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THE WORLD BANK GROUP & FOUNDATIONS

STORIES OF PARTNERSHIP | 2014

Message from Dr. Jim Yong Kim

"Work based on funding from foundations has defined my career. So I understand and appreciate the willingness of foundations to think outside the box; their readiness to take risks; and their ability to reach different audiences. I believe it's critically important that the World Bank Group seeks to strengthen its relationship with foundations and other partners."

Dr. Jim Yong Kim
President, World Bank Group

Introduction

Today, the World Bank Group works with over 80 foundations around the world. This publication brings together examples of those partnerships. The report is not comprehensive, but an attempt to capture a sense of the breadth and extent of collaboration between the World Bank Group and the philanthropic sector. It tells the story of the power of partnerships and what can be achieved by working together.

We are collaborating on development priorities ranging from job creation to citizen engagement and social accountability to health, education, financial inclusion to climate change and building resilient, inclusive cities for the 21st century. This publication makes clear how these projects are bringing real change to people's lives and to our planet. In Sub-Saharan Africa, the MasterCard Foundation and the International Finance Corporation (IFC) are bringing low-cost financial services to an estimated 5.3 million people who don't have a bank account; the Adolescent Girls' Initiative, a partnership between the World Bank Group and the Nike Foundation, has trained 2,500 women in Liberia to support their transition to productive work, and helped raise employment by almost 50 percent; In India, Indonesia, and Tanzania, a project with the Bill and Melinda Gates Foundation has led to more than 4 million people deciding to stop open defecation and begin using basic sanitation facilities; In the Philippines, the World Bank Group's Global Partnership for Social Accountability and the Open Society Foundations are supporting an initiative called *Checkmyschool* to give students and parents a say in how their schools are run.

To collect these stories from across the world, we relied on the knowledge and close collaboration of colleagues from across the entire World Bank Group. Without the resourcefulness of task team leaders and communications teams in digging up the information and color which bring these partnerships alive, this publication would not have been possible. An immense thank you also to the Foundations Team —Victoria Flamant, Irene Daskalakis, Saskia Marcela Stegeman, Prachita Karunakar Shetty and Chris Richards at IFC—as well as to writer Tracey Osborne Miller, copy editor Sandra Gain, and graphic designer Tomoko Hirata.

Penelope Lewis
Head, Foundations Program
Global Engagement, External and Corporate Affairs
World Bank Group

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Acronyms

AAA	Affordable, Accessible, Asian
ABI	Agribusiness Indicators
ACET	African Center for Economic Transformation
ADEA	Association for the Development of Education in Africa
AfDB	African Development Bank
AgriFin	Agriculture Finance Support Facility
AHME	Africa Health Markets for Equity
AKAM	Aga Khan Agency for Microfinance
AKCSP	Aga Khan Cultural Services Program
AKDN	Aga Khan Development Network
AKES	Aga Khan Education Services
AKF	Aga Khan Foundation
AKFED	Aga Khan Fund for Economic Development
AKRSP	The Aga Khan Rural Support Program
AKHS	Aga Khan Health Services
AKPBX	Aga Khan Planning and Building Services
AKTC	Aga Khan Trust for Culture
AKU	Aga Khan University
ALLFISH	Alliance for Responsible Fisheries
ANSA–EAP	Affiliated Network for Social Accountability in East Asia and the Pacific
APF	African Philanthropy Forum
APOC	African Program for Onchocerciasis Control
ARPA	Amazon Region Protected Areas Program
AUC	African Union Commission
BecA-ILRI	Biosciences eastern and central Africa-International Livestock Research Institute
BioCF	BioCarbon Fund
C40	Cities Climate Leadership Group
CAADP	Comprehensive Africa Agriculture Development Programme
CAFIN	Catalytic Fund for Nutrition
CCRIF	Caribbean Catastrophe Risk Insurance Facility
CDCF	Community Development Carbon Fund
CEPF	Critical Ecosystem Partnership Fund
CGAP	Consultative Group to Assist the Poor
CGECCD	Consultative Group on Early Childhood Care and Development
CGIAR	Consultative Group on International Agricultural Research
CIDA	Canadian International Development Agency
CIFF	Children's Investment Fund Foundation
CSO	Civil Society Organizations
DM	Development Marketplace
ECD	Early Childhood Development
EFC	European Foundation Centre
EFCA	Eurasia Foundation of Central Asia
ELKS	Enhancing Livelihoods through Livestock Knowledge Systems
EMWF	East Meets West Foundation
ENSO	El Niño Southern Oscillation
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
FCC	Fútbol con Corazón
FIIAPP	Fundación Internacional y para Iberoamérica de Administración y Políticas
FMS	Fundación Mi Sangre
FUNCATE	Fundação de Ciência, Aplicações e Tecnologia Espaciais
FARN	Fundación Ambiente y Recursos Naturales
FMO	the Netherlands Development Finance Company
GAFSP	Global Agriculture and Food Security Program
GAIN	Global Alliance for Improved Nutrition
GAVI	Global Alliance for Vaccines and Immunization
GEF	Group Global Environment Fund
GFATM	Global Fund to Fight AIDS, Tuberculosis and Malaria
GHG	Greenhouse gas emissions
GIIF	Global Index Insurance Facility
Global Fund	Global Fund to Fight AIDS, Tuberculosis, and Malaria
GMRH	Global Medicines Regulatory Harmonization
GMF	German Marshall Fund
GPE	Global Partnership for Education
GPE–VNEN	Global Partnership of Education—Vietnam Escuela Nueva
GPEI	Global Polio Eradication Initiative
GPOBA	Global Partnership on Output-Based Aid
GPSA	Global Partnership for Social Accountability

Acronyms

GRMF	Gonzalo Rodriguez Memorial Foundation
HiA	Health in Africa Initiative
HTI	Hurricane Trajectory Index
HUF	Hindustan Unilever Foundation
ICT	Information, communications, and technology
IDA	International Development Association
IDEP	Institute for Development and Economic Planning
IFC	International Finance Corporation
IWMI	International Water Management Institute
JLN	Joint Learning Network
LGA	Livestock Global Alliance
L-MIRA	Livestock—Micro Reforms for Agribusiness
LSMS-ISA	Living Standards Measurement Study—Integrated Surveys o Agriculture
M&E	Monitoring and evaluation
MDG	Millennium Development Goals
MNA	Middle East and North Africa
MSF	Mobile Financial Services
MSME	Micro, small and medium enterprises
MWRD	Multi-Purpose Water Resources Development
NCA	Natural Capital Accounting
NRF	National Research Foundation
NTD	Neglected Tropical Diseases
OCP	Open Contracting Partnership
OSF	Open Society Foundations
PCD	Partnership for Child Development
PECD	Partnership on Early Childhood Development
PER	Public Expenditure Reviews
PROFISH	Global Program on Fisheries
PROP	Pacific Islands Regional Oceanscape Program
RBM	Roll Back Malaria
REF	Roma Education Fund
RNTCP	National Tuberculosis Control Program
S4YE	Solutions for Youth Employment
SBA	Sustainable Business Advisory
SLCP	Short-lived climate pollutants
SME	Small and medium enterprises
STB	Stop tuberculosis (TB)
STEM	Science, Technology, Engineering and Math
SUN	Scaling Up Nutrition
TB	Tuberculosis
TDR	Tropical Disease Research
UCA	University of Central Asia
UHC	Universal health coverage
UKP	Urbanization Knowledge Platform
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNEP	United Nations Environment Programme
UNF	United Nations Foundation
USAID	United States Agency for International Development
WAVES	Wealth Accounting and Valuation of Ecosystem Services
WBG	World Bank Group
WHO	World Health Organization
WSP	Water and Sanitation Program

Aga Khan Development Network, *Geneva, Switzerland*

His Highness the Aga Khan, Founder and Chairman

@AKDN

The Aga Khan Development Network (AKDN) is an international group of development agencies with mandates that include the environment, health, education, architecture, culture, microfinance, rural development, disaster reduction, private sector enterprise, and revitalization of historic cities. AKDN agencies conduct their programs without regard to faith, origin, or gender. Each foundation and institution in the network has a CEO. Agencies within AKDN include:

- Aga Khan Agency for Microfinance (AKAM)
- Aga Khan Education Services (AKES)
- Aga Khan Foundation (AKF)
- Aga Khan Fund for Economic Development (AKFED)
- Aga Khan Health Services (AKHS)
- Aga Khan Planning and Building Services (AKPBS)
- Aga Khan Trust for Culture (AKTC)
- Aga Khan University (AKU)
- Focus Humanitarian Assistance (FOCUS)
- University of Central Asia (UCA)

Examples of Partnerships

Africa Region

The World Bank Group's Africa Region and AKDN work together in several countries on a variety of projects. The partnership varies from country to country and covers exchange of information, pooling of technical expertise, and parallel financing.

The Aga Khan University (AKU), Arusha, Tanzania. *Ongoing.*

The World Bank Group and the African Development Bank (AfDB) are key partners with AKDN in developing AKU as a major university in Africa. AKDN has already invested about $90 million in the project, including the purchase of land, and seeks to raise $190 million over the next five years, including $30 million from the International Development Agency (IDA) and $10 million from the International Finance Corporation (IFC). With a 15–20 year build-out horizon, AKU will have faculties of arts and sciences; five professional schools focused on media and communications, tourism, management, and education; and an independent policy think tank. AKU also plans to offer a graduate-level professional degree program in hospitality and tourism.

Impact

AKU will play an important role in providing world-class tertiary education and improving quality of education outcomes in African countries. AKDN tourism projects have already helped to create jobs and develop skills in the region and AKU's training in hospitality and tourism will help to expand market-based tourism and contribute to Africa's economic growth.

Partnership

The World Bank Group and AKDN each bring particular strengths to this partnership and both have benefited in terms of building synergies, sharing knowledge, and aligning policies.

Zanzibar Seafront Rehabilitation Project. *2009.*

In 2009, the World Bank Group and the Aga Khan Foundation formed a partnership with the Zanzibar government to restore a historic sea wall. The project was established to stop the serious physical and environmental decline of the historic seafront district of Stone Town. The Seafront Rehabilitation Project is an important springboard for the overall cultural and economic revitalization of the town's unique fabric.

Impact

The project has strengthened the institutional capacity of the Zanzibar Municipal Council on Unguja Island and helped develop related infrastructure, such as surface water drainage systems, solid waste collection and transportation, and streetlights.

Investment of $2.4 million helped stimulate the local economy and create 200 jobs during the construction phase, which also spurred employment opportunities in the informal sector.

Investment of **$2.4 million** helped stimulate the local economy in Zanzibar, and create **200 jobs** during the construction phase, which also spurred employment opportunities in the informal sector

Partnership
The partnership helped foster coordination in the design of a cultural heritage program jointly managed by the World Bank Group and UNESCO. The partnership also increased access to public spaces and infrastructure and improved economic opportunities, and is benefiting low-income households in dense, unplanned, and informally developed settlements with poor access to services.

Europe and Central Asia Region

Pamir Private Power Project. *2003–2010.*

The project was designed as a public-private partnership between the Government of Tajikistan, the World Bank Group, and the Aga Khan Fund for Economic Development (AKFED) to improve the reliability and quality of the supply of electricity to the Gorno Badakhshan Autonomous Oblast (GBAO) region of Tajikistan in a financially, environmentally, and socially sustainable way. A 25-year concession agreement with the Government of Tajikistan provided the basis for establishing the Pamir Energy Company, a joint stock company owned by AKFED (70 percent) and IFC (30 percent). The project supported the rehabilitation of hydropower infrastructure and transmission lines to increase electricity supply capacity. The affordability of electricity for the poorest households was ensured by a lifeline subsidy scheme funded primarily by a grant from the Government of Switzerland.

Impact
Electrical supply in the GBAO has increased from three hours to 22–24 hours per day during the winter for over 70 percent of customers. An estimated 220,000 people, more than half of them women, have benefited from improved electricity services. There is now a surplus of energy supply in the region. The Pamir Energy Company exports the excess to nearby Afghan provinces, supplying electricity to more than 1,000 households as well as hospitals, schools, and businesses in Afghanistan. Collection rates for electricity have also improved, from 40 percent in 2002 to around 100 percent in 2010.

Partnership
The public-private partnership was a successful outcome of the concerted actions and contributions of all partners. IFC partnered with AKFED to establish the Pamir Energy Company, while the World Bank Group and IFC's joint involvement was important in mobilizing grant financing from the Swiss government.

Social Cohesion through Community-Based Development in the Kyrgyz Republic. *2013–2016.*

This partnership between the World Bank Group and the Aga Khan Foundation aims to promote social cohesion through community-driven development, using pilot programs and a rigorous evidence-driven monitoring and evaluation framework. Funding is provided by a $2 million grant from the World Bank Group's State and Peacebuilding Fund with co-financing from the Aga Khan Foundation USA.

Impact
Activities are directly benefiting local communities across Naryn and Osh provinces in the Kyrgyz Republic. These activities support village government efforts to involve civil society groups in local development strategies and in the selection, delivery, and financing of community infrastructure projects. Lessons learned from new participatory approaches will contribute to the design of future IDA and government community-based development initiatives in the country.

Partnership
The World Bank Group benefits from the extensive global operational and research resources of AKDN, which include foundations, universities, research institutes, and ongoing development programs, including the Mountain Societies Development Support Program in the Kyrgyz Republic. AKDN has benefited from the World Bank Group's knowledge, resources, and global operational footprint in community-driven development.

Tajikistan: Reducing Poverty in High Mountain Environments around Lake Sarez. *2003-2007.*

In 2000, AKDN partnered with the World Bank Group on a major disaster risk mitigation project in the flood-prone Lake Sarez region of Tajikistan. During project implementation, it became clear that additional poverty-reduction efforts were needed in the region. The Japan Social Development Fund—a joint effort of the World Bank and the Government of Japan—financed an add-on project, implemented by Focus Humanitarian Assistance (FOCUS), an AKDN affiliate, to promote village-level social and economic development for poor and vulnerable communities in the valleys of Bartang and Panj.

South Asia Region

Pakistan Community-Based Renewable Energy. *2008.*

This is an ongoing $6 million micro hydro project, funded under a carbon offset program to support renewable energy sources and reduce global emissions of carbon dioxide. It is one of the largest community micro hydro projects in South Asia. It includes the development of 90 micro and mini hydropower plants, with a combined electrical generation capacity of between five and 15 megawatts, in the remote Northern and Chitral areas of Pakistan. The Aga Khan Rural Support Program (AKRSP) is implementing the project in coordination with local community-based organizations.

Impact
To date, 38 micro and mini hydro operations have been completed. The mini and micro hydro plants are providing 150,000 rural households that are not connected to the grid with access to electricity for domestic uses such as cooking, heating, and lighting. The project also provides health benefits by displacing air pollution from diesel generators and reducing household energy costs thanks to lower use of kerosene, oil, batteries, and fossil fuels.

51 poor communities
gained access to much needed, cheap, and **clean electricity** from small off-grid networks perched in the isolated mountains near the Afghan border.

Photo: Nicolas Bertrand/World Bank

Partnership
The World Bank Group leveraged financing through the Carbon Facility, and AKRSP has brought experience at the community level. The hydroelectric plants are managed on a community basis, with support from the Aga Khan Rural Support Program, and include active community involvement during the identification, design, implementation, and operational stages. The project also receives technical and financial support from various other organizations, including the Pakistan Poverty Alleviation Fund.

Walled City of Lahore Project. *June 2006–2013.*

The World Bank Group, the Aga Khan Trust for Culture (AKTC), and GoPunjab collaborated to develop a strategic plan for the urban regeneration of the Walled City of Lahore. The project included an inventory of historic buildings and a heritage trail, a prototype to showcase conservation of cultural assets and their use. The pilot showcased methods and benefits of conservation of cultural assets.

Impact
The project leveraged AKDN's local knowledge with the World Bank Group's involvement in urban management. The cultural heritage initiative was instrumental in attracting the interest of AKTC as a development partner in 2008.

Partnership
The technical support from AKTC and later its subsidiary, the Aga Khan Cultural Services Program (AKCSP), led to an effective collaboration with GoPunjab. AKTC-AKCSP provided invaluable guidance and technical assistance on the detailed preparatory activities for the pilot project, as well as identification of potential demonstration subprojects along the Shahi Guzargah.

Others

Advisory Council for the Strategic Framework for Mainstreaming Citizen Engagement in World Bank Group Operations. *2014.*

In order to improve results, the World Bank Group has committed to achieving 100 percent beneficial feedback in projects with clearly identifiable beneficiaries. Aga Khan Foundation is a member of the Advisory Council to guide the development and implementation of the Strategic Framework.

Consultative Group on Early Childhood Care and Development (CGECCD). *Established 1984. See page 44.*

The AKDN is a member of the CGECCD, a global consortium committed to improving early childhood policy and practice.

Global Partnership for Social Accountability (GPSA). *Launched April 2012. See page 69.*

The GPSA generates knowledge, networking, and financing to build civil society's capacity to promote social accountability. The AKDN was actively involved in consultations and with the technical working group for developing and designing the GPSA, and the Aga Khan Foundation has provided funding.

AFRICAN PROGRAM FOR ONCHOCERCIASIS CONTROL II (APOC)
1995-ongoing

APOC is the successor to the original African river-blindness control program, which closed in 2002, having met its objectives to eliminate onchocerciasis as a health and socioeconomic problem in 10 of the 11 West African countries it eventually covered. A new APOC program was created in 1995 to build on the success of that initiative, supporting 19 central, eastern, and southern African countries. The World Bank Group is the trustee of the program.

Impact

APOC has established a large community-based health care delivery infrastructure that serves as the distribution mechanism for the onchocerciasis drug and other basic health interventions (such as drugs to control malaria and other tropical diseases, and micronutrients to improve nutrition). The program has been extended through 2015 to enable it to bring full coverage to post-conflict countries and contribute to strengthening national health care delivery systems.

Partnership

This is a multi-stakeholder partnership that includes the **Bill and Melinda Gates Foundation**, the **Champalimaud Foundation**, **Calouste Gulbenkian Foundation**, T**Y Danjuma Foundation**, and **Wellcome Trust**.

Al-Korra Foundation, *Cairo, Egypt*

Manal Maher, Director

Al-Korra Foundation for Sustainable Development is a nonprofit foundation established by a group of public figures interested in community development. The foundation aims to increase competitiveness and productivity and achieve sustainable economic development through a focus on youth employment.

Example of Partnership

Egypt Development Marketplace. *November 2012–June 2014.*

Officially launched in November 2012, the Egypt Development Marketplace (DM) gives financial and technical support to social enterprises that are seeking to scale or replicate inclusive and sustainable business models in the agriculture and handicrafts sectors in Upper Egypt. The program's objectives are to contribute to rural development and job creation for young, men and women in Egypt and to help strengthen the ecosystem of social entrepreneurship and impact investment in Egypt.

Impact

Thirty-seven social enterprises were selected (mostly nongovernmental organizations and foundations) and will be provided with funding and ongoing technical support in proposal assessment and project selection as well as strategic guidance, mentoring, and training for the selected organizations. The project will help create about 200 jobs for young, Egyptian men and women living in rural areas.

Partnership

The Egypt DM is a collaborative effort supported by several partners and managed and coordinated by the World Bank Group. From the outset, civil society, private sector, and government leaders were engaged through a consultative process that led to an organic partnership with prominent local and international partners.

The funders of the Egypt DM include the Government of Australia (AusAID), the Department for International Development of the United Kingdom, the International Labor Organization, the Ministry of Foreign Affairs of Denmark, the Ministry of Foreign Affairs of Finland, the **Sawiris Foundation for Social Development** (see page 102), and the Swiss State Secretariat for Economic Affairs through the IFC. In addition, more than 20 technical assistance partners are providing capacity-building support to the Egypt DM winners throughout the project's one-year duration.

INSPIRING YOUNG ARTISTS ARTE JOVEN INITIATIVES I AND II

Launched 2012

The Arte Joven program originally began as an activity in the World Bank Group country office in La Paz, Bolivia. It started as a competition to identify young artists with talent but without resources. Eight young artists were identified and awarded prizes, educational scholarships, and apprenticeships. Their works were exhibited in Bolivia's first open-air art gallery and park, which was constructed by World Bank Group

staff and the surrounding community in an area donated by the municipality. It was sponsored by the Municipality of El Alto, the World Bank Group, **Viva Foundation** of Viva Telecom, and the banking sector, in partnership with internationally renowned artists. Other partners included the Andean Development Bank, Inter-American Development Bank, **Foundation of the Bolivian National Symphony Orchestra**, **La Paz Municipality Cultural Foundation**, **Cultural Foundation of the Central Bank of Bolivia**, and the Bolivian private banking sector.

The program was replicated in La Paz with the same idea but focusing on young architects and engineers who developed eco-friendly garbage disposal systems for schools and public areas. The winning young artists received prizes and scholarships and their ideas will be implemented throughout the city of La Paz.

Another new program that sprung from this, called Ambivalencias, pairs musicians with members of the National Symphony Orchestra to perform a series of national concerts that are free to the public. Partners include the **Foundation of the National Symphony Orchestra**, the Ministry of Culture, and the **Cultural Foundation of the Central Bank of Bolivia**.

The Arte Joven initiative is perhaps one of the widest programs in terms of partnership reach in Bolivia, bringing in multilateral institutions, central and local governments, foundations, the private sector, as well as citizens and neighborhood councils.

The unveiling of one of the eight winning artworks of the Arte Joven contest, exhibited in Bolivia's first open air art gallery
Photo: World Bank

Atlantic Philanthropies, *Washington, DC, USA*

Christopher G. Oechsli, President and Chief Executive Officer

@atlantic

For more than 30 years, Atlantic Philanthropies has made grants to advance opportunity and lasting change for those who are unfairly disadvantaged or vulnerable to life's circumstances. The foundation makes grants through its Ageing, Children & Youth, Population Health, Reconciliation & Human Rights, and Founding Chairman programs.

Example of Partnership

Knowledge and Learning for Health Systems Strengthening in Vietnam. *Launched 2012.*

Atlantic Philanthropies provided a $150,000 grant for the implementation of a week-long seminar to provide health policy makers and technical experts with a strategic way to analyze instruments used to improve health system performance. The seminar built on the World Bank Group's flagship course on health system and health financing reform and was adapted to the specific needs of the Vietnamese health system, in collaboration with the Vietnamese Ministry of Health.

Impact

This was the first time the World Bank Institute's flagship course on health system and health financing reform was presented in Vietnam. The course introduced a practical and comprehensive framework for understanding health systems and their performance and a structured approach to developing health system reform policies. The course provided the opportunity for participants to engage in topics such as health financing, payment systems, organizational change, regulation, and influencing provider/client behavior.

First ever implementation of WBG flagship course on **health system reform in Vietnam**

Multi-stakeholder

collaborative action in social accountability

Avina Foundation, *Panama City, Panama*

Gabriel Baracatt, Chief Executive Officer

@FundacionAVINA

Avina Foundation works in Latin America as a broker, co-investor, and facilitator, leveraging its resources, local presence, and relationships with thousands of allies to incubate and scale up shared strategies for change.

The foundation's primary contribution is the promotion of collaborative action through services and financial support. Continental strategies include: Strategy for the Amazonian Biome, Sustainable Recycling, Sustainable Cities, Inclusive Markets, Access to Water, and National Strategies.

Example of Partnership

Advisory Council for the Strategic Framework for Mainstreaming Citizen Engagement in World Bank Group Operations. *2014.*

In order to improve results, the World Bank Group has committed to achieving 100 percent beneficial feedback in projects with clearly identifiable beneficiaries. Avina Foundation is a member of the Advisory Council to guide the development and implementation of the Strategic Framework.

Global Partnership for Social Accountability (GPSA).
Launched April 2012. *See page 69.*

GPSA aims to generate knowledge, networking, and financing to build civil society's capacity to promote social accountability. Avina was actively involved in consultations and the technical working group for developing GPSA.

BBVA Microfinance Foundation, *Madrid, Spain*

Javier M. Flores Moreno, General Director

@MFBBVA

BBVA Microfinance Foundation was created by the BBVA Group in 2007, as part of its corporate responsibility strategy, to promote inclusive and sustainable economic and social development of disadvantaged people by giving them access to finance.

Example of Partnership

Access to Finance for Entrepreneurs in Latin America.

April 2013 and ongoing.

IFC and BBVA Microfinance Foundation are working together to build the largest network of microfinance institutions in the region, promote financial inclusion, and generate jobs in micro and small enterprises. By end-2013, IFC had committed a total of $31.4 million to three companies.

Partnership

IFC provided equity and debt financing and technical assistance to Latin American and Caribbean microfinance institutions, co-investing with BBVA Microfinance Foundation.

Global Indicators	2013	2012	2011	2010
Number of Active Clients	1,460,391	1,296,514	948,508	620,584
Social Impact (million people*)		5.2	3.7	3
Employees	7092	6829	4963	3350
Branches	469	476	359	275
Volume Outstanding (million US$)	2,024.10	1,135.06	953.99	577.24
Average Loan (euros)	1386	1272	1361	930
No. Countries in Network	7	7	6	6

Source: BBVA Foundation

* calculated using average family unit

Pulling together a network of foundations and enabling engagement with governments

Bernard van Leer Foundation, *The Hague, the Netherlands*

Michael Feigelson, Interim Executive Director

@KindNL

The Bernard van Leer Foundation is an international grant-making foundation based in The Hague. The foundation's mission is to improve opportunities for children up to age eight who are growing up in socially and economically difficult circumstances. The foundation's operations span several countries, including Peru, India, the Netherlands, Israel, Uganda, Turkey, Brazil, and Tanzania, as well as regional European Union programs.

Examples of Partnership

Consultative Group on Early Childhood Care and Development (CGECCD). *Established 1984.* *See page 44.*

The Bernard van Leer Foundation is a member of CGECCD, a global consortium committed to improving early childhood policy and practice.

Partnership on Early Childhood Development.

The Bernard van Leer Foundation has been instrumental in pulling together a network of foundations committed to early childhood development (ECD), with the World Bank Group helping to convene stakeholders and bringing governments into the conversation. This partnership was forged more than 10 years ago in Kenya: the World Bank Group supported teacher training and helped the government build capacity to provide services, and the **Aga Khan Foundation** and Bernard van Leer Foundation incubated service delivery pilots. This partnership has expanded to Mozambique (with **Save the Children**, the **ELMA Foundation**, and the World Bank Group) and is in the planning stages in Tanzania and Ethiopia.

Impact

In February 2012, the Government of Tanzania hosted the first national conference on ECD, bringing together the World Bank Group with 14 foundations, including the Bernard van Leer Foundation.

A declaration was agreed upon committing the Government of Tanzania to pass a new policy for ECD, including budget line items across a range of ministries.

The **Children's Investment Fund Foundation** is supporting the World Bank Group's work on ECD across Africa (as well as in some states in India). As part of this effort, World Bank Group offices in Tanzania and Uganda have submitted proposals for small grants to help mobilize resources for ECD.

The **Conrad N. Hilton Foundation**, the **ELMA Foundation**, and the Bernard van Leer Foundation have developed a plan for testing social impact investments beneficial to young children—an action that was spearheaded by the World Bank Group.

Bertelsmann Foundation, *Gütersloh, Germany*

Aart de Geus, Chairman and Chief Executive Officer

@BertelsmannFDN

The Bertelsmann Foundation aims to identify social problems and challenges at an early stage and develop exemplary solutions to address them. Focus areas include politics, society, the economy, education, health, and culture.

Examples of Partnership

Annual Bertelsmann Foundation—Financial Times Conference. *April 2014.*

This annual conference brings together high-ranking international representatives of government, business, and labor, as well as thought leaders from the think tank and academic communities, to discuss global challenges. World Bank Group President Dr. Jim Yong Kim was the keynote speaker at the opening reception held at the National Portrait Gallery in Washington, DC. The theme of the 2014 conference was "A World out of Balance: A Surplus of Politics, a Deficit of Ideas." Dr. Kim's remarks focused on the need for growth to be inclusive and sustainable.

German World Bank Forum. *June 2013.*

This high-level event brings together a select group of leading personalities from politics, the private sector, academia, and civil society to discuss today's most pressing development challenges. In 2013, the 11th German World Bank Forum focused on the role of leadership in business and politics in driving economic growth and development that preserves natural resources, reduces greenhouse gas emissions, and effectively includes the poor.

Impact

The event brought together around 100 international decision makers invited by the German Federal Ministry for Economic Cooperation and Development, the World Bank Group, and the Bertelsmann Foundation, who jointly organized the conference in cooperation with the Deutsche Gesellschaft fur Internationale Zusammenarbeit's (GIZ) Development Policy Forum. The leaders discussed what it takes to drive transformational change for inclusive and sustainable growth and development, the costs and risks leaders face in bringing about change, and the supporting role partnerships and strategic instruments can play.

100 international decision makers invited to identify the drivers of inclusive and sustainable growth

Bill & Melinda Gates Foundation, *Seattle, WA, USA*

Bill Gates, Co-Chair and Trustee
Melinda Gates, Co-Chair and Trustee
@gatesfoundation

The Bill & Melinda Gates Foundation (Gates Foundation) works to help all people lead healthy, productive lives. In developing countries, the foundation focuses on improving people's health and giving them the chance to lift themselves out of hunger and extreme poverty. In the United States, the foundation seeks to ensure that all people—especially those with the fewest resources—have access to the opportunities they need to succeed in school and life.

The foundation's Global Development Program includes agricultural development; financial services for the poor; water, sanitation, and hygiene; special initiatives (emergency response, urban poverty, global libraries); and policy and advocacy. The Global Health Program includes enteric and diarrheal diseases; integrated health solutions for family planning; nutrition; maternal, neonatal, and child health; tobacco control; and vaccine-preventable diseases.

Examples of Partnership

Agricultural Development

AgResults (previously Agriculture Pull Mechanism Initiative). *Launched 2010.*

AgResults is an innovation lab that provides grants to private firms after they have achieved specific results in agriculture. The use of financial "pull mechanisms"—incentive-driven ex post payment for results defined ex ante—is designed to encourage technological innovation as well as adoption of better products, processes, and techniques. AgResults aims to deliver, in equal measure, development benefits and insights about pull mechanism tools. Benchmarking, monitoring, and assessing each pilot and its results will highlight approaches that can be replicated and/or taken to scale, as well as information on how best to design and use pull mechanisms. The Gates Foundation is a member of the steering committee and a donor to AgResults.

Impact
The World Bank Group has solicited 38 pull mechanism ideas from 35 experts in four areas: inputs/increasing yields; outputs/post-harvest management; livestock; and nutrition. Around $100 million has been committed by five donors, including the Gates Foundation. Three initial pilots have been approved in the areas of on-farm storage in Kenya, vitamin A bio-fortified maize in Zambia, and biocontrol of Aflatoxin in Nigeria. A secretariat will oversee implementation of the pilots and assist the donor steering committee in the development of a further four to six new pilots.

Agriculture Finance Support Facility (AgriFin). *2009 and ongoing.*

AgriFin aims to demonstrate that all levels of the agricultural chain—including smallholders—can be financed profitably by banks and other lending institutions. The project supports financial institutions in developing scalable models of agriculture finance by co-financing targeted capacity-building projects and implementing a global knowledge and networking program.

Impact
With support from AgriFin, 11 financial institutions in 11 countries (eight in Africa, three in Asia) have invested in institutional capacity to expand their financing of agriculture in a sustainable way. For example, in Rwanda, the Banque Populaire du Rwanda has established a food and agriculture department with trained lending staff and developed credit and saving products tailored to the sector, rolling out mobile banking and ATM services across rural areas. Over the past three years, the bank has lent more than $18 million to the agriculture sector, benefiting at least 25,000 people, most of them smallholder farmers. More than 150,000 of the bank's clients, half of them in rural areas, have access to mobile banking and ATM services.

More than 400 professionals have attended AgriFin's training and development programs, 50 senior bankers have participated in two study tours, and 100 senior managers attended the first global conference held in 2012. A large network of agricultural finance professionals has been developed, encouraging peer-to-peer learning, with knowledge products such as monthly webinars, bi-annual study tours, monthly newsletters, and a growing library of resources.

Partnership
The World Bank Group and the Gates Foundation have increased their understanding of the unique challenges and opportunities in agriculture finance as compared with microfinance or rural finance.

Agriculture Finance Support Facility (AgriFin) Cambodia. *January 2013–September 2014.*

The AgriFin Steering Committee in 2010 approved a grant of $1.1 million to Amret microfinance institution, one of the leading multilateral financial institutions in Cambodia, to develop Amret's capacity in agricultural lending and increase rural outreach with adequate financial services, including deposits.

AgriFin's program has two main components: capacity-building projects and a knowledge and networks program. Projects financed under the first component support the replication and scaling-up of business models that profitably finance agriculture. The knowledge and networks program catalyzes and facilitates learning about profitable agriculture finance business models within a wide network of practitioners.

Impact
Early results include the establishment of the Agri-Credit Unit in Amret and the successful piloting of an agribusiness loan model in 14 branches across five provinces. Amret is preparing for a countrywide rollout.

Partnership
The partnership has demonstarted to Amret (and other local microfinance institutions in Cambodia) the significance of the market for small farmers and growth in the agriculture sector.

Expanding knowledge around the conditions needed for **successful agricultural development**

Commercializing Agricultural Systems

Through this partnership, the Gates Foundation and the World Bank Group are expanding their knowledge around the applications and limits of agribusiness indicators, as well as the conditions for successful agricultural development.

Phase I: Agribusiness Indicators (ABI). *October 2009–June 2013.*

This pilot tested a set of indicators related to encouraging the emergence of a more commercially oriented agricultural sector (access to improved seeds, fertilizers, finance, and transport services). The indicators were tested across nine countries in Sub-Saharan Africa (Burkina Faso, Ethiopia, Ghana, Kenya, Mozambique, Nigeria, Rwanda, Tanzania, and Zambia). The aim was to raise awareness and demonstrate the usefulness of agribusiness indicators as new matrices for judging the ability of the whole agricultural sector to respond to changing needs and demands.

Impact
Data from the project have been used as inputs in four World Bank Group projects in Sub-Saharan Africa. The innovative business approach has stimulated discussions among donors about the need to improve and scale up agribusiness indicators.

Phase II: Enabling the Business of Agriculture. *November 2012–June 2016.*

This initiative is identifying, measuring, and monitoring policies and regulations that impact how markets function in the agricultural sector to allow policy makers to compare their agribusiness climate with other countries. So far, data have been collected and analyzed to build actionable indicators as a resource for policy makers and other stakeholders. Ultimately, the project aims to encourage changes that support inclusive participation in agricultural value chains and foster an environment conducive to local and regional business.

Impact

The project's first-year pilot phase has been completed and data were collected in 10 countries on nine topic areas, building an important base for indicator development. The 10 countries represent a range of geographic regions in various stages of agricultural development: Ethiopia, Guatemala, Morocco, Mozambique, Nepal, the Philippines, Rwanda, Spain, Uganda, and Ukraine. An initial assessment of the pilot phase has been completed, which will be made available on the program's website: eba.worldbank.org. Preparations are under way for data collection—in late 2014 and early 2015—in 40 countries.

Consultative Group on International Agricultural Research (CGIAR)

Established 1971. See page 45.

The Gates Foundation supports CGIAR, a strategic partnership committed to working toward a food-secure future, through high-quality international agricultural research. Through its annual contribution to CGIAR, the Gates Foundation plays an important role in many CGIAR partnership projects with the World Bank Group. Projects directly funded by the Gates Foundation include:

- **HarvestPlus and the CGIAR Research Program on Agriculture for Nutrition and Health.** *Since 2004.* The program seeks to combat micronutrient malnutrition by breeding staple crops with higher levels of key vitamins and minerals. Funded with the **Syngenta Foundation**.
- **Drought Tolerant Maize for Africa Program.** *2007–2015.* The project provides insurance against the risks of maize farming, using conventional breeding to develop and disseminate varieties that can provide a decent harvest under reduced rainfall or better than usual yields under good rains. Funded with the **Syngenta Foundation** and the **Warren G. Buffett Foundation**.
- **Biosciences eastern and central Africa–International Livestock Research Institute Hub.** *Since 2004.* This is a shared agricultural research and biosciences platform to increase access to affordable, world-class research facilities and create and strengthen human resources in biosciences and related disciplines in Africa. Funded with the **Syngenta Foundation**.
- **Water Efficient Maize for Africa.** *2008–2017.* This partnership was launched to help farmers manage the risk of drought by developing and deploying maize varieties that yield 24–35 percent more grain under moderate drought conditions than currently available varieties. The current second phase of the project includes breeding for resistance to stem borers—insect pests that seriously damage maize crops in the field. Funded with the **Howard G. Buffett Foundation**.
- **Improved Maize for African Soils.** *2009–2014.* This is an alliance to improve food security and livelihoods in Sub-Saharan Africa by creating and sharing new maize varieties that use fertilizer more efficiently and help smallholder farmers obtain higher yields.
- **Cereal Systems Initiative for South Asia.** *Phase I: 2008–2012; Phase 2: 2012–2015.* This project seeks to improve cereal productivity and farm income in Bangladesh, Nepal, India, and Pakistan.

Farmers sorting tomatoes in Ethiopia | Photo: Stephan Bachenheimer/World Bank

GAFSP has successfully allocated more than **$1.1 billion** to **30 countries,** benefiting 11 million people, many of whom are among the poorest of the poor

Global Agriculture and Food Security Program (GAFSP). *Since April 2010.*

GAFSP represents a global effort to aid vulnerable populations afflicted by hunger and poverty. The program takes up where emergency and recovery assistance leaves off, targeting transformative and lasting change in agriculture and food security in poor countries through financial support to existing aid effectiveness processes.

Countries that have received GAFSP funding are: Bangladesh, Burundi, Burkina Faso, Cambodia, Ethiopia, The Gambia, Haiti, Honduras, Kyrgyz Republic, Liberia, Mali, Malawi, Mongolia, Nepal, Nicaragua, Niger, Rwanda, Senegal, Sierra Leone, Tajikistan, Tanzania, Togo, Uganda, Yemen, and Zambia. In November 2014, GAFSP awarded $107 million in grants to Benin, Bhutan, Kenya, Lao PDR, and Timor-Leste for increasing food production, improving nutrition, and accelerating country-led efforts to end poverty.

GAFSP has two funding windows: the Public Sector Window, which focuses on supporting proposals designed and led by recipient countries, and the Private Sector Window, which provides long- and short-term loans, credit guarantees, and equity to support private sector activities to improve agricultural development and food security. The Gates Foundation supports the GAFSP Public Sector Window.

Impact

To date, GAFSP has received pledges amounting to $1.3 billion from Australia, Canada, Japan, Ireland, the Netherlands, the Republic of Korea, Spain, the United Kingdom, the United States, and the Gates Foundation, with funds going to countries that have strategic, innovative, and credible plans already in place to improve agricultural productivity and food security.

GAFSP has successfully allocated more than $1.1 billion to 30 countries, benefiting 11 million people, many of whom are among the poorest of the poor.

Partnership
By providing a platform for coordinated donor financing around country programs, GAFSP constitutes a unique and innovative arrangement to support bilateral and multilateral efforts to help low-income countries alleviate poverty, improve rural livelihoods, and increase food and nutrition security. The program has facilitated the scale-up of agricultural investments. The Gates Foundation has provided additional funding for the program, and leadership to improve the program as a whole through a continuous process of learning-by-doing, monitoring, refining, and improving its design.

Joint Scoping of the Dairy Sector in Six Indian States. *March 2013–June 2013.*

Together, the Gates Foundation and the IFC conducted a joint scoping exercise to assess cattle productivity, food safety, and environmental footprint, including water and greenhouse gas emissions, to enhance understanding of the challenges facing the dairy sector and identify potential solutions. The study was disseminated in Orissa and Bihar through workshops with various stakeholders.

Impact
The study will inform the design of programs to improve productivity in the dairy sector in the poorest states of India, while also reducing the environmental footprint and improving the investment climate.

Partnership
Results of the scoping exercise will inform the design of future programs in the dairy sector for the Gates Foundation and the IFC, and potentially open up opportunities for collaboration between the two organizations to implement dairy projects together in the future.

Livestock in Africa: Improving Data for Better Policies. *2009–2013.*

This program worked to strengthen livestock data collection systems in Africa, to provide better understanding of the use and function of livestock as an agricultural commodity and contributor to rural incomes.

Impact
The program supported pilot projects in Niger, Tanzania, and Uganda, and helped increase awareness of the importance of and gaps in the availability of livestock data. Better understanding of livestock holdings and their use is helping to facilitate the development of policies and interventions to support herders, pastoralists, and traders.

Partnership
The Gates Foundation is integrating this work into its broader research on data and policy and linking it with international dialogue and action on the Global Strategy for Enhancing Agriculture Statistics.

Livestock Global Alliance: Connecting Knowledge and Operations. *April 2012 and ongoing.*

The Livestock Global Alliance (LGA) works to increase understanding of the livestock sector's contribution to global health, food security, nutrition, rural livelihoods, poverty alleviation, and environmental protection, benefiting in particular poor rural communities and pastoralists. It serves as a think tank, rather than a standard-setting body. The Alliance's founding partners are the African Union-Interafrican Bureau for Animal Resources, the Association of Southeast Asian Nations (ASEAN), the Gates Foundation, the Food and Agriculture Organization (FAO), the International Fund for Agricultural Development (IFAD), the International Livestock Research Institute (ILRI), the World Bank Group, and the World Organization for Animal Health (OIE).

Impact
LGA is at an early stage and is working to connect the various partnerships and programs to national policy and investment programs. Strategic communications is a priority focus area.

Partnership
LGA is supported by the Gates Foundation, with the World Bank Group providing in-kind support in the form of key technical staff and by hosting a small secretariat.

Livestock-Micro Reforms for Agribusiness (L-MIRA). *To be launched December 2014.*

The Gates Foundation is providing $7 million to support investment climate reforms in Africa and South Asia in the livestock sector. Ethiopia and Tanzania have been selected and a third country will be chosen. The objective is to increase the access of smallholder farmers and pastoralists (livestock producers) to improved services and technologies and more stable, predictable income generation. The program expects to facilitate a total of 21 reforms in the livestock sector.

Partnership
The program leverages extensive World Bank Group experience in livestock policy and IFC experience in livestock investments and reforms. The program will leverage existing World Bank Group partnerships with United Nations agencies, bilateral donors, and sub-regional bodies.

Living Standards Measurement Study–Integrated Surveys on Agriculture (LSMS-ISA). *2008–2015.*

Despite critical links between agriculture and economic development, agricultural statistics remain weak. The World Bank Group and the Gates Foundation are collaborating to improve household surveys in Sub-Saharan Africa through the LSMS-ISA. The project works with the national statistics offices in partner countries to design and implement nationally representative panel household surveys with a strong focus on agriculture.

Impact
The project aims to improve the availability and quality of smallholder agricultural data, foster the use of these data for research, and inform policy decisions.

Expanding agricultural growth while assisting smallholder farmers

Strengthening National Comprehensive Agricultural Public Expenditures in Sub-Saharan Africa. *2009–2015.*

This partnership aims to expand data collection and analysis of public expenditure on agriculture and develop an agriculture sector public expenditure toolkit. The program supports the scaling-up of investments in agriculture and implementation of the Comprehensive Africa Agriculture Development Programme (CAADP). An additional year of activity is fully aligned with the post-Malabo priorities being pursued by the African Union Commission and the New Partnership for Africa's Development Planning and Coordination Agency.

Impact

By supporting capacity development of national governments and increased public sector expenditure on agriculture to meet CAADP targets, the program will help smallholder farmers, including women, and expand agricultural growth across Africa.

Working toward

a food-secure future

MANGOES COME TO MALAWI

GAFSP and IFC each invested in Malawi Mangoes, the country's first commercial fruit farming enterprise and fruit processing company. It will create more rural jobs and increase lucrative marketing opportunities for farmers.

Financing will launch the expansion of Malawi Mangoes' tropical fruit production and processing operations to demonstrate the viability of banana and mango commercial-scale production in Malawi.

Photo credit: Malawi Mangoes

Malawi Mangoes expects to support 6,000 small-scale mango farmers by 2018. The company has successfully grown new mango varieties in ultra-high-density orchards in Malawi and adopted water-efficient drip irrigation to cover more than 1,000 hectares of the company's planting area.

IFC and GAFSP's investment helped mobilize additional funding from FMO, the Netherlands Development Finance Company, to support the plantation development of Malawi Mangoes.

Financial Services for the Poor

Airtel Uganda. *2014–2017.*

The Gates Foundation will support a Mobile Financial Services (MFS) program in Uganda over a period of three years as part of IFC's Financial Inclusion Framework. The objective is to deliver technical support to Airtel, an Indian multinational telecommunications company, to grow MFS successfully in Uganda. This will include developing a cash-in/out network that penetrates rural regions of the country, increasing customer awareness and adoption, and achieving product enhancement and standardization.

Impact
The project is expected to result in an expansive rollout of liquid, high quality mobile money agents across Uganda, and the development of pro-poor digital financial products that will allow users to rapidly integrate into the Airtel platform.

Partnership
This partnership strengthens Airtel's reach and ability to provide solutions to rural regions.

The Consultative Group to Assist the Poor's (CGAP's) Technology and Business Model Innovation Program. *Since 2006.* *See page 45.*

CGAP is a multi-donor consortium that works to advance poor people's access to finance. The Gates Foundation co-funds this program with CGAP, which works with a wide range of financial service providers, mobile network operators, and policy makers to identify technology-enabled business models that can deliver financial services to poor people at low cost and at scale.

Impact
CGAP has contributed to a greater understanding of how branchless banking can increase poor people's access to a broad range of affordable financial services, particularly savings.

The Financial Inclusion Support Initiative. *Launched April 2013.*

This multi-donor partnership aims to help reach the goal of universal financial access. The initiative's focus is on country-led technical assistance programs, results-based innovation funding, and capacity building. To date, the initiative is being implemented in Indonesia and Rwanda, with the goal of expanding to other countries. More than 40 countries have made commitments to expand financial inclusion, through such initiatives as the G20 Financial Inclusion Peer Learning Program and the Alliance for Financial Inclusion.

Impact
With the Gates Foundation's strong emphasis on digital delivery mechanisms such as mobile phones, the Financial Inclusion Support Initiative aims to contribute to meeting the goal of 500 million more adults with bank accounts by 2016.

Partnership
The Gates Foundation brings powerful private sector networks and advocacy potential, complementing the World Bank Group's capacity and know-how.

Goal
500
million
more adults
with bank accounts
by 2016

Tanzania Mobile Financial Scheme Rules. *2013–2015.*

The overall objective of this project is to support the creation of a set of interoperable standards for a mobile financial scheme in Tanzania to increase the number of market access points to affordable mobile financial services. The Gates Foundation provides funding and is partnering with the Tanzania-based Financial Sector Deepening Trust. IFC is providing technical assistance and facilitating industry workshops.

Impact

Tanzania has a competitive and relatively balanced mobile financial services market structure compared with other regional markets, and could benefit greatly from interoperability to reduce costs and duplication of channels, enabling the providers to serve more low-income customers. The first set of rules for interoperable person-to-person transfers was completed, signed, and adopted by two industry participants in September 2014, with a third joining this year, so people are now able to send money across networks on their mobile phones in Tanzania.

Partnership

This project is helping to create a commercial solution to MFS interoperability and provide a secure platform that could contribute to a more efficient and inclusive financial system. For the industry, these rules could form the basis of a low-cost switching utility that would enable providers to offer cheaper services to more people, while staying competitive on product, channel, and pricing.

The Technical Assistance Program on Ensuring Financial Integrity and Promoting Financial Access. *Launched 2013.*

This project was created to help client countries better understand their financial integrity risks. The program delivers technical assistance to financial regulators to help them create new regulatory frameworks and develop financial products such as bank accounts and new payment methods, including mobile money.

Impact

The program will initially focus on Africa and South Asia, with the goal of ensuring that financial sector regulation supports financial integrity (combating money laundering and other illicit flows) and financial inclusion.

Partnership

The Gates Foundation has committed almost $1.4 million toward these efforts. The World Bank Group brings deep experience and expertise to the area of financial integrity, particularly through its work on financial inclusion.

By the end of 2017,

improve health outcomes

among poor communities

Mother receiving postnatal care in a maternity ward | Photo: Dominic Chavez/World Bank

Global Health Program

Africa Health Markets for Equity (AHME). *2012–2017.*

Private providers are the first source of care for the majority of poor people in Sub-Saharan Africa, but their ability to provide equitable, high-quality coverage of critical health technologies and interventions is often constrained. Operating in Ghana, Kenya, and Nigeria, AHME will increase the scale and scope of franchised health care, expanding from family planning and sexual and reproductive health to also addressing malaria, acute respiratory infections, diarrhea, nutrition, maternal care, HIV, and tuberculosis.

Impact

The AHME project aims to achieve the following results by the end of 2017: improved health outcomes among poor communities in Ghana, Kenya, and Nigeria; effective provision of quality health care by private providers to poor communities; and increased scale and scope of private provider networks and demand-side financing.

IFC-GAIN Nutrition Challenge Fund. *Launched 2008.*

The program (part of the Global Alliance for Improved Nutrition, GAIN, (see page 64) was created to stimulate the private sector to produce low-cost, high quality, fortified complementary foods and fortified complementary food supplements for infants and children living in low-income families. It is funded by the Gates Foundation, the **Children's Investment Fund Foundation**, the Canadian International Development Agency, and the United States Agency for International Development. IFC is responsible for the administrative management of the trust fund, as well as project identification, design, implementation, monitoring, and evaluation. The project is being piloted in Ecuador for possible replication in Africa and Asia.

Global Alliance for Vaccines and Immunization (GAVI). *Established 2000.* *See page 65.*

GAVI is a partnership between donor governments, developing countries, international development and finance organizations, and the pharmaceutical industry. The Gates Foundation is currently GAVI's second largest donor and one of the most influential GAVI board members.

Impact

By 2014, GAVI had reached 440 million additional children since its creation and prevented six million deaths. From its inception in 2000 through September 2014, GAVI has disbursed more than $7 billion to more than 70 countries.

Global Fund to Fight AIDS, Tuberculosis, and Malaria. *Established 2002.* *See page 66.*

This fund is structured as a global health partnership between developed countries, developing countries, the private sector, civil society, and affected communities to attract, manage, and disburse resources rapidly, and make available and leverage additional resources, to prevent and treat these three communicable diseases.

Global Medicines Regulatory Harmonization (GMRH). *2011–2016.*

The GMRH aims to promote harmonization of the regulation of medicines as a means of increasing patients' access to safe, effective, and good quality essential medicines. The first project being funded under the program is the African Medicines Regulatory Harmonization project, which focuses on the harmonization of the registration of medicines in the East African Community, including Burundi, Kenya, Rwanda, Tanzania, Uganda, and Zanzibar.

In addition to improving access to quality medicines, including innovative medicines, the program hopes to improve the effective functioning of markets for generic medicines that help crowd out substandard and counterfeit drugs.

Impact

Improved medicines, regulatory policy, and harmonization efforts can lead to more competitive markets, economic growth, improved access to new medicines, better quality of pharmaceuticals in circulation, and ultimately better health outcomes. Tangible progress made in the East African Community has encouraged other regional economic communities to launch similar harmonization activities, which over time should multiply impact across other sub-regions.

Health in Africa Initiative. *November 2009–December 2015.*

The Health in Africa Initiative was created to catalyze private sector participation in the health sector to improve access to quality health-related goods and services for the poorest communities, and financial protection against the impoverishing effects of illness through technical assistance and policy advice. It was created by the World Bank Group in partnership with the Gates Foundation. **The Rockefeller Foundation** also provided a grant focused on Ghana.

Coordinated global approach to promoting **effective health and social development**

Improve access to good quality **essential medicines**

Partnership
The partnership enabled the Gates Foundation to explore new delivery mechanisms for innovative health technology and expand thinking about the private sector as a key mechanism for translating investments in research and development into improvements in health outcomes. The Gates Foundation has been able to leverage IFC's financial and human resources as well as the World Bank Group's technical expertise and convening power with governments and the private sector. The partnership was also able to draw on the **Rockefeller Foundation's** Transforming Healthcare Systems Initiative to strengthen health systems in public and private sectors and to support the private sector as it expands and grows.

Providing opportunities for South-South learning on urban development efforts

Lusophone Countries South-South Knowledge Exchange.

This program is supported by the Gates Foundation and **Fiocruz (Fundação Oswaldo Cruz)**, a Brazilian foundation whose mission is to promote health and social development, generate and disseminate scientific and technological knowledge, and be an agent of citizenship. The program focuses on enabling knowledge exchange between Brazil and African countries.

Partnership for Child Development (PCD). *Established 1992. See page 95.*

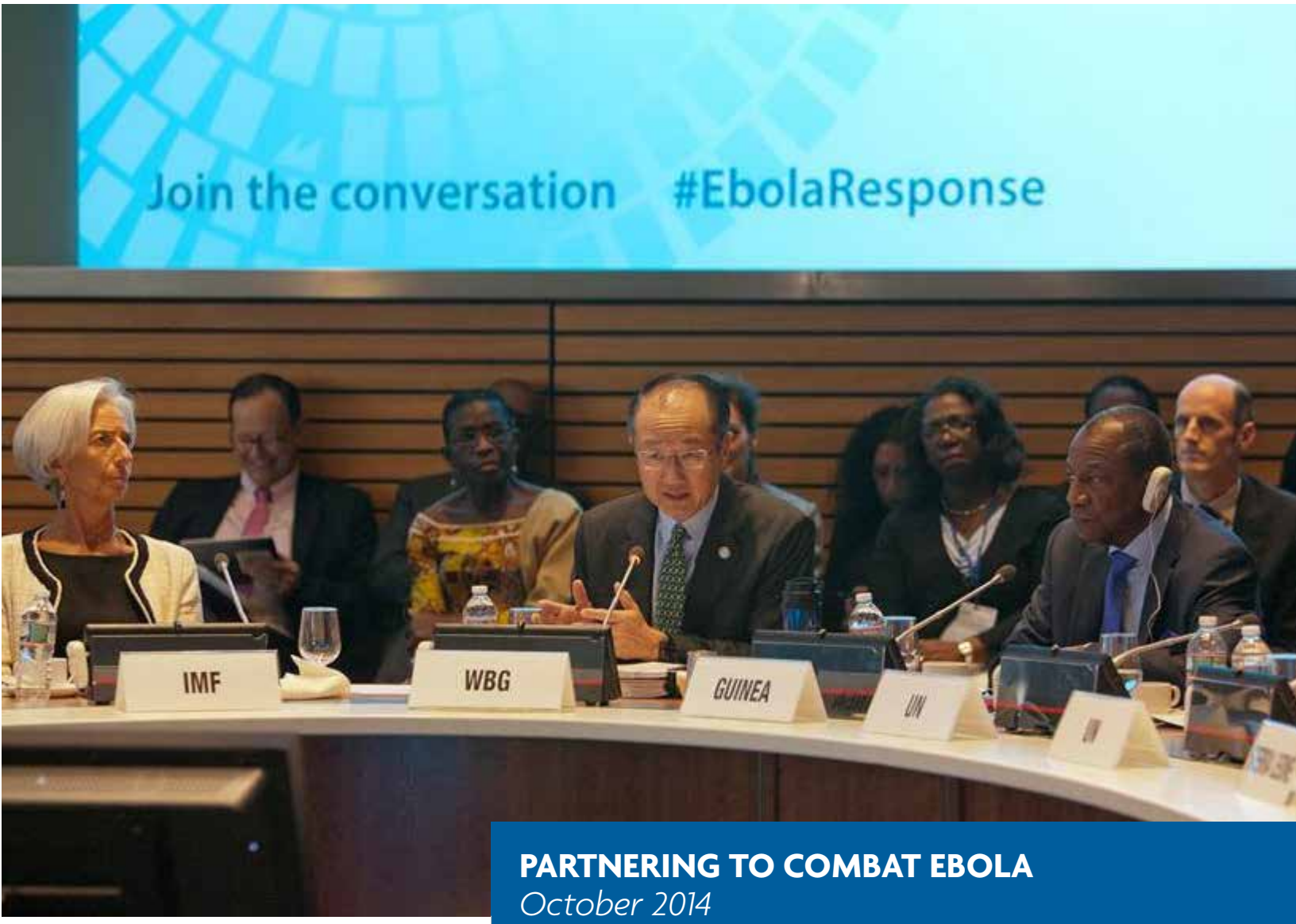
The Gates Foundation is a member of PCD, which is committed to improving the education, health, and nutrition of school-age children in low- and middle-income countries.

Partnership on HIV Efficiency and Effectiveness. *Since 2008.*

This partnership aims to encourage governments to manage HIV responses that deliver results, that can be implemented most efficiently, and that have predictable levels of resources that yield the highest returns on investment.

The Gates Foundation and the World Bank Group work together on several fronts, including: joint financing of analytical work to assess and improve levels of efficiency, active engagement in the global HIV economics reference group, and joint execution of studies to determine and reduce HIV program delivery unit costs.

Impact
The partnership has helped to increase evidence of what works in HIV prevention and how to implement low-cost, high-efficiency programs without compromising quality.



"Impact of the Ebola Crisis: A Perspective from the Countries" meeting hosted by WBG President Dr. Kim on October 9, 2014 during the 2014 IMF/WBG Annual Meetings
Photo: Simone D. McCourtie / World Bank

PARTNERING TO COMBAT EBOLA
October 2014

The World Bank Group is working closely with governments, the United Nations, nongovernmental organizations, and foundations to respond to the devastating Ebola outbreak currently taking place in West Africa. In October 2014, World Bank Group President, Dr. Kim, hosted a high-level meeting on the impact of the crisis and the critical needs of the affected countries. Presidents Ernest Bai Koroma of Sierra Leone, Alpha Condé of Guinea, and Ellen Johnson Sirleaf of Liberia participated. The meeting was also attended by Christine Lagarde, Managing Director of the International Monetary Fund; Ban Ki-moon, Secretary-General of the United Nations; and representatives of several donor countries and international organizations, as well as Chris Stone, President of the **Open Society Foundations**, and Mark Suzman, President of the **Gates Foundation**.

Since 2006, almost **9 million** TB patients, in India, have received care through the program, saving an estimated **1.4 million** lives

India: Revised National Tuberculosis Control Program (RNTCP), *Phase 2. 2006 to date.*

India currently accounts for about a quarter of the global tuberculosis (TB) epidemic, with an estimated 2.2 million new cases and 300,000 deaths every year. RNTCP's National Strategic Plan includes a significant increase in the program's budget to accelerate progress toward universal access to TB services. The World Bank Group's current IDA credit for "Accelerating Universal Access to Early and Effective Tuberculosis Care" will contribute to this increase. In parallel, substantial domestic funding as well as financing from the Global Fund to Fight AIDS, Tuberculosis and Malaria will support program activities.

Technical support for TB control in India is provided by WHO and other national and international partners. The Gates Foundation, together with the **Clinton Foundation**, is providing significant technical support to the program, focusing on public-private engagement, diagnostic technology, and anti-TB drug quality and pricing.

Impact

Since 2006, almost nine million TB patients have received care through the program, saving an estimated 1.4 million lives. The program has expanded and improved services for poor and high-risk groups, including children, and started services for drug-resistant cases. The Gates Foundation is planning a pilot urban program in Mumbai, with a focus on effective engagement with private sector health care providers.

Partnership

The Gates Foundation worked closely with the World Bank Group to support RNTCP in the development of the 2012–2017 National Strategic Plan. The World Bank Group has particularly benefited from the Gates Foundation and **Clinton Foundation's** technical expertise on public-private engagement, as well as diagnostic system strategies.

Roll Back Malaria (RBM). *Launched 1998 and ongoing.*

The Gates Foundation is one of the partners of RBM, the flagship knowledge program on combating malaria, launched in 1998 by the World Health Organization (WHO), the United Nations Children's Fund, the United Nations Development Program, and the World Bank Group to provide a coordinated global approach to fighting Malaria. It is based at WHO.

Service Delivery Indicators (SDI) Project. *Launched 2011.*

The SDI Project is a five-year partnership, led by the World Bank Group and the **Hewlett Foundation**, to develop and institutionalize an innovative set of indicators to measure the quality and coverage of service delivery in African primary schools and health clinics. These indicators move away from a central focus on infrastructure and financing to include measures that track competence and effort, skills, and actual practice on the ground, such as: children per classroom; student-teacher ratio; teachers or medical personnel absent on a given day; and clinics with electricity, water, and sanitation.

Impact

With the support of the Gates Foundation, SDI was implemented in Nigeria, capturing the service delivery experience of Nigerians in 12 states.

Stop TB (STB). *Since 2000.*

The Gates Foundation supports STB, which is based at WHO. STB is the flagship global knowledge program on combating tuberculosis. The World Bank Group has been an active partner since STB was established in 2000.

Strengthening SUN (Scaling Up Nutrition) Analysis in Africa. *2012–2015.*

The Scaling Up Nutrition (SUN) initiative was launched in 2010 to support national leadership and collective action to address malnutrition by scaling up evidence-based actions, supporting national priorities, and aligning resources to improve nutrition. In support of the SUN initiative, this program develops costed scale-up plans for nutrition in six to nine African countries.

Impact

The analytics improve the quality of national plans through building capacity, sharing best practices, and leveraging additional resources from IDA and other domestic and Overseas Development Aid sources to scale up nutrition programs in these countries and enhance their potential for results and impact.

Tobacco Taxation Policy Technical Assistance. *Begins January 2015.*

The Gates Foundation and **Bloomberg Philanthropies** are working with the World Bank Group to provide technical assistance to selected countries on the design, enactment, administration, and monitoring of tobacco taxation policies to reduce tobacco use. The program takes into account the macroeconomic and fiscal situation of countries, tax laws, and existing tax administration structure and processes, as well as measures to control illicit tobacco trade.

Under the funding of this grant, the World Bank Group—working in coordination with other international agencies and national and regional institutions at the country level—will also facilitate and support peer-to-peer exchanges and sharing of experiences and know-how among countries in this area. The $10 million grant will support the implementation of work activities over a three-year period, beginning in January 2015.

Tropical Disease Research. *Established 1975.* *See page 110.*

The Gates Foundation is a member of Tropical Disease Research, a global program of scientific collaboration that promotes research on neglected tropical diseases.

Uniting to Combat Neglected Tropical Diseases. *2012.*

The Gates Foundation is a partner in this collaboration of public and private sector leaders committed to achieving WHO's 2020 goal to control and eliminate 10 neglected tropical diseases (NTDs). Partners have committed more than $120 million to scale up deworming efforts, catalyze country demand for treatment, and develop new tools and strategies for interrupting transmission to combat NTDs.

More than
3,000
households
surveyed, in
238
villages
to identify demand
for ICT services

Global Libraries Initiative

China Rural Information and Communications Program Project: Technical Assistance on Design and Impact Evaluation. *November 2009–March 2014.*

The Gates Foundation funded a World Bank Group technical assistance program to support the Chinese government in researching the impact of rural information, communications, and technology (ICT) investments in selected provinces of China, and identifying key drivers of demand for ICT services from the perspective of the rural population. The project aimed to (i) accelerate the development of relevant information on service delivery in rural areas; (ii) support an impact evaluation framework for ICT projects in China, to inform decision making on potential scaling-up of innovative pilots and generate and share knowledge; and (iii) research existing and potential new models for providing public information access through local libraries and other institutions.

Impact

The team worked in three provinces: Guizhou, Jilin, and Shandong.

- The ICT Demand Survey. More than 3,000 households were surveyed in 238 villages. Only around a quarter of the villages surveyed had their own public facility for Internet access.
- The Library Landscape Survey. Staff in 3,000 village- and township-level libraries were interviewed. Over half of the villages had a library or reading room and almost a third were connected to the Internet, but only around 5 percent of villagers surveyed reported visiting a library in the previous year.
- An impact evaluation study and analytical reports were produced, including a synthesis report, "Information and Communications in the Chinese Countryside: A Study of Three Provinces." The main messages from the report acknowledge the significant progress in improving basic access to ICT infrastructure and emphasize the need for a stronger focus on demand-side interventions, user skills development and outreach, and institutional collaboration.

Policy and Advocacy

Partnership: Giving a BOOST to Expenditure Analysis and Transparency. *2012–2015.*

This initiative generates expenditure analysis for policy making and public dialogue to foster informed debate around public spending priorities and informed spending decisions at the country level. The BOOST databases generate customized analytical reports from item-level budget and expenditure data that are drawn directly from the government's public expenditure accounts.

Impact

Projects have been launched in 50 countries, with BOOST databases completed in 36 countries (June 2014). The scale-up support from the Gates Foundation led to greater visibility of the BOOST program, which was included in the IDA17 agreement on country deliverables.

Partnership

The BOOST activities leverage World Bank Group work in two areas—Public Expenditure Reviews (PERs) and Open Budget initiatives. PERs serve as the basis for World Bank Group dialogue with authorities on expenditure policy issues. BOOST supports the preparation of PERs by allowing country teams to generate customized analytical reports and thereby support policy considerations in client countries in a more efficient way. BOOST databases may be made publicly available on the World Bank Group's Open Budget Portal, supporting efforts to increase civil society's voice on budget matters and expenditure allocations across policy areas.

BOOST Data Tool–Haiti.

The World Bank Group is undertaking a Public Expenditure Review (PER) in Haiti to support the government's efforts to reform public financial management. With funding from the Gates Foundation, the World Bank Group has been able to incorporate BOOST activities, collecting and compiling detailed data on public expenditure in a simple user-friendly format, to promote more in-depth analysis in the PER, develop analytical capacity in the country, and provide input to policy dialogue.

Impact

Public expenditure and revenue data in Haiti have up to now been fragmented and difficult to collate. The BOOST database gives users access to data from multiple sources in a standard format and through an easy-to-use platform and serves as a tool for better analysis and monitoring of the budget.

BOOSTing expenditure analysis and transparency in **50 countries**

Global Partnership for Social Accountability (GPSA). *Launched April 2012.* *See page 69.*

GPSA aims to generate knowledge, networking, and financing to build civil society's capacity to promote social accountability. The Gates Foundation was actively involved in consultations and the technical working group for developing GPSA.

Open Aid Partnership. *Launched November 2011.* *See page 92.*

Open Aid Partnership brings development partners together to enhance the openness and effectiveness of development assistance.

Urban Poverty

Cities Alliance. *Since 2009.*

Cities Alliance is a global partnership to reduce urban poverty and promote the role of cities in sustainable development. The Alliance supports cities in providing effective local government, an active citizenship, and an economy characterized by public and private investment. The Gates Foundation supports the Alliance's Land, Services & Citizenship program, which is linked to current World Bank Group investments in Ghana, Uganda, and Vietnam, and with programs in Burkina Faso and Mozambique that are still under development.

Impact

One of the key features of the Cities Alliance country program is aligning urban development efforts at the national, city, and community levels. For example:

- In Uganda, the program has expanded from five to 14 cities and a strong institutional management structure has been established at the national level. Municipal development forums have been launched in the original five cities and communities are actively engaging with local government. Urban planning programs at Makerere University have been restructured, giving Uganda's future urban planners hands-on training in inclusive development.
- In Vietnam, an Urban Forum is in the process of being developed and will be a useful platform for dialogue for all stakeholders. At the community level, guidelines have been completed to expand the Community Development Fund network—a network of cities engaged in community-led development activities—from 30 to 50 cities across Vietnam.

Partnership
The Gates Foundation's grant is helping national and local governments respond to the challenges and opportunities associated with rapid urbanization. The Alliance is also providing opportunities for South-South learning: for example, the governments of Brazil and Italy are cooperating to reconstruct the successful slum upgrading experience in Bahia, Brazil, in Maputo, Mozambique.

Urbanization Knowledge Platform (UKP). *Launched 2011.* *See page 116.*

The Gates Foundation is a member of the World Bank Group–supported UKP, which aims to put the world's best knowledge and data into the hands of policy makers and practitioners, to harness urban growth for better development outcomes.

Water, Sanitation, and Hygiene

Water and Sanitation Program (WSP). *Launched 1978 and ongoing.*

The Gates Foundation has been a crucial partner of the World Bank Group's Water and Sanitation Program, providing grant funding to develop and disseminate best practices in the water, sanitation, and hygiene sector. The partnership has allowed WSP to scale up its global operations in 23 countries in Africa, South Asia, East Asia, and Latin America, while helping the Gates Foundation broaden its outreach in this sector to these regions. Examples of these partnerships include:

Promoting Hand-Washing Behavior Change. *2006–2013.*

With the Gates Foundation's support, the World Bank Group tested innovative approaches to promoting good hand-washing practices on a mass scale to improve and protect the health of poor rural and urban families.

Impact
The project was implemented with several partners and in collaboration with national and local governments in Peru, Senegal, Tanzania, and Vietnam, targeting around 25 percent of the population in those countries. The program reached more than 66 million people (with a target audience that included women, mothers, caretakers, and children between the ages of five and nine). In Peru, the project was rolled out at the national level and implemented in approximately 800 randomly selected districts in 104 provinces.

Partnership
Both partners gained new learning opportunities about what works to stimulate improved hand-washing behavior on a large scale. For example, in Peru the government used the knowledge provided from the project to strengthen efforts to promote hand-washing practice. As a result, five regional governments allocated funding to continue the promotion of hand-washing. Peru won the Guinness record for the "number of people washing their hands in multiple locations" in 2011.

More than
4
million people
in 3 countries have begun using basic sanitation facilities.
75%
above the expected project outcome

Scaling Up Sanitation for the Rural Poor. *Since 2010.*

This program aims to support national and local government, as well as the domestic private sector, to catalyze greater access to and use of improved sanitation facilities, stop open defecation, and improve hygiene behavior.

Impact
The program has expanded from three to 13 countries in Africa, South Asia, and East Asia, and has supported governments by helping improve access to rural sanitation for approximately 19 million people.

Partnership
The Gates Foundation has been able to broaden its outreach in rural sanitation and develop new knowledge in the subsector. The partnership has helped the World Bank Group transition to a much broader scaling-up of its rural sanitation program at the global level.

Selling Sanitation: A Market Development Project for Household Sanitation in Kenya. *December 2012–December 2014.*

Selling Sanitation is an initiative designed to help millions of people across Africa access affordable household sanitation products and services. The market development approach, which aims to catalyze the consumer market for sanitation, is currently being piloted in Kenya, with planned expansion to other African countries, including Tanzania and Uganda, where scoping is currently underway.

Impact
Two manufacturers have gone to market with a range of plastic latrine slabs designed to meet consumer preferences at a price point they can afford. In Phase Two, the program will focus on launching a national consumer awareness campaign, supporting manufacturers with distribution and sales and expanding into new regional markets as well as addressing financial constraints and bottlenecks for consumers and businesses. Market analysis undertaken by the project indicates that the potential market for the plastic latrine slabs over the next four years will be 2.2 million households (10 million people) in Kenya.

Partnership
This partnership has brought increased visibility and attention to the need to improve sanitation in East Africa, in large part due to the advocacy efforts of the Gates Foundation. The partnership enables IFC to leverage the Gates Foundation's expertise in this area, as well as its extensive networks.

Total Sanitation/Sanitation Marketing. *2006–2013.*

The goal of this project was to increase access to basic sanitation and improve the health of poor households in rural villages, small towns, and informal urban settlements. With the Gates Foundation's support, the World Bank Group's Water and Sanitation Program tested new approaches to generating sanitation demand at scale and increasing the market-based supply of sanitation products and services. The program also aims to develop the practical knowledge to deploy and sustain these approaches on a widespread basis.

Impact
The project was implemented in India, Indonesia, and Tanzania. More than four million people have undergone a radical shift in their behavior and stopped open defecation and begun to use basic sanitation facilities. This number is 75 percent above the expected project outcome. The tools and approaches developed through this program are now being used in other countries.

Leveraging foundations' **expertise** and their extensive **networks**

Bloomberg Philanthropies, *New York City, NY, USA*

Patricia E. Harris, Chairwoman and CEO

@BloombergDotOrg

Bloomberg Philanthropies refers to all of Michael Bloomberg's charitable activities, including his personal giving and the Bloomberg Family Foundation. Bloomberg Philanthropies focuses on five key areas for creating lasting change: public health, environment, education, government innovation, and arts and culture.

Examples of Partnership

Cities Climate Leadership Group (C40). *Launched 2005.*

Cities are where the climate change battle will be won or lost. Cities are the global centers of communication, commerce, and culture. Yet cities account for two-thirds of global energy consumption and estimates suggest that city residents are responsible for as much as 80 percent of the world's greenhouse gas emissions. What our cities do individually and in unison can set the agenda for a sustainable future.

C40 is addressing climate change at the city level with the support of the World Bank Group, Bloomberg Philanthropies, and the **Clinton Foundation** (through the Clinton Climate Initiative). A network of large and engaged cities from around the world, C40 is committed to implementing meaningful and sustainable climate-related actions locally that will help address climate change globally.

Impact

C40, the International Council for Local Environmental Initiatives, and the World Resources Institute have developed a common international standard for measuring city greenhouse gas emissions—the Greenhouse Gas Protocol for Community-level Emissions—with the support of the World Bank Group, the United Nations Environment Programme, and the United Nations Human Settlements Programme (HABITAT). Common international metrics for cities will help establish baselines and track progress against targets for climate change mitigation and adaptation in cities.

Partnership

Additional areas of collaboration are being developed, including city-level climate action plans, resilience and adaptation in cities, and climate finance for cities. The relationship with C40 also offers C40 cities a single entry point to access World Bank Group climate change–related capacity building and technical assistance programs.

Global Road Safety Facility (GRSF). *2006 and ongoing.*

The Bloomberg Global Road Safety Program aims to improve road safety performance and knowledge transfer to 10 cities in low- and middle-income countries. Partners include Embarq, Global Road Safety Partnership, Johns Hopkins Bloomberg School of Public Health, National Association of City Transportation Officials, Union North America, the World Bank Group's Global Road Safety Facility, and the World Health Organization. The World Bank Group contributes by providing technical assistance and training for infrastructural safety management and capacity building for the program recipients.

Impact

The partnership has helped build local capacity to address road safety legislation, road infrastructural safety, training programs for enforcement, and city designs focused on pedestrians and cyclists. GRSF has been able to complete road safety inspection of more than 20,000 kilometers of national and state highways with potential to reduce traffic fatalities by over 50 percent.

Partnership
The global partnership is unique and innovative in terms of leveraging government spending on proven road safety interventions as a result of initiatives undertaken through the grant fund. For example, in China, a nationally-owned and resourced institution on road safety survey and inspection (ChinaRAP) has been operationalized. Similarly, in India, the partnership has funded a survey of more than 10,000 kilometers; the survey results have led the government to redesign more than 30 percent of the network, taking into account enhanced safety considerations.

GRSF has been able to complete road safety inspection of more than 20,000 kilometers of national and state highways globally, with potential to reduce traffic fatalities by over **50 percent**

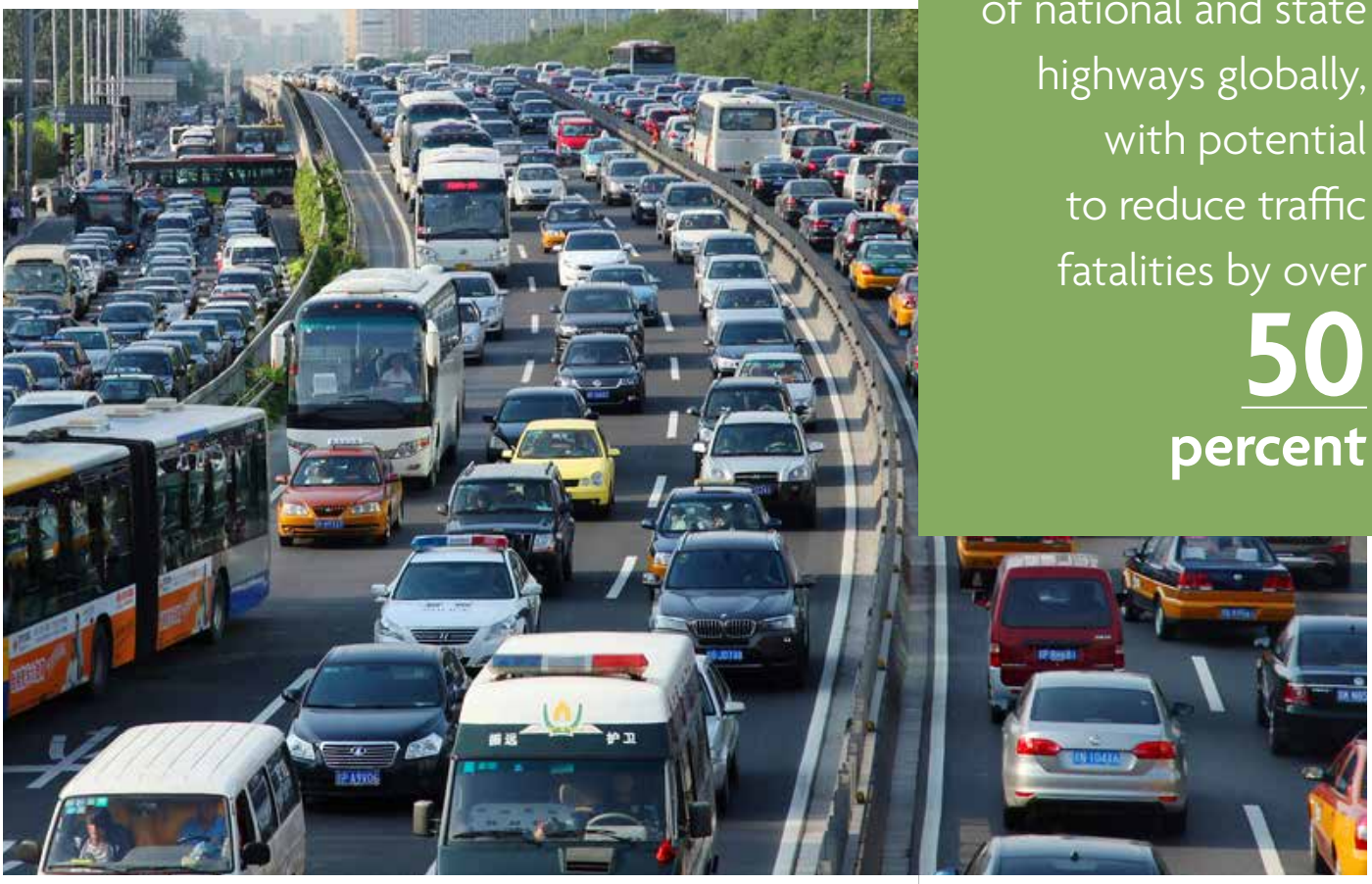


Photo: Li Lou / World Bank

Tobacco Taxation Policy Technical Assistance. *Begins January 2015.*

This project was created to provide technical assistance to selected countries on the design, enactment, administration, and monitoring of tobacco taxation policies to reduce tobacco use, taking into account the macroeconomic and fiscal situation of countries, tax laws, and existing tax administration structures and processes, as well as measures to control illicit tobacco trade. The **Gates Foundation** and Bloomberg Philanthropies provided the World Bank Group with a grant of $10 million.

The World Bank Group, working in coordination with other international agencies and national and regional institutions, will also facilitate and support peer-to-peer exchanges and sharing of experiences and know-how among countries in this area. The grant will support the implementation of work activities over a three-year period.

Blue Moon Fund, *Charlottesville, VA, USA*

Diane Edgerton Miller, President and CEO

@bluemoonfund

The Blue Moon Fund works to build human and natural resilience to a changing and warming world. It uses natural, social, and financial capital to implement new models in high-biodiversity regions around the world. The Blue Moon Fund is willing to try unconventional forms of philanthropy to achieve its objectives. It works in Asia, North America, and the Tropical Americas.

Example of Partnership

Environmental and Social Risk Management for Financial Institutions in East Asia and the Pacific. *January 2013–June 2014.*

The program was created to shift the financing practices of financial institutions toward a more sustainable approach to environmental and social issues and to ensure that the risks and impacts were identified, assessed, and monitored throughout the project lifecycle.

Partnership

The initiative attracted a grant from Switzerland's State Secretariat for Economic Affairs, which helped scale up the program well beyond what Blue Moon or IFC could have achieved if they had embarked on their own.

Access
to loans for more than
7,880
MSMEs

BP Foundation, *Houston, TX, USA*

Ben Cannon, Executive Director

@BP_plc

The BP Foundation is a charitable organization working to benefit communities around the world. It prioritizes donations to charities that support science, technology, engineering, and math education; economic development; practical approaches to environmental issues; and humanitarian relief. It also matches the personal contributions that BP employees make to eligible charities. The BP Foundation is a separate legal entity from BP and accounts independently for its operations, assets, liabilities, and expenses. It is funded entirely by contributions from the BP Group.

Example of Partnership

The BP Foundation–IFC Partnership in Europe and Central Asia.
Launched 2006.

The BP Foundation has a strong interest in developing the small and medium enterprise (SME) sector at the local level and strengthening supply chains in Azerbaijan and Georgia because of its pipeline development work in these countries. Since 2006, IFC has been one of the BP Foundation's primary delivery partners, implementing advisory and investment projects that support micro, small, and medium enterprise (MSME) sector growth. Currently there is an ongoing project in Georgia to support tax simplification, increased foreign investment, and improved trade logistics. BP is considering exploring additional activities to support SMEs in Azerbaijan.

Impact

These projects have enabled 7,885 MSMEs to access loans, and facilitated SME contracts worth $15.2 million. Over the course of time, the projects have introduced or amended 15 laws in Georgia and Azerbaijan. The BP Foundation has been recognized by the governments of Georgia and Azerbaijan as a significant contributor to the development of their SME sectors. The partnership resulted in direct compliance cost savings of $15.47 million to the private sector, aggregate private sector savings worth $11.8 million from regulatory changes, and investment/financing worth $250 million supported by IFC Advisory Services.

Photo: Caroline Suzman / World Bank

BEES (BUSINESS, ENTERPRISE, AND EMPLOYMENT SUPPORT) FOR WOMEN IN SOUTH ASIA *June 2011 to date*

The World Bank facilitates and coordinates the BEES partnership—a network of 17 members, including foundations, CSOs, and development programs, dedicated to women's economic empowerment in their respective countries in the South Asia region. The network brings these organizations together under one umbrella to share knowledge and practices and to explore regional cooperation, with a particular focus on four thematic areas: agriculture; women's access to land; handicrafts; and livelihoods in post-conflict/disaster/war environments.

BEES provides technical assistance, explores sources of funding and administrative support, and facilitates bi-annual meetings hosted by different member organizations.

Foundation members include: Aarong, BRAC Dairy and Food Project, and **Ayesha Abed Foundation** (Bangladesh); **Gandhi Ashram Trust** (Bangladesh); **Manusher Jonno Foundation** (Bangladesh); **Tarayana Foundation** (Bhutan); and **Kashf Foundation** (Pakistan).

- The World Bank collaborates with BEES on the following projects:
- Afghanistan Rural Enterprise Development Program
- Social Development Foundation (Social Investment Program Project)
- Society for Elimination of Rural Poverty (Andhra Pradesh Rural Inclusive Growth Project)
- Poverty Alleviation Fund (Pakistan)
- Poverty Alleviation Fund (Nepal)
- Afghanistan National Solidarity Program.

Impact

Collectively, the members of the BEES network reach over 100 million of the poorest women in South Asia.

Calouste Gulbenkian Foundation, *Lisbon, Portugal*

Artur Santos Silva, Chairman

@FCGulbenkian

The Calouste Gulbenkian Foundation works in the fields of arts, charity, education, and science. The foundation's mission is to help change people's perception of each other by providing opportunities for improving understanding through culture and between cultures, and to help build relationships and reduce social exclusion to assist individuals, families, and communities to fulfill their potential and contribute to society. The foundation is particularly focused on the young in school, relationships between young and old, and those most at risk of dropping out of society. The foundation supports imaginative interventions that contribute to the protection of the environment and explore how environmental change affects the way we live.

Examples of Partnership

African Program for Onchocerciasis Control II (APOC).

Since 1995. See page 7.

APOC is the successor to the African river-blindness control program. In this second phase, the program is based in Africa. The World Bank Group is a trustee of a multi-donor trust fund and has encouraged South-South financial support for APOC.

Association for the Development of Education in Africa (ADEA).

1988 and ongoing.

ADEA is a network of African Ministries of Education, which is now Africa-based and led. The Gulbenkian Foundation contributed to ADEA through the World Bank Group's Development Grant Facility.

Photo: World Bank

Carnegie Corporation of New York, *New York City, NY, USA*

Vartan Gregorian, President

@CarnegieCorp

The Carnegie Corporation of New York (the Carnegie Corporation) makes grants to promote international peace and to advance education and knowledge.

The Carnegie Corporation's programs include: international peace and security, the Islam initiative, higher education and libraries in Africa, higher education in Eurasia, urban and higher education, democracy and civic integration, and the future of journalism education.

Examples of Partnership

African Higher Education Summit. *Dakar, Senegal, March 2015.*

The goal of the African Higher Education Summit is to create a continental multi-stakeholder platform to identify strategies for transforming the African higher education sector. More than 500 participants are expected to attend the first African Higher Education Summit, which will be hosted by the Government of Senegal, in Dakar, in March 2015.

Partners include: the African Union Commission, the African Development Bank, the Carnegie Corporation of New York, the **MasterCard Foundation**, the World Bank Group, the Council for the Development of Social Science Research in Africa, the United Nations Africa Institute for Development and Economic Planning, the Association of African Universities, the National Research Foundation of South Africa, **TrustAfrica**, and the World Bank Group.

Impact

Consultations have been held throughout Africa with higher education institutions, governments, students, academics, development partners, employers, and business leaders to share their ideas and technical expertise and come together to build a shared vision for higher education in Africa.

Partnership

The partners aim to harness best practices and spur on and sustain innovation. A higher education community will also be launched as part of the continent's integration efforts. Funding is provided by the Carnegie Corporation to **TrustAfrica**, its implementing partner, and by the **MasterCard Foundation** and the World Bank Group.

Regional Initiative to Support Excellence in Higher Education in Africa. *In development.*

The African Centers of Excellence (ACE) initiative is supporting key regional centers across Africa to improve the quality of tertiary education, with a focus on developing skills and providing opportunities for students and educators. The World Bank Group project selects the most proactive and innovative universities in Africa to support higher levels of professional skill and applied research in priority areas, such as maternal and child health. The centers focus on science, engineering, and math; health; and agricultural sciences.

The Carnegie Corporation has invested significantly in tertiary education in Africa, including in the governance and management of higher education. There are several examples of how the ACE project is leveraging this knowledge and experience, most recently through a partnership with the Council for Advancement of Higher Education, a Carnegie grantee, that is supporting capacity building for fundraising in African universities.

Impact

The quality of tertiary education in Africa has deteriorated because of limited financial resources and loss of institutional capacity. This initiative is helping develop a more skilled labor force, increase capacity in science, technology, and engineering; and expand the research that Africa needs to keep pace with its development trajectory.

Partnership

The Carnegie Corporation brings long-term experience in supporting higher education in Africa, including through the Partnership for Higher Education in Africa, which was established in 2000. This partnership brought together seven foundations, which together invested nearly $440 million during a period of almost 10 years.

Photo: John Hogg / World Bank

Children's Investment Fund Foundation, *London, UK*

Michael Anderson, Chief Executive Officer

@CIFFchild

The Children's Investment Fund Foundation (CIFF) aims to improve demonstrably the lives of children in developing countries by achieving large-scale, sustainable impact. CIFF aspires to transformational change that will dramatically improve child survival, learning gains, and nutritional outcomes.

CIFF invests where the evidence indicates that there is the potential to make the greatest difference. Within this framework, CIFF focuses on opportunities in neonatal survival, prevention of mother-to-child HIV transmission, early learning, severe acute malnutrition, and deworming. In 2008, CIFF also launched a special initiative on climate change. CIFF also focuses on smart urbanization and energy sector transformation.

Examples of Partnership

Global Alliance for Improved Nutrition (GAIN). *Since 2008.* *See page 64.*

CIFF is a member of GAIN, an alliance whose mission is to reduce malnutrition through sustainable strategies aimed at improving the health and nutrition of populations. GAIN's overall target is to improve the nutrition of one billion people.

Global Partnership for Education (GPE). *2002–2018.* *See page 68.*

CIFF shares GPE's vision to transform the life prospects for this and future generations of children, by ensuring that all children can read, write, and do basic mathematics by the time they are eight or nine years of age. GPE is a global partnership comprised of close to 60 developing countries, donor governments, international organizations, the private sector, foundations, civil society organizations, and teachers, with the broad goal of ensuring that all children are in school and receiving a quality education.

Multi-Donor Trust Fund for Nutrition. *In development.*

CIFF is a key World Bank Group partner on nutrition, with global nutrition commitments topping $700 million. The World Bank Group, along with CIFF and other donors, are working to launch a major new trust fund for nutrition early in 2015. The objective is to help countries deliver dramatic health improvements in children's nutrition by 2022 in order to reduce child mortality and increase healthy child growth and development.

The trust fund aims to mobilize $300 million of new donor money for nutrition over the next three years. It will be funded by the Catalytic Fund for Nutrition (CAFIN), an innovative financing partnership assembled with the involvement of CIFF. The partnership is raising funds from non-traditional private sources as well as traditional sources. The trust fund can be used to co-finance IDA projects that target undernutrition, as well as the World Bank Group's analytic and technical work in countries that are to be financed by the trust fund.

Uniting to Combat Neglected Tropical Diseases (NTDs). *2012.* *See page 115.*

CIFF is a partner in this collaboration of public and private sector leaders committed to achieving WHO's 2020 goal to control and eliminate 10 NTDs. Partners have committed more than $120 million to scale up deworming efforts, catalyze country demand for treatment, and develop new tools and strategies for interrupting transmission to combat NTDs.

ClimateWorks Foundation, *San Francisco, CA, USA*

Charlotte Pera, President and Chief Executive Officer

@ClimateWorks

The ClimateWorks Foundation (ClimateWorks) supports public policies that prevent dangerous climate change and promote global prosperity. ClimateWorks partners with an international network of affiliated organizations—the ClimateWorks Network—to support smart policies in the geographic regions and economic sectors that have the greatest potential for reducing greenhouse gas emissions. The network's goal is to inspire adoption of effective policies to limit annual global greenhouse gas emissions to 44 billion metric tons by the year 2020 (a reduction of 17 billion metric tons, or about 25 percent below business-as-usual projections) and 35 billion metric tons by the year 2030 (50 percent below projections).

Assess and track the **impact** of **infrastructure projects on SLCPs**

Example of Partnership

Quantification of Multiple Benefits from Infrastructure Development Projects with (Climate/Air Quality) Mitigation | Co-Benefits. *2012 and ongoing.*

ClimateWorks is providing funding and expertise to support an effort at the World Bank Group to assess and track the impact of infrastructure projects on short-lived climate pollutants (SLCPs). SLCPs are agents that have a relatively short lifetime in the atmosphere and a warming influence on climate, notably black carbon, methane, and tropospheric ozone, the most important contributors to the human enhancement of the global greenhouse effect after CO_2.

Impact

The project contributed to the G8 report on SLCPs, as well as a cost-benefits framework report. There were two workshops on the topic. The project hopes to contribute to more robust economic analysis of projects where externalities are valued in a cost-benefit framework.

Partnership

The World Bank Group has benefited from ClimateWorks' partnerships with the European Commission's Joint Research Centre in Italy and Oxford Economics in the United Kingdom, which have provided valuable contributions to the analysis. ClimateWorks has benefited from access to the World Bank Group's project-level information and expertise.

Conrad N. Hilton Foundation, *Agoura Hills, CA, USA*

Steven M. Hilton, Chairman, President, and Chief Executive Officer

@hiltonfound

The Conrad N. Hilton Foundation (Hilton Foundation) is a family foundation established in 1944 by the man who started Hilton Hotels. It provides funds to nonprofit organizations working to improve the lives of disadvantaged and vulnerable people throughout the world.

The Hilton Foundation's priority areas include strengthening congregations of the Catholic Sisters, helping children affected by HIV and AIDS, supporting older youth in foster care, ending chronic homelessness, preventing substance abuse, and providing safe water. The Hilton Foundation also gives priority to the following program areas: confronting sight loss, nurturing Catholic schools, responding to disasters, educating students for the hospitality industry, and overcoming multiple sclerosis.

Man sifting seeds in a field along the Red River in Northern Vietnam
Photo: Quy-Toan Do / World Bank

Examples of Partnership

Consultative Group on Early Childhood Care and Development (CGECCD). *Established 1984.* *See page 44.*

The Hilton Foundation is a member of the CGECCD, a global consortium committed to improving early childhood policy and practice.

Partnership on Early Childhood Development.

The Partnership is a network of foundations committed to early childhood development. The Hilton Foundation, in partnership with the **Bernard van Leer Foundation** and the **ELMA Foundation**, has developed a plan for testing social impact investments beneficial to young children, an action that was spearheaded by the World Bank Group.

CONSULTATIVE GROUP ON EARLY CHILDHOOD CARE AND DEVELOPMENT (CGECCD)

Established 1984

The CGECCD is a global consortium of committed partner agencies, institutions, and professionals dedicated to improving early childhood policy and practice, focusing on children in disadvantaged circumstances. The group aims to generate and disseminate knowledge, share information, and advocate for greater support for the care and development of young children. The World Bank Group provides funding for the CGECCD from the Development Grant Facility (DGF).

Foundation Partners:

- **Aga Khan Development Network**
- **Bernard van Leer Foundation**
- **Conrad N. Hilton Foundation**
- **Hewlett Foundation**

One of the keys to the group's effectiveness has been the active participation of its members and joint ownership of the knowledge generated.

CONSULTATIVE GROUP TO ASSIST THE POOR (CGAP) *Created 1995*

CGAP is a multi-donor consortium that works to advance poor people's access to finance. It is a global partnership of 34 leading organizations that seek to advance financial inclusion. CGAP develops innovative solutions through practical research and active engagement with financial service providers, policy makers, and funders to enable approaches at scale.

Housed at the World Bank Group, CGAP combines a pragmatic approach to responsible market development with an evidence-based advocacy platform to increase access to the financial services the poor need to improve their lives. The mission is to improve the lives of poor people by spurring innovations and advancing knowledge and solutions that promote responsible, sustainable, inclusive financial markets.

Each member shares CGAP's vision of a world in which everyone has access to the financial services they need to improve their lives. Each provides inputs to CGAP's five-year strategy and annual work plan, takes part in its governance, and contributes to its core funding. Foundations make this global partnership stronger, smarter, and more innovative.

CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH (CGIAR) *Founded 1971*

Fighting malnutrition is not just about giving hungry people more food. It is also about improving the quality of the food they eat.

CGIAR is a strategic alliance that unites organizations engaged in research for a food-secure future with the donors that fund such work. These donors include governments, foundations, and international and regional organizations. The work they support is carried out by the 15 members of the CGIAR Consortium of International Agricultural Research Centers, working closely with hundreds of partner organizations, including national and regional agricultural research institutes, civil society organizations, academia, and the private sector. The mission is to reduce poverty and hunger, improve human health and nutrition, and enhance ecosystem resilience through high-quality international agricultural research, partnership, and leadership.

CGIAR now has 64 governmental and nongovernmental members and supports 14 research centers and one intergovernmental research center (AfricaRice).

Foundation partners include:

- **Howard G. Buffett Foundation**
- **Ford Foundation**
- **Gates Foundation**
- **W.K. Kellogg Foundation**
- **Rockefeller Foundation**
- **Syngenta Foundation**
- **Sir Ratan Tata Trust**
- **Wellcome Trust**

Sustainable management
of oceanic and coastal fisheries and the critical habitats that sustain them

David and Lucile Packard Foundation, *Los Altos, CA, USA*

Carol S. Larson, President and Chief Executive Officer

@PackardFdn

The David and Lucile Packard Foundation's (Packard Foundation) goals are to improve the lives of children, enable the creative pursuit of science, advance reproductive health, and conserve and restore the earth's natural systems. The majority of grants are distributed in three areas: conservation and science; population; and children, families, and communities.

Examples of Partnership

The Global Program on Fisheries (PROFISH). *Established 2005.*

PROFISH and the **Alliance for Responsible Fisheries** (ALLFISH) are supported by the World Bank Group's Global Environment Fund program, as well as by the Packard Foundation. The Packard Foundation has co-funded a new version of "Sunken Billions," a study initially published in 2008 by the World Bank Group and the Food and Agriculture Organization of the United Nations, which measures the economic losses of fisheries mismanagement.

The Pacific Islands Regional Oceanscape Program (PROP). *Established 2013.*

The program works to enable participating countries to capture greater economic benefits from sustainable management of the region's oceanic and coastal fisheries, and the critical habitats that sustain them.

Dubai Cares, *Dubai, UAE*

Tariq Al Gurg, Chief Executive Officer

@DubaiCares

The mission of the Dubai Cares Foundation is to increase children's access to quality primary education. This is achieved through integrated programs, including school feeding, deworming activities, early childhood education, curriculum development, literacy and numeracy through teacher training, and school infrastructure, as well as water, sanitation, and hygiene in schools.

Example of Partnership

Support for Impact Evaluation of the Global Partnership of Education–Vietnam Escuela Nueva (GPE-VNEN) Program.
January 2014.

The Dubai Cares Foundation is providing financing to support and build capacity in Vietnam for the impact evaluation of the GPE-VNEN program. Escuela Nueva is a pedagogical and administrative model developed in Colombia and being implemented in Vietnam.

The project introduces new teaching and learning practices in 1,500 primary schools in low-income settings. Escuela Nueva is a fairly well known model that has been implemented in many countries after its initial start in Colombia in the 1970s. Partners include the Global Partnership for Education, the World Bank Group, and the Vietnam government.

Impact

The project is in its early stages. To date, it has resulted in a baseline study, and training for Vietnamese researchers regarding specific technical aspects of the impact evaluation—quantitative analysis, qualitative analysis using video, and item response theory for student assessment.

Introduce new teaching and learning practices in 1,500 primary schools in **low-income settings**

Dynasty Foundation, *Moscow, Russia*

Anna Piotrovskaya, Executive Director

The Dynasty Foundation was the first family philanthropic foundation in post-Soviet Russia, founded by Dmitry Zimin, president emeritus of Vimpelcom, Inc., in 2002. Dynasty runs programs and projects for the support and popularization of science and the development of formal and civic education. These include programs that support gifted school children, future scientists, young physicists, mathematicians, biologists, and teachers.

Example of Partnership

Roma Education Fund (REF). *Launched 2005.*

This program was created to close the education gap between Roma and non-Roma children by providing better access to quality education, promoting Roma inclusion in all aspects of the national education systems, and combating segregation of Roma children in education systems. REF operates in 16 countries, providing grants, university scholarships, and reimbursable grant programs (bridge financing to nongovernmental organizations and local governments accessing European Union structural funds for Roma education projects).

Impact

Between 2005 and 2013, REF granted funding for 366 projects supporting more than 7,000 preschoolers, 3,400 students in upper secondary schools, and 1,500 students in university programs.

Partnership

The program leveraged partnerships between REF, the World Bank Group, and the Open Society Institute (now **Open Society Foundations**).

Photo: World Bank

Between 2005 and 2013, REF granted funding for **366 projects** supporting more than **7,000 preschoolers**, **3,400 students** in upper secondary schools, and **1,500** students in **university** programs

35,000
new households
received access to piped water —1,000 more than the original target.

Photo: World Bank

East Meets West Foundation, *Oakland, CA, USA*

John Anner, Chief Executive Officer

@ThriveNet

The East Meets West Foundation (EMWF) works in the areas of education, medical and health care, clean water and sanitation, and infrastructure. EMWF's primary mission is to serve the poor and the disadvantaged in Vietnam and Southeast Asia.

Examples of Partnership

The World Bank Group partners with EMWF on projects funded by the Global Partnership on Output-Based Aid (GPOBA), a partnership program established in 2003 to develop output-based aid approaches across a variety of sectors, including infrastructure, health, and education. The World Bank Group is the administrator, and EMWF brings on-the-ground experience to help implement the projects. Examples of GPOBA-funded projects with EMWF are:

Vietnam Rural Water Supply Development Project. *Launched November 2007.*

This project aims to increase sustainable access to piped water services for low-income households in rural central provinces of Vietnam through an innovative, community-based approach, involving a public-private partnership.

Impact

The project enabled 35,000 new households to receive access to piped water, which was 1,000 more than the original target. The project established a total of 82 schemes (41 in central provinces, 41 in Mekong provinces), exceeding the project target of 75.

Vietnam Upper Secondary Education Enhancement Project. *Launched May 2010.*

The purpose of this project is to increase the access of poor students to secondary and professional secondary schools. The project was financed by the World Bank Group and GPOBA and implemented by EMWF.

Impact

The grade point average of students who benefitted from this initiative increased annually on a 10-point grading scale from 5.95 in 2010–11 to 6.33 in 2012–13. Similarly, the average number of days students were absent per year decreased annually from 3.7 to 3.3 days during implementation.

Huyen Cao studying English at Hung Vuong University | Photo: Chau Doan/World Bank

HELPING ACADEMIC DREAMS COME TRUE IN VIETNAM

In Vietnam, an estimated 200,000 students who failed a single high school entry exam had no other choice but to enroll in private schools. For many students, the high cost of tuition fees was a challenge. School became unaffordable for Cao Thi Phuong Huyen, but an education project, supported by the World Bank Group and implemented by the East Meets West Foundation, gave Huyen the opportunity to enter Vu The Lang, a private high school in her hometown. Her education paid off. She is now in her freshman year at Hung Vuong University in Phu Tho Province in Vietnam, majoring in teaching English as a second language.

"Finishing 10th grade, my GPA was good, but by the 11th and 12th grades, I was getting excellent. The project not only helped me financially, but also encouraged me a lot. I felt that I was cared for," said Huyen.

ELMA Philanthropies Services, *New York City, NY, USA*

Tom McPartland, Chief Executive Officer

@ELMAPhilanthro

ELMA Philanthropies Services (ELMA Philanthropies), with locations in New York, Cape Town, and Kampala, acts as the services arm of the ELMA Group of Foundations, which provides philanthropic assistance to children and communities in Africa and to selected programs in the United States and the United Kingdom. It also provides humanitarian relief to people affected by disasters in any region of the world. The leading foundation in the group is the ELMA Foundation, whose mission is to improve the lives of Africa's children and youth through the support of sustainable efforts to relieve poverty, advance education, and promote health.

Example of Partnership

Partnership on Early Childhood Development.

This partnership is a network of foundations committed to early childhood development. The ELMA Foundation supports the partnership in Mozambique and, together with the **Conrad N. Hilton Foundation** and the **Bernard van Leer Foundation**, has developed a plan for testing social impact investments beneficial to young children, an action that was spearheaded by the World Bank Group.

Photo: Binyam Teshome / World Bank

Eurasia Foundation of Central Asia, *Washington, DC, USA*

Azalia Dairbekova, President

@EFNetwork

The Eurasia Foundation of Central Asia (EFCA) was created in 2005 to localize the Eurasia Foundation's operations in Central Asia. EFCA implements programs in mobilizing resources, strengthening communities, citizen participation, and increasing impact.

Example of Partnership

Transparency and Accountability in Local Budgeting.
December 2010.

This partnership between the World Bank Group and EFCA aims to raise awareness and understanding of the process, legislation, roles, and responsibilities of local government and nongovernment stakeholders involved in local budgeting. Projects, funded by the World Bank Group and implemented by EFCA, have focused on training and peer-to-peer learning on local budgeting.

Impact

The program has trained 1,200 local self-government and civil society representatives and increased citizen participation in hearings that resulted in changes to local budgets. By using peer-to-peer learning networks, the program sought to improve the practice of local budget participation, transparency, and accountability, as well as civil society organization (CSO) oversight.

Partnership

The partnership gave EFCA the opportunity to learn from the best and most innovative models and approaches for promoting greater government accountability and transparency around the world. The World Bank Group has benefited from greater engagement through better understanding the needs and capacities of local self-government and CSOs. The World Bank Group is funding a follow-up program that will expand peer-to-peer learning pilots.

European Foundation Centre, *Brussels, Belgium*

Gerry Salole, Chief Executive Officer

@The_EFC

The European Foundation Centre (EFC) is an international association of more than 200 foundations and corporate funders in Europe and the world, dedicated to creating an enabling legal and fiscal environment for foundations, documenting the foundation landscape, strengthening the infrastructure of the sector, and promoting collaboration.

Several EFC initiatives seek to promote cross-border philanthropy as well as the growth of philanthropy. EFC currently consists of more than 45 regional philanthropic support groups, such as the **Asia Pacific Philanthropy Consortium**, the **Arab Foundations Forum**, and the **Africa Grantmakers Network**.

Example of Partnership

EFC is a conduit for productive dialogue between the World Bank Group and European foundations. EFC and the World Bank Group Brussels Office systematically exchange ideas on how best to work together in areas of mutual interest.

Key thematic areas for discussion in recent years have included Roma inclusion, disability rights, climate change, gender, child rights, and youth employment. In many of these areas, the two organizations have also worked together to co-organize seminars that help advocate their positions.

World Bank–EFC Seminars on the Roma. *2013–2014.*

The Roma make up the largest and most vulnerable minority group in Eastern Europe. The socioeconomic gap between a Roma family and an average European family broadens every day. Addressing these deep inequalities is a key human rights issue, but also a smart economic strategy for the countries concerned. As a result of rapidly aging populations, 10–20 percent of new labor market entrants in Central, Eastern and Southeastern European countries are young Roma.

EFC and the World Bank Group partnered to foster discussion to highlight the difficult situation of Roma living in Europe and to showcase examples of successful Roma integration.

Impact

The panel discussions organized by the two partners were well attended by a range of stakeholders, including policy makers. EFC and the World Bank Group disseminated the information on their web sites and some aspects of the discussions were aired on social media.

Partnership

The discussions have helped reinforce and amplify both partners' messages and also enabled the World Bank Group to reach a wider range of European CSOs and foundations. EFC has also been able to strengthen its advocacy with the analysis and data provided by the World Bank Group.

Systematic exchange

of ideas and best practices with foundation networks on how best to work together in areas of common interest

Ewing Marion Kauffman Foundation, *Kansas City, MO, USA*

Wendy Guilles, Acting President and Chief Executive Officer

@KauffmanFDN

The mission of the Ewing Marion Kauffman Foundation (the Kauffman Foundation) is to help individuals attain economic independence by advancing educational achievement and entrepreneurial success, consistent with the aspirations of founder Ewing Marion Kauffman.

Example of Partnership

The Global Entrepreneurship Research Network (GERN).
Launched 2013. See page 66.

The Kauffman Foundation is a founding member of GERN, one of the first global initiatives to systematically gather and disseminate knowledge on entrepreneurship, and encourage the testing of new instruments to support entrepreneurship in a more effective manner.

Ford Foundation, *New York City, NY, USA*

Darren Walker, President

@FordFoundation

The Ford Foundation supports visionary leaders and organizations on the frontlines of social change worldwide. The foundation's goals are to strengthen democratic values, reduce poverty and injustice, promote international cooperation, and advance human achievement.

Programs address the following issues: democratic and accountable government, economic fairness, educational opportunity and scholarship, freedom of expression, human rights, metropolitan opportunity, sexuality and reproductive health and rights, and sustainable development.

Examples of Partnership

The CGAP/Ford Foundation's Graduation Program. *2002.*

The Consultative Group to Assist the Poor (CGAP) (see page 45) is a multi-donor consortium that works to advance poor people's access to finance. The partnership between CGAP and the Ford Foundation program seeks to better understand how safety nets, livelihood training, and access to financial services can be sequenced to create pathways for destitute households to "graduate" out of extreme poverty. The Ford Foundation co-funds this program with CGAP. Ford joined CGAP in 2002.

Impact

Ten pilot projects have been implemented in eight countries under this program. A rigorous learning agenda, including impact assessments and qualitative research, is being implemented at all sites. As a result, from randomized control evaluations on the program's impact, there is an increasingly robust body of evidence on the financial needs of the poorest. The results show that participants who improved their food security and diversified their incomes became healthier and increased their assets and savings. Several governments and large donors are picking up the model and integrating lessons learned into their own operations.

Consultative Group on International Agricultural Research (CGIAR). *Established 1971. See page 45.*

The Ford Foundation supports CGIAR, a strategic partnership committed to working toward a food-secure future through high-quality international agricultural research. The Ford Foundation has contributed to CGIAR since 2006. Partnership projects with the World Bank Group include:

- **Evaluating the Impacts of Livestock and Aquaculture Microcredit and Value Chain Programs on Women's Empowerment.** *2011–2013.* The project aims to improve the impact of livelihood programs on women and their households through the integration of women's rights, and to understand the links between women's economic empowerment, women's agency, and exercise of choice from a rights perspective.
- **Increasing Benefits to Women from Livestock and Livestock Markets.** *2009–2011.* The project's goal is to increase the incomes and general well-being of women and their households. The project will identify those livestock interventions, value chains, and livestock that have the greatest benefit to women.

Benefiting from foundations' **programmatic approach** and unique **network platforms**

Global Lab for Strategic Metropolitan Planning (Metro Lab). *April 2013.*

Metro Lab was created to foster leadership, learning, and innovation in metropolitan strategic planning. It targets mayors and director-level personnel to build their technical competence and leadership abilities in the public sector and their capacity to engage with stakeholders in a productive and sustainable manner.

The Ford Foundation provides funding through the Regional Plan Association and contributes concepts and ideas to Metro Lab. The World Bank Group is the lead institution. Ford Foundation contributed $50,000 for the Dar es Salaam Metro Lab.

Impact
In the past year, Metro Labs have been organized in Mumbai, New York, and Seoul.

Partnership
The Ford Foundation and the World Bank Group have benefited from increased access and deeper dialogue with each other's clients. The partnership also leverages the skills and knowledge of the Regional Plan Association.

Global Partnership for Social Accountability (GPSA). *Launched April 2012.* *See page 69.*

GPSA aims to generate knowledge, networking, and financing to build civil society's capacity to promote social accountability. The Ford Foundation was actively involved in consultations and the technical working group for developing GPSA. The Ford Foundation announced an initial investment of $3 million to GPSA in December 2012, and is a member of the Steering Committee.

Strategic Community Investment–Royalty Management and Stakeholder Engagement in the Mining Sector. *2013–2014.*

The Ford Foundation and IFC launched a joint project in an area in Colombia with a recent influx of mining companies. The project supported the sub-regional development objectives of the Soto Norte Province (Santander-Colombia), and the involvement of stakeholders, to establish formal dialogue and agreements that respond to local community needs. The project provided tools to communities and local governments to strengthen their participation in the dialogue process.

Impact
The project aspired to improve the living standards of local communities and to offer alternatives for income generation other than mining.

Partnership
This partnership between the Ford Foundation and IFC complements projects undertaken by both organizations in this region aimed at promoting stronger accountability of local governments. The Ford Foundation benefits from IFC's local experience, networks, and expertise, while IFC benefits from the Ford Foundation's programmatic approach. The Ford Foundation also offers a unique platform to disseminate IFC's experience in the extractives sector across Latin America and globally.

Urbanization Knowledge Platform (UKP). *Launched 2011.* *See page 116.*

The Ford Foundation is a member of the UKP, which aims to put the world's best knowledge and data in the hands of policy makers and practitioners, to harness urban growth for better development outcomes.

FUNCATE (Fundação de Ciência, Aplicações e Tecnologia Espaciais), *São Paulo, Brazil*

Dr. José de Anchieta Moura Fé, President

@Funcate

FUNCATE is accredited by the Brazil's Ministry of Education and the Ministry of Science and Technology as a foundation to support government research and development organizations. It is closely related to and works with the National Institute for Space Research and has experience in the interpretation of remote sensing images, particularly in the Amazon, and in their interpretation for the mapping of land use, vegetation cover, and degradation characteristics.

Example of Partnership

Brazil Mapping of Amazon Degraded Areas Project. *2010–2011.*

This project made geographical information available on the degradation status of cleared land in the Brazilian Amazon rainforest, and its current use (cropland, pastures, other), in accordance with the international standard Land Cover Classification System. The project was carried out by FUNCATE in close collaboration with the National Institute for Space Research, Brazil's Ministry of the Environment and Ministry of Agriculture, Livestock, and Supply, and the Brazilian Agricultural Research Corporation.

Impact

By mapping land use in the Amazon region, the project helped the Brazilian government identify areas that could be rehabilitated for livestock, agricultural, or forestry use. This helped reduce the pastureland required for livestock production and release land for other agricultural, agro-energy, and forest activities.

Partnership

This project has contributed to the World Bank Group's goals to improve sustainable natural resource management, which will contribute to a continuing reduction in the rate of deforestation. The institutional and operational designs offered by FUNCATE were essential for implementing the project and achieving its objectives.

Fundação Itaú Social, *São Paulo, Brazil*

Roberto Egydio Setubal, President

@ItauSocial

The Itaú Social Foundation partners with government, the private sector, and civil society organizations to establish strategic alliances.

Example of Partnership

A memorandum of understanding is currently being finalized between Fundação Itaú Social and the World Bank Group to establish a partnership between the two groups to conduct studies, research, seminars, and other activities to promote full-time education in Brazil over the next two years. The studies will focus on the implementation and impacts of the federal school extension day program called "Mais Educação."

Photo: World Bank

Fundación Ambiente y Recursos Naturales, *Buenos Aires, Argentina*

Mary Eugenia Di Paola, Executive Director

@FARNArgentina

The main objective of the Fundación Ambiente y Recursos Naturales (FARN—Environment and Natural Resources Foundation) is to promote sustainable development through policy, law, and institutional organization.

Example of Partnership

Third Party Monitoring of the Matanza-Riachuelo Integrated Clean-up Plan. *2011.*

FARN received a grant to promote transparency, accountability, and independent monitoring efforts around sanitation management of the Matanza-Riachuelo Basin, one of the most polluted basins in Latin America. The World Bank Group is financing the Matanza-Riachuelo Basin Sustainable Development Program to improve sewerage services through the construction of sanitation infrastructure.

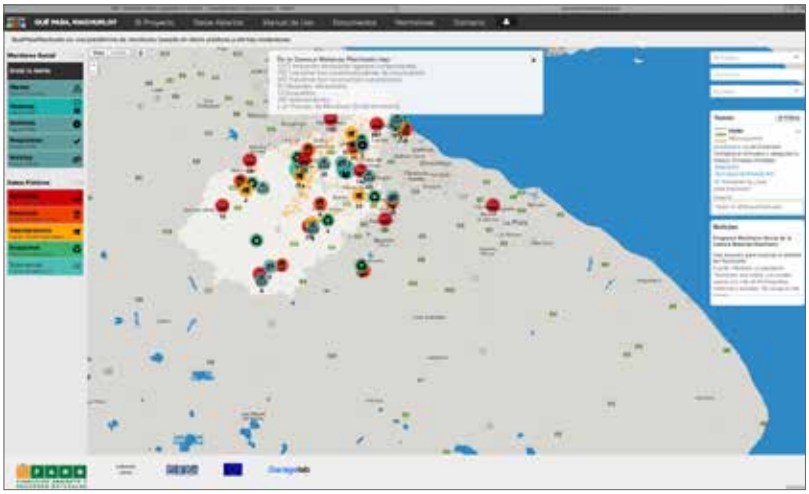
An online monitoring platform (www.quepasariachuelo.org.ar) was developed to bring to light problems in the Matanza-Riachuelo River Basin affecting the quality of life of four million people. The project promotes citizen involvement and participation.

Impact

This initiative supports the active involvement of communities in the Matanza-Riachuelo Basin in public policies, enabling them to make their voices heard. The project helped create a network of local agents to monitor the advances of the clean-up plan and report incidents of contamination that they detect in their neighborhoods and river basin zones.

Partnership

FARN is actively monitoring the progress of the cleaning of the Basin, ordered by the Argentine Supreme Court. The project also received funding from the European Union.



The online monitoring platform, Que Pasa Riachuelo, promotes citizen participation in the Matanza-Riachuelo Basin clean-up project

Strengthening plural media systems in Latin America

Fundación Internacional y para Iberoamérica de Administración y Políticas Públicas, *Madrid, Spain*

Soraya Sáenz de Santamaría Antón, Chairwoman and President

@FIIAPP

The Latin American International Foundation for Public Policies and Administration (FIIAPP) is a Spanish public institution created in 1997 that works in the field of international cooperation to support the processes of democratic construction and social cohesion in developing countries. The foundation helps build capacity, train leaders committed to the fight against inequality and poverty, and promote public policies that ensure that everyone, especially the most vulnerable, has access to basic services.

Example of Partnership

Public Interest Media, Social Cohesion, and Development in Latin America. *2011–2012.*

The project aimed to strengthen plural media systems in Latin America, including public service broadcasting, as a way of improving social cohesion, participation, and informed decisions by citizens. Using successful European experiences, the project channeled ongoing debate in the region related to media pluralism, regulation, and multiplicity of voices.

Impact

The project published and disseminated a report, Cajas Mágicas: El renacimiento de la televisión pública en América Latina (Magic Boxes: The Renaissance of Public Television in Latin America), which generated considerable media attention and debate. The project also put on a series of seminars on the subject of public interest media in Latin America, supported by Latin American and Spanish experts.

Benefiting almost
6,000
children
in Colombia

Fundación Mi Sangre, *Medellín, Colombia*

Catalina Cock Duque, Executive Director

@fmisangre

Fundación Mi Sangre (FMS) was founded in 2006 by singer and songwriter Juanes Esteban to help children, adolescents, and young people become key players in the construction of a peaceful Colombia. The foundation works with children, adolescents, and young people vulnerable to or affected by armed conflict. It focuses on providing psycho-social support and education for peace, by training Colombia's youth to be agents of change in their communities.

Example of Partnership

Mi Sangre Partnership. *2012 and ongoing.*

This partnership between Fundación Mi Sangre (FMS) and the World Bank Group offers Colombian youth, many of whom are victims of violence, structured activities based around singing, painting, and composition, underpinned by socio-emotional development. The program focuses on young boys and girls affected by urban violence, with the objective of integrating them into society and breaking the cycle of violence in Colombia.

Impact

Mi Sangre's projects have benefited almost 6,000 children and young people.

Partnership

The World Bank Group, FMS, and the Government of Colombia held a high-level panel to discuss Peace Consolidation in Colombia, and supported Juanes Esteban's role as "editor" of the special edition of El Tiempo dedicated to youth in violent situations. Juanes' large social media network has helped inform millions around the world about the program.

German Marshall Fund, *Washington, DC, USA*

Karen Donfried, President

@gmfus

The German Marshall Fund of the United States (GMF) is a nonpartisan American public policy and grant-making institution dedicated to promoting better understanding and cooperation between North America and Europe on transatlantic and global issues.

GMF works on a host of issues through a transatlantic lens, often with a global scope. Through programming, convening, research and analysis, grant making, and networking, GMF focuses on the following transatlantic and global issues: aid development; democracy and civil society; cities and urban issues; climate and energy; economics, trade, and investment; foreign and transatlantic relations; immigration and integration; and security and defense.

Examples of Partnership

Global Partnership for Social Accountability (GPSA). *Launched April 2012.* *See page 69.*

GPSA aims to generate knowledge, networking, and financing to build civil society's capacity to promote social accountability. The German Marshall Fund was actively involved in consultations and the technical working group for developing GPSA.

The Young Professionals Summit. *2012–2014.*

The Young Professionals Summit, part of the Brussels Forum, brings together young political, corporate, and intellectual leaders to exchange views with select global decision makers on pressing transatlantic and global challenges. The World Bank Group's support for the event includes sponsoring young professionals from Sub-Saharan Africa, Latin America, and the Middle East to travel to Brussels and participate in the Summit.

Impact

The program builds the leadership capacity of young professionals and gives them an opportunity to network with their peers through ongoing dialogue.

Partnership

The World Bank Group and GMF have been able to gain a better understanding of some of the challenges and concerns facing youth and young professionals in the participating countries.

African & Latin American youth leaders at the GMF Young Professionals Summit, Brussels, March 2014
Photo: Andy Davidhazy/SpotME

Building the leadership capacity of young professionals

Raising awareness on the role of Community Philanthropy

Global Alliance for Community Philanthropy, *Johannesburg, South Africa*

Jenny Hodgson, Executive Director

@globalfundcf

The Global Alliance for Community Philanthropy (GACP) is a multi-donor collaborative aimed at expanding and deepening the role of community philanthropy in strengthening local development efforts. Planned activities within the framework of the alliance include piloting community philanthropy projects; learning, research, and evaluation; and communication and representation to global stakeholders. The Global Fund for Community Foundations, a global, grassroots grantmaker seeking to promote community foundations and other local philanthropic institutions in the Global South and in the emerging economies of Central and Eastern Europe, is the secretariat for the initiative.

Example of Partnership

Panel Discussion on Community Philanthropy with the Global Alliance for Community Philanthropy. *2014.*

The World Bank Group hosted a panel discussion with the Global Alliance for Community Philanthropy in July 2014 on the role of community philanthropy in sustaining development. The discussion showcased experiences and community-led initiatives from Northern Ireland and Haiti, and highlighted how communities can come together to mobilize resources, instead of being driven by external donor priorities.

GLOBAL ALLIANCE FOR IMPROVED NUTRITION (GAIN) *Since 2008*

GAIN's mission is to reduce malnutrition through sustainable market-based strategies, aimed at improving the health and nutrition of populations at risk. GAIN's overall target is to improve the nutrition of one billion people. GAIN and IFC established the **IFC-GAIN Nutrition Challenge Fund** to provide incentives for private sector companies to develop new products, distribution channels, and marketing approaches aimed at improving nutrition for infants in low-income families.

Partners include the **Gates Foundation**, the **Children's Investment Fund Foundation**, the Canadian International Development Agency, and the United States Agency for International Development. IFC is responsible for the administrative management of the Trust Fund, as well as project identification, design, implementation, monitoring, and evaluation. The project is being piloted in Ecuador with possible replication in Africa and Asia.

Impact

In its pilot program in Ecuador, the Challenge Fund is supporting Favorita, a leading retailer, as it develops and implements a social marketing campaign for its whey-based fortified yogurt. The project hopes to increase consumption of the yogurt by 72,000 low-income infants, while Favorita aims to increase its sales by $2.4 million.

Partnership

This program has allowed IFC to explore potential food security commercial models that can work for other agribusiness companies. It also gave GAIN an opportunity to work with private sector companies in the development of a commercial product aimed to reduce malnutrition.

GLOBAL ALLIANCE FOR VACCINES AND IMMUNIZATION (GAVI)

Launched 2000

Each year, 22 million children—many of them in the poorest and most remote communities—do not have access to the most basic vaccines. The **Gates Foundation**, along with the World Bank Group, the World Health Organization , and UNICEF, were the founders of Gavi, the Vaccine Alliance, which was created to fund vaccines for children in the world's 70 poorest countries. Gavi's mission is to save children's lives and protect people's health by increasing access to immunization in the world's poorest countries.

Gavi is a partnership between the main players in immunization, including donor governments, developing countries, international development and finance organizations, and the pharmaceutical industry. The World Bank Group is a Gavi board member and supports Gavi through two major financial intermediary funds: the International Finance Facility for Immunization, and the Advance Market Commitment for pneumococcal vaccines.

Impact

Gavi has reached 440 million children and prevented six million deaths, since its launch in 2000. From its inception in 2000 through September 2014, Gavi has disbursed more than US$7 billion to more than 70 countries.

Since its inception in 2000,

Gavi has reached

440 million children

and prevented **6 million** deaths

Photo: World Bank

GLOBAL ENTREPRENEURSHIP RESEARCH NETWORK (GERN)
Launched 2013

The Global Entrepreneurship Research Network is a collaboration of research organizations around the world whose goals are to generate useful and actionable knowledge for entrepreneurs, policy makers, and others; fill gaps in what we know about entrepreneurship; standardize data, especially longitudinal survey work; conduct experiments and evaluation of entrepreneurship programs; and gain a better understanding of policy barriers and what the right policies are for fostering entrepreneurship.

The World Bank is one of the founding members of GERN and is contributing through research on entrepreneurship and sharing knowledge on the implementation and evaluation of entrepreneurship programs in client countries. The other founding members are the **Kauffman Foundation** and the UK National Endowment for Science, Technology and the Arts.

Impact

This is one of the first global initiatives to systematically gather and disseminate knowledge on entrepreneurship, measure the impact of programs to support entrepreneurship, and encourage the testing of new instruments to support entrepreneurship in a more effective manner. This will result in better and more effective evidence-based policy making in support of entrepreneurship for job creation.

Partnership

Participation in the GERN network will allow the World Bank Group to leverage resources in the space of entrepreneurship policy and achieve greater impact in its engagement with client countries.

GLOBAL FUND TO FIGHT AIDS, TUBERCULOSIS, AND MALARIA
Established 2002

Founded in 2002, the Global Fund to Fight AIDS, Tuberculosis, and Malaria (Global Fund) is a partnership between governments, civil society, the private sector, and people affected by the diseases. Through its 2012–2016 strategy, "Investing for Impact," the Global Fund aspires to save 10 million lives and prevent 140–180 million new infections from HIV/AIDS, tuberculosis (TB), and malaria between 2012 and 2016.

The Global Fund works closely with a wide array of partners, who are involved at all levels, from membership on the board and its committees; to resource mobilization, country coordination, technical assistance, and stakeholder engagement; to implementation of programs in communities. Several foundations are engaged with the Global Fund, most notably the **Gates Foundation**, a key partner, providing cash contributions, active participation on the board and committees, and substantial funding to related advocacy and fundraising efforts. The **UN Foundation** is also an active member of the Global Fund. The World Bank Group helps countries identify priorities for the HIV response and provides them with technical assistance to improve efficiency in allocation and implementation.

Impact

The Global Fund mobilizes and invests nearly US$4 billion a year to support programs run by local experts in more than 140 countries. As of mid-2014, programs supported by the Global Fund have put 6.6 million people on antiretroviral therapy for AIDS, tested and treated 11.9 million people for TB, and distributed 410 million insecticide-treated nets to protect families against malaria.

GLOBAL INDEX INSURANCE FACILITY (GIIF) PROGRAM

Launched 2009

The Global Index Insurance Facility is a multi-donor trust fund financed by the European Union, Japan and the Netherlands and implemented by the World Bank Group. GIIF supports the development and growth of local markets for indexed and catastrophic insurance in developing countries, primarily in Sub-Saharan Africa, Latin America and the Caribbean, South Asia and Southeast Asia. GIIF's objective is to expand the use of index insurance as a risk management tool in agriculture, food security and disaster risk reduction. GIIF's implementing partners have covered more than 600,000 farmers, pastoralists, and micro-entrepreneurs to date with $119 million in sums insured, and reached over one million with information and access to index insurance.

Africa

GIIF's first implementing partner in Sub-Saharan Africa was the **Syngenta Foundation for Sustainable Agriculture**, which helped launch Kilimo Salama, to market weather, area yield, and livestock index insurance products covering a wide range of crops and dairy cattle. Kilimo Salama is now insuring 187,000 farmers in Kenya, Rwanda, and Tanzania, with plans to expand into East Africa.

Latin America

The World Bank Group GIIF team conducted a feasibility study for macro-level agriculture index-based insurance on the Hurricane Trajectory Index (HTI) and on the El Niño Southern Oscillation (ENSO) indicator. The study verified that HTI insurance is possible, and provided product design suggestions and pricing.

The WB GIIF Team also assessed the feasibility of meso-level area yield index insurance for the national federation of cocoa growers based on historic production data, proving that it can work, and designed and priced a product.

In Jamaica, a feasibility study about a catastrophe windstorm index insurance program for coffee growers resulted in a pilot project in the Blue Mountain region. Historic crop loss data from various weather events have been collected from the local offices of the Rural Agriculture Development Authority to produce a database, which will enable a feasibility assessment of agriculture-specific index insurance from the Caribbean Catastrophe Risk Insurance Facility (CCRIF).

Photo: World Bank

23 million Since 2003, GPE's partners have helped enroll nearly more children in school, built more than **37,000** classrooms, and trained more than 400,000 teachers

GLOBAL PARTNERSHIP FOR EDUCATION (GPE)

Launched 2002

Fifty-eight million primary school-age children are currently out of school in developing countries, and millions more are shut out of secondary school. GPE is a global partnership comprised of close to 60 developing countries, donor governments, international organizations, the private sector, foundations, civil society organizations, and teachers, with the broad goal of ensuring that all children are in school and receiving a quality education.

The mission of GPE is to galvanize and coordinate a global effort to deliver a good quality education to all girls and boys, prioritizing the poorest and most vulnerable. The World Bank Group is a founding member of GPE and supports the partnership as board member, host of the GPE secretariat, trustee, and supervising entity for the vast majority of GPE grants.

Impact

To date, GPE has contributed $3.7 billion in support of basic education in the poorest countries, with an additional $2.1 billion pledged for 2015–18. Since 2002, GPE's partners have helped enroll nearly 23 million more children in school, built more than 37,000 classrooms, and trained more than 400,000 teachers. As a result of close collaboration with partner organizations, 74 percent of children in partner countries now complete primary school and 28 partner countries have achieved gender parity in enrollment or have more girls than boys in school.

Several foundations are part of GPE, including the **William and Flora Hewlett Foundation**, the **Children's Investment Fund Foundation**, and the **Dubai Cares Foundation**.

GLOBAL PARTNERSHIP FOR SOCIAL ACCOUNTABILITY (GPSA)

Launched April 2012

The Global Partnership for Social Accountability (GPSA) is an initiative led by the World Bank Group, in partnership with more than 200 organizations, to solve critical governance challenges in developing countries. The aim is to create an enabling environment in which citizen feedback is used to solve fundamental problems in service delivery and to strengthen the performance of public institutions.

Forty countries across all regions have opted into GPSA's grant-funding component, which supports civil society organization-led social accountability projects for health, education, social protection, water, procurement, and budget transparency. GPSA, with the support of its donors, the **Ford Foundation**, the **Open Society Foundations**, and the **Aga Khan Foundation**, has to date made 21 grants in 17 countries.

A recent roundtable on fiscal reform and social accountability, co-organized by GPSA and the **Gates Foundation**, explored the idea of building coalitions for reforms. Another event in May 2014 brought together more than 150 GPSA Global Partners for a unique opportunity to look at strategic partnerships and knowledge on social accountability.

Together, GPSA and the **Open Society Foundations** are supporting improvements in the delivery of education services in the Philippines. With the help of a parallel **Open Society Foundations** grant, the Affiliated Network for Social Accountability in East Asia and the Pacific (ANSA-EAP) will scale up a project that establishes local partnerships between government, parents, and students to help them access accurate information and give feedback about educational services to the Department of Education through Checkmyschool. (See page 94.)

Since Honduras joined GPSA in early 2013, the Federation of Nongovernmental Organizations for Development in Honduras has benefited from knowledge exchange and networking with the GPSA grantee, the EXPERT-GRUP in Moldova. This exchange also allows civil society organizations in Honduras the opportunity for capacity building and learning through e-courses and webinars.

In the Dominican Republic, GPSA supports Oxfam's Fundación Intermón project, which will set up a national consortium of thematic observatories to scale up social accountability processes aimed at improving budget accountability. The project will generate evidence-based and continuous feedback to be used by national authorities responsible for defining and managing service delivery processes.

Other global partners include: **Avina Foundation**, **Bertelsmann Foundation**, **BMW Foundation**, **German Marshall Fund**, **Konrad Adenauer Stiftung**, **Latin Grammy Cultural Foundation**, **Mo Ibrahim Foundation**, **Peter Ustinov Foundation**, **STARS Foundation**, **Sindh Education Foundation**, **Sunlight Foundation**, **TrustAfrica**, and **World Wide Web Foundation**.

GLOBAL PARTNERSHIP FOR YOUTH EMPLOYMENT (GPYE)

Launched 2008

In 2008, with support from the World Bank Group's Development Grant Facility, the **International Youth Foundation**, the Youth Employment Network, the Arab Urban Development Institute, and the Understanding Children's Work Project joined together to form GPYE. Its goal is to build and disseminate evidence on youth employment outcomes and effective programs to help address the challenges facing young people in their transition to work.

GPYE leverages the technical and regional experience of the five partner organizations in youth employment research, programming, evaluation, and policy dialogue. The partnership's work focuses on Africa and the Middle East, regions in need of better evidence of effective approaches to promote youth employment.

A young Jordanian receives technical training to prepare him for a career in the heating and cooling industry
Photo: K.Zahran/ International Youth Foundation

First global finance facility for women-owned small and medium enterprises

Goldman Sachs Charitable Foundation, *New York City, NY, USA*

Dina H. Powell, President

The Goldman Sachs Charitable Foundation seeks to help women, small business owners, and communities around the world.

Example of Partnership

The Women Entrepreneurs Opportunity Facility. *2014–2022.*

The main aim of this program is to help 100,000 women entrepreneurs access capital. An estimated eight to ten million women own small- and medium-sized enterprises (SMEs) in emerging markets. This is equivalent to approximately 32 percent of all formal SMEs in these countries. A recent report assessing the credit gap for micro-, small-, and medium-sized enterprises, conducted by IFC and McKinsey & Company, showed that women-owned businesses in the formal sector have approximately $260 billion to $320 billion in unmet financial needs, representing approximately 29 percent of the total SME credit gap.

The Goldman Sachs Charitable Foundation provided a $32 million anchor investment to catalyze capital from commercial investors and bilateral donors. It also contributed to a fund for capacity-building support for banks and women borrowers.

Impact

The Women Entrepreneurs Opportunity Facility is the first global finance facility for women-owned SMEs.

Gonzalo Rodriguez Memorial Foundation (GRMF),

Montevideo, Uruguay

María Fernanda Rodríguez Bongoll, President

@fundaciongr

Nicknamed "Gonchi Rodriguez," the foundation was founded to develop road safety programs as a tribute to a former Uruguayan racing driver who passed away in a race.

A poster of the Gonchi Rodriguez road safety awareness campaign. It states, "If you crash and your child is unbuckled, your child could be seriously injured. Use a child seat. Travel safely. Arrive safely."

Example of Partnership

The World Bank Group partnered with the foundation at the end of 2007, alongside the **Fédération Internationale de l'Automobile Foundation**, to assess Uruguay´s road safety and develop a road safety plan for children.

Uruguay Road Safety EDU-CAR. *2007–present.*

This initiative gathers and assesses data to promote awareness about safety measures and provide recommendations on engineering and the use of passive safety elements. The World Bank Group supported the awareness campaign on road safety.

Impact

The Government of Uruguay recently promulgated the Road Safety Law, which includes the requirement for child restraint systems and the expansion of users who must wear seat belts. A broad range of partners—ministries, associations, unions, private companies, and educational centers—were actively involved in the safety awareness campaign.

Partnership

The foundation secured additional funds after the project and continues to work with the World Bank Group to help expand the pilot to other Latin American countries.

Good Ventures Foundation, *San Francisco, CA, USA*

Cari Tuna and Dustin Moskovitz, Co-Founders

@goodventures

Good Ventures is a philanthropic foundation whose mission is to help humanity thrive. The foundation provides grants across various thematic areas, such as health, education, and research, with a focus on co-funding projects with other development partners, to better leverage impact.

Example of Partnership

The World Bank Group partnered with Good Ventures to support the development of a Service Delivery Indicators (SDI) project to measure the quality and coverage of African primary schools and health clinics, supported by the **William and Flora Hewlett Foundation**.

Impact

Good Ventures contributed this grant as part of its efforts to co-fund projects with major foundations to learn how they identify, monitor, and assess the impact of grants. In line with the World Bank Group's Open Data Policy, Good Ventures places emphasis on transparency by posting the minutes of all SDI meetings on the organization's website.

Partnership

Good Ventures focused on emphasizing how the SDI data are used—by policy makers, in the media, by nongovernmental organizations, and by donors—rather than simply the process of collecting high-quality data. Like the **Hewlett Foundation**, Good Ventures highlights the importance of data as a powerful instrument of social accountability.

Photos: Arne Hoel / World Bank

Gordon and Betty Moore Foundation, *Palo Alto, CA, USA*

Harvey V. Fineberg, President (from January 1, 2015)

@MooreFound

Established in September 2000, the Gordon and Betty Moore Foundation (Moore Foundation) seeks to advance environmental conservation, scientific research, and patient care around the world and in the San Francisco Bay Area.

Examples of Partnership

Amazon Region Protected Areas Program (ARPA).

2002 and ongoing.

ARPA is a subnational system of protected areas in the Brazilian Amazon created to conserve large natural tropical forest areas. ARPA aims to develop and implement a first-class monitoring and management system for conservation and sustainable use with solid financial security. The Moore Foundation supports ARPA through the World Wildlife Fund. ARPA is also supported by a grant from the Global Environment Facility (GEF), and the World Bank Group acts as the implementing agency for the GEF grants.

Impact

With the contribution of ARPA, the protected area in the Amazon region has increased by 63 percent. The creation of 13 protected areas is associated with the offset of emissions equivalent to 430 million tons of carbon by 2050. Assuming the value of $5/ton of carbon, these protected areas will account for $2.2 billion of emissions reductions by 2050 (about $54 million per year).

Partnership

The Moore Foundation has provided technical input for making structural improvements to ARPA and to negotiate funds. ARPA's success has enabled the Moore Foundation to pursue new, high-risk approaches to reducing deforestation and biodiversity loss on lands outside protected areas.

Global Program on Fisheries (PROFISH) and Alliance for Responsible Fisheries (ALLFISH).

PROFISH and ALLFISH are supported by the Moore Foundation as well as the World Bank Group's Global Environment Fund program. These two programs are establishing frameworks and processes to engage the fisheries industry and other stakeholders, to improve governance, advance the recovery of fish stocks, and make fisheries sustainable.

Sustainable Business Advisory (SBA) Alianca da Terra Project. *2009–2012.*
Alianca da Terra developed a Registry for Social-Environmental Responsibility (RSR) that recognizes producers who implement good land stewardship practices and those seeking to adopt such management methods. This project focused on increasing land enrolled in the RSR by two million hectares (or 200 new producers) in Brazil's Legal Amazon region. IFC helped link the Alianca producer network to companies opting to source from environmentally and socially responsible farms, to create incentives for responsible production in the Amazon.

Impact
The project improved Alianca's RSR, its farming practices diagnostic, and its approach to scoring to encourage stepwise improvements among producers. In 2012, more than 50 members achieved certification. Some 373 new producers joined the registry and applied Alianca's diagnostic and design, committing to improved action plans. Registry members have implemented and paid for a total of 2,245 different environmental or social enhancements on their properties.

Partnership
The Moore Foundation helped expand outreach efforts and disseminate good practices. Alianca da Terra played an important role in leveraging the scope and depth of the network in the Brazilian agricultural frontier. The synergies among partners boosted the agricultural sector sustainability of all stakeholders involved.

Registry members have implemented and paid for a total of **2,245** different **environmental** or **social enhancements** on their properties

Grameen Foundation, *Washington, DC, USA*

Alex Counts, President and Chief Executive Officer

@GrameenFdn

The Grameen Foundation helps the world's poorest people reach their full potential, connecting their determination and skills with the resources they need. The foundation provides access to essential financial services and information on agriculture and health, assistance that can have wide-scale impact by addressing the specific needs of poor households and communities. The foundation also develops tools to improve the effectiveness of poverty-focused organizations.

Example of Partnership

African Health Markets for Equity. *2012–2017.*

The African Health Markets for Equity (AHME) partnership was created to increase coverage of priority health technologies and interventions for the poor in Ghana, Kenya, and Nigeria. The aim is to facilitate policy dialogue between industry players in the health sector. Investment will help increase the scale and scope of franchised health care; expand family planning and sexual and reproductive health; and address malaria, acute respiratory infections, diarrhea, nutrition, maternal care, HIV, and tuberculosis.

Funding comes from the **Gates Foundation** and the United Kingdom's Department for International Development. AHME is implemented by a partnership between Marie Stopes International, Population Services International, Society for Family Health Nigeria, Grameen Foundation, IFC, PharmAcess, Medical Credit Fund, and Safecare.

Partnership

This partnership leverages funding and fosters information exchange between partners to advance investment for sexual and reproductive health care services.

Hindustan Unilever Foundation, *Mumbai, India*

Nitin Paranjpe, Chief Executive Officer and Managing Director, Hindustan Unilever Limited, Director, Hindustan Unilever Foundation
@HUL_News

Hindustan Unilever Foundation (HUF) is the foundation of the Indian subsidiary of Unilever—Hindustan Unilever Limited—and focuses on India.

Example of Partnership

Partnership for Smart Land and Water Use through Sectoral and Area-based Multi-Stakeholder Approaches for Public Good.

In development.

The aim of this project, which is under discussion, is to improve the productivity and income of more than 300,000 small and medium-sized farms in India and conserve 100 billion liters of water.

Partnership

This partnership is mutually enhancing for HUF and IFC. HUF will benefit from IFC's technical expertise and implementation experience, and IFC will benefit by achieving scale through Unilever's value chain. Together, these organizations hope to achieve the common goals of saving water and raising small farmer productivity.

Photo: Curt Carnemark / World Bank

International Youth Foundation, *Baltimore, MD, USA*

William S. Reese, President and Chief Executive Officer

@IYFTweets

The International Youth Foundation (IYF) believes that educated, employed, and engaged young people possess the power to solve the world's toughest problems, and that every young person deserves the opportunity to realize his or her full potential. The foundation's programs are catalysts for change that help youth learn, work, and lead.

Recognizing that no one sector of society alone has the resources or expertise to address effectively the myriad challenges facing today's youth, IYF is mobilizing a global community of businesses, governments, and civil society organizations—each committed to developing the power and promise of young people. Since 1990, IYF has mobilized more than $200 million in resources to expand opportunities for the world's youth by helping to fund programs and partnerships with 472 youth-serving organizations worldwide. IYF's global network includes 175 partners around the world.

Example of Partnership

Solutions for Youth Employment (S4YE). *Launched October 2014.*

S4YE is a multi-stakeholder coalition of governments, the private sector, civil society, and foundations, that aims to provide leadership and catalytic action to increase the number of young people engaged in productive work. The founding members of the S4YE Coalition are the World Bank Group, the International Youth Foundation, Youth Business International (UK), Plan International, Accenture PLC, RAND Corporation, and the International Labour Organization.

The goal of the coalition is to facilitate the transition to productive work for the hundreds of millions of unemployed and underemployed youth in less developed countries, reducing the number of youth who are not in education, employment, or training. The coalition will bring together stakeholders at all levels; to innovate, learn, and identify successful solutions, and to promote and scale up effective policies and investments to enhance employment among youth.

The launch of Solutions for Youth Employment on October, 8 2014 at the 2014 IMF/WBG Annual Meetings
Photo: Grant Ellis/World Bank

INVESTMENT PARTNERSHIP FOR POLIO

Launched 2002

In 2002, the Global Polio Eradication Initiative (GPEI)—a major global public health effort—was at a crisis point. To meet the increasing financing gap for the program, the **Gates Foundation** and the **UN Foundation** partnered to support an innovative financing mechanism developed by the World Bank Group, that supports the Global Polio Eradication Initiative. The foundations provide the resources to pay off—or "buy down"—the current value of a country's IDA credit when the country successfully completes a vaccine distribution program to eliminate polio. This partnership allows developing countries to mobilize what ultimately becomes grant funding to eradicate polio if the money achieves results. The program also scales up support in areas such as routine immunization and maternal child health.

Impact

To date, the program has provided $432 million to support polio eradication in Nigeria and Pakistan. Six of the projects have already been "bought down" or are in process. The remaining four have outstanding credits equivalent to $229 million.

In Pakistan, the partnership has provided $249 million since 2003 to support the government's Polio Eradication Initiative. The money supports procurement, timely supply, and effective use of the oral polio vaccine for Pakistan's Supplementary Immunization Activities. By 2007, a large part of Pakistan was polio free. The number of confirmed polio cases had dropped from around 200 in the early 2000s to just 32 by 2007. In recent years, progress has been reversed as increasing insecurity, population migration, and resistance to immunization has decreased vaccine access and coverage.

Partnership

The World Bank Group provides IDA financial resources for the credit and brings its technical, economic, and project management skills to the polio projects. The partnership brought significant incentives for lending for polio eradication through buy-down options, as well as the results-based structure of the financing.

Photo: Yosef Hadar / World Bank

Jacobs Foundation, *Zurich, Switzerland*

Sandro Giuliani, Managing Director

The Jacobs Foundation is one of the world's leading charitable foundations dedicated to facilitating innovations for children and youth. The foundation was established in 1989 by Klaus J. Jacobs and his family in an effort to benefit future generations by providing young people with better opportunities for development, so that they can become productive and socially responsible members of society. The foundation's role is to serve as a source of ideas and a promoter of innovation in the field of child and youth development.

Example of Partnership

Children and Youth in Crisis. *2011–2012.*

This partnership between the World Bank Group and the Jacobs Foundation aimed to develop a more comprehensive understanding of how financial crises affect the well-being and future prospects of children and young people around the world, and how best to protect investments in human capital for future generations.

Impact

The partnership brought together researchers and practitioners from around the world at an international conference in 2011. The outcome was a book entitled *Children and Youth in Crisis*, published in June 2012, which became the 12th-most-downloaded book that year from the World Bank Group's "Open Knowledge Repository." The conference also produced a set of policy notes and a series of dissemination workshops and conferences.

Partnership

The partnership brought together the work undertaken by the World Bank Group, the academic community, civil society, and policy makers around the world to protect human capital development in times of crisis. The Jacobs Foundation has been able to expand its engagement in the field of youth development and is sponsoring further research on the topic after launching a new program of international research on child and youth development at the 2013 conference of the International Society for Research in Child Development.

John D. and Catherine T. MacArthur Foundation, *Chicago, IL, USA*

Julia Stasch, Interim President

@macfound

The John D. and Catherine T. MacArthur Foundation (MacArthur Foundation) aims to foster the development of knowledge, nurture individual creativity, strengthen institutions, help improve public policy, and provide information to the public primarily through support for public interest media.

Its international programs focus on the following areas: human rights and international justice, peace and security, conservation and sustainable development, higher education in Nigeria and Russia, migration, and population and reproductive health. MacArthur Foundation grantees work in about 60 countries around the world.

Example of Partnership

Critical Ecosystem Partnership Fund (CEPF).
2000 (Phase I)–closed; 2007 (Phase II) and ongoing.

CEPF is a joint initiative of l'Agence Française de Développement, Conservation International, the European Union, the Global Environment Facility, the Government of Japan, the MacArthur Foundation, and the World Bank Group. Its fundamental goal is to ensure that civil society is engaged in biodiversity conservation. The partnership provides grants for nongovernmental and private sector organizations—from small farming cooperatives and community associations to international organizations—to protect critical ecosystems and influence decisions that affect lives, livelihoods, and the global environment for the benefit of all.

Impact

CEPF has provided support to more than 380 civil society organizations, over half of which are local nongovernmental organizations. This support has secured 10 million hectares of key biodiversity areas that are now better managed and protected, and almost one million hectares of new protected areas. There are 3.4 million hectares of production landscape being managed for biodiversity conservation and sustainable use. In its second phase, CEPF has supported active investments in 19 regions around the world, totaling more than $92 million.

JOINT LEARNING NETWORK FOR UNIVERSAL HEALTH COVERAGE (JLN) STRENGTHENING KNOWLEDGE, LEARNING, AND INNOVATION FOR UNIVERSAL HEALTH COVERAGE *Launched 2010*

Universal health coverage (UHC) is now squarely on the agenda of many countries and global institutions. Countries on the path to UHC need access to knowledge that provides practical guidelines.

With catalytic funding from the **Rockefeller Foundation**, delegations from six founding countries came together for the pilot Joint Learning Workshop in India in 2010.

The Joint Learning Network for Universal Health Coverage (JLN) was launched in February 2010, with the World Bank Group as a co-founder and member. Over the past four years, JLN has become a well-established network of countries at the forefront of the global movement toward UHC. JLN offers an innovative global network for practitioners, policy makers, and partners to engage with one another on the practical, "how-to" issues of UHC reform. Through JLN's learning laboratory, country members exchange ideas, co-develop tools and resources, and test their ideas for resolving the biggest challenges they face in achieving UHC.

JLN is an important platform for implementing the World Bank Group's Knowledge, Learning, and Innovation Initiative, which will support UHC activities. JLN facilitates World Bank Group dialogue with client countries on development lending operations, research programs, and learning initiatives to capture lessons from programs and project implementation.

JLN receives financial and in-kind support from JLN member countries as well as a host of other development partners, including the **Gates Foundation**, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), the **Rockefeller Foundation**, the World Bank Group, and the World Health Organization.

La Fundación Fútbol con Corazón, *Barranquilla, Colombia*

Andrés Esteban Reyes, Executive Director

@FCCColumbia

Fútbol con Corazón (FCC) promotes social change for young people in Colombia through football. The foundation aims to provide new life opportunities to more than 3,000 children and adolescents aged between five and 16 who are living in vulnerable communities in Colombia. FCC's school programs focus on sports training methodology, "Football for Peace" workshops to develop life skills, and food and nutrition.

Example of Partnership

Soccer for Peace Partnership. *2011 and ongoing.*

This project was created to develop a soccer program to help girls and boys aged between five and 16 who live in situations of violence in Colombia to manage the violence in their lives and make nonviolent decisions. The program aims to help these children gain confidence, improve their quality of life, and build a peaceful future.

Impact

The program has reached 1,800 children in three municipalities. Schools participating in the program have made the project a complement to their regular schooling program.

Partnership

FCC has benefited from the World Bank Group's funding and technical support.

Boys and girls in Colombia play a "Soccer for Peace" match | Photo: World Bank

The MasterCard Foundation, *Toronto, Ontario, Canada*

Reeta Roy, President and Chief Executive Officer

@MCFoundation

The MasterCard Foundation's mission is to advance microfinance and youth learning to promote financial inclusion and prosperity in developing countries. The foundation collaborates with partners in 48 developing countries.

Examples of Partnership

Consultative Group to Assist the Poor (CGAP). *Established 1995.* *See page 45.*

CGAP is a multi-donor consortium that works to advance poor people's access to finance. The MasterCard Foundation joined CGAP in FY2009 and co-funds two of its programs:

- The **Technology and Business Model Innovation Program** works with a wide range of financial service providers, mobile network operators, and policy makers to identify technology-enabled business models that can deliver financial services to poor people at low cost and at scale.
- The **Client Demand Program** aims to help financial markets offer more relevant, valuable, and appropriate financial services through a better understanding of the financial needs and behavior of poor people as well as the impact of financial services on their lives.

Partnership for Financial Inclusion. *January 2012–June 2017.*

The Partnership for Financial Inclusion aims to increase access to low-cost financial services for an estimated 5.3 million people in Sub-Saharan Africa. The initiative pursues this goal through providing advisory services to microfinance institutions (existing IFC clients), banks, and mobile network operators, to support them in developing innovative new products and cost-effective delivery channels, and expanding coverage into hard-to-reach rural locations.

Impact

The goal is to reach an estimated 5.3 million people in Africa with accessible financial services by 2017. The initiative scales up microfinance across the continent, expanding into secondary cities and rural communities, to offer low cost and diverse products to clients. The partnership will also facilitate knowledge exchange on best practices. For example, in the Democratic Republic of Congo, the two organizations are working with a local microfinance institution, which is breaking new ground in the supply of formal financial services to the poor by employing an innovative agent banking business model and biometric technology, so that it can help people obtain a loan to start a small business.

Partnership

The MasterCard Foundation is providing intellectual and financial capital, and IFC is providing the client base. The partnership is also supported by the Development Bank of Austria and the **Gates Foundation**, and collaborates with knowledge partners such as the CGAP and the World Bank.

MetLife Foundation, *New York, NY, USA*

Dennis White, President and Chief Executive Officer

@MetLife

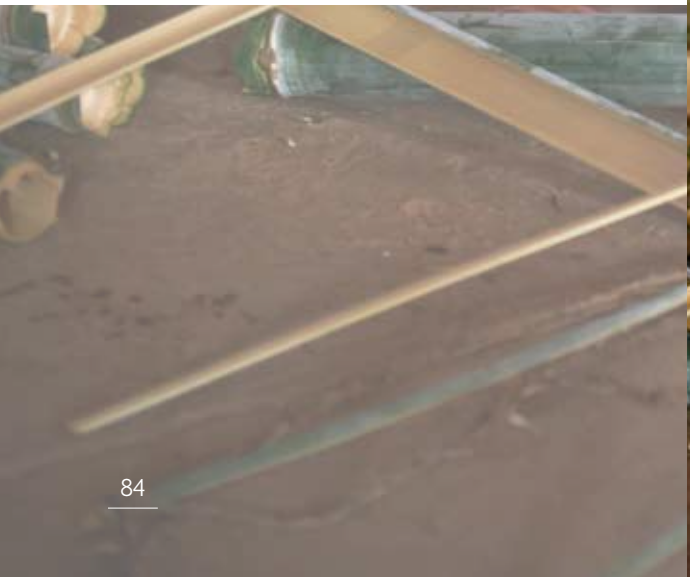
Since its creation in 1976, MetLife Foundation has provided more than $600 million in grants and $70 million in program-related investments to organizations that have a positive impact in their communities. The foundation has committed more than $200 million over the next five years to help low-income individuals and families enter the formal financial sector across the Americas, Europe, and Asia.

Example of Partnership

Consultative Group to Assist the Poor (CGAP). *Established 1995.* *See page 45.*

CGAP is a multi-donor consortium that works to advance poor people's access to finance. MetLife Foundation is a member of CGAP and supports the group's work in research and knowledge-sharing.

Photo: Stanislas Fradelizi / World Bank



Michael & Susan Dell Foundation, *Austin, TX, USA*

Janet Mountain, Executive Director

@msdf_foundation

The Michael & Susan Dell Foundation (Dell Foundation) focuses on urban poverty initiatives that directly and measurably transform the outcomes of impoverished urban children around the globe. The foundation has committed more than $850 million to assist nonprofit organizations working in major urban communities in the United States, South Africa, and India. Its grant portfolio focuses on education, health, and family economic stability—the factors essential to ensuring that underprivileged children escape poverty to become healthy, productive adults.

Example of Partnership

The Consultative Group to Assist the Poor (CGAP).
Established 1995. *See page 45.*

CGAP is a multi-donor consortium that works to advance poor people's access to finance. The Dell Foundation joined CGAP in FY2006.

Mo Ibrahim Foundation, *London, UK*

Hadeel Ibrahim, Founding Executive Director

@Mo_IbrahimFdn

The Mo Ibrahim Foundation was established in 2006 with a focus on the critical importance of leadership and governance in Africa. By providing tools to support progress in leadership and governance, the foundation aims to promote meaningful change on the continent. The foundation is a non-grant-making organization that focuses on defining, assessing, and enhancing governance and leadership in Africa through four main initiatives: the Ibrahim Index of African Governance, the Ibrahim Prize, the Ibrahim Forum, and Fellowships & Scholarships.

Example of Partnership

Global Partnership for Social Accountability (GPSA). *Launched April 2012. See page 69.*

The GPSA aims to generate knowledge and financing to build civil society's capacity to promote social accountability.

The World Bank Group Youth Summit. *2013-2014.*

At the first Youth Summit, Hadeel Ibrahim moderated the opening panel on the challenges of youth entrepreneurs. More than 400 young people from around the world participated in the discussion via internet and video connection from World Bank Group country offices.

The Mo Ibrahim Foundation also supported the second Youth Summit, in 2014, which focused on the need for open and responsive governments. The summit was organized in collaboration with the United Nations Office of the Secretary-General's Envoy on Youth, Plan International, Restless Development, the Asian Development Bank, and Transparency International. The goal of the event was to help aspiring leaders tackle issues of governance and citizen engagement in their communities. More than 1,450 people attended in person or online.

Youth Summit 2014 participants share their thoughts on citizen engagement
Photo: Simone D. McCourtie

Nand & Jeet Khemka Foundation, *New Delhi, India*

Uday Nabha Khemka, Managing Trustee and Chief Executive Officer

The Nand & Jeet Khemka Foundation (the Khemka Foundation) is focused on social entrepreneurship, leadership and ethics, development and philanthropy infrastructure, and climate change.

Examples of Partnership

The Khemka Forum on Social Entrepreneurship.

The World Bank Group is a partner in the Khemka Forum on Social Entrepreneurship, housed at the Indian School of Business. This is a hub for investors, practitioners, philanthropists, and thought leaders in India around social entrepreneurship.

P8 Group.

The Khemka Foundation provided a grant to launch the Prince of Wales' P8 Group, which brings together senior officials from leading public pension funds to develop actions related to global issues, and particularly climate change. In March 2009, IFC hosted the annual summit of the P8 Group and has since been helping it explore sustainable investment opportunities in emerging markets.

Nike Foundation, *Portland, OR, USA*

Maria Eitel, President

@nikefoundation

The Nike Foundation's mission is to promote programs that offer on-the-ground solutions for girls, amplifying their results to the broader international aid community. The foundation partners with larger organizations and agencies to get girls' issues on the international agenda, as well as to mobilize resources to support them. Nike Foundation focuses on adolescent girls' health, economic empowerment, and education.

Examples of Partnership

Adolescent Girls Initiative (AGI). *Launched 2008.*

The Nike Foundation is a key partner in the World Bank Group's Adolescent Girls Initiative. The AGI is building the evidence base to determine what works to help young women enter productive employment. Its aim is to venture into the largely uncharted territory of piloting and rigorously testing interventions to help young women succeed in the labor market. Pilots are underway or complete in seven countries: Afghanistan, Haiti, Jordan, Lao PDR, Liberia, Rwanda, and South Sudan. Collectively, the AGI is producing new knowledge in two main areas: rigorous evidence on program impacts to guide policy decisions; and operational lessons and innovative strategies to improve project design, implementation, and monitoring and evaluation.

Impact

Overall, the initiative targets some 17,000 adolescent girls and young women.

- In Liberia, the Economic Empowerment of Adolescent Girls and Young Women project began in 2010 and has trained about 2,500 young women for either wage employment or self-employment plus life skills, with an emphasis on job placement and follow-up support. The evaluation of the project shows that employment rose by 47 percent while earnings increased by about $32 per month—an 80 percent increase.

- In Nepal, the Adolescent Girls Employment Initiative (AGEI) began in 2010 and trained 4,410 young women. Livelihood trainings spanned 39 occupations across 44 districts of Nepal. Trainees also received life skills training and were assisted with job searches and placement or were otherwise supported to start their own businesses. Preliminary estimates of the one-year program impacts show positive and highly significant effects on employment outcomes for women. The treatment group experienced approximately a 16 percentage point increase in non-farm employment, for an overall gain in employment of 47 percent relative to the control group. Average monthly earnings increased by about 45 percent.

The AGI is also providing evidence about what does not work in promoting employment among young women. For example, a pilot in Jordan tested the effect of employability skills training and vouchers among community college graduates. Results from the impact evaluation found that while the job voucher was active, female graduates with vouchers were 39 percent more likely to work than female graduates without vouchers. However, this effect was temporary and did not last beyond the expiry of the vouchers, although the training did boost self-confidence and mental well-being among the graduates. Insights from the evaluation are being used to illuminate demand-side and regulatory constraints to the school-to-work transition of young people and to inform the Building Active Labor Market Policies (ALMP) program in Jordan.

Partnership

Nike's expertise and creativity in social communications, design innovation, and consumer insights have been a critical asset. The Nike Foundation has also participated in and contributed to AGI events at the World Bank Group and in several countries. In Afghanistan and Haiti, Nike Foundation staff participated as team members at the project level, providing technical support for the launch of the pilot.

A young woman receives carpentry training in Port-au-Prince, Haiti. | Photo: World Bank

Girl Hub/Girl Effect University: Investing in Adolescent Girls and Young Women. *April 2012–December 2014.*

In 2010, the Nike Foundation opened Girl Hub country offices in Nigeria, Ethiopia, and Rwanda, and launched the Girl Effect University to demonstrate how to reach girls through large-scale development programs. This partnership brings together resources and expertise from the **Gates Foundation**, the Department for International Development (U.K.), the Nike Foundation, and the World Bank Group.

Impact

To date, the program has developed core curricula on girl-centered programming, along with case studies and program tools based on knowledge and experience from working with adolescent girls. It has delivered more than 13 learning experiences, with more than 430 graduates.

Reaching Out-of-School Children (ROSC) Project. *Launched 2004.*

This project helped hard-to-reach children in some of the poorest areas of Bangladesh gain better access to community-based primary school education. ROSC provided grants to learning centers and stipends to students, and distributed free books, stationery, and school uniforms to lessen the financial burden on poor families.

Impact

More than 750,000 children—over half of them girls—from the 90 poorest sub-districts in Bangladesh have had the opportunity to go to school in more than 22,000 learning centers. More than 90 percent of students who enrolled in the program in 2005 completed grade five in 2009.

Partnership

The Nike Foundation, as a donor to the IDA-supported Partnership for Girls' Education Trust Fund, was instrumental in financing the communications, social awareness, and community mobilization campaign to get the ROSC project off the ground. Building on the project's success, and with IDA funding, the Government of Bangladesh launched ROSC II in 100 additional remote subdistricts and some urban slums.

Omidyar Network Fund, *Redwood, CA, USA*

Matt Bannick, Managing Partner

@omidyarnetwork

The Omidyar Network is dedicated to harnessing the power of markets to create opportunities for people to improve their lives. The Omidyar Network aims to invest in and help scale innovative organizations to catalyze economic, social, and political change. Areas of programmatic focus include consumer internet and mobile, entrepreneurship, financial inclusion, and government transparency.

Examples of Partnership

Consultative Group to Assist the Poor (CGAP). *See page 45.*

CGAP is a multi-donor consortium that works to advance poor people's access to finance. Omidyar Network joined CGAP in FY2009.

Omidyar India Microfinance Credit Reporting Phases I and II.

2009–2011 (Phase I), 2011–2014 (Phase II).

The goal of this project is to address overindebtedness and expand responsible access to finance for India's poor and underserved. The initial project was designed to assess the viability of, and develop a roadmap for, integrating micro finance institutions (MFIs) with credit information bureaus and to build stakeholder awareness and support for integration. The project scope has broadened to expand the number of MFIs providing data to the credit bureaus and raise awareness of end borrowers. Omidyar Network has co-funded IFC's Financial Infrastructure program to enable the integration of Indian MFIs with credit bureaus to achieve greater financial inclusion.

Impact

The project has led to the development of a common reporting format, a data extraction tool, and cooperation among stakeholders to broaden MFI coverage in credit bureaus. As a result, two credit bureaus are offering their services to the sector and most of the large MFIs have started reporting to the credit bureaus. Two credit bureaus have a combined database of more than 100 million micro-client records—the largest repository of such data in the world. By the end of Phase II, the project supported the receipt of 63 million incremental enquiries in microfinance credit bureaus, reaching out to nine million low-income clients.

Partnership

Frequent exchanges of information between the partners about the market have helped to improve the overall quality of the intervention. IFC helped influence the financial market further by collaborating with local specialists to build the capacity of smaller MFIs to participate in the credit reporting system.

Open Contracting Partnership (OCP). *June 2013 and ongoing.*
The OCP seeks to advance a new norm under which public contracting delivers better deals for governments, provides a level playing field for the private sector, and delivers high quality goods, works, and services for citizens. OCP operates in Nepal, Mongolia, the Philippines, Afghanistan, Palestine, Zambia, Uganda, Ghana, Sierra Leone, Nigeria, South Africa, Liberia, Dominican Republic, Mexico, Honduras, Costa Rica, Colombia, and the United Kingdom.

The **Hewlett Foundation** and Omidyar Network fund OCP. The World Bank Group incubated OCP and hosted the interim secretariat for over two years. As OCP is now transitioning to its own independent structure, the role of the World Bank Group will also shift from leading the secretariat to acting as an advisory board member.

Impact
The OCP developed a set of Open Contracting Global Principles, which guide governments and organizations to make contracting more transparent. Forty-three of the 64 OCP members have included commitments in their national action plans related to procurement and open contracting. In June 2013, the World Bank Group began publishing contracts above $250,000, and plans to mainstream open contracting as part of its new procurement framework.

In Afghanistan, the OCP, through the nongovernmental organization Integrity Action, has been building the capacity of over 980 community members who have monitored the implementation of contracts for reconstruction projects, including roads, schools, and clinics. In 2013, 377 projects were monitored by these volunteers, and 80 percent of the problems identified through the monitoring were resolved.

Partnership
The OCP galvanizes a new approach which helps to break down silos and promote coherence and collaboration. It deliberately seeks to ensure that its programs complement each other and build on existing governance and transparency initiatives.

The project supported the receipt of **63 million incremental enquiries in microfinance** credit bureaus, reaching out to **9 million low-income** clients

OPEN AID PARTNERSHIP *Launched November 2011*

The Open Aid Partnership (OAP) brings together development partners from developing and donor countries to increase the transparency of development aid and how it is reported. Partners make information and data on their activities available in a user-friendly format to support citizen engagement and to receive feedback. Countries currently involved include Bolivia, Kenya, Nepal, and Malawi. The Foundation Center has endorsed the OAP.

OAP's main objectives are to:

- Chart development assistance activities and create a web-based collaborative Open Aid Map that visualizes the location of donor-funded projects at the local level.
- Help developing countries build their own Country Mapping Platforms to collect and visualize data.
- Promote citizen feedback loops to connect citizens with implementing agencies and donors to improve reporting on development assistance and the delivery of public services.
- Build capacity to empower civil society organizations (CSOs) and citizens to use and generate data effectively, and to help governments receive and respond to citizen feedback.

Impact

OAP is raising awareness of the power of open data.

- Malawi led the first Open Aid pilot (followed by Bolivia, Kenya, and Nepal), and geocoded the aid activities of 27 donors working across the country (in cooperation with the CSO AidData). For the first time, this map visualized all aid flows in Malawi.
- The Open Aid Map, launched at the 2014 World Bank Group Spring Meetings, visualizes the subnational locations of donor-financed projects on an interactive, open-source platform, presenting a clear picture of who is funding what and where across developing countries.
- OAP has trained partners in subnational reporting of development activities and in the use of a common geocoding methodology, and has contributed to consolidating a geocoding methodology under the International Aid Transparency Initiative.
- During the first half of 2014, Honduras and Sierra Leone joined the coalition. In 2014, Bolivia became the first Latin American country and first OAP partner to implement a local version of the Open Aid Mapage.

Partnership

Through this partnership, the Foundation Center and the World Bank Group are exploring the power of their joint data, combining their data sets on projects in Haiti financed by United States-based foundations and the World Bank Group. In September 2014, the Foundation Center launched a six-part blog series on the topic of "Why Transparency Matters."

Open Society Foundations, *New York City, NY, USA*

Christopher Stone, President

@OpenSociety

The Open Society Foundations (OSF) works to build vibrant and tolerant societies whose governments are accountable and open to the participation of all people. Originally established as the Open Society Institute in 1993 to help countries in Central and Eastern Europe and the former Soviet Union make the transition from communism, it expanded in 2011 to include a network of foundations dedicated to promoting the development of open societies in Africa, Asia, Europe, Latin America, and the United States. OSF aims to shape public policies that ensure greater fairness in political, legal, and economic systems and safeguard fundamental rights.

Examples of Partnership

Global Partnership for Social Accountability (GPSA). *Launched April 2012.* *See page 69.*

GPSA aims to generate knowledge, networking, and financing to build civil society's capacity to promote social accountability. OSF has committed $3 million in parallel funding to GPSA and has a seat on the Steering Committee (observer status).

Monitoring of Municipal Services by Civil Society Organizations (CSOs). *Launched 2013*

This project brings together the World Bank Group, the **International Renaissance Foundation** (IRF) based in Kiev, Ukraine, and OSF to work to build vibrant and tolerant societies whose governments are accountable to their citizens. Partners have organized a series of training programs across several regions of Ukraine, aimed at enhancing the capacity of CSOs and other community organizations to monitor and evaluate municipal service delivery.

Impact

By enhancing community control over the quality, efficiency, and governance of municipal service delivery, the project aims to increase the accountability of local government across Ukraine.

Partnership

IRF brings valuable experience working with local CSOs. The World Bank Group contributes to ongoing municipal governance work aimed at increasing accountability in the water and sanitation sector by using tools such as scorecards and other feedback mechanisms.

Roma Education Fund (REF). *Created in 2005.*

The Open Society Institute and the World Bank Group were co-founders of the Roma Education Fund, created in the framework of the Decade of Roma Inclusion.

The program was created to close the education gap between Roma and non-Roma children by providing better access to quality education, promoting Roma inclusion in all aspects of the national education systems, and combating segregation of Roma children in education systems. REF operates in 16 countries, providing grants, university scholarships, and reimbursable grant programs (bridge financing to nongovernmental organizations and local governments accessing European Union structural funds for Roma education projects).

Impact

Between 2005 and 2013, REF granted funding for 366 projects supporting more than 7,000 preschoolers, 3,400 students in upper secondary schools, and 1,500 students in university programs.

Partnership
The program leveraged partnerships between REF, the World Bank Group, and the Open Society Institute. **Dynasty Foundation** also partnered in this initiative.

Tropical Disease Research (TDR). *Established 1975. See page 110.*

OSF is a member of Tropical Disease Research, a global program of scientific collaboration that promotes research on neglected tropical diseases.

CHECKMYSCHOOL

Together, the **Global Partnership for Social Accountability** (GPSA) and the **Open Society Foundations** (OSF) are supporting improvements in education in the Philippines. With the help of a parallel OSF grant, and using GPSA's strategic social accountability approach, the Affiliated Network for Social Accountability in East Asia and the Pacific (ANSA-EAP) will scale up a project that establishes local partnerships between government, parents, and students in the Philippines. Checkmyschool, a participatory monitoring program for public schools across the country, helps students and parents access accurate information about educational services and give feedback to the Department of Education. Combining digital media and community mobilization, the project promotes social accountability and transparency and empowers citizens to engage in dialogue and collaborative problem solving with government offices. GPSA and OSF are working together to support the initiative, by building capacity, helping supervise the project, and in particular building on their respective networks to foster constructive engagement between all project stakeholders.

"Our partnership will encourage citizens and civil society organizations around the world to play an active role in improving government accountability. Our joint effort with the World Bank has the potential to improve the lives of the poorest and most marginalized people and help strengthen justice, rights and governance."

Chris Stone, *President of the Open Society Foundations*

PARTNERSHIP FOR CHILD DEVELOPMENT (PCD)

Established 1992

PCD is committed to improving the education, health, and nutrition of school-age children in low- and middle-income countries. The partnership works with governments, communities, and agencies, providing technical assistance as well as strengthening the evidence base. PCD helps countries to include effective and sustainable School Health and Nutrition programs, as well as training in HIV prevention, in their child development plans.

The **Gates Foundation** and the **Wellcome Trust** support this partnership together with several other institutions. The World Bank Group provided funding from the Development Grant Facility.

Photo: Arne Hoel/The World Bank

Photo: Arne Hoel / The World Bank

Peace and Security Funders Group, *Washington, DC, USA*

Alexandra Toma, Executive Director

@PSFundersGroup

The Peace and Security Funders Group (PSFG) is a network of public, private, and family foundations and individual philanthropists who contribute more than $400 million, via grants and expenditures, to peace and global security. PSFG works to facilitate the exchange of information and ideas, foster collaboration, and encourage new funders to join the field. The network has 70 members, including **Humanity United**, the **Hewlett Foundation**, **Open Society Foundations**, the **MacArthur Foundation**, and the **Rockefeller Brothers Fund**.

Example of Partnership

WBG Foundations Working Group—Targeting Fragility, Conflict and Violence from the Angle of Private Funders. *November 2014.*

PSFG conducted a roundtable discussion with the World Bank Group to discuss how private funders target fragility, conflict, and violence. PSFG's presentation outlined the work of the network and its foundation members with the purpose of facilitating the exchange of information and ideas, and promoting collaboration.

PepsiCo Foundation, *Purchase, NY, USA*

Larry Thompson, Executive Vice President, Government Affairs, General Counsel, and Corporate Secretary

@PepsiCo

Established in 1962, the PepsiCo Foundation is the philanthropic anchor of PepsiCo, responsible for providing charitable contributions to eligible nonprofit organizations. The foundation is committed to developing sustainable partnerships and programs in underserved regions that provide opportunities for improved health, environment, and education.

The foundation's focus areas are health (including promoting healthy lifestyles and better access to healthier foods), the environment (including market-based approaches and community-driven models that increase water security), and education (particularly in underserved communities).

Example of Partnership

2030 Water Resources Group (2030 WRG). *2012–2017.*

The 2030 WRG is a unique public-private-civil society partnership that helps governments accelerate reforms to ensure sustainable water resources management through changing the "political economy" for water resource reform. The 2030 WRG supports countries in achieving water security by 2030, by facilitating collective action on water. The initiative was active first in India at the national and subnational levels (Karnataka), South Africa, Mongolia, Mexico, and Jordan. By 2014, Maharashtra (subnational India), Kenya, Tanzania, and Bangladesh were also added to the portfolio. The initiative is expected to have a portfolio of 14 projects by the end of its strategy cycle, which runs from July 2014 to June 2017.

Impact

The program has elevated awareness of the challenges and risks of water scarcity in select countries and demonstrated how parties can effectively turn crises into opportunities. It has also helped forge public and private partnerships and empowered them with tools to increase supply by reducing demand.

In **Jordan**, 2030 WRG helped shape the national water strategy, which is now in the process of being implemented. In **South Africa**, it catalyzed the formation of the Strategic Water Partners Network, which is developing projects to rehabilitate irrigation infrastructure, reduce leakage in municipal supply, and recover clean water from polluted mine waste runoff. In **India**, pilot projects use micro-irrigation to enhance agricultural water productivity. In **Mexico**, it has created cost curves and hydro-economic models to shape a new national water strategy and advance reforms in the water sector. In **Mongolia**, it is helping governments prioritize areas of engagement, and working groups have started work on three priority areas. In **Peru**, a multi-stakeholder platform will be established, and the 2030 WRG is facilitating the participation of Peruvian delegates at international events such as World Water Week in Stockholm.

Partnership

The partners support the program by sharing existing networks to expand their reach. These partnerships leverage support to enable new strategies that achieve measurable and sustainable progress in the fight to alleviate water insecurity.

In addition to providing funding for the first three years, PepsiCo's chairperson is one of the governing council members of 2030 WRG. IFC is the host to 2030 WRG and contributes US$1 million per year to the partnership. IFC Executive Vice President Jin-Yong Cai is the Vice Chair of 2030 WRG.

Private Sector Foundation Uganda, *Kampala, Uganda*

Gideon Badagawa, Executive Director

Founded in 1995, Private Sector Foundation Uganda (PSFU) is made up of more than 160 business associations, corporate bodies, and major public sector agencies that support private sector growth in Uganda. PSFU serves as a focal point for private sector advocacy and capacity building in the country, and has been the government's implementation partner for several projects aimed at strengthening the private sector as an engine of economic growth.

Example of Partnership

Second Private Sector Competitiveness Project (PSCPII).
Launched 1995.

The partnership between PSFU and the World Bank Group aimed to strengthen Uganda's private sector by eliminating constraints to international competitiveness, creating sustainable conditions for growing businesses, increasing private sector jobs, boosting export growth and market access, and improving access to financial services.

Impact

Specific improvements in the business climate supported by PSCPII include:

- Greater private sector access to credit: a new Credit Reference Bureau has more than doubled access.
- Improved trading efficiency: the number of trading days has increased from three to five days a week.
- Increased performance of small- and medium-size businesses: better productivity, sales, income, and employment. Some businesses have gained access to foreign markets.
- Reduction in the cost of doing business: the time needed to register a business has decreased from 135 days in 2006 to two days in 2012. The time needed to access land records has decreased from 435 days in 2006 to become instantaneous.
- Skills training: more than 5,400 people have received training in various trades.

The Rockefeller Foundation, *New York City, NY, USA*

Judith Rodin, President
@RockefellerFdn

For more than 100 years, The Rockefeller Foundation's mission has been to promote the well-being of humanity throughout the world. The Rockefeller Foundation pursues this mission through dual goals: advancing inclusive economies that expand opportunities for more broadly shared prosperity; and building resilience by helping people, communities, and institutions prepare for, withstand, and emerge stronger from acute shocks and chronic stresses. To achieve these goals, the foundation works at the intersection of four focus areas—advancing health, revaluing ecosystems, securing livelihoods, and transforming cities—to address the root causes of emerging challenges and create systemic change.

Examples of Partnership

African Center for Economic Transformation (ACET). *2008 and ongoing.*

ACET is a Ghana-based organization that provides economic advisory services and capacity building to African governments. Funding and support for ACET's advisory and research work has been provided by the World Bank Group, the **Hewlett Foundation**, and the Rockefeller Foundation, among others. ACET has carried out many research projects, including a study for the Rockefeller Foundation on the benefits and challenges of China's engagements in Africa, and a review of South-South knowledge sharing programs carried out by China, African countries, and the World Bank Group.

Centers for Learning on Evaluation and Results (CLEAR Initiative). *2010–2015, pending extension to 2018.*

CLEAR is a collaborative effort among donors and partner countries to strengthen countries' capacities and systems in monitoring and evaluation (M&E) and performance management. The Rockefeller Foundation and the World Bank Group are partnering to help developing countries build their capacity to support a focus on results.

Impact
CLEAR supports capacity building through regional centers in South Africa, Senegal, China, India, and Mexico. These regional centers offer a growing menu of high-quality services to clients in the region, including technical assistance, knowledge and advisory services, workshops, and M&E support.

Partnership
Coordinating at the regional and global levels means that costly efforts to build capacity are better aligned and resources less fragmented. CLEAR regularly engages with the World Bank Group to capture best practice social innovations at the subnational level. For example, CLEAR Mexico collaborated with the World Bank Group by leading a multi-country study on the social system responses to natural disasters.

City Creditworthiness Partnership. *2014–2018.*

The City Creditworthiness Partnership helps cities and subnational authorities in developing countries with hands-on technical assistance to help them structure and close market-based financing transactions for climate-smart infrastructure projects. The Rockefeller Foundation provided funding for this initiative, with additional parallel funding coming from the World Bank Group's Public-Private Infrastructure Advisory Facility Sub-National Technical Assistance program.

Impact
Project not launched yet, countersigned in October 2014.

The new information and communication technology park built in central Accra is expected to have the potential to provide direct and indirect employment to more than

10,000

people,

primarily youth who have few alternative job opportunities

Consultative Group on International Agricultural Research (CGIAR).

Established 1971. *See page 45.*

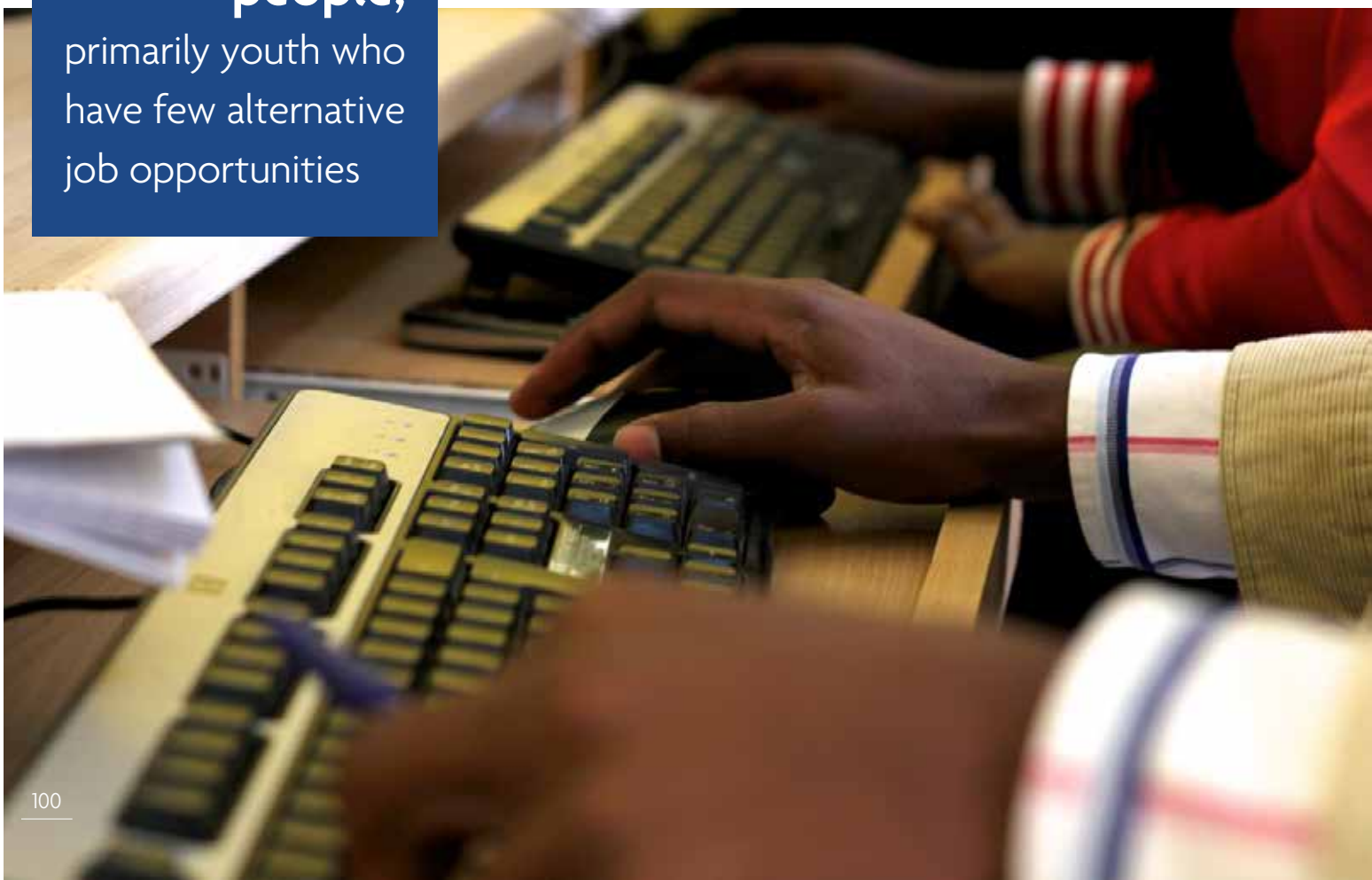
The Rockefeller Foundation supports CGIAR, a strategic partnership committed to working toward a food-secure future through high-quality international agricultural research. The Rockefeller Foundation has contributed to CGIAR partnership projects with the World Bank Group, including:

- **International Center for Aquatic Resources Management and Research Program on Aquatic Agricultural Systems.** *Since 2009.* The Center supports the development and early implementation of CGIAR's Aquatic Agricultural Systems research program, with a specific focus on the scale, global relevance, urgency, and implications for poor or vulnerable communities living in marine and coastal ecosystems in developing countries.
- **Participatory Epidemiology Network for Animal and Public Health.** *2011–2013.* The program enhances expertise and institutional capacity in participatory epidemiology in animal and human health and environment sectors to meet the expanding global demand for participatory disease surveillance.

Digital Jobs Africa. *Launched 2013.*

This $100 million initiative aims to improve one million lives through information and communication technology skills training and jobs for high potential but disadvantaged youth. Under the Digital Jobs Africa initiative, the Rockefeller foundation made a $3.8 million grant to the Ghanaian government to support the establishment of world class facilities that will attract information technology firms, including business process outsourcing firms, to Ghana and create jobs for Ghanaian youth.

Photo Credit: The Rockefeller Foundation



Health in Africa Initiative (HiA). *2009–2015.*

The Health in Africa Initiative was created to catalyze private sector participation in the health sector to improve access to quality health-related goods and services for the poorest communities and financial protection against the impoverishing effects of illness through technical assistance and policy advice. It was created by the World Bank Group in partnership with the **Gates Foundation**. The Rockefeller Foundation provided a grant to support implementation of the Health in Africa Initiative in Ghana.

Partnership
The partnership drew on the Rockefeller Foundation's Transforming Healthcare Systems Initiative to strengthen health systems in public and private sectors and to support the private sector as it expands and grows.

Joint Learning Network (JLN) for Universal Health Coverage.
Launched 2010. See page 81.

The Rockefeller Foundation provided catalytic funding for JLN, which also receives financial and in-kind support from member countries as well as a host of other development partners, including the Gates Foundation, Deutsche Gesellschaft fur Internationale Zusammenarbeit (GIZ), the World Bank Group, and the World Health Organization.

Project Development Facility to Support Infrastructure to Build Resilience.
Forthcoming.

The Rockefeller Foundation is providing a grant of $10 million to IFC to support the development of infrastructure projects. The goal of the partnership is to increase the supply of bankable infrastructure projects, and the number of projects that reach financial closure. The foundation's funds can be used to pay for a government's legal, technical, or financial advisors when IFC is seeking to invest in or advise on an infrastructure transaction. Often, the lack of proper advice at critical points in the project cycle delays projects, or even prevents projects from reaching financial closure. By funding advice when it is most needed, this partnership will help accelerate the development of infrastructure projects.

Impact
The partnership leverages the Rockefeller's flexible grant capital and IFC's ability to structure and finance infrastructure projects. The Rockefeller and IFC will together seek to raise $50 million to $100 million for this trust fund. Every $1 of grant funding deployed from the trust fund is expected to mobilize $20-$50 of commercial investment in projects.

Partnership
IFC and the Rockefeller seek to demonstrate an effective model for how to address key issues that prevent the development of infrastructure projects. IFC and the Rockefeller are piloting the use of a Resilience Screen to understand the link between infrastructure and resilience at the level of a project.

Tropical Disease Research. *Established 1975. See page 110.*

The Rockefeller Foundation is a member of Tropical Disease Research, a global program of scientific collaboration that promotes research on neglected tropical diseases.

Sawiris Foundation for Social Development, *Cairo, Egypt*

Gannat El Samalouty, Executive Director

The mission of the Sawiris Foundation for Social Development (Sawiris Foundation) is to contribute to Egypt's development, create sustainable job opportunities, and empower citizens to build productive lives that realize their full potential. The foundation supports initiatives that encourage job creation through training, education, and access to microcredit. The foundation also enhances efforts to improve health and infrastructure and expand access to basic services.

Example of Partnership

Egypt Development Marketplace. *2012–2014.*

The Sawiris Foundation supported the Egypt Development Marketplace, a social enterprise that addresses job creation, poverty alleviation, and rural development in Egypt. The Development Marketplace runs as a competitive grant program to support social enterprises and identify early-stage development projects that are scalable or replicable, while also having high potential for development impact. The focus is on the agriculture supply chain and handicrafts sectors. It is managed by the World Bank Group.

ARTISAN CENTER FOR NAKADA

In July 2014, the Young Muslim Women Association of Nakada established the Artisan Center for Nakada for ferka* and hand-woven carpets with support from the Egypt Development Marketplace. The center aims to bring back to life the traditional handicraft through a modern center with a range of advanced looms to produce handmade ferka. Traditionally, ferka was produced using an underground loom- which was very difficult for artisans. Through the Artisan Center, an above-the-ground wooden loom with cylinders will be introduced which will help the artisans develop more advanced handicrafts work. The Young Muslim Women Association will train at least 20 female artisans who had abandoned the craft, in addition to a group of young women, to develop and upgrade their skills in order to produce unique pieces of art to be sold locally and abroad.

**Ferka, a hand-made woven Egyptian scarf*

A young woman weaving on an above-the-ground wooden loom | Photo: World Bank

Silatech, *Doha, Qatar*

Tarik M. Yousef, Chief Executive Officer

@Sliatech

Founded in 2008, Silatech is a social enterprise with a mission to connect young people to employment and enterprise opportunities. Silatech is committed to mobilizing interest, investment, knowledge, resources, and action to drive large-scale comprehensive employment and enterprise development programs. Silatech works with banks and other financial institutions to open up much-needed finance opportunities for young entrepreneurs, while providing them with training and other support to help their new businesses succeed.

Examples of Partnership

Youth Enterprise Develop Programs. *Launched 2011.*

Since the Arab Spring, Silatech has expanded its outreach and developed strategic projects with the World Bank Group's Middle East and North Africa (MNA) region in youth enterprise development and information and communications technology (ICT). It supports several programs with financial and technical assistance, as well as implementing ICT mobile programs.

Examples include:

Tunisia Youth Emergency Project. *2011 to date.*

This project provides emergency income support and short-term employment to approximately 3,000 young people (ages 18–34 years) through cash-for-work, training, apprenticeship, and self-employment opportunities. Direct participation by young people in the delivery of all activities is an integral part of the project. This partnership between Silatech and the World Bank Group's MNA region focuses in particular on the poorest hinterland regions of Kasserine and Siliana.

Impact

Target goals have already been met in terms of outreach to young people—and in some areas are being exceeded.

Silatech is financing two ICT platforms, developed with Tunisiana, the largest mobile provider in the country: MobiFluss, which allows traceable cash transfer payments and satisfaction surveys by mobile; and MobiWorks, which is providing job-matching services and employability skills modules. To date, cash transfers have reached 451 young people, a third of them women. The MobiWorks service has 300,000 users.

To further speed up the transfers, the project linked with a mobile phone company in spring 2013.

Partnership

The World Bank Group has benefited from Silatech's ICT knowledge to expand outreach to young people in Tunisia. Silatech has benefited from the World Bank Group's institutional support base and network in the country. Silatech is also co-financing the Tunisia Youth Inclusion Economic and Sector Work (ESW) and Morocco Youth Inclusion ESW.

5,000
Moroccan youth
in the informal sector
benefited from a
$5
million project

Youth Opportunities in the Arab World. *2010 and ongoing.*

This partnership aims to address the lack of economic opportunity for youth in Tunisia and Morocco. Silatech contributes financially and in kind to the partnership. Silatech supported a World Bank Group report examining youth employment among Moroccan youth, which represents one of the most comprehensive analyses of youth issues in Morocco and highlights critical issues as regards the high level of inactivity—not just unemployment—among youth in Morocco. The results of the research, which also included a review of current youth-related programs and institutions, form a useful guide for policy makers on how to integrate the challenge of youth inclusion into Morocco's broader social and economic agenda.

Impact
As a result of the joint preparation and dissemination of the Morocco Youth Inclusion study, a $5 million project was developed to support 5,000 youth in the informal sector. A larger lending operation supporting 700,000 youth in disadvantaged areas is also under preparation.

Partnership
Silatech supported the study, which was conducted by the World Bank Group in collaboration with the Government of Morocco. It also contributed by sharing its experiences with others in the region.

Sir Ratan Tata Trust, *Mumbai, India*

Sir Ratan N. Tata, Chairman

Established in 1919, the Sir Ratan Tata Trust (Tata Trust) is one of the oldest philanthropic institutions in India. It provides grants and partners with organizations that engage in innovative and sustainable initiatives with the potential to make a visible difference. The Tata Trust's focus areas include rural livelihoods and communities, education, health, enhancing civil society and governance, and arts and culture.

Example of Partnership

Consultative Group on International Agricultural Research (CGIAR). *Established in 1971.* *See page 45.*

The Tata Trust is a member of CGIAR, a strategic alliance committed to working toward a food-secure future through high-quality international agricultural research. The Tata Trust contributes to CGIAR partnership projects with the World Bank Group, including:

- **International Water Management Institute (IWMI)–Tata Policy Program.** *Since 2001.* The program was designed to tackle a broad range of water-energy-livelihood-environment issues facing India by focusing on solutions and policy-oriented research.
- **Enhancing Livelihoods through Livestock Knowledge Systems (ELKS).** *2011–2013.* ELKS aims to apply technical, social, and institutional research knowledge to improve livestock-based livelihoods.

Photo: Ray Witlin / World Bank

Investing in innovative ideas that enable **citizen engagement** and strengthen the performance of public institutions

Stars Foundation, *London, UK*

Muna Wehbe, Chief Executive Officer

@StarsFdn

The Stars Foundation was founded in 2001 by the Al-Dabbagh Group. The foundation invests in organizations and ideas that transform the lives of disadvantaged children and their communities globally.

Example of Partnership

Global Partnership for Social Accountability (GPSA).
Launched April 2012. See page 69.

The Stars Foundation is one of the partners of the Global Partnership for Social Accountability (GPSA), an initiative led by the World Bank Group in partnership with other organizations to solve critical governance challenges in developing countries. The aim is to create an enabling environment in which citizen feedback is used to solve fundamental problems in service delivery and strengthen the performance of public institutions.

Syngenta Foundation for Sustainable Agriculture,

Basel, Switzerland

Marco Feroni, Executive Director

@Syngenta

The Syngenta Foundation for Sustainable Agriculture (Syngenta Foundation) is an independent, corporate foundation that focuses on supporting pre-commercial, small farmers. Its mission is to create value for resource-poor small farmers in developing countries through innovation in sustainable agriculture and the activation of value chains. The Syngenta Foundation works with partners in developing countries and emerging markets to extend science-based know-how, facilitate access to quality inputs, and link smallholders to markets in profitable ways. This adds value for rural communities and sustainably improves food security.

Examples of Partnership

BioCarbon Fund (BioCF). *2004–2020.*

The Syngenta Foundation provides funding as a participant in BioCF, a public-private initiative administered by the World Bank Group, that aims to deliver cost-effective emission reductions from land use projects while promoting environmental and socioeconomic benefits, including biodiversity conservation and poverty alleviation. The portfolio includes projects that generate carbon credits from afforestation and reforestation, reducing emissions from deforestation and degradation, and supporting sustainable agricultural land management.

The partnership utilizes results-based payments to incentivize the uptake of climate-smart agricultural land management techniques on degraded land, generating development benefits for local communities and increased productivity of soil.

Impact

The Syngenta Foundation participates in both a compliance and voluntary carbon window of the BioCF (Tranche Two).

- In the compliance window, the fund has purchase agreements for carbon credits from seven afforestation/reforestation projects under the Clean Development Mechanism, which is providing incentives for planting trees on more than 35,000 hectares of degraded lands.
- In the voluntary carbon window, BioCF's first pilot project, the Kenya Sustainable Agricultural Land Management Carbon Project, has helped 30,000 farmers, more than half of whom are female, adopt sustainable agricultural land management practices on 20,000 hectares of agricultural land. This is being rolled out further to cover 50,000 hectares, benefitting a larger number of farmers. The project has also received its first carbon payment, over $100,000, and has issued the first-ever Verified Carbon Standard credits for sustainable agricultural land management. A second sustainable agricultural land management project in Zambia is currently under development with the support of the Syngenta Foundation.

Consultative Group on International Agricultural Research (CGIAR).

Established in 1971. *See page 45.*

The Syngenta Foundation is a member of CGIAR, a strategic alliance committed to working toward a food-secure future through high-quality international agricultural research. The Syngenta Foundation has contributed funding to, and participated in, CGIAR since 2006. Projects directly funded by Syngenta Foundation programs include:

- **HarvestPlus and Research Program on Agriculture for Nutrition and Health.** *Since 2004.* The program seeks to combat micronutrient malnutrition by breeding staple crops with higher levels of key vitamins and minerals. Funded by the **Gates Foundation**.
- **Drought Tolerant Maize for Africa Initiative.** *2007–2015.* The project provides insurance against the risks of maize farming, using conventional breeding to develop and disseminate varieties that can provide a decent harvest under reduced rainfall, or better than usual yields under good rains. Funded with the Syngenta Foundation and the **Warren G. Buffett Foundation**.
- **Scientific Know-how and Exchange Program.** *Since 2010.* The first phase of the program focused on characterizing the genetic diversity of rice, marker-assisted breeding applications, and dealing with constraints on rice productivity. The second phase, launched in February 2013, will include marker development in rice breeding, crop health management, and research on rice reproductive biology, plant architecture, and yield genes.
- **Biosciences eastern and central Africa-International Livestock Research Institute (BecA-ILRI) Hub.** *Since 2004.* This is a shared agricultural research and biosciences platform to increase access to affordable, world-class research facilities and create and strengthen human resources in biosciences and related disciplines in Africa. Funded with the **Gates Foundation**.
- **Rice Intensification in West Africa.** *Since 2010.* The Syngenta Foundation is providing financial support to the Africa Rice Center. It aims to develop a public-private partnership approach—partnering with rice agribusiness and producer organizations in Ghana, Côte D'Ivoire, Burkina Faso, and Senegal—to build up sustainable, competitive rice value chains to support food security in West Africa. The program aims to raise smallholder income by 50 percent.
- **Affordable, Accessible, Asian (AAA) Drought Tolerant Maize.** *2010–2015.* The project aims to help smallholder farmers in Asia grow more food by developing affordable and accessible drought-tolerant maize.

This initiative resulted in **10 index** insurance products reaching **54,000 farmers in Kenya**

Photo: Curt Carnemark / World Bank

Global Index Insurance Facility (GIIF) Grant to the "Kilimo Salama" Project in Kenya. *2010–2012.*

Managed by IFC and jointly implemented with the World Bank, this GIIF (see page 67) project addressed the scarcity of affordable insurance protection against weather and natural disasters in developing countries. The objective of the project was to develop index-based agicultural insurance products in Kenya that offer a promising alternative to traditional agricultural crop insurance against weather-related risks in farming. The project also helped develop the financial market in a country where farmers lack access to affordable credit.

IFC provided a grant to the Syngenta Foundation to fund new and affordable index-based insurance products, develop the technology for an SMS-based mobile platform that expands outreach to low-income farmers, and scale up agricultural index insurance into a commercially viable and sustainable product.

Impact

This initiative resulted in 10 index insurance products reaching 54,000 farmers in Kenya. A help line was launched with call agents to inform callers about index insurance, product details, contract types, and coverage information. The initiative has also had an impact on the regional market, especially in Rwanda, where 20,000 farmers were insured in one year. The project team anticipates expanding coverage of this project to Tanzania and Uganda.

Partnership

The project offered an opportunity for Syngenta Foundation to learn, test, and trial products before launching them. Meanwhile, the "Kilimo Salama" project team benefited from the annual grantees workshop, organized by the GIIF program, and the knowledge sharing network. IFC's support has helped the team expand the pilot. The partnership demonstrates the importance of insurance as a key enabler of stimulating investment in farming and increasing productivity.

Tony Elumelu Foundation, *Lagos, Nigeria*

Tony Elumelu, Founder

@TonyElumeluFdn

The Tony Elumelu Foundation is committed to the economic transformation of Africa by enhancing the competitiveness and growth of the private sector in Africa. The foundation's activities focus on developing the next generation of business leaders for Africa, building the networks and developing the framework for enhancing the competitiveness of African economies, and identifying impact investing opportunities.

Example of Partnership

The Tony Elumelu Foundation has been a leader in galvanizing support for African-led philanthropy. In October 2011, together with the World Bank Group, the foundation convened several African-funded philanthropic organizations to discuss the continent's philanthropy landscape. The meeting reviewed the priorities and programs of African-funded foundations, with participants deliberating on opportunities for specific collaborations as well as the enabling policy and legal framework for philanthropy at the country level. A follow-up meeting took place in Johannesburg in October 2012, on the margins of the African Grantmakers Network conference.

The Tony Elumelu Foundation is also a leading supporter of the newly-launched African Philanthropy Forum (APF), an offshoot of the United Sates-based Global Philanthropy Forum. APF will work to contribute to the expansion of strategic philanthropy by Africans in Africa.

TROPICAL DISEASE RESEARCH (TDR)
Established 1975

TDR is a global program of scientific collaboration that has promoted research on neglected tropical diseases for over 30 years. TDR helps coordinate, support, and influence global efforts to combat a portfolio of major diseases afflicting the poor and disadvantaged. TDR pioneered insecticide-impregnated bed nets against malaria and a host of other advances in combating tropical diseases.

TDR is based at the World Health Organization (WHO) and is sponsored by UNICEF, the United Nations Development Programme, the World Bank Group, and WHO. Foundation members include the **Gates Foundation**, **Open Society Foundations**, **Rockefeller Foundation**, and the **Wellcome Trust.**

TrustAfrica, *Dakar, Senegal*

Tendai Murisa, Executive Director

@TrustAfrica

TrustAfrica works to secure the conditions for democracy and equitable development throughout the African continent. Led by Africans, it convenes dialogues, catalyzes ideas, and provides grants and technical assistance to organizations working to advance these goals.

TrustAfrica's programs focus on three areas: democracy and civil society (securing the conditions for democracy by strengthening the capacity of civil society organizations); equitable development (fostering African enterprise and extending the benefits of economic growth to all members of society); and African philanthropy (leveraging new and traditional forms of African giving to advance democracy and development and minimize reliance on external donors).

Example of Partnership

Global Partnership for Social Accountability (GPSA). *Launched April 2012.* *See page 69.*

The GPSA aims to generate knowledge and financing to build civil society's capacity to promote social accountability. TrustAfrica was central to the development and design of the GPSA, an active member of the technical working group, and convened the consultations in West Africa. TrustAfrica has a seat on the GPSA Steering Committee.

Photo: Arne Hoel / World Bank

TY Danjuma Foundation, *Abuja, Nigeria*

TY Danjuma, Founder and Chairman

The TY Danjuma Foundation is committed to enhancing the quality of life of Nigerians by supporting initiatives that improve access to health and educational opportunities. The foundation focuses on enhancing community health care by providing free medical services to rural communities, improving the quality of education for children and young people (18 years and younger), alleviating extreme poverty in communities across the country by providing clean drinking water, and encouraging the education and empowerment of women.

Example of Partnership

African Program for Onchocerciasis Control (APOC). *Since 1995.* *See page 7.*

APOC is the successor to the original African river-blindness control program, launched in 1974. The APOC program was created in 1995 to extend the success of that initiative to 19 Central, Eastern, and Southern African countries. In this second phase, the program is based in Africa. Danjuma has been a partner since 2012.

APOC—A **40-year multi-stakeholder partnership**, of more than **30 development partners**, protecting **100 million people** a year from river blindness in **31 African countries**.

United Nations Foundation, *Washington, DC, USA*

Kathy Calvin, President and Chief Executive Officer

@unfoundation

The United Nations Foundation (UN Foundation) connects the United Nations' work with supporters around the world, mobilizing engaged global citizens, businesses, and nongovernmental organizations to help the United Nations tackle challenges, including climate change, global health, peace and security, women's empowerment, poverty eradication, energy access, and relations between the United States and the United Nations. The UN Foundation builds partnerships, grows constituencies, mobilizes resources, and advocates policy changes to support the United Nations' work for individual and global progress.

Example of Partnerships

Data2X. *Launched 2012.*

The initiative, led by the United Nations Foundation, with support from the **Hewlett Foundation** and ongoing collaboration with the U.S. State Department, was named for the power women have to multiply progress in their societies. It works to advance gender equality and women's empowerment by building partnerships to improve data collection and use, guide policy, better leverage investments, and spur global economic and social progress.

The World Bank Group contributes staff time, is a steering committee member, and supports data collection and statistical capacity building on the issue of violence against women, in close collaboration with UN Women, the United Nations Statistics Division, and the World Health Organization.

Global Alliance for Clean Cookstoves. *2010–2012.*

Traditional cookstoves are a threat to health and security in developing countries, especially for girls and women, as well as to the environment. Household air pollution from traditional cooking is estimated to kill 4.3 million people a year in developing countries. The Global Alliance on Clean Cookstoves, a public-private partnership administered by the UN Foundation, aims to spur the transition to clean cooking for 100 million households by 2020. To support these efforts, the World Bank Group helped prepare a study to review experiences in distributing clean cookstoves, identify market barriers to adopting improved cookstoves at scale, and assess market development approaches. In November 2014, a new five-year year Efficient Clean Cooking and Heating Partnership was announced, to be managed by the World Bank Group, to support in-country programs to encourage clean cooking.

Impact

The study was published as a joint report by the World Bank Group and the Global Alliance in June 2013, and is the latest and most authoritative report on status and trends in the clean cooking market.

To help Guatemala address the health, environmental, and economic impacts of cooking with firewood, the Global Alliance convened 100 stakeholders in a strategic planning workshop in July 2013 to discuss the analysis of the market for clean cookstoves. Following the workshop, a Country Action Plan for clean cookstoves and fuels was drafted.

Global Fund to Fight AIDS, Tuberculosis, and Malaria.

Established 2002. See page 66.

The fund is structured as a global health partnership between developed countries, developing countries, the private sector, civil society, and affected communities, to attract, manage, and disburse resources rapidly, and make available and leverage additional resources, to prevent and treat these three communicable diseases.

COUNTDOWN FOR MILLENNIUM DEVELOPMENT GOALS

In August 2014, the World Bank Group worked in close partnership with the United Nations Foundation (UNF) to promote the 500 day countdown to the target date for the Millennium Development Goals (MDGs). The World Bank Group used its social media channels to increase the impact of the UNF's MDG500 campaign and help raise awareness by sharing success stories related to the eight MDGs.

UNITING TO COMBAT NEGLECTED TROPICAL DISEASES

Uniting to Combat Neglected Tropical Diseases (NTDs) is a group of organizations committed to achieving the World Health Organization's 2020 goal to control and eliminate 10 NTDs. By working together, Uniting to Combat NTDs aims to chart a new course toward health and sustainability among the world's poorest communities. Affiliated organizations have signed the London Declaration on NTDs, which was launched on January 30, 2012. The group brings together private and public sector leaders to combat 10 NTDs. Together, the partners have committed more than $120 million to scale up deworming efforts, catalyze country demand for treatment, and develop new tools and strategies for interrupting transmission to combat NTDs.

Partners include

- The **Children's Investment Fund Foundation** is investing up to $50 million to fund technical assistance to national deworming programs, including improved monitoring and evaluation and operational research aimed at exploring pathways to elimination in the future.
- The World Bank Group is committing $120 million from the International Development Association, its fund for the poorest countries, to support NTD control and elimination across Africa, including support for school-based deworming programs.
- The **Gates Foundation** is investing $50 million to explore the feasibility of interrupting transmission and mitigating the risks of drug resistance, as well as the most effective cross-sector approaches.
- The Global Partnership for Education, in collaboration with the World Bank Group, is scaling up support for deworming programs in schools.
- Mundo Sano is investing $8 million over five years to test strategies for deworming, in partnership with local governments, and to develop combination treatments in partnership with Chemo Group.
- Vitamin Angels is committing $4.5 million to scale up deworming with vitamin A distributions and to provide implementation support through local partners to eligible pre-school children.

URBANIZATION AND KNOWLEDGE PLATFORM (UKP) *Established 2011*

UKP is a partnership between researchers, policy makers, the private sector, and knowledge brokers that aims to put the world's best knowledge and data in the hands of policy makers and practitioners to harness urban growth for better development outcomes. Through the UKP's activities, the World Bank Group has engaged with a number of foundations, including:

- **Bloomberg Family Foundation**
- **Ford Foundation**
- **Gates Foundation**
- **Rockefeller Foundation**
- Alfred Herrhausen Society (Deutsche Bank)

Impact

The UKP has facilitated city-to-city exchanges across the world, convening a total of 800 city leaders and 4,000 other urban stakeholders. The UKP has also produced a number of collaborative research projects to provide guidance to city leaders, and launched the Global Lab on Metropolitan Strategic Planning that brings together planners and city leaders from the world's mega-cities to work together toward finding solutions to urban challenges.

WEALTH ACCOUNTING AND VALUATION OF ECOSYSTEM SERVICES (WAVES) GLOBAL PARTNERSHIP *2010–2016, to be extended until 2019*

WAVES brings together a broad coalition of United Nations agencies, governments, international institutes, foundations, nongovernmental organizations, and academics to implement Natural Capital Accounting (NCA) where there are internationally agreed standards, and develop approaches for other ecosystem service accounts.

This global partnership, led by the World Bank Group, aims to promote sustainable development by ensuring that natural resources are mainstreamed in the development planning and national economic accounts. By working with ministries of planning and finance across the world, WAVES aims to enable more informed decision making to ensure genuine green growth and long-term advances in wealth and human well-being.

Nine donors have committed funds, including the European Union, Denmark, France, Germany, Japan, the Netherlands, Norway, Switzerland, and the United Kingdom.

The core implementing countries include Botswana, Colombia, Costa Rica, Guatemala, Indonesia, Madagascar, the Philippines and Rwanda.

The WAVES partnership involves actors at the global, national, and subnational levels, including foundations such as the **Gordon and Betty Moore Foundation**, the **Gates Foundation** and the **John D. and Catherine T. MacArthur Foundation**.

Photo: John Hogg / World Bank

Vitol Foundation, *Amsterdam, the Netherlands*

Robin D'Alessandro, Chief Executive Officer

@vitolgroup

The Vitol Group first began making charitable grants in 2002 with the aim of enabling children living in deprivation to reach their potential in life. The Vitol Foundation's goals are aligned with the core values of Vitol: flexibility to change, a willingness to take risks, speed in responding when needed, optimizing the power of partnerships, as well as leveraging the Vitol Group's global reach and local understanding. The foundation supports projects that are critical to a child's development: health; water, sanitation and hygiene; education; and livelihoods.

Example of Partnership

Multi-Purpose Water Resources Development Project (MWRD). *2013.*

MWRD1 was created to enhance regional integration among the riparian countries (Guinea, Mali, Mauritania, and Senegal) of the Senegal River Basin, through a local organization working for the development of multi-purpose water resources to foster improved community livelihoods. The objective of MWRD2 is to improve coordinated management of water resources for socially, environmentally, and economically sustainable development. The Vitol Foundation grant is supporting health-related activities, such as control of malaria and neglected tropical diseases.

Impact

The first phase of the initiative helped reduce the incidence of malaria and schistosomiasis, and resulted in a doubling of funding from IDA. A new regional health operation building is also in the pipeline.

Partnership

This partnership is one of the few water resource projects that successfully integrates a health component.

Improving management of water resources,

while

supporting health-related activities,

such as control of malaria and neglected tropical diseases

Wellcome Trust, *London, UK*

Jeremy Farrar, Director

@Wellcometrust

The Wellcome Trust aims to achieve extraordinary improvements in human and animal health by supporting the brightest minds in biomedical research and the medical humanities. The Wellcome Trust focuses on three key areas of activity: supporting outstanding researchers, accelerating the application of research, and exploring medicine in historical and cultural contexts. As well as funding research in the United Kingdom, the Wellcome Trust has a particular focus in Africa (Kenya, Malawi, South Africa, and Tanzania), Southeast Asia (Thailand, Vietnam, and the Lao People's Democratic Republic), and India.

Examples of Partnership

Consultative Group on International Agricultural Research (CGIAR). *Established in 1971. See page 45.*

The Wellcome Trust is a member of CGIAR, a strategic alliance committed to working toward a food-secure future through high-quality international agricultural research. The Wellcome Trust has contributed to CGIAR partnership projects with the World Bank Group, including:

- **Infection Dynamics and Disease Burden of East African Cattle.** *2006–2013*. The study looked at more than 80 infections to consider their effects as a whole. It generated data on thousands of cases of infection, records of the clinical signs shown by infected animals and of any impact on their health and growth, together with information on genetics, immunity, and nutritional status. Data are used to rank different infections in order of their importance to identify factors that predispose some cattle to a high burden of infectious diseases, and are also used to develop practical tools for diagnosing infections in the field.

Partnership for Child Development (PCD). *Established 1992. See page 95.*

The Wellcome Trust is a member of the PCD, which is committed to improving the education, health, and nutrition of school-age children in low- and middle-income countries.

Tropical Disease Research (TDR). *Established 1975. See page 110.*

The Wellcome Trust is a member of Tropical Disease Research, a global program of scientific collaboration that promotes research on neglected tropical diseases.

William and Flora Hewlett Foundation, *Menlo Park, CA, USA*

Larry Kramer, President

@Hewlett_Found

The William and Flora Hewlett Foundation (Hewlett Foundation) makes grants to solve social and environmental problems at home and around the world. The foundation's goals include: helping to reduce global poverty; limiting the risk of climate change; improving education for students in California and elsewhere; improving reproductive health and rights worldwide; supporting vibrant performing arts in the community; advancing the field of philanthropy; and supporting disadvantaged communities in the San Francisco Bay area.

The Hewlett Foundation's five program areas are: global development and population, education, environment, performance arts (San Francisco Bay Area), and philanthropy.

Examples of Partnership

African Center for Economic Transformation (ACET). *Established 2008.*

ACET is a Ghana-based organization that provides economic advisory services and capacity building to African governments. Funding and support for ACET's advisory and research work has been provided by the World Bank Group, the Hewlett Foundation and the **Rockefeller Foundation**, among others.

Consultative Group on Early Childhood Care and Development (CGECCD). *Established 1984. See page 44.*

The Hewlett Foundation is a member of CGECCD, a global consortium committed to improving early childhood policy and practice.

Data2X. *Launched 2012.*

Data2X, named for the power women have to multiply progress in their societies, works to advance gender equality and women's empowerment by building partnerships to improve data collection and use to guide policy, better leverage investments, and spur global economic and social progress. The initiative, led by the **United Nations Foundation**, with support from the Hewlett Foundation and an ongoing collaboration with the U.S. State Department, serves as a platform for partners to work together for improved data collection and use.

The World Bank Group contributes staff time, is a steering committee member, and supports data collection and statistical capacity building on the issue of violence against women, in close collaboration with UN Women, the United Nations Statistics Division, and the World Health Organization.

Global Partnership for Education (GPE). *Launched 2002. See page 68.*

GPE aspires to the broad goal of ensuring that all children in developing countries receive a quality education.

Global Partnership for Social Accountability (GPSA). *Launched 2012. See page 69.*

GPSA aims to generate knowledge, networking, and financing to build civil society's capacity to promote social accountability. The Hewlett Foundation was actively involved in consultations and the technical working group for developing and designing GPSA.

Open Contracting Partnership (OCP). *June 2013 and ongoing.*

OCP seeks to advance a new norm under which public contracting delivers better deals for governments, provides a level playing field for the private sector, and delivers high-quality goods, works, and services for citizens. OCP operates in Nepal, Mongolia, the Philippines, Afghanistan, Palestine, Zambia, Uganda, Ghana, Sierra Leone, Nigeria, South Africa, Liberia, the Dominican Republic, Mexico, Honduras, Costa Rica, Colombia, and the United Kingdom.
Hewlett Foundation and **Omidyar Network** fund OCP The World Bank Group incubated OCP and hosted the interim secretariat for over two years. As OCP is now transitioning to its own independent structure, the role of the World Bank Group will also shift from leading the secretariat to acting as an advisory board member.

Impact
OCP developed a set of Open Contracting Global Principles, which guide governments and organizations to make contracting more transparent. Forty-three of the 64 OCP members have included commitments in their national action plans related to procurement and open contracting. In June 2013, the World Bank Group began publishing contracts above $250,000, and plans to mainstream open contracting as part of its new procurement framework.

In Afghanistan, the OCP, through the nongovernmental organization Integrity Action, has been building the capacity of more than 980 community members who have monitored the implementation of contracts for reconstruction projects, including roads, schools, and clinics. In 2013, 377 projects were monitored by these volunteers and 80 percent of the problems identified through the monitoring were resolved.

Partnership
OCP galvanizes a new approach that helps to break down silos and promote coherence and collaboration. It deliberately seeks to ensure that its programs complement each other and build on existing governance and transparency initiatives.

In Afghanistan, citizens monitored **377 projects,** including roads, schools, and clinics, and **80 percent** of the problems identified were **resolved**

Photo: Sandra CALLIGARO / World Bank

Development of indicators that measure the quality and coverage of **service delivery** in African **primary schools** and **health clinics**

Service Delivery Indicators (SDI) Project. *Launched 2011.*

The SDI Project is a five-year partnership to develop and institutionalize an innovative set of indicators to measure the quality and coverage of service delivery in African primary schools and health clinics. The partnership has been driven by the Hewlett Foundation and includes the African Economic Research Consortium, the African Development Bank, and **Good Ventures**.

Impact

The project was successfully piloted in Tanzania and Senegal with funding from the Hewlett Foundation, and has since been implemented in seven countries (Tanzania, two rounds), Senegal, Kenya, Uganda, Nigeria (12 states), Togo, and Mozambique), capturing the service delivery experience of roughly 330 million people. In Kenya and Uganda, the data were used to feed into upstream analysis and country diagnostics. Training workshops and tools have been launched to educate young policy analysts, media, researchers, and policy planners on how to use the SDI data.

Partnership

The Hewlett Foundation's expertise was integral to the design of the SDI project, making the project more than just a data initiative. The foundation's emphasis on evaluating data in terms of their use and influence has challenged the way the World Bank Group uses the knowledge it generates.

Uwezo. *Established 2009.*

Uwezo—which means "capability" in Kiswahili—is an initiative to improve competencies in literacy and numeracy among children aged six to 16 in Kenya, Tanzania, and Uganda. The program supports large-scale, community-based assessments of children's learning (modeled on an India-based initiative). Findings are publicized to create broad public awareness and debate. The Hewlett Foundation and the World Bank Group have supported Uwezo, as do several other institutions.

Impact

Uwezo's goal is to contribute to an improvement of at least 10 percent in children's literacy and numeracy levels by shifting the focus from infrastructure and enrollment to the actual learning levels of children.

Source: http://www.c40.org/cities

William J. Clinton Foundation, *New York, NY, USA*

Eric Braverman, Chief Executive Officer

@ClintonFdn

The William J. Clinton Foundation (Clinton Foundation) was established with the mission to improve global health, strengthen economies, promote healthier childhoods, and protect the environment by fostering partnerships among governments, businesses, nongovernmental organizations, and private citizens—leveraging their expertise, resources, and passions—to turn good intentions into measurable results.

To accomplish its goals, the Clinton Foundation has established separate initiatives that address targeted challenges in the foundation's key areas of focus: economic inequality, climate change, global health, and childhood obesity.

Example of Partnership

Cities Climate Leadership Group (C40). *Launched 2005.*

C40 is a network of large and engaged cities from around the world, committed to implementing meaningful and sustainable climate-related actions locally that will help address climate change globally. The Clinton Foundation partners with C40 through the Clinton Climate Initiative.

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