Review Paper,
 Guidance Notes on Guarantees (in lieu of GBs), Guarantee Training Program, Clinics (regions/IFC),
 Presentations to Investment Banks, PFG Notes, World Bank Guarantee Brochure, Research paper: Chile –
 Road Concession Program (Joint with TWU).

Budget Fact Sheet (\$m)

	FY00 Base	FY01 Request
Network Activities	0.8	0.8
Fixed Costs	(0.3)	(0.3)
Cross Support/	1.2	1.2
Other Sources of Funds (Gtee. Fees)	0.3	0.5
Total	2.3	2.5

TOTAL

Personnel	
18+ and LT Consultants	18
ACS	4
Total	22
Thematic Groups	
TF Disbursements FY01 (\$m)	0.7

**PSI BUSINESS PLANS
MANAGEMENT TEAM REVIEW
April 2000**

DEPARTMENT: Private Sector Advisory Service (PSAS)

Strategy (Director will present at meeting)

Work Program Descriptors

Projects (Bank-wide sector pipeline) # Projects _____ Amount (\$m) _____

Projects Under Supervision # Projects _____

Key Projects with PSI involvement _____

Transactions (IFC) # Trans. _____ Amount (\$m) _____

Network Activity Deliverables (e.g., Board papers) _____

_____ Corporate Governance Assessments and Global Governance Forum _____

_____ PSD Contribution to Poverty Alleviation (Strategy Paper) _____

Budget Fact Sheet (\$m)

	FY00 Base		FY01 Request		
	<u>IBRD</u>	<u>IFC</u>	<u>IBRD</u>	<u>IFC</u>	
Network Activities	2.98	_____	2.24		
Fixed Costs-nonadd	(2.07)	2.1	(1.28)	2.24	
Cross Support +VP (net)	8.83	_____	6.01		
Other Sources of Funds	4.67	11.73*	1.75	17.67*	
Total	16.48	13.83	10.00	19.91	_____

* Includes IBRD contribution to FIAS

	IBRD	IFC	TOTAL
Personnel			
18+ and LT Consultants	_____	44	_____
ACS	_____	16	_____
Total	_____	60	_____
Thematic Groups	FY00	4 (PPI, BE, Privatization, SME)	
	FY01	2 (PPI, BE)	
TF Disbursements (\$m)	_____ \$16M		



Danilo Y. Anzures
05/03/2000 02:18 PM

To: Sonia Parenteau/HQ/IFC@IFC
cc: Dale R. Weigel/HQ/IFC@IFC, Boris Velic/HQ/IFC@IFC, Caroline S. Levenson/Person/World Bank@WorldBank

Subject: Bank Group Contributions to FIAS 

As in the past, the contributions of the Bank Group to FIAS is split 2/3 IFC and 1/3 IBRD. For FY2001, we are expecting \$2,857,000 from the Bank Group: \$1,903,000 IFC and \$954,000 IBRD. For your information here are the breakdown of Bank Group contributions beginning in FY98.

	FY1998	FY1999	FY2000	FY2001
Bank Group Contributions				
IFC	1,742,000	1,794,000	1,848,000	1,903,000
IBRD	873,300	899,000	912,763	954,000
Total	2,615,300	2,693,000	2,760,763	2,857,000

Sonia Parenteau



Sonia Parenteau
05/03/2000 12:41 PM



To: Danilo Y. Anzures/HQ/IFC@IFC
cc:

Subject: FIAS

Danny,

Can you verify this? How much is IBRD contributing to FIAS and what is the ratio of IBRD/IFC contribution to FIAS? Would appreciate an urgent reply.

Thanks.

Sonia

----- Forwarded by Sonia Parenteau/HQ/IFC on 05/03/2000 12:41 PM -----



Richard Moss
05/03/2000 11:41 AM

To: Sonia Parenteau/HQ/IFC@IFC
cc: Cesar Totanes/HQ/IFC@IFC, Tri Pham/HQ/IFC@IFC

Subject: FIAS

Sonia,

Larry Smucker tells me that PSI will contribute the same amount to FIAS in FY01 as in FY00, namely \$900,000.

I thought we paid 50% and the Bank 50% -- but our Board paper for last year shows the IFC contribution as \$1.8m.

Could you let me know.

Thanks.

Richard

SOURCES AND USES OF FUNDS
(Current \$'000)

	FY98 (restated)	FY99	Projected		
			FY2000	FY2001	FY2002
Total Uses of Funds	6,544	6,249	8,234	8,479	8,730
Sources of Funds					
A. Contributions of Bank Group					
IFC	1,742	1,794	1,848	1,903	1,961
IBRD	873	898	925	953	981
Subtotal	<u>2,615</u>	<u>2,692</u>	<u>2,773</u>	<u>2,856</u>	<u>2,942</u>
B. Reimbursements from Clients /a	1,307	1,485	1,811	2,035	2,183
C. Direct Donor Support				1,000	1,000
UNDP	141	160	195		
Bilateral					
- USAID	(2)				
- CIDA	2				
- Switzerland		60	440		
- Australia/New Zealand Trust Fund	639	339	83		
Subtotal	<u>780</u>	<u>559</u>	<u>718</u>	<u>1,000</u>	<u>1,000</u>
Net drawn from the Trust Fund	1,842	1,513	2,932	2,588	2,606
Total Sources of Funds	6,544	6,249	8,234	8,479	8,730

FIAS TRUST FUND ANALYSIS

Trust Fund Beginning Balance	6,452	6,331	6,132	4,320	3,411
Less: Operating Expenses	(1,842)	(1,513)	(2,932)	(2,588)	(2,606)
Plus: Interest Earned (excl. TF Admin. costs)	390	401	184 /b	130 /b	102 /b
Plus: Interest Earned by FIAS/APRO TF (US\$ est)	13	4	4		
Plus: Contributions to the Trust Fund	<u>1,318</u>	<u>909</u>	<u>932</u>	<u>1,550</u>	<u>1,350</u>
Trust Fund Ending Balance	6,331	6,132	4,320	3,411	2,258

/a As a percentage of FIAS Program Expenses: FY2000, 22%; FY2001, 24%; and FY2002-2003, 25%.

/b Interest income estimated at 3% of beginning balance.

Note: Totals may not add due to rounding.

10/22/99

PSI BUSINESS PLANS MANAGEMENT TEAM REVIEW April 2000

DEPARTMENT: _____

Strategy (Director will present at meeting)

Work Program Descriptors

Projects (Bank-wide sector pipeline) # Projects _____ Amount (\$m) _____

Projects Under Supervision # Projects _____

Key Projects with PSI involvement _____

Transactions (IFC) # Trans. _____ Amount (\$m) _____

Network Activity Deliverables (e.g., Board papers) _____

_____ Corporate Governance Assessments and Global Governance Forum _____

_____ PSD Contribution to Poverty Alleviation (Strategy Paper) _____

Budget Fact Sheet (\$m)

	FY00 Base		FY01 Request		
	<u>IBRD</u>	<u>IFC</u>	<u>IBRD</u>	<u>IFC</u>	
Network Activities	2.98	_____	2.24	_____	
Fixed Costs	(2.07)	2.1	(1.28)	2.24	
Cross Support +VP (net)	8.83	_____	6.01	_____	
Other Sources of Funds	4.67	11.73	1.75	17.67	
Total	16.48	13.83	10.00	19.91	_____

	IBRD	IFC	TOTAL
Personnel			
18+ and LT Consultants	_____	44	_____
ACS	_____	16	_____
Total	_____	60	_____

Thematic Groups	FY00	4 (PPI, BE, Privatization, SME)
	FY01	2 (PPI, BE)

TF Disbursements (\$m)	<u>\$16M</u>
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FIXED COST FOR BUCKLE DRAFT SHEET)

Fixed Cost		Based on Annual Salary+Ben									
PSD		FY00					FY01				
		March MAA	Full Year	Avg for MAA		Annual Sal + Ben	Fixed Cost	Avg for MAA		Annual Sal + Ben	Fixed Cost
Director + Adv		18.53	24.71	25.00	48%	170,000	81,731	25.00	48%	170,000	81,731
Managers	BE	6.45	8.60	11.00	21%	193,620	40,958	0			
	CR	1.38	1.84	11.00	21%	183,345	38,785	0			
	PP	21.92	29.23	11.00	21%	169,140	35,780	11.00	21%	169,140	35,780
	SE	7.22	9.63	11.00	21%	237,525	50,246	0			
	PS	7.39	9.85	11.00	21%	149,445	31,613	0			
	KM/CG	5.08	6.77	11.00	21%	166,860	35,297	11.00	21%	166,860	35,297
	Total		65.92				314,409				152,808
	Avg		10.986667								
ACS	BE				100%	107,895	107,895		100%	71929.5	71,930
	CR				100%	330,212	330,212		100%	219862.5	219,863
	PP				100%	261,977	261,977		100%	241191	241,191
	SE				100%	165,522	165,522		100%	0	-
	PS				100%	129,575	129,575		100%	21357	21,357
	KM				100%	264,096	264,096		100%	203316	203,316
	FO				100%	122,496	122,496		100%	108831	108,831
						1,381,772				866,487	
RM				100%	288,683	288,683		100%	174600	174,600	
TOTAL						2,066,594				1,275,625	

CFS The fixed cost is equivalent to the amount IFC gave them which is .96 for FY00 and .98 for FY01.

FIAS	FY00	FY01
IBRD's contribution to FIAS:	0.925	0.953
IFC's contribution to FIAS	1.848	1.903
(a) Total	2.773	2.856

(b) Danny computed out of this contribution, what is charged to ADM (not main work of FIAS and he arrived at these figures as Fixed Costs: -1.144 -1.256

© Balance - to be added to Other SOF	1.629	1.600
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CURRENT RESOURCE MANAGEMENT STRUCTURE

BOWYER	BUDGET OFFICER	PROVIDE ADM ASSIST — <i>Due to reduction of Budget</i> Assistance to Budget Analysts and Admin' Assistant Ad-Hoc Planning, Coordination, Leadership etc. <i>PERFORMING DUTIES OF ADMIN. ASSISTANT</i> <i>due to</i>				
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Name	Title	Reporting Groups	# Staff	Budget Amount	Income	Sources
FRANCO <i>CHAN (85%)</i>	ADMIN' ASSISTANT	PSDDR R. Response PPMI BRU. PSDPPI PSDCG PSDBE PSDBE	<i>60-66</i> <i>62-72</i>	<i>(4M)</i> \$15-16 (includes \$5-6 TF)	Variable	IBRD (Base Budget) Cross Support DGF Fee Income Financial Architecture WBI Learning Advisory Income

ANZURES	BUDGET ANALYST	PSDBE	24	\$8.92	Fixed	IFC Fixed Cost IBRD/IFC Contribution TF Donors Advisory Income
----------------	-----------------------	-------	----	--------	-------	--

LEBER	BUDGET ANALYST	PSDPT PSDPT	37	\$8.98 \$10.98	Fixed	IFC Fixed Cost and Regions Frontier Markets / <i>Africa</i> <i>Adv. Income</i> <i>Prod. Fund</i>
--------------	-----------------------	----------------	----	-------------------	-------	--

\$6.9 left
\$2.4M Frontier or Africa
1. Fulltime (57M) of \$125.
TQ-12 For Reimb

24
 37
 66
 127

STATE OF NEW YORK

NAME	RESIDENCE	DATE	AMOUNT	REMARKS
J. J. J.	New York	1/1/19	100.00	Paid
J. J. J.	New York	1/1/19	100.00	Paid
J. J. J.	New York	1/1/19	100.00	Paid
J. J. J.	New York	1/1/19	100.00	Paid
J. J. J.	New York	1/1/19	100.00	Paid

File -

CFS

		FY00	FY01
Fixed Cost		0.96	0.98
Other Sources	Regional Budget	4.65	6 what they're given upfront by Regi
	Africa Priv Fund	0.9	
	NRS Conversion	0.39	
	Frontier Markets Fund		4
Total CFS		6.9	10.98

FIAS

Fixed Cost		1.144	1.256
Other Sources	TF UNDP, Bilateral		
	Donor	4.159	6.068
	Balance of IFC/IBRD		
	Contribution	1.629	1.6
	Subtotal Other Sources	5.788	7.668
Total FIAS		6.932	8.924

TOTAL IFC 13.832 19.904

or afr. Prov. 2.17
 Plus adv. income '01 is \$9.17
 20% of this, they get only
 20% of \$9.17 or
 equivalent to IFC
 fixed cost fully use
 as Reimb. income
 in their admin budget
 of 20% is more
 than IFC fixed
 cost, they can't
 get full 20%
 only = to IFC
 fixed cost

ons

PSI BUSINESS PLANS MANAGEMENT TEAM REVIEW April 2000

DEPARTMENT: _____

Strategy (Director will present at meeting)

Work Program Descriptors

Projects (Bank-wide sector pipeline)	# Projects	Amount (\$m)
Projects Under Supervision	# Projects	
Key Projects with PSI involvement		
Transactions (IFC)	# Trans.	Amount (\$m)
Network Activity Deliverables (e.g., Board papers)		
Corporate Governance Assessments and Global Governance Forum		
PSD Contribution to Poverty Alleviation (Strategy Paper)		

	FY00	FY01
IBRD	1,925	1,953
IFC	1,848	1,903
	2,773	2,856

if v/c Fixed cost

	ADH (Sal + Ben)	
4 not to main work	1,144	1,256

	1629	1604
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Budget Fact Sheet (\$m)

	FY00 Base		FY01 Request			
	IBRD	IFC	IBRD	IFC	CFS	FIAS
Network Activities	2.98		2.24			
Fixed Costs	(2.07)	.96	(1.28)		.98	1.26
Cross Support + VP (net)	8.83		6.01			
Other Sources of Funds	4.67	5.94	1.75		10 LC	7.672
Total	16.48	6.9	10.00		10.98	8.924

Personnel	IBRD	IFC	FIAS	
18+ and LT Consultants		28	16	
ACS		9	7	
Total		37	23	
Thematic Groups				

La \$925 from IBRD
 La TF, VNAP, Bilateral donors - (\$4,159) + Bal of \$1629 = \$788
 La ASD Fixed cost
 La DR, MGAS, ACS, Subst Ten
 La Regional Budget 4.65, ATR Priv. Fund .9, NRS conversion .39
 La Regional Budget 6, Frontier Market Funds 4

PSI BUSINESS PLANS MANAGEMENT TEAM REVIEW April 2000

DEPARTMENT: Corporate Finance Services (CFS)

Strategy (Director will present at meeting)

Work Program Descriptors

Projects (Bank-wide sector pipeline)	# Projects	Amount (\$m)
Projects Under Supervision	# Projects	
Key Projects with PSI involvement		
Transactions (IFC)	# Trans.	Amount (\$m)
Network Activity Deliverables (e.g., Board papers)		

Budget Summary

Budget Fact Sheet (\$m)				
	FY00 Base		FY01 Request	
	IBRD	IFC	IBRD	IFC
Network Activities				
Fixed Costs	()	0.96	0.98	
Cross Support		-	-	
Regional Budgets		4.65	6.0	
Africa Privatization Fund		0.9	Frontier Markets Fund ¹	4.0
NRS Conversion		0.39		
Total		6.9		10.9

are not eligible to FF

all 7 alv.

Shw.

(Not = 17.1 in work)

Other SW

FY00 Personnel	IBRD	IFC	TOTAL
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¹ The proposed Frontier Markets Fund would include the Africa Privatization Fund and would be a rolling / multi-year funding facility augmented by donor funds. The Fund would be primarily used to fund the fees and expenses of specialized outside consultants.

18+ and LI Consultants	_____	28	28
ACS	_____	9	9
Total	_____	37	37

Thematic Groups _____

TF Disbursements (\$m) _____

PSI BUSINESS PLANS MANAGEMENT TEAM REVIEW April 2000

DEPARTMENT: _____

Strategy (Director will present at meeting)

Work Program Descriptors

Projects (Bank-wide sector pipeline) # Projects _____ Amount (\$m) _____

Projects Under Supervision # Projects _____

Key Projects with PSI involvement _____

Transactions (IFC) # Trans. _____ Amount (\$m) _____

Network Activity Deliverables (e.g., Board papers) _____

_____ Corporate Governance Assessments and Global Governance Forum _____

_____ PSD Contribution to Poverty Alleviation (Strategy Paper) _____

Budget Fact Sheet (\$m)

	FY00 Base		FY01 Request	
	<u>IBRD</u>	<u>IFC</u>	<u>IBRD</u>	<u>IFC</u>
Network Activities	2.98		2.24	
Fixed Costs	(2.07)	2.1	(1.28)	2.24
Cross Support +VP (net)	8.83		6.01	
Other Sources of Funds	4.67	11.73	1.75	17.67
Total	16.48	13.83	10.00	19.91

	IBRD	IFC	TOTAL
Personnel			
18+ and LT Consultants	_____	44	_____
ACS	_____	16	_____
Total	_____	60	_____

Thematic Groups

FY00 4 (" " , Priv. Sme)
FY01 2 (Priv, Bo)

 Caroline S. Levenson
04/24/2000 09:49 PM

Extn: 31141 PSICS
Subject: FIAS staff information

FYI: The following should be FIAS' staff numbers that were merged with CFS to produce the IFC staff totals that Rica submitted in the PSAS Fact sheet.

 Danilo Y. Anzures@IFC
04/24/2000 02:12 PM

To: Caroline S. Levenson cc: John Leber
Subject: Re: Completing this year's budget & HR process

FYI

----- Forwarded by Danilo Y. Anzures/HQ/IFC on 04/24/2000 02:14 PM -----

 Danilo Y. Anzures
04/24/2000 02:09 PM

To: Joseph Fucello/HQ/IFC@IFC
cc: Dale R. Weigel/HQ/IFC@IFC, Boris Velic/HQ/IFC@IFC, Joseph Battat/HQ/IFC@IFC, Nora Mangalindan/HQ/IFC@IFC, Sonia Parenteau/HQ/IFC@IFC

Subject: Re: Completing this year's budget & HR process 

FIAS is in a peculiar situation in that our staff consists of IFC and IBRD staff members. I am attaching a short note which I prepared last year on FIAS budget structure for your information.

FIAS staff composition is illustrated below. Meanwhile, I am enclosing two templates, namely, one for all of FIAS and one for IFC FIAS only. Please use the spreadsheet that is applicable to your needs.

	FY2000			FY2001		
	18+	ACS		18+	ACS	
IFC staff		12	4 /a		15	6 /a
IBRD staff	4	3		6	3	
Total	16	7		21	9	

/a Excluding 4 temps (HQ 2, Local 2).

 FIAS Characteristic.d

 IFCFIASStaffCount

 FIAS StaffCount.x

Esteban Altschul



Esteban Altschul

04/20/2000 03:36 PM

To: IFC-Budget Administrators
cc: Directors - IFC, Christian Grossmann/HQ/IFC@IFC, Richard Moss/HQ/IFC@IFC, Cesar Totanes/HQ/IFC@IFC, Savita Arora/HQ/IFC@IFC, Kathleen M. McGann/HQ/IFC@IFC, Dorothy H. Berry/HQ/IFC@IFC, Joseph Fucello/HQ/IFC@IFC, Douglas Parker/HQ/IFC@IFC

Subject: Completing this year's budget & HR process

TO: All IFC Budget Administrators

We need your help to complete this year's budget cycle. Last month, we requested that all departments complete a simple staffing chart for HR & budget staffing planning purposes. Unfortunately, only 4 departments completed the chart.

The breakdown of information on **Staff on Board** (a) as of 4/21/00 and (b) projected for 6/30/01 is required by **COB Monday, April 24, 2000**. **A revised, very simple template for this information is attached.** Please give this your highest priority. (If you already completed the earlier chart, pls provide info. on FO staff, LTCs and STCs).

We thank you in advance for your help! Pls send your completed templates to Joseph Fucello.



staff.xls

Esteban

To: Larry F. Smucker
cc: Maria Pilar Z. Bowyer

FOREIGN INVESTMENT ADVISORY SERVICE

A Note on the Budget Structure of FIAS

FIAS is a joint unit of the IBRD and IFC. Its mandate is to provide advice to member governments for enhancing the climate for foreign investment. FIAS staff is comprised of staff members who are placed in IBRD positions (8) and staff members who are placed in IFC positions (23, including temps and consultants).

FIAS designs its budget conservatively. Its budgeting strategy is based on the premise that FIAS operations can be supported by the existing resources and by the amounts of funding that can be realistically raised. As a consequence, the FIAS budgeting strategy dictates the staff size, the program level and composition that can be supported.

FIAS draws its funding from the World Bank Group (IBRD and IFC), direct donor support, and reimbursements from clients. The residual amount that cannot be covered by funding from these sources is absorbed by the FIAS trust fund (briefly discussed below). For illustrative purposes, FIAS funding composition in the last three years are listed below:

<u>Donor</u>	<u>FY97</u>	<u>FY98</u>	<u>FY99</u>
World Bank Group*	40.1	40.0	42.2
Clients	17.1	20.0	23.3
Direct Donor Support	5.7	11.9	17.1
FIAS Trust Fund	37.1	28.1	17.4
Total	100.0	100.0	100.0

* Two-thirds IFC and one-third IBRD.

For administrative purposes, FIAS utilizes the FIAS trust fund as the primary vehicle for receiving and disbursing funds. Grant funds received by the FIAS trust fund are commingled with other grant funds. (The FIAS trust fund was structured to receive grant funds from multiple donors.) The budget support from the World Bank is also deposited into the FIAS trust fund. Reimbursements from clients are deposited into the FIAS trust fund as other income. In addition, investment income is deposited into the FIAS trust fund after meeting the cost of trust fund administration.

FIAS charges its expenses directly to the FIAS trust fund. FIAS expenses (e.g., charge back expenses) that cannot be directly charged are transferred from the FIAS units to the FIAS trust fund.

FIAS is in a way very different from the other units in the World Bank Group. The organizational units (FIAS/IBRD OUI 00175 and FIAS/IFC OUI 01844) which form the FIAS joint venture do not have regular administrative budget allocation. FIAS costs are not included in the administrative expenses of IBRD or the IFC.

\\StreetTalk\Shared Data@CFAFI@ifc\DANNY\WP\ADMIN\FIAS Characteristic.doc
10/07/99 1:46 PM

Table 1: Staff on Board 4/21/00 and Projected 6/30/01

IFC STAFF ON BOARD		Grades E and Above					Grades A to D					Short-Term & Other Staff					
Managing Unit		HQ REG ¹⁾	HQ LTC	Local ²⁾ REG	Local ²⁾ LTC	Sub- TOTAL Grades E+	HQ REG ¹⁾	HQ LTT	Local ²⁾ REG	Local ²⁾ LTT	Sub- TOTAL Grades A to D	HQ STC & SpA ³⁾	Local STC & SpA ³⁾	HQ Short- Term Temp	Loc ST & SpAs ³⁾	Sub- TOTAL S-Term Staff	TOTAL Dept Staff
Current 4/21/2000		10			2	12	4				4			2	2	4	20
Projected 06/30/2001		15				15	6				6			2	2	4	25

¹⁾ HQ Reg - includes Fixed term, open-ended, and HQ Staff in field offices

²⁾ Local - Field Office Staff

³⁾ SpA - Special Assignment

Table 1: Staff on Board 4/21/00 and Projected 6/30/01

IFC STAFF ON BOARD	Grades E and Above					Grades A to D					Short-Term & Other Staff					TOTAL Dept Staff
	HQ REG ¹⁾	HQ LTC	Local ²⁾ REG	Local ²⁾ LTC	Sub- TOTAL Grades E+	HQ REG ¹⁾	HQ LTT	Local ²⁾ REG	Local ²⁾ LTT	Sub- TOTAL Grades A to D	HQ STC & SpA ³⁾	Local STC & SpA ³⁾	HQ Short- Term Temp	Loc ST & SpAs ³⁾	Sub- TOTAL S-Term Staff	
Managing Unit																
Current 4/21/2000	14			2	16	7				7			2	2	4	27
Projected 06/30/2001	21				21	9				9			2	2	4	34

¹⁾ HQ Reg - includes Fixed term, open-ended, and HQ Staff in field offices

²⁾ Local - Field Office Staff

³⁾ SpA - Special Assignment

PSAS/former PSD Business Plan and Budget for FY01

Neil's w/ Work

To enhance the effectiveness of advisory work the joint Bank/IFC Private Sector Advisory Services group was formed by the integration of three former units -- the IFC CFS, Bank PSD and joint FIAS -- from the start of CY2000. The key goal of PSAS is to scale-up the delivery of free-standing advisory services, partially fee-based, on "frontier" issues in the broad area of public policy for the private sector. The scaling-up will build on existing policies and mechanisms for advisory services of the Bank and IFC. While detailed integration issues are being tackled (for example, business models and budget systems), we have come forward for FY01 with three separate business plans and budget submissions for the former CFS, FIAS and PSD. This business plan and budget is for the former PSD grouping. Given current circumstances it is more indicative than normal and will be re-visited as the new organization takes shape. The business plans and budgets for the former CFS and FIAS groupings were discussed with senior management on April 10, 2000.

1. The State of PSAS

A substantial consultation process has debated the potential changes in organizational structures, business models and funding policies for the integrated PSAS. The detail of the organizational structure will be announced in early May 2000.

PSAS will be made up of three broad but overlapping substantive practice clusters, within which we need to exploit any possible synergies, while at the same time retaining clear lines of responsibility for particular products.

- **Privatization policy and transactions.** Within this cluster falls the traditional CFS product line of transaction-specific interventions in investment banker mode. Generic issues of privatization policy will include those covered, for example, by the British Private Finance Initiative or issues such as privatization in transition economies.
- **Private participation in sectors with complex regulatory and market design issues** (infrastructure, social sectors and public services). This area includes policy, regulatory and institutional issues in the relevant sectors.
- Economy-wide interventions related to **business environment**, including foreign direct investment and corporate governance. Some work on business environment such as on property rights and competition policy may need to migrate to the regions depending on the new approach of the PSD family to work together on the whole PSD agenda.

Some key features of the future business model will include:

- **Policy plus transactions.** A key approach the department will be joint attention to policy, and the implementation of policy via transactions and institution building. Related to this approach is the required ability to step back and look at problems from first principles, while understanding implementation problems. Getting this combination right is of very high value-added.

PSI + Social policy

more detail in pol design

Custom Post off

- **Practice groups of critical mass.** One of our core goals is to deliver free-standing non-lending services, partially fee-based. We thus need practice groups with critical mass. Given budget constraints and likely demand from regions we cannot build critical mass in all areas of private sector development. As part of the “PSD family” we need to take a view on institutional priorities together with regional colleagues in the PSD sector board and create clusters of competence with critical mass in the anchor and/or the regions.
- **Responsibility for quality assurance of non-lending services.** In our department we will be responsible for management of fee-based transaction and policy advice and also continue to provide cross-support to Bank regions. For the advisory services we manage, we are charged with quality control and fiduciary responsibilities.
- **Working with WBG staff.** While we will endeavour to increase the number of transaction and policy advisory services, staff numbers in the former PSD are being reduced (see below). The increase in the amount of work will be handled by contracting with other staff in the WBG and/or consultants. This would hopefully allow us to work together more with staff throughout the WBG and create incentives to develop non-lending services together, across regions and networks.
- **WBG funds for fee-based services.** Scaling up work will require additional funding from the WBG (in addition to trust funds). While we charge fees for a number of advisory assignments to establish a basic level of counterpart commitment, we do not charge full-cost covering fees under current practice and policy. A new fee and funding policy may need to be developed next year, after experience with the integrated model. Until such time, the current funding mechanisms of the Bank and IFC would remain in place.
- **Experiment with new business model.** Scaling up without additional funding requires very different business models to complement existing ones. We are going to experiment with a “rapid response” system that builds on ongoing knowledge management efforts. The goal would be to develop a system of providing quick help to significant number of clients including “second opinions” that we can charge for, for example via retainers (could also be donor-funded).
- **“Separation” of programs and staff.** Existing programs like FIAS and the CFS transaction group will be maintained, however the composition of teams to deliver under a program should become more flexible, particularly if we aim at taking on more assignments. Program funds and management would thus be distinguished from individual groups of staff to create extra flexibility. A clear separation of income and expenditure budgets would underpin this. Given that some of our programs are carried out under specific agreements with donors, the brand names of these programs would remain for example FIAS and PPIAF.
- **Funding of staff.** During the consultation staff shared the view that – given the new department – over the medium term all members of the department should operate under like incentives, even if we have to drop pre-funding, although nobody wants the latter. This may well imply that all staff would shift from a fully pre-funded basis to at least partially a “pay-as-you-go” basis, as is currently the case for PSD staff carrying out cross-support. This will give more flexibility to staff to seek out desirable assignments, but also increase the need to market our products internally and externally.

2. FY00 Budget Out-turn

Table 1 shows the projected budget out-turn for FY00 for the PSD group, both as a whole and excluding the SME group (for comparative purposes for FY01). The bottom line is the PSD group will bring in a projected over-run of \$1.1 million, or \$0.7 million if the SME group is excluded, on income of \$16.5 million or \$15 million if the SME group is excluded. The PSD group as a whole generated cross-support earnings of more than double the base budget, however the main reason for the over-run is that some groups within PSD did not earn enough cross-support assignments to pay their way, or put another way, the groups were too large for the cross-support they could earn.

3. FY01 Budget Projections

Table 1 also shows the projected income and expenses for FY00 for the former PSD group, excluding the SME group. On the basis of the proposed budget envelope and fairly conservative assumptions, there is a small projected under-run on income of \$10 million. We have built-in a cushion of comfort, and this will be used for investment in new activities if the assumptions are borne out. The key assumptions are:

- from the base budget for network activities of \$2.5 million, \$0.36 million is proposed to be allocated the SME group on a pro-rata basis of the FY00 allocation;
- an average of 31 weeks cross-support for higher level staff;
- VP sustaining cost (labor overheads) for FY01 are allocated up front on the basis of the FY00 out-turn;
- \$1.0 million will be available from DGF and the monies allocated to the global financial architecture activities for corporate governance work;
- fees for advisory assignments and rapid response will be \$0.25 million; and
- the salary and benefits bill is reduced from \$10.4 million to \$6.7 million (a reduction of about one third) through downsizing.

These assumptions are discussed in the relevant sections below.

4. Legacy downsizing of former PSD

Because of the budget over-run stemming from the cross-support earning shortfall, a legacy downsizing of PSD has been required to focus on a smaller group of substantive topics with critical mass. At the beginning of FY00, PSD had 114 regular staff and LT consultants. By the latest count:

- 24 people have already left (4 of these on LWOP or a special arrangement that could bring them back at some point);
- 12 regular staff will definitely leave the department, from mid-May 15, 2000, to mid-February, 2001 (2 of these are on LWOP); and
- 7 long term consultants will leave at the expiration of their current contracts up to end-December, 2000.

This means that PSD will have, by February of 2001, 43 less staff and LT consultants, a definite reduction of slightly less than 38 percent. An additional 21 staff have been identified as at risk. All are seeking alternate employment. The issue now is “right-sizing” the group in terms of a sustainable business model and appropriate skill mix. We may hire new people for areas in high demand (for example, regulatory work) and new areas (for example, social sectors).

The PSD group are mainly:

- providers of advisory cross-support to Bank regions, networks and on occasion outside clients;
- providers of training and knowledge related activities for internal and external clients; and,
- facilitators/animators of external partnerships on PSD matters.

For the FY01 projections, it has been assumed that the PSD group on average will achieve 31 staff-weeks of cross-support to Regions, networks and other users. While this is higher than for FY00, it is expected that a leaner, better focused and with critical mass PSD group should be readily able to achieve this.

FY01 cross-support is projected to be about one third lower than in FY00, much of the decline will be to bank Regions. This has the potential to raise questions in the Regions which are to provide the VP sustaining cost overheads up-front in FY01 on the basis of FY00 out-turn. However, there has been a Bank-wide budget cut which presumably will reduce overall activity. Also we should be able to improve efficiency with synergies in the new PSAS, and indeed it is possible comparable FY00 cross-support levels will be achieved in FY01 on a PSAS-wide basis as the CFS and FIAS groups experiment with this business model. Scaling-up the rapid response system will effectively increase cross-support. However, actual experience will bear careful monitoring. We will also have to carefully monitor experience with non-labor overheads, particularly how they relate to the fixed \$500 per week in the cross-support pricing formula. PSAS should be able to achieve some savings by relinquishing offices in line with downsizing (for example, the current I10 office space).

5. Corporate Governance

PSAS currently houses the Bank’s corporate governance initiative (focussing on shareholder rights and the responsibility of board members in private companies within the context of broader societal governance issues). The program encompasses the following tasks:

- As part of the efforts of the Bank and the IMF to support the development of the global financial architecture, PSAS will
 - to produce 6 corporate governance country assessments in FY01 (under current obligations)
- Under a memorandum of understanding with the OECD the Bank would
 - Help establish a Global Corporate Governance Forum

- Support the OECD in conducting “Roundtables” on corporate governance issues around the world
- Finally PSAS would support work on corporate governance throughout the Bank Group under normal cross-support arrangements.

For the FY01 projections it has been assumed that the country assessments will be funded from \$0.5 million from the institutional monies allocated to the global financial architecture activities. Without these monies the assessments would not be undertaken. A draft charter and business plan have been prepared for the GCGF and the next approach to donors will likely be made before the end of FY00. An application has been made to DGF to fund start-up work on the Forum, and while this is still pending a reasonable expectation of \$0.5 million has been built into the FY01 projections. Not all of the “special purpose” monies allocated to corporate governance activities in FY00 have been utilized, in part because they were received late in the year (February in the case of the President’s contingency monies). We believe a case can be made for carryover or special consideration again in FY01.

6. PSD Sector Board

PSAS currently provides the chair of the PSD Sector Board and its secretariat. The Sector Board is being re-vitalized and made more broadly relevant for the World Bank Group. This encompasses support for the work of thematic groups and institutional functions such as portfolio quality management and strategic PSD staffing issues. At a recent Sector Board meeting it was agreed to consolidate the thematic groups into two -- Business Environment (including corporate governance) and Private Participation in Infrastructure (including general privatization matters). An issue for the Rural, Micro-finance, SME TG, which currently straddles three sector boards, is where is the most appropriate home for it would be. The Sector Board will work with the consolidated TGs to develop business plans for their activities in FY01. It is envisaged that funding for the TGs in FY01 will be no lower than in FY00 on a pro-rata basis, and again a part of these monies will be spent by the Bank’s regions as “reverse” cross-support. A particular concern will be to review the training program offerings. A needs assessment is being developed to ensure relevance and utility of the course offerings.

7. New Business Model Activities

Scaling up advisory services without additional funding requires new business models to complement existing ones. During FY01 we will begin to experiment again with offering free-standing advisory services, partially fee-based as well as more traditional cross-support advice. Interest has been forthcoming from LAC and MENA (where we have some prior experience) and ECA Regions of the Bank. The business models and precedents exist, but it has been assumed we will start small in a few countries and build up with experience.

We will also experiment with a "rapid response" system that builds on ongoing knowledge management efforts. The goal would be to develop a system of providing quick help to significant number of clients, including "second opinions", with suitable quality control, that can be charged for, partially via retainers. Donors could also be interested in partially funding the rapid response system.

As well as developing new business lines, we will look to develop new substantive areas, particularly private participation in social sectors of education and health, and public services. Entry into newer fields such as social sectors and public services will build on relevant lessons of experience with privatization and private participation in more traditional sectors, and will be in partnership with the HDD network.

8. Concluding remarks

We have presented an indicative business plan and budget for the former PSD within the proposed resource envelope and based on conservative assumptions which shows a sustainable business. We have built in a small cushion to protect those assumptions and would use any surplus to invest in new business models and activities. In the current climate we realize there are many demands on scarce resources. If additional resources were available we would use them to advance:

- the development of the rapid response system; and
- the move into new areas of business, particularly social sectors.

We consider a strong case can be mounted for special consideration for additional resources to advance the development of the Global Corporate Governance Forum which has been identified as an institutional priority.

PSAS

April 24, 2000

TABLE 1: PSAS/FORMER PSD PROJECTED INCOME/EXPENSES
(\$'000)

	FY00	FY00 (w/o SME)	FY01
<u>INCOME</u>			
Base Budget	2980	2680	2240
FY99 Carryover	608	484	-
NSA	760	760	-
DGF	650	650	500
Cross Support	7032	6745	4882
VP Sustaining Cost	1801	1632	1632
Reverse Cross Support			-500
WBI	562	436	500
IFC/CIDA	513	-	-
TF Income	99	99	-
Global Financial Architecture	-	-	500
Fees	-	-	250
Other <i>Pres. Salary (700)</i>	1474	1471	-
TOTAL INCOME <i>PRIP UP</i>	16479	14957	10004
<u>EXPENSES</u>			
Salary and Benefits	11510	10394	6713
Consultant Fees and Temps	2510	2216	1228
Own Travel	371	251	145
Contractual Services	1011	839	320
Office Space	1153	987	655
Communications	202	187	130
Computing	662	602	547
Equipment	2	2	170
Other Overhead	176	161	60
TOTAL EXPENSES	17597	15639	9968
VARIANCE - OVERRUN (UNDERRUN)	1118	682	(36)

FSD

BP

FY01 Projected Income/Expenses

Projected Income									Projected Expenses								
Base	Cross	Reverse			WBI	Advisory	Financial		Con Fees	Other							
Budget	Support	VP Sus	Cross Support	DGF	BBLRN	Income	Architecture	TOTAL	Sal & Ben	Temp+Oth	Travel	Non-Overhead	Office Space	Communi-cations	Internal Computing	Equipment	Other Overhead
2,240	4,882	1,632	-500	500	500	250	500	10,004	6,713	1,228	145	320	655	130	547	170	60
																	9,967

- Notes
- (1) Cross Support based on 70% of 44 sws
 - (2) VP Sustaining \$1300/sw based on projected FY00 Regional CS figure
 - (3) All BBs

FSD
FY01 Projected Income/Expenses

Variance
Overrun
(Underrun)
(37)

PSD
FY01 MONTHLY MONITORING TABLE (all BBs)

(70% C/S)

(65% C/S)

EXPENSES	(1) YTD Comm. Bal	(2) YTD Actuals	(3) Adjustments	(4) To be Committed	(1)+(2)+(3)+(4) Expected Expenses	
STAFF COSTS	0.0	0.0	0.0	4,244.4	4,244.4	4,531.8
Salary & Benefit	0.0	0.0	0.0	6,712.8	6,712.8	6,712.8
Allocation (Sal & Ben)	0.0	0.0	0.0	(4,196.3)	(4,196.3)	(3,908.9)
Reverse Cross Support	0.0	0.0	0.0	500.0	500.0	500.0
Temporary +Overtime	0.0	0.0	0.0	0.5	0.5	0.5
Consultant fees	0.0	0.0	0.0	1,227.3	1,227.3	1,227.3
Field Benefits	0.0	0.0	0.0	0.0	0.0	0.0
OTHER NON-OVERHEAD	0.0	0.0	0.0	464.8	464.8	464.8
Travel	0.0	0.0	0.0	145.0	145.0	145.0
Rep & Hospitality	0.0	0.0	0.0	6.8	6.8	6.8
Contractual Services	0.0	0.0	0.0	313.0	313.0	313.0
Translation/Proof	0.0	0.0	0.0	0.0	0.0	0.0
OVERHEADS	0.0	0.0	0.0	875.8	875.8	922.7
Communications (*)	0.0	0.0	0.0	130.0	130.0	130.0
Equipment	0.0	0.0	0.0	170.0	170.0	170.0
Other Indirect Costs	0.0	0.0	0.0	0.0	0.0	0.0
Supplies	0.0	0.0	0.0	40.0	40.0	40.0
Contract Printing	0.0	0.0	0.0	1.0	1.0	1.0
Library	0.0	0.0	0.0	3.0	3.0	3.0
Books \$ Periodicals	0.0	0.0	0.0	2.3	2.3	2.3
Corp. Charge Card	0.0	0.0	0.0	13.5	13.5	13.5
Office Occupancy	0.0	0.0	0.0	655.0	655.0	655.0
Internal Computing (**)	0.0	0.0	0.0	546.9	546.9	546.9
Others	0.0	0.0	0.0	0.0	0.0	0.0
Allocation (Indirect)	0.0	0.0	0.0	(685.9)	(685.9)	(639.0)
Total Expenses	0.0	0.0	0.0	5,585.0	5,585.0	5,919.3

(*) Communications also includes long distance, fax transmits, fax maintenance, non standard phone & voice mail.

(**) Internal Computing also includes OT repair, other net svcs, net&software pkg, cen help desk, std pc leases.
and photocopying

BUDGET/Income	(1) Orig	(2) Revised	(3) Expected Income	(2)+(3) Projected Total Income	
Network (Reg BB)			2,240.0	2,240.0	2,240.0
Other BB	0.0	0.0	1,750.0	1,750.0	1,750.0
WBI (BBLRN)	0.0	0.0	500.0	500.0	500.0
CRG (BBNSA4)	0.0	0.0	0.0	0.0	0.0
FY99 Carryover (BBBDV)	0.0	0.0	0.0	0.0	0.0
DGF (BBSPL)	0.0	0.0	500.0	500.0	500.0
Financial Architecture	0.0	0.0	500.0	500.0	500.0
Advisory Income	0.0	0.0	250.0	250.0	250.0
VP Sustaining Cost	0.0	0.0	1,382.7	1,382.7	1,347.2
Add'l VP based on FY00			248.8	248.8	284.3
Total Budget	0.0	0.0	5,621.5	5,621.5	5,621.5

VARIANCE	(36.5)	297.8
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Record Removal Notice

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PSD
FY01 MONTHLY MONITORING TABLE (all BBs)

(70% C/S)

(65% C/S)

2

EXPENSES	(1) YTD Comm. Bal	(2) YTD Actuals	(3) Adjustments	(4) To be Committed	(1)+(2)+(3)+(4) Expected Expenses	
STAFF COSTS	0.0	0.0	0.0	3,094.4	3,094.4	3,381.8
Salary & Benefit	0.0	0.0	0.0	6,712.8	6,712.8	6,712.8
Allocation (Sal & Ben)	0.0	0.0	0.0	(4,196.3)	(4,196.3)	(3,908.9)
Overtime	0.0	0.0	0.0	0.5	0.5	0.5
Temporary	0.0	0.0	0.0	0.0	0.0	0.0
Consultant fees	0.0	0.0	0.0	577.3	577.3	577.3
Field Benefits	0.0	0.0	0.0	0.0	0.0	0.0
OTHER NON-OVERHEAD	0.0	0.0	0.0	464.8	464.8	464.8
Travel	0.0	0.0	0.0	145.0	145.0	145.0
Rep & Hospitality	0.0	0.0	0.0	6.8	6.8	6.8
Contractual Services	0.0	0.0	0.0	313.0	313.0	313.0
Translation/Proof	0.0	0.0	0.0	0.0	0.0	0.0
OVERHEADS	0.0	0.0	0.0	875.8	875.8	922.7
Communications (*)	0.0	0.0	0.0	130.0	130.0	130.0
Equipment	0.0	0.0	0.0	170.0	170.0	170.0
Other Indirect Costs	0.0	0.0	0.0	0.0	0.0	0.0
Supplies	0.0	0.0	0.0	40.0	40.0	40.0
Contract Printing	0.0	0.0	0.0	1.0	1.0	1.0
Library	0.0	0.0	0.0	3.0	3.0	3.0
Books \$ Periodicals	0.0	0.0	0.0	2.3	2.3	2.3
Corp. Charge Card	0.0	0.0	0.0	13.5	13.5	13.5
Office Occupancy	0.0	0.0	0.0	655.0	655.0	655.0
Internal Computing (**)	0.0	0.0	0.0	546.9	546.9	546.9
Others	0.0	0.0	0.0	0.0	0.0	0.0
Allocation (Indirect)	0.0	0.0	0.0	(685.9)	(685.9)	(639.0)
Total Expenses	0.0	0.0	0.0	4,435.0	4,435.0	4,769.3

(*) Communications also includes long distance, fax transmits, fax maintenance, non standard phone & voice mail.

(**) Internal Computing also includes OT repair, other net svcs, net&software pkg, cen help desk, std pc leases.
and photocopying

BUDGET/Income	(1) Orig	(2) Revised	(3) Expected Income	(2)+(3) Projected Total Income	
Network (Reg BB)			2,240.0	2,240.0	2,240.0
Other BB	0.0	0.0	1,250.0	1,250.0	1,250.0
WBI (BBLRN)	0.0	0.0	500.0	500.0	500.0
CRG (BBNSA4)	0.0	0.0	0.0	0.0	0.0
FY99 Carryover (BBBDV)	0.0	0.0	0.0	0.0	0.0
DGF (BBSPL)	0.0	0.0	0.0	0.0	0.0
Financial Architecture	0.0	0.0	500.0	500.0	500.0
Advisory Income	0.0	0.0	250.0	250.0	250.0
VP Sustaining Cost	0.0	0.0	1,382.7	1,382.7	1,347.2
Add'l VP based on FY00			248.8	248.8	284.3
Total Budget	0.0	0.0	5,121.5	5,121.5	5,121.5

VARIANCE		(686.5)	(352.2)
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352
150
502
-400

PSD
FY01 MONTHLY MONITORING TABLE (all BBs)

(70% C/S)

(65% C/S)

EXPENSES	(1) YTD Comm. Bal	(2) YTD Actuals	(3) Adjustments	(4) To be Committed	(1)+(2)+(3)+(4) Expected Expenses	
STAFF COSTS	0.0	0.0	0.0	3,209.9	3,209.9	3,460.0
Salary & Benefit	0.0	0.0	0.0	6,374.3	6,374.3	6,374.3
Allocation (Sal & Ben)	0.0	0.0	0.0	(3,742.2)	(3,742.2)	(3,492.1)
Overtime	0.0	0.0	0.0	0.5	0.5	0.5
Temporary	0.0	0.0	0.0	0.0	0.0	0.0
Consultant fees	0.0	0.0	0.0	577.3	577.3	577.3
Field Benefits	0.0	0.0	0.0	0.0	0.0	0.0
OTHER NON-OVERHEAD	0.0	0.0	0.0	460.8	460.8	460.8
Travel	0.0	0.0	0.0	150.0	150.0	150.0
Rep & Hospitality	0.0	0.0	0.0	6.8	6.8	6.8
Contractual Services	0.0	0.0	0.0	304.0	304.0	304.0
Translation/Proof	0.0	0.0	0.0	0.0	0.0	0.0
OVERHEADS	0.0	0.0	0.0	931.0	931.0	972.5
Communications (*)	0.0	0.0	0.0	124.0	124.0	124.0
Equipment	0.0	0.0	0.0	165.1	165.1	165.1
Other Indirect Costs	0.0	0.0	0.0	0.0	0.0	0.0
Supplies	0.0	0.0	0.0	40.0	40.0	40.0
Contract Printing	0.0	0.0	0.0	1.0	1.0	1.0
Library	0.0	0.0	0.0	3.0	3.0	3.0
Books \$ Periodicals	0.0	0.0	0.0	2.3	2.3	2.3
Corp. Charge Card	0.0	0.0	0.0	13.5	13.5	13.5
Office Occupancy	0.0	0.0	0.0	663.0	663.0	663.0
Internal Computing (**)	0.0	0.0	0.0	538.2	538.2	538.2
Others	0.0	0.0	0.0	0.0	0.0	0.0
Allocation (Indirect)	0.0	0.0	0.0	(619.2)	(619.2)	(577.6)
Total Expenses	0.0	0.0	0.0	4,601.7	4,601.7	4,893.3

(*) Communications also includes long distance, fax transmits, fax maintenance, non standard phone & voice mail.

(**) Internal Computing also includes OT repair, other net svcs, net&software pkg, cen help desk, std pc leases.
and photocopying

BUDGET/Income	(1) Orig	(2) Revised	(3) Expected Income	(2)+(3) Projected Total Income	
Network (Reg BB)			2,240.0	2,240.0	2,240.0
Other BB	0.0	0.0	1,250.0	1,250.0	1,250.0
WBI (BBLRN)	0.0	0.0	500.0	500.0	500.0
CRG (BBNSA4)	0.0	0.0	0.0	0.0	0.0
FY99 Carryover (BBBDV)	0.0	0.0	0.0	0.0	0.0
DGF (BBSPL)	0.0	0.0	0.0	0.0	0.0
Financial Architecture	0.0	0.0	500.0	500.0	500.0
Advisory Income	0.0	0.0	250.0	250.0	250.0
VP Sustaining Cost	0.0	0.0	1,243.9	1,243.9	1,207.4
Add'l VP based on FY00			387.6	387.6	424.1
Total Budget	0.0	0.0	5,121.5	5,121.5	5,121.5

VARIANCE	(519.8)	(228.2)
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FY00 PROJECTED CROSS SUPPORT FOR PSAS

UNITS	REGIONS		NETWORKS		TRUST FUNDS		TOTAL DEPT.	
	SWS	\$	SWS	\$	SWS	\$	SWS	\$
PSDDR	33	188,753.69	22	120,615.85	2	11,056.82		
PSDCR	431	1,649,822.50	2	5,602.27				
PSDPP	234	768,903.41			485	1,503,911.93		
PSDBE	140	498,523.06	2	8,215.34	42	126,255.68		
PSDKM	22	62,022.73	6	30,959.09	30	57,613.64		
PSDKMCG	4	11,886.36	2	5,943.18				
PSDPS	392	1,148,042.05	11	39,488.64	60	174,730.68		
PSDSE	105	286,468.75			12	26,942.61		
TOTAL	1360	4,614,422.55	45	210,824.38	631	1,900,511.36	2036	6,725,758.29

(105)
 $1255 \times 1300 = 1,631,500$

PSD FY99/FY00 Original Thematic Budget/Orig/Actual Regional KM (Reverse Cross Support

	FY99			FY00	
	Orig.Thematic	Reverse Cross Support		Orig.Thematic	Reverse Cross Support
	Budget	(Regional KM)		Budget	(Regional KM)
		ORIG.	ACTUAL		ORIG.
PSDDR			5		
PSDBE	230	90	85.1	290	70
PSDEN/CR	280	70	64.9	260	50
PSDSE	187	93	154.3	200	100
PSDPS		23	23.3		
PSDKM		371	14		300
PSDPP	467	93	88.8	290	60
TOTAL	1164	740	435.4	1040	580

FY99 PSDKM \$371K Remained in unit

FY00 PSDKM \$300K Remained in unit

FY00 Projected Income/Expenses (February 2000)

	Orig from VP	Income (all BBs)										Projected Expenses	Variance Overrun (Underrun)
		Anchor Functions	FY99 Carryover	NSA	DGF	Cross Support	VP Sus	WBI	IFC/CIDA	TF Income	Others		
FO	1,120	1,067				331	45	69		40		1,552	157
BETG	300	300										300	0
PRIV TG	250	250										250	0
Subtotal	1,670	1,617	0	0	0	331	45	69	0	40	0	2,102	157
BE	60	124	408			765	223	69		9	46	1,644	287
CR	60	64		560		1,890	468	21			166	3,168	464
PP	350	480	76			2,220	304	174			414	3,668	(207)
SE	300	303	125			287	136	126	513			1,489	470
PS	40	40				1,489	590			50		2,169	179
KM	500	500				226	30	43.9				800	218
CorpGov				200	650	(175)	5	58			700	1,438	(449)
TOTAL	2,980	3,128	608	760	650	7,032	1,801	562	513	99	1,326	16,478	1,120
TOTAL excl SE	2,680	2,825	484	760	650	6,745	1,665	436	0	99	1,326	14,989	650

(modified Feb report: adjusted C/S and VP Sustaining from \$1060 to \$1300)

Misc - Pres. Con 700
 IFC/CIDA 513
 Stenon 100
 Manley 66
 VP Sus. 391
 23
 PP min. Reimb
 PP
 ASEM/OCOD 61.6
 Study 805

FY00 Projected Income/Expenses (February 2000)

		Income (all BBs)											Projected Expenses	Variance
		Anchor Functions	FY99 Carryover	NSA	DGF	Cross Support	VP Sus	WBI	IFC/CIDA	TF Income	Others	TOTAL		Overrun (Underrun)
FO	1,120	1,067				331	45	69		40		1,552	1,709	157
BETG	300	300										300	300	0
PRIV TG	250	250										250	250	0
Subtotal	1,670	1,617	0	0	0	331	45	69	0	40	0	2,102	2,259	157
BE	60	124	408			765	223	69		9	46	1,644	1,932	287
CR	60	64		560		1,890	468	21			166	3,168	3,633	464
PP	350	480	76			2,220	304	174			414	3,668	3,461	(207)
SE	300	303	125			287	136	126	513			1,489	1,959	470
PS	40	40				1,489	590			50		2,169	2,348	179
KM	500	500				226	30	43.9				800	1,018	218
CorpGov				200	650	(175)	5	58			700	1,438	989	(449)
TOTAL	2,980	3,128	608	760	650	7,032	1,801	562	513	99	1,326	16,478	17,598	1,120
TOTAL excl SE	2,680	2,825	484	760	650	6,745	1,665	436	0	99	1,326	14,989	15,639	650

(modified Feb report: adjusted C/S and VP Sustaining from \$1060 to \$1300)

PSD
FY00 MONTHLY MONITORING TABLE (all BBs)

EXPENSES	(1) YTD Comm. Bal	(2) YTD Feb 00	(3) Adjustments	(4) To be Committed	(1)+(2)+(3)+(4) Expected Expenses
STAFF COSTS	0.0	0.0	0.0	8,115.2	8,115.2
Salary & Benefit	0.0	0.0	0.0	11,510.4	11,510.4
Allocation (Sal & Ben)	0.0	0.0	0.0	(5,904.9)	(5,904.9)
Overtime	0.0	0.0	0.0	6.8	6.8
Temporary	0.0	0.0	0.0	215.5	215.5
Consultant fees	0.0	0.0	0.0	2,208.3	2,208.3
Field Benefits	0.0	0.0	0.0	79.1	79.1
OTHER NON-OVERHEAD	0.0	0.0	0.0	1,382.2	1,382.2
Travel	0.0	0.0	0.0	370.8	370.8
Rep & Hospitality	0.0	0.0	0.0	12.5	12.5
Contractual Services	0.0	0.0	0.0	986.4	986.4
Translation/Proof	0.0	0.0	0.0	12.5	12.5
OVERHEADS	0.0	0.0	0.0	1,068.1	1,068.1
Communications (*)	0.0	0.0	0.0	201.6	201.6
Equipment	0.0	0.0	0.0	2.2	2.2
Other Indirect Costs	0.0	0.0	0.0	0.0	0.0
Supplies	0.0	0.0	0.0	53.4	53.4
Contract Printing	0.0	0.0	0.0	28.0	28.0
Library	0.0	0.0	0.0	17.0	17.0
Books \$ Periodicals	0.0	0.0	0.0	11.2	11.2
Corp. Charge Card	0.0	0.0	0.0	8.3	8.3
Office Occupancy	0.0	0.0	0.0	1,152.9	1,152.9
Internal Computing (**)	0.0	0.0	0.0	662.4	662.4
Others	0.0	0.0	0.0	58.0	58.0
Allocation (Indirect)	0.0	0.0	0.0	(1,126.9)	(1,126.9)
Total Expenses	0.0	0.0	0.0	10,565.5	10,565.5

(*) Communications also includes long distance, fax transmits, fax maintenance, non standard phone & voice mail.

(**) Internal Computing also includes OT repair, other net svcs, net&software pkg, cen help desk, std pc leases. and photocopying

BUDGET/Income	(1) Orig	(2) Revised	(3) Expected Income	(2)+(3) Projected Total Income
Network (Reg BB)			3,167.7	3,167.7
Other BB	0.0	0.0	4,086.5	4,086.5
WBI (BBLRN)	0.0	0.0	561.9	561.9
CRG (BBNSA4)	0.0	0.0	760.0	760.0
FY99 Carryover (BBBDV)	0.0	0.0	1,308.2	1,308.2
DGF (BBSPL)	0.0	0.0	696.0	696.0
Manley/Stencon	0.0	0.0	165.8	165.8
Reimbursable Income	0.0	0.0	594.6	594.6
VP Sustaining Cost	0.0	0.0	1,800.8	1,800.8
VP Sustaining - PPIAF			390.7	390.7
Total Budget	0.0	0.0	9,445.7	9,445.7

VARIANCE	1,119.8
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PSD

For C²Q

FY00 Projected Income/Expenses (February 2000)

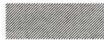
Orig from VP	Income (all BBs)											Projected Expenses	Variance Overrun (Underrun)	
	Anchor Functions	FY99 Carryover	NSA	DGF	Cross Support	VP Sus	WBI	IFC/CIDA	TF Income	Others	TOTAL			
FO	1,120	1,067			331.1	45	69		40		1,552	1,709.0	157.0	
BETG	300	300									300	300.0	0.0	
PRIV TG	250	250									250	250.0	0.0	
Subtotal	1,670	1,617	0	0	0	331.1	45	0	40	0	2,033	2,259.0	157.0	
BE	60	124	408		765.0	223	69		9	46	1,644	1,931.5	287.4	
CR	60	64		560	1,889.7	468	21			166	3,168	3,632.5	464.1	
PP	350	480	76		2,000	2,170.7	695	174		23	5,618	5,411.7	(206.6)	
SE	300	303	125		286.5	136	126	513			1,489	1,958.6	470.1	
PS	40	40			1,479.3	590			50		2,160	2,338.4	178.9	
KM	500	500			225.9	30	43.9				800	1,018.2	218.4	
CG			200	650	(175.0)	5	58			700	1,438	989.1	(449.2)	
TOTAL	2,980	3,128	608	760	2,650	6,973	2,192	493	513	99	935	18,350	19,539	1,120

means uncertain funding

PP1AF - 2000 - 2000
16,350 17,539

FJD
FY00 Projected Income/Expenses (February 2000)

	Orig from VP	Income (all BBs)										Projected Expenses	Variance Overrun (Underrun)	
		Anchor Functions	FY99 Carryover	NSA	DGF	Cross Support	VP Sus	WBI	IFC/CIDA	TF Income	Others			TOTAL
FO	1,120	1,067				331.1	45	69		40		1,552	1,709.0	157.0
BETG	300	300										300	300.0	0.0
PRIV TG	250	250										250	250.0	0.0
Subtotal	1,670	1,617	* 0	0	0	331.1	45		0	40	0	2,033	2,259.0	157.0
BE	60	124	408			765.0	223	69		9	46	1,644	1,931.5	287.4
CR	60	64		560		1,889.7	468	21			166	3,168	3,632.5	464.1
PP	350	480	76		2,000	2,170.7	304	174			414	5,618	5,411.7	(206.6)
SE	300	303	125			286.5	136	126	513			1,489	1,958.6	470.1
PS	40	40				1,479.3	590			50		2,160	2,338.4	178.9
KM	500	500				225.9	30	43.9				800	1,018.2	218.4
CG				200	650	(175.0)	5	58			700	1,438	989.1	(449.2)
TOTAL	2,980	3,128	608	760	2,650	6,973	1,801	493	513	99	1,325	18,350	19,539	1,120

 means uncertain funding

391 PPIA VP sum.
166 mainly / 314

1.8
1.7
1.1

* other sums
60 = AGEN + 0000
125.3 = PPI (20s)
23.0 " " 414 - 390.7 (PPIA VP sum) = 23

19,539
- 2
17,539

PSDKM-CORPORATE GOVERNANCE FY00 MONTHLY MONITORING TABLE

January 31, 2000

EXPENSES	(1) YTD Comm. Bal	(2) YTD Actuals	(3) Adjustments	(4) To be Committed	(1)+(2)+(3)+(4) Expected Expenses	CG	KM
STAFF COSTS	42.0	878.1	(42.0)	566.0	1,444.0	793.1	650.9
Salary & Benefit		593.0		397.1	990.1	333.0	657.1
Allocation (Sal & Ben)		65.0		(67.3)	(2.3)	178.0	(180.4)
Overtime		3.0			3.0	1.0	2.0
Temporary		6.0		0.0	6.0	2.0	4.0
Consultant fees	42.0	211.1	(42.0)	236.2	447.3	279.1	168.2
Field Benefits					0.0		
OTHER NON-OVERHEAD	9.3	115.3	(9.3)	67.6	182.9	161.3	21.6
Travel		65.0			65.0	65.0	
Rep & Hospitality		2.0		0.0	2.0	0.7	1.3
Contractual Services	9.3	40.3	(9.3)	67.6	107.9	92.9	15.0
Translation/Proof		8.0		0.0	8.0	2.7	5.3
OVERHEADS	12.0	151.8	(19.8)	56.4	200.4	80.7	119.7
Communications (*)		18.0		12.9	30.9	10.4	20.5
Equipment					0.0	0.0	0.0
Other Indirect Costs					0.0	0.0	0.0
Supplies	12.0	6.0	(6.0)	4.3	16.3	5.5	10.8
Contract Printing		11.0		9.5	20.5	6.9	13.6
Library		7.0			7.0	2.4	4.6
Books \$ Periodicals		3.0			3.0	1.0	2.0
Corp. Charge Card		0.4			0.4	0.1	0.3
Office Occupancy		66.0		47.0	113.0	38.0	75.0
Internal Computing (**)		41.0	(13.8)	29.3	56.5	19.0	37.5
Others		1.4			1.4	0.5	0.9
Allocation (Indirect)		(2.0)		(46.5)	(48.5)	(3.0)	(45.5)
Total Expenses	63.3	1,145.1	(71.1)	690.0	1,827.3	1,035.1	792.3
(*) Communications also includes long distance, fax transmits, fax maintenance, non standard phone & voice mail, video conf, av supp							
(**) Internal Computing also includes OT repair, other net svcs, net&software pkg, cen help desk and std pc leases							
BUDGET	(1.0) Orig	(2.0) Revised	(3.0) Expected Income	(2)+(3) TOTAL FY			
Network (Reg BB)	500.0	500.0		500.0			500.0
Other BB	0.0	297.0	1,205.0	1,502.0			
WBI (BBLRN)			102.0	102.0	58.1		43.9
CRG (BBNSA4)		297.0	(97.0)	200.0	200.0		
Pres Contingency Fund			700.0	700.0	700.0		
DGF (BBSPL)			500.0	500.0	500.0 + 450		
VP Sustaining Cost (Cross Support)			28.7	28.7	28.7	5.2	3.0
Total Budget	500.0	797.0	1,233.7	2,030.7	1,462.3	57.1	568.4
VARIANCE					(203.3)	(427.2)	223.9

PSDBE (7076)
FY00 MONTHLY MONITORING TABLE
February 2000

EXPENSES	(1) YTD Comm. Bal	(2) YTD Actuals	(3) Adjustments	(4) To be Committed	(1)+(2)+(3)+(4) Proj Total Expenses
STAFF COSTS	51.9	705.0	(17.3)	164.9	904.5
Salary & Benefit		737.6		289.5	1,027.2
Allocation (Sal & Ben)		(504.5)		(150.6)	(655.1)
Overtime		0.1		0.2	0.3
Temporary		20.2		0.0	20.2
Consultant fees	51.9	449.9	(17.3)	24.8	509.3
Field Benefits		1.7		1.0	2.7
OTHER NON-OVERHEAD	0.0	18.2	(1.8)	164.5	181.0
Travel		18.0	(1.8)	10.0	26.3
Rep & Hospitality		0.2		0.2	0.4
Contractual Services				154.3	154.3
Translation/Proof				0.0	0.0
OVERHEADS	0.3	48.8	0.0	31.9	81.1
Communications (*)		7.4		6.0	13.4
Equipment		0.5		0.0	0.5
Other Indirect Costs					0.0
Supplies	0.3	2.2		1.5	4.0
Contract Printing		0.1			0.1
Library		2.7			2.7
Books & Periodicals		0.3			0.3
Corp. Charge Card		0.1		0.4	0.5
Office Occupancy		79.1		26.0	105.1
Internal Computing (**)		34.3		28.8	63.1
Others		1.2			1.2
Allocation (Indirect)		(79.1)		(30.8)	(109.9)
Total Expenses	52.2	772.0	(19.0)	361.4	1,166.5

(*) Communications also includes long distance, fax transmits, fax maintenance, non standard phone & voice mail.

(**) Internal Computing also includes OT repair, other net svcs, net&software pkg, cen help desk and std pc leases.

BUDGET/INCOME	(1) Orig	(2) Revised	(3) Expected Income	(2)+(3) Projected Total Income
Network (Reg BB)	60.0	63.6	60.0	123.6
Other BB	0.0	343.1	189.4	532.5
WBI (BBLRN)			69.2	69.2
CRG (BBNSA4)			0.0	0.0
FY99 Carryover (BBBDV)		343.1	65.0	408.1
DGF(BBSPL)/Res(BBR SB)			46.0	46.0
Trust Fund Income			9.2	9.2
VP Sustaining Cost		10.3	212.7	223.0
Reimbursable Revenue				0.0
Total Budget	60.0	417.0	462.1	879.1

VARIANCE	287.5
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FY00 MO

EXPENSES

STAFF COSTS

Salary & Benefit		
Allocation (Sal & Ben)	Reverse C/S	1.2
Overtime		
Temporary		
Consultant fees	Tineo	24.8
Field Benefits	CON fee: ADJ-\$2.97(legacy),\$9(Gui-WBI wk)DONE, \$14.3(Gui-old P	

OTHER NON-OVERHEAD

Travel	TBC-\$10 (BB Shyam's trips)
Rep & Hospitality	
Contractual Services	Other BBs
Translation/Proof	

OVERHEADS

Communications (*)	Comm, Long Dist, Fax, non-std phone, Voice Mail
Equipment	Eq & Bldg,
Other Indirect Costs	
Supplies	
Contract Printing	Printing Supplies
Library	Other Pub Cost, Library
Books & Periodicals	
Corp. Charge Card	
Office Occupancy	
Internal Computing (**)	Int Comp, Photocopier, OT Repair, Oth Net Serv, Video Conf, Net&Sf
Others	Alt & Main, Courier Serv, WBI Trng Serv
Allocation (Indirect)	

Total Expenses

(*) Communications also includes long d

(**) Internal Computing also includes OT

BUDGET/INCOME

Network (Reg BB)	ASEM \$50 ,OECD-\$10
Other BB	
WBI (BBLRN)	Expected to receive (full WBI Trng)
CRG (BBNSA4)	
FY99 Carryover (BBBDV)	Innov (343.1K), Exchange (65K)
DGF(BBSPL)/Res(BBRSB)	RSB-P053440 (\$36K), P065062 (\$10K)
Trust Fund Income	

VP Sustaining Cost
Reimbursable Revenue
Total Budget

VARIANCE

PPI

FY00 MONTHLY MONITORING TABLE

February 29, 2000

EXPENSES	(1) YTD Comm. Bal	(2) YTD Actuals	(3) Adjustments	(4) To be Committed	(1)+(2)+(3)+(4) Expected Expenses
STAFF COSTS	362.2	877.5	(486.0)	178.4	932.1
Salary & Benefit		1,746.1	(35.9)	732.9	2,443.1
Allocation (Sal & Ben)		(1,184.2)	(51.8)	(617.5)	(1,853.6)
Overtime					0.0
Temporary		40.4		28.8	69.2
Consultant fees	362.2	250.5	(398.3)	34.2	248.6
Field Benefits		24.7			24.7
OTHER NON-OVERHEAD	77.3	317.0	(316.0)	2,132.5	2,210.8
Travel		30.0			30.0
Representation & Hospitality		0.3		0.5	0.8
Contractual Services	77.3	283.4	(316.0)	2,132.0	2,176.7
Translation/Proof		3.2		0.0	3.2
OVERHEADS	0.3	103.7	(6.8)	0.9	98.1
Communications (*)		19.1		9.5	28.6
Equipment		0.5			0.5
Other Indirect Costs					0.0
Supplies	0.3	7.4		3.7	11.3
Contract Printing		1.5		0.8	2.3
Library		0.1			0.1
Books & Periodicals		3.2		1.6	4.8
Corp. Charge Card		0.9		3.0	3.9
Office Occupancy		182.3		72.0	254.3
Internal Computing (**)		79.6		63.4	142.9
Others		10.2		5.1	15.3
Allocation (Indirect)		(201.1)	(6.8)	(158.2)	(366.0)
Total Expenses	439.7	1,298.3	(808.8)	2,311.8	3,241.0

(*) Communications also includes long distance, fax transmits, fax maintenance, non standard phone & voice mail.

(**) Internal Computing also includes OT repair, other net svcs, net&software pkg, cen help desk and std pc leases.

BUDGET	(1) Orig	(2) Revised	(3) Expected Income Certain	(4) Uncertain	(2)+(3)+(4) TOTAL FY
Network (BB)	350.0	354.6	125.3		479.9
Other BB (Reimbursable)					0.0
WBI (BBLRN)		117.2	57.1		174.3
CRG (BBNSA4)					0.0
FY99 Carryover (BBBDV)		94.0	(18.4)		75.6
DGF (BBSPL)		2,000.0			2,000.0
VP Sustaining Cost	for Regional C/S		304.2		304.2
	for PPIAF Support			390.7	390.7
Reimbursable Income			22.9		22.9
Total Budget	350.0	2,565.8	491.0	390.7	3,447.5
VARIANCE					(206.5)

FY00 MONT

EXPENSES	
STAFF COSTS	
Salary & Benefit	Adj. \$35.9K-Other Ben to TF. [Rica said staff Lev charged to Inst. (Ruster :\$116.67/260*57=\$25.6K)
Allocation (Sal & Ben)	Includes Reverse C/S of \$60K-\$6K (Halpern), \$5K (Italy conf.)
Overtime	Allocation adj: includes charges to BBSPL
Temporary	
Consultant fees	Comm.Bal Adj. [\$291.1--\$75K (PPIAF), \$216.1 (DGF)] Repost: \$4K BB to BBLRN
Field Benefits	Cons. Adj. (\$71.935+20.144 to repost-wrong charge of commit - TFI..)
	TBC: Karina, Chiaki,
OTHER NON-OVERHEAD	
Travel	
Representation & Hospitality	
Contractual Services	Comm.Bal Adj. (45K-DGF) Act Adj. (\$271-DGF) TBC: BBLRN
Translation/Proof	DGF \$2M
OVERHEADS	
Communications (*)	Comm, Long Dist, Fax, non-std phone, Voice Mail
Equipment	Eq & Bldg
Other Indirect Costs	
Supplies	
Contract Printing	Printing supplies
Library	Other Pub Cost, Lib
Books & Periodicals	
Corp. Charge Card	
Office Occupancy	Effective 3/1/00: \$18,002/month
Internal Computing (**)	=+Photo, OT Rep, Oth Net Serv, Netsware, Helpdsk, ApplSys Svcs. CB
Others	Alt & Main, Courier Serv, Conf. Sup, WBI Trg
Allocation (Indirect)	Allocation adj: includes charges to BBSPL
Total Expenses	3,241.0
(*) Communications also includes long dista	
(**) Internal Computing also includes OT repa	
BUDGET	
Network (BB)	
Other BB (Reimbursable)	
WBI (BBLRN)	
CRG (BBNSA4)	
FY99 Carryover (BBBDV)	
DGF (BBSPL)	Adj: VP Sust. \$18433
VP Sustaining Cost	
Reimbursable Income	
Total Budget	
VARIANCE	

PSDPS
FY00 MONTHLY MONITORING TABLE
February 29, 2000

EXPENSES	(1) YTD Comm. Bal	(2) YTD Actuals	(3) Adjustments	(4) To be Committed	(1)+(2)+(3)+(4) Proj Total Expenses
STAFF COSTS	2.0	509.8	(68.1)	361.1	804.7
Salary & Benefit		1,215.0		396.6	1,611.6
Allocation (Sal & Ben)		(1,020.0)	(46.6)	(159.8)	(1,226.4)
Overtime		0.0		0.0	0.0
Temporary		65.8		12.8	78.7
Consultant fees	2.0	241.0	(21.5)	111.4	332.9
Field Benefits		8.0		0.0	8.0
OTHER NON-OVERHEAD	0.0	47.0	(47.4)	0.0	(0.4)
Travel		45.0	(26.2)	0.0	18.8
Rep & Hospitality		1.0		0.0	1.0
Contractual Services			(21.2)	0.0	(21.2)
Translation/Proof		1.0		0.0	1.0
OVERHEADS	15.0	17.8	0.0	22.0	54.8
Communications (*)		25.0		16.0	41.0
Equipment		0.0		0.0	0.0
Other Indirect Costs					0.0
Supplies	0.0	2.0		3.0	5.0
Contract Printing		1.0		0.0	1.0
OH To TFI		3.0		0.0	3.0
Books & Periodicals		1.0		0.0	1.0
Corp. Charge Card		0.8		0.0	0.8
Office Occupancy		94.0		30.6	124.6
Internal Computing (**)		66.0		52.0	118.0
Others	15.0	8.0			23.0
Allocation (Indirect)		(183.0)		(79.6)	(262.6)
Total Expenses	17.0	574.6	(115.6)	383.0	859.1

(*) Communications also includes long distance, fax transmits, fax maintenance, non standard phone & voice mail.

(**) Internal Computing also includes OT repair, other net svcs, net&software pkg, cen help desk and std pc leases.

BUDGET/INCOME	(1) Orig	(2) Revised	(3) Expected Income	(2)+(3) Projected Total Income
Network (Reg BB)	40.0	40.0	0.0	40.0
Other BB	0.0	0.0	50.0	50.0
WBI (BBLRN)			0.0	0.0
CRG (BBNSA4)			0.0	0.0
TF INCOME			50.0	50.0
DGF (BBSPL)			0.0	0.0
VP Sustaining Cost			590.2	590.2
Total Budget	40.0	40.0	640.2	680.2

VARIANCE	178.9
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FY00 MO

EXPENSES

STAFF COSTS

Salary & Benefit

Allocation (Sal & Ben) Assume no Reverse C/S

Overtime

Temporary

Consultant fees

Field Benefits

(2) \$609 to be uncommitted by

(3) \$19 already reposted to AF

OTHER NON-OVERHEAD

Travel

Rep & Hospitality

Contractual Services

Translation/Proof

Should be reposted to Region (WBS P051272-SPN-BB)

OVERHEADS

Communications (*)

Equipment

Other Indirect Costs

Supplies

Contract Printing

OH To TFI

Books & Periodicals

Corp. Charge Card

Office Occupancy Office Occ. \$7650/mo

Internal Computing (**)

Others

Allocation (Indirect)

Total Expenses

(*) Communications also includes long d

(**) Internal Computing also includes OT

BUDGET/INCOME

Network (Reg BB)

Other BB

WBI (BBLRN)

CRG (BBNSA4)

TF INCOME

DGF (BBSPL)

VP Sustaining Cost

Total Budget

VARIANCE

PSDFO
FY00 MONTHLY MONITORING TABLE (all BBs)
February 2000

EXPENSES	(1) YTD Comm. Bal	(2) YTD Actuals	(3) Adjustments	(4) To be Committed	(1)+(2)+(3)+(4) Expected Expenses
STAFF COSTS	16.0	866.3	(10.0)	318.0	1,190.2
Salary & Benefit		1,011.1		409.4	1,420.5
Allocation (Sal & Ben)		(200.6)		(92.0)	(292.6)
Overtime		0.6		0.5	1.1
Temporary		1.3		0.0	1.3
Consultant fees	16.0	53.8	(10.0)	0.0	59.8
Field Benefits					0.0
OTHER NON-OVERHEAD	0.0	51.3	0.0	419.9	471.2
Travel		47.1		42.9	90.0
Rep & Hospitality		3.9		1.1	5.0
Contractual Services		0.3		375.9	376.2
Translation/Proof				0.0	0.0
OVERHEADS	0.2	181.7	(6.4)	91.1	266.5
Communications (*)		15.5		6.4	21.9
Equipment		1.2		0.0	1.2
Other Indirect Costs					0.0
Supplies	0.2	1.8		2.1	4.0
Contract Printing		0.1			0.1
Library		1.9			1.9
Books \$ Periodicals		0.9		0.6	1.5
Corp. Charge Card		0.4		0.6	1.0
Office Occupancy		138.0		60.6	198.7
Internal Computing (**)		37.7	(6.4)	41.5	72.8
Others		1.5		0.5	2.0
Allocation (Indirect)		(17.3)		(21.2)	(38.5)
Total Expenses	16.1	1,099.2	(16.4)	829.0	1,927.9

(*) Communications also includes long distance, fax transmits, fax maintenance, non standard phone & voice mail.

(**) Internal Computing also includes OT repair, other net svcs, net&software pkg, cen help desk, std pc leases.
and photocopying

BUDGET/Income	(1) Orig	(2) Revised	(3) Expected Income	(2)+(3) Projected Total Income
Network (Reg BB)	1,670.0	1,721.9	(65.0)	1,656.9
Other BB	0.0	388.2	(319.0)	69.2
WBI (BBLRN)		388.2	(319.0)	69.2
CRG (BBNSA4)				0.0
FY99 Carryover (BBBDV)			0.0	0.0
DGF (BBSPL)				0.0
VP Sustaining Cost			44.8	44.8
Reimbursable Revenue				0.0
Total Budget	1,670.0	2,110.1	(339.2)	1,770.9
VARIANCE				157.1

FY00 MONTH

EXPENSES

STAFF COSTS

Salary & Benefit	
Allocation (Sal & Ben)	Deduct Reverse C/S from C/S Income
Overtime	
Temporary	
Consultant fees	Helen reduced (7.5) and \$2.5 not in report on 3/5/00
Field Benefits	

OTHER NON-OVERHEAD

Travel	
Rep & Hospitality	
Contractual Services	BE&EN TG - 314.2K, FO Cont 4.7, Sector Brd (IO 201
Translation/Proof	TBC (Other BB -- BBLRN - 37

OVERHEADS

Communications (*)	Comm, Long Dist, Fax, non-std phone, Voice Mail
Equipment	Eq & Bldg
Other Indirect Costs	
Supplies	
Contract Printing	Other Pub Cost, Printing Supplies
Library	Library,
Books \$ Periodicals	
Corp. Charge Card	
Office Occupancy	Reverse Chargeback (see jocelyn's 3/10/00 EM to Dian
Internal Computing (**)	Int Comp, Photocopier, OT Repair, Oth Net Serv, Net&S
Others	Alt & Main, Courier Serv, WBI Trng Serv
Allocation (Indirect)	

Total Expenses

(*) Communications also includes long distanc

(**) Internal Computing also includes OT repai

BUDGET/Income

Network (Reg BB)	Transfer to BE PSD Exch - 65
Other BB	Transfer to Units 388.2
WBI (BBLRN)	WBI - BBLRN for ENTG
CRG (BBNSA4)	
FY99 Carryover (BBBDV)	
DGF (BBSPL)	

VP Sustaining Cost
Reimbursable Revenue
Total Budget

VARIANCE

Avail. Annual Bgt. ~~for~~ Funds Center Grp.

Current data 04/11/2000 10:59:45

Funds center WBG1/1873 PSDDR-DPT

Fund Displayed in		Or An Bgt 1 USD	Rev An Bgt 1 USD	Commitment 1 USD
/	Not assigned	2,980,000.00	3,945,750.50	344,299
./BBBDV	BB New Prod Dev	0.00	437,100.00	44,000
WBG1/BBIDB	BB IDB	0.00	0.00	0
WBG1/BBLRN	BB Learning	0.00	544,136.00	46,100
WBG1/BBNSA4	BB New Spend Auth 4	0.00	450,200.00	0
WBG1/BBOTH	BB Other	0.00	0.00	2,500
WBG1/BBRSB	BB Research Support	0.00	0.00	0
WBG1/BBSPPL	BB Spec Grants/DGF	0.00	4,749,000.00	393,101
Total		2,980,000.00	10,126,186.50	830,000

536
BB222

1-9

Mid-year

**PSDKM-CORPORATE GOVERNANCE
FY00 MONTHLY MONITORING TABLE
January 31, 2000**

Files:
Pang 30K
11 40
MIL 7
Prest 15

OGF
BBLN
OGF
OGF
OGF

EXPENSES	(1) YTD Comm. Bal	(2) YTD Actuals	(3) Adjustments	(4) To be Committed	(1)+(2)+(3)+(4) Expected Expenses	Actuals CACG CG (6)	KM
STAFF COSTS	42.0	878.1	(42.0)	566.0	1,444.0	793.1	650.9
Salary & Benefit		593.0		397.1	990.1	333.0	657.1
Allocation (Sal & Ben)		65.0		(67.3)	(2.3)	178.0	(180.4)
Overtime		3.0			3.0	1.0	2.0
Temporary		6.0		0.0	6.0	2.0	4.0
Consultant fees	42.0	211.1	(42.0)	236.2	447.3	279.1	168.2
Field Benefits					0.0		
OTHER NON-OVERHEAD	9.3	115.3	(9.3)	67.6	182.9	161.3	21.6
Travel		65.0			65.0	65.0	
Rep & Hospitality		2.0		0.0	2.0	0.7	1.3
Contractual Services	9.3	40.3	(9.3)	67.6	107.9	92.9	15.0
Translation/Proof		8.0		0.0	8.0	2.7	5.3
OVERHEADS	12.0	151.8	(19.8)	56.4	200.4	80.7	119.7
Communications (*)		18.0		12.9	30.9	10.4	20.5
Equipment					0.0	0.0	0.0
Other Indirect Costs					0.0	0.0	0.0
Supplies	12.0	6.0	(6.0)	4.3	16.3	5.5	10.8
Contract Printing		11.0		9.5	20.5	6.9	13.6
Library		7.0			7.0	2.4	4.6
Books \$ Periodicals		3.0			3.0	1.0	2.0
Corp. Charge Card		0.4			0.4	0.1	0.3
Office Occupancy		66.0		47.0	113.0	38.0	75.0
Internal Computing (**)		41.0	(13.8)	29.3	56.5	19.0	37.5
Others		1.4			1.4	0.5	0.9
Allocation (Indirect)		(2.0)		(46.5)	(48.5)	(3.0)	(45.5)
Total Expenses	63.3	1,145.1	(71.1)	690.0	1,827.3	1,035.1	792.3

(*) Communications also includes long distance, fax transmits, fax maintenance, non standard phone & voice mail, video conf, conf, av supp

(**) Internal Computing also includes OT repair, other net svcs, net&software pkg, cen help desk and std pc leases

BUDGET	(1.0) Orig	(2.0) Revised	(3.0) Expected Income	(2)+(3) TOTAL FY		
Network (Reg BB)	500.0	500.0		500.0		500.0
Other BB	0.0	297.0	1,205.0	1,502.0		
WBI (BBLRN)			102.0	102.0	58.1	43.9
CRG (BBNSA4)		297.0	(97.0)	200.0	200.0	
Pres Contingency Fund			700.0	700.0	700.0	
DGF (BBSPL)			500.0	500.0	500.0	+150
VP Sustaining Cost (Cross Support)			28.7	28.7	5.2	30
					4.2	24.4
Total Budget	500.0	797.0	1,233.7	2,030.7	1,462.3	568.4
VARIANCE				(203.3)	(428.2)	223.9

(80.9) - 129 (217.2) 218.3 248.3 136.3

PSDCR
FY00 MONTHLY MONITORING TABLE (all BBs)
February 29, 2000

EXPENSES	(1) YTD Comm. Bal	(2) YTD Actuals	(3) Adjustments	(4) To be Committed	(1)+(2)+(3)+(4) Proj Total Expenses
STAFF COSTS	89.8	1,100.7	(76.5)	421.1	1,535.0
Salary & Benefit		2,022.4		879.0	2,901.4
Allocation (Sal & Ben)		(1,146.5)		(494.1)	(1,640.6)
Overtime		1.4		0.5	1.9
Temporary		12.1		0.0	12.1
Consultant fees	89.8	167.7	(76.5)	35.7	216.6
Field Benefits		43.7		0.0	43.7
OTHER NON-OVERHEAD	0.0	13.3	0.0	31.8	45.0
Travel		10.7		10.0	20.7
Rep & Hospitality		1.8		0.5	2.3
Contractual Services		0.5		21.3	21.7
Translation/Proof		0.3		0.0	0.3
OVERHEADS	0.9	79.0	24.0	58.8	162.7
Communications (*)		17.7	24.0	8.8	50.5
Equipment		0.0		0.0	0.0
Other Indirect Costs					0.0
Supplies	0.9	4.8		3.5	9.3
Contract Printing		0.0		0.0	0.0
Library		1.4		1.0	2.4
Books & Periodicals		0.3		0.0	0.3
Corp. Charge Card		0.4		0.5	0.9
Office Occupancy		135.0		56.3	191.3
Internal Computing (**)		88.3		60.6	148.9
Others		5.2		3.0	8.2
Allocation (Indirect)		(174.2)		(74.9)	(249.1)
Total Expenses	90.7	1,193.0	(52.5)	511.6	1,742.8

(*) Communications also includes long distance, fax transmits, fax maintenance, non standard phone & voice mail.

(**) Internal Computing also includes OT repair, other net svcs, net&software pkg, cen help desk and std pc leases.

BUDGET/INCOME	(1) Orig	(2) Revised	(3) Expected Income	Uncertain	(2)+(3) Projected Total Income
Network (Reg BB)	60.0	64.1			64.1
Other BB	0.0	153.2	593.8		747.0
WBI (BBLRN)			21.3		21.3
CRG (BBNSA4)		153.2	406.8		560.0
FY99 Carryover (BBBDV)			0.0		0.0
DGF (BBSPL)			0.0		0.0
Reimb.(Manley/Stevenson)			165.8		165.8
VP Sustaining Cost			467.5		467.5
Total Budget	60.0	217.3	1,061.3		1,278.6
VARIANCE					464.2

FY00 MONT

EXPENSES

STAFF COSTS

Salary & Benefit

Allocation (Sal & Ben)

Overtime

Temporary

Consultant fees

TBC: Welch-\$8.92*4, ADJ: Legacy(\$36.7 for Kioko, 39.8 for Bryson = 76.5K)

Field Benefits

OTHER NON-OVERHEAD

Travel

Rep & Hospitality

Contractual Services

TBC: BBLRN

Translation/Proof

OVERHEADS

Communications (*)

ADJ: wrong charges to EN

Equipment

Other Indirect Costs

Supplies

Contract Printing

Library

Books & Periodicals

Corp. Charge Card

Office Occupancy

\$14,007/month

Internal Computing (**) Actual includes reimb 32.8K

Others

incl. Alt & Main, photocopier svc, Cour/Freight, WBI Trg

Allocation (Indirect)

Total Expenses

(*) Communications also includes long d

(**) Internal Computing also includes OT

BUDGET/INCOME

Network (Reg BB)

Other BB

WBI (BBLRN)

Expected: \$69..36 (EN), \$21.25 (CR)

CRG (BBNSA4)

FY99 Carryover (BBBDV)

DGF (BBSPL)

Reimb.(Manley/Stevenson)\$65.8(Manley-no ben) \$100 (Stevenson)

VP Sustaining Cost

Total Budget

VARIANCE

PSDSE
FY00 MONTHLY MONITORING TABLE (all BBs)
February 29, 2000

EXPENSES	(1) YTD Comm. Bal	(2) YTD Actuals	(3) Adjustments	(4) To be Committed	(1)+(2)+(3)+(4) Proj Total Expenses
STAFF COSTS	56.6	818.1	0.0	301.0	1,175.6
Salary & Benefit		780.6		335.9	1,116.5
Allocation (Sal & Ben)		(140.8)		(93.4)	(234.2)
Overtime		0.2		0.3	0.5
Temporary		17.1		10.9	28.0
Consultant fees	56.6	161.0		47.2	264.8
Field Benefits					0.0
OTHER NON-OVERHEAD	0.0	99.9	0.0	191.9	291.8
Travel		97.8		22.2	120.0
Rep & Hospitality		1.0		0.0	1.0
Contractual Services		1.1		169.7	170.8
Translation/Proof				0.0	0.0
OVERHEADS	0.3	134.9	0.0	69.4	204.6
Communications (*)		10.8		4.6	15.3
Equipment				0.0	0.0
Other Indirect Costs					0.0
Supplies	0.3	2.2		1.0	3.5
Contract Printing		4.0			4.0
Library	0.0	(0.1)			(0.1)
Books \$ Periodicals		0.3			0.3
Corp. Charge Card		0.8			0.8
Office Occupancy		111.2		54.8	166.0
Internal Computing (**)		31.0		29.2	60.2
Others		6.9			6.9
Allocation (Indirect)		(32.1)		(20.2)	(52.3)
Total Expenses	56.9	1,052.9	0.0	562.3	1,672.1

(*) Communications also includes long distance, fax transmits, fax maintenance, non standard phone & voice mail.

(**) Internal Computing also includes OT repair, other net svcs, net&software pkg, cen help desk and std pc leases.

BUDGET/INCOME	(1) Orig	(2) Revised	(3) Expected Income	(2)+(3) Projected Total Income
Network (Reg BB)	300.0	303.2		303.2
Other BB	0.0	163.3	599.6	762.9
WBI (BBLRN)		38.8	87.1	125.9
CRG (BBNSA4)				0.0
FY99 Carryover (BBBDV)		124.5		124.5
IFC			242.5	242.5
Trust Funds-CIDA (Tot-\$509K)			270.0	270.0
VP Sustaining Cost (Proj C/S)			135.9	135.9
Reimbursable Revenue				0.0
Total Budget	300.0	466.5	735.4	1,201.9
VARIANCE				470.1