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GPOBA

The Global Partnership on Output-Based Aid

ANNUAL REPORT -2014-

New Horizons in Output-Based Aid

SUPPORTING THE DELIVERY OF BASIC SERVICES IN DEVELOPING COUNTRIES

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Note on the data: All monetary amounts are in U.S. dollars, unless otherwise specified.

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ACRONYMS AND ABBREVIATIONS

ADB	Asian Development Bank
CCSA	cross-cutting solutions areas
CoE	Center of Expertise
CoP	Community of Practice
DFAT	Department of Foreign Affairs and Trade (Australia)
DFID	Department for International Development (United Kingdom)
DGIS	Directorate-General for International Cooperation (the Netherlands)
ESMAP	Energy Sector Management Assistance Program
EU	European Union
FCS	fragile and conflict-affected situations
FY	fiscal year
FY14	Fiscal Year 2014
GPOBA	Global Partnership on Output-Based Aid
GRM	Grant Reporting and Monitoring Report
IBRD	International Bank for Reconstruction and Development (World Bank Group)
ICR	Implementation Completion Report
ICT	Information and Communication Technologies
IDA	International Development Association (World Bank Group)
IFC	International Finance Corporation (World Bank Group)
KfW	Kreditanstalt für Wiederaufbau (Germany)
M&E	monitoring and evaluation
MCC	Millennium Challenge Corporation
OBA	output-based aid
ODPs	other development partners
PbR	Payment-by-Results
PforR	Program for Results
PoE	Panel of Experts
PPP	public-private partnership
RBF	results-based financing
SHS	Solar Home Systems
Sida	Swedish International Development Cooperation Agency
SWM	solid waste management
TA	technical assistance
UN	United Nations
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
WBG	World Bank Group
WSP	Water and Sanitation Program

MESSAGE
FROM THE SENIOR DIRECTOR
Social, Urban, Rural and Resilience Global Practice
World Bank Group

I am delighted to have the opportunity to present the Annual Report for the Global Partnership on Output-Based Aid (GPOBA) for Fiscal Year 2014 (FY14). When the World Bank Group (WBG) announced its new management structure at the end of last fiscal year, I was particularly glad to see GPOBA included in our global practice for Social, Urban, Rural and Resilience (SURR). As the former director of the Water and Sanitation Program (WSP), I know first-hand the value and leverage that global partnerships bring to our organization and the countries we support.

Over the past 10 years, GPOBA has committed more than $70 million to leverage projects with the International Finance Corporation (IFC), the World Bank, WSP, and other WBG global partnerships. Most importantly, GPOBA brings a focus that aligns well with the WBG's twin goals of ending extreme poverty and promoting shared prosperity. Nearly 80 percent of GPOBA's work is in the world's poorest countries. These projects explicitly target the very poor to ensure that they are included in larger development projects, have access to key services, and can participate in the economic growth and job creation.

GPOBA also brings its expertise and experience to support the WBG's results-based financing (RBF) instrument, Program for Results (PforR). Since PforR was established two years ago, GPOBA has been involved in ten PforR projects, with four projects in the active portfolio. GPOBA is ready to provide additional resources and dedicated staff to bring lessons of experiences to the design of PforR operations, and to continue expanding the global body of knowledge in RBF.

Societies are increasingly connected by the problems they face, including the stresses of rapid urbanization, increased inequality, and natural disasters. Our global practice, together with other practices and cross-cutting solution areas, is working with governments, citizens, and development partners to create more sustainable, inclusive communities. GPOBA's approach helps governments expand services to the poor and manage risk by increasing the accountability of service providers and empowering communities. We look forward to even stronger years ahead.

Ede Jorge Ijjasz-Vasquez
Senior Director

MESSAGE
FROM THE PROGRAM MANAGER
Global Partnership on Output-Based Aid

This has been a year of significant growth for the Global Partnership on Output-Based Aid (GPOBA), exploring new horizons in output-based aid (OBA), celebrating important milestones, and building on experience. Most importantly, GPOBA continued to improve access to basic services for an increasing number of the world's poorest citizens, reaching more than 7 million beneficiaries to date.

The Annual Report for Fiscal Year 2014 (FY14) provides an in-depth look at how GPOBA is fulfilling its mandate to fund, design, demonstrate, and document OBA approaches. This year's theme, "New Horizons for Output-Based Aid," highlights the inroads GPOBA has made into new areas and less-tested sectors where there has been little or no experience with OBA, such as fragile and conflict-affected situations (FCS), solid waste management, irrigation, urban transport, and education.

FY14 was a robust year for new business, bringing four new grant agreements with governments in Kenya, Mali, Vanuatu, and the West Bank and Gaza. As a result, GPOBA now has a total of 39 projects in seven sectors and 27 countries, for an active portfolio of $179 million. The new grant agreements reflect the priorities of GPOBA's Donors and our focus on new horizons, representing two less-tested sectors and two fragile and conflict-affected situations.

GPOBA reached two important milestones in FY14. We passed the $100 million mark in cumulative disbursements, ending the fiscal year with a total of $107 million and exceeding projections from the previous year. We commemorated our 10-Year Anniversary with a knowledge-sharing event in October 2013 that brought together Donors, clients, and development practitioners from around the world. Featuring 10 sessions and 34 speakers, this two-day conference generated a dynamic exchange of knowledge and learning based on a decade's worth of experience, as well as an opportunity to take a look at the future of output-based aid/results-based financing in development aid.

The achievements accomplished in FY14 would not have been possible without the financial and intellectual support of our Donors, whose vision and leadership drives OBA innovations. We would also like to thank the World Bank Group's Zoubida Allaoua, who served as Director of our department until June 30, 2014, for her guidance and advice—and the new management team led by Ede Ijjasz-Vasquez, Senior Director for the World Bank's new Social, Urban, Rural and Resilience Global Practice, whose vast knowledge, experience, and understanding of global partnerships strengthen and challenge us as we move forward into our next decade.

Carmen Nonay
Program Manager

Thomas Sennet / World Bank

OVERVIEW

Developing countries around the world are facing historic increases in population rates. Almost all the projected population growth between now and 2100 will occur in developing countries, with the least developed countries experiencing the most dramatic increase, a recent United Nations (UN) report predicts. In urban areas, the population pressure is particularly intense, with five million people migrating to cities every month. As a result, the demand for basic services in developing countries is greater than ever, and governments, Donors, and development organizations are looking for effective, innovative ways to provide sustainable basic services such as water, energy, education, and health care to the growing population.

The Global Partnership on Output-Based Aid (GPOBA) offers a different approach from traditional aid, using results-based financing (RBF) mechanisms to support the delivery of basic services to the very poor. RBF is an umbrella term that covers a variety of approaches, including performance-based financing, OBA, and cash-on-delivery (COD). While traditional aid makes disbursements against individual expenditures or contracts, RBF makes disbursements against demonstrated and independently verified results. This increases accountability and helps measure performance.

RBF is increasingly seen as a way to ensure that development aid delivers results. GPOBA pilots RBF approaches, working with Other Development Partners (ODPs) across sectors and regions. While primarily using OBA approaches, GPOBA has recently expanded to include other RBF mechanisms.

Bart Verweij / World Bank

OBA approaches are regularly incorporated into project designs in water and sanitation, energy, and other basic services. OBA is often used to connect the poorest households to basic services, for example, when the cost of a water or electricity connection poses a major obstacle for the very poor. Under an OBA approach, service delivery is contracted out to a third party—a government or private sector provider—which receives a subsidy to complement or replace user fees. That subsidy is results-based, meaning that most of it is paid only after the service and outputs have been delivered and independently verified. OBA brings innovative approaches and measureable results, and promotes the inclusion of the world's poorest and most marginalized citizens.

$179 million ▶ Subsidy Funding

In FY14, GPOBA honored leaders in OBA with its first "Inn-OBA-tions" awards, designed to recognize the most innovative, pioneering projects in this area. The awards were presented at GPOBA's 10th Anniversary conference in October, 2013.

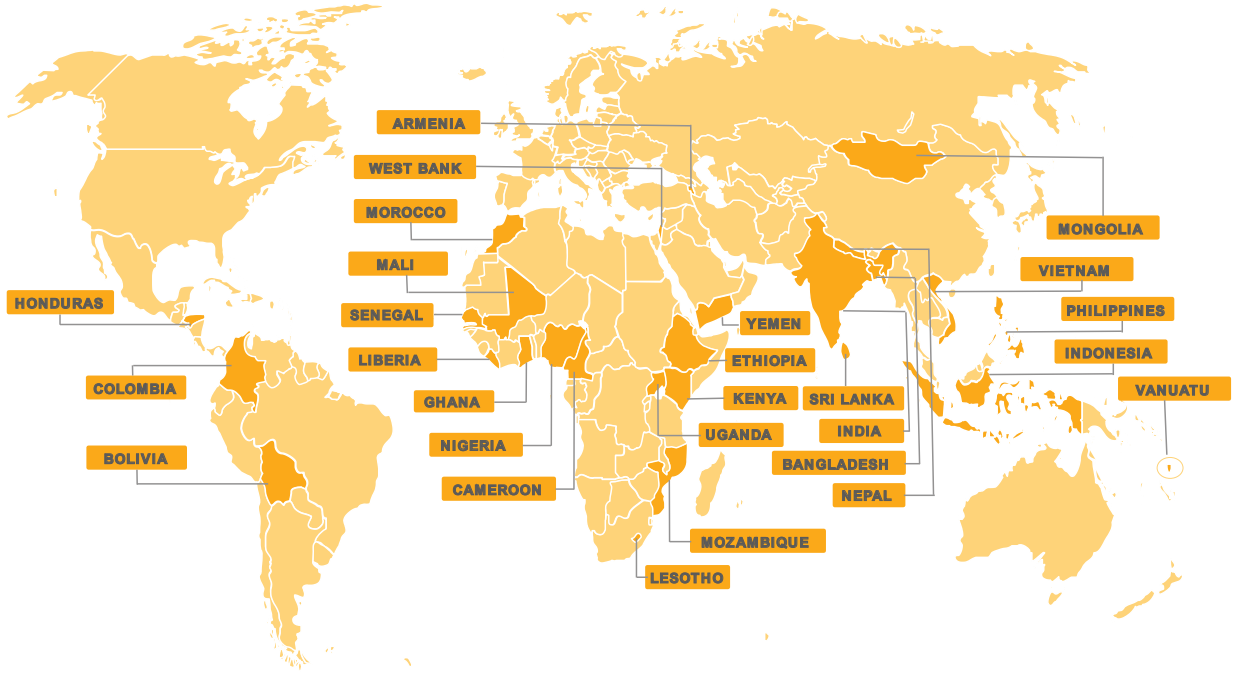
ABOUT GPOBA

GPOBA is a global partnership administered by the World Bank. Created in 2003 by the United Kingdom's Department for International Development (DFID) and the World Bank, GPOBA designs, funds, tests, and documents pilot projects using OBA and other RBF approaches. In addition to DFID, GPOBA's current Donors include the Australian Department of Foreign Affairs and Trade (DFAT), the Dutch Directorate-General for International Cooperation (DGIS), the International Finance Corporation (IFC), and the Swedish International Development Cooperation Agency (Sida).

Originally designed to help prepare OBA projects and document and disseminate lessons learned, GPOBA began funding subsidy schemes in 2006, and now has an approved portfolio of $179 million in subsidy funding. GPOBA has 39 projects spanning 7 sectors and 27 countries, delivering results for the poor ranging from solar electricity in rural Bangladesh to water in Kenya to education in Vietnam (see map 1).

GPOBA's vision statement sets out two main objectives: for OBA, as an approach, to be regularly incorporated into the design of infrastructure and social sector projects to support sustainable delivery of basic services to target populations; and for GPOBA to become a recognized Center of Expertise (CoE), building on the knowledge and experience acquired through the design and implementation of OBA approaches.

MAP 1 GPOBA Projects around the World



SUPPORT FROM DONORS

GPOBA's Donors have provided a total of $323 million in funding (contributions and pledges), of which $318 million has been received (see appendix A). This includes a one-time pledge of $2 million in 2009 from the European Union through its Water Facility for the African, Caribbean, and Pacific countries.

39 Projects

7 Sectors

27 Countries

Ira Peppercorn / World Bank

FY14 FEATURE:
NEW HORIZONS IN OUTPUT-BASED AID

With more than a decade of experience in OBA and other forms of RBF, GPOBA is exploring new horizons and expanding into FCS and less-tested sectors like solid waste management (see box 1), urban transport, and irrigation. Currently, 40 percent of GPOBA's portfolio supports this work. In FY14, GPOBA signed grant agreements totaling $17.6 million in FCS and less-tested sectors. In addition, the FY14 pipeline of projects includes a water project in Kenya and an energy project in the Solomon Islands— the latter being in a FCS—and three projects in the less-tested sector of sanitation.

To assess the viability of applying OBA in new sectors and operating environments, GPOBA launched a series of global studies in new markets like irrigation, urban transport, education, and FCS. These studies scope potential projects that could fit strategically with GPOBA's objectives and the World Bank's country partnership strategies.

40% of GPOBA's portfolio supports projects in fragile states and less-tested sectors

Irrigation: GPOBA finalized the first study that explores the use of OBA as a financing mechanism to support small-scale irrigation schemes in developing countries. The study analyzes irrigation schemes in Sub-Saharan Africa and South Asia, with a closer look at opportunities in Bangladesh, Ghana, Kenya, India (focused on the lagging states of Madhya Pradesh and Orissa), and Zambia.

Urban transport: This study builds on the completed technical assistance (TA) by GPOBA that helped design a pro-poor urban transport subsidy scheme in Bogota, Colombia, as well as other work being carried out by the WBG in Latin America and other regions. The study will define the range of OBA schemes that could be implemented in urban transport, and outline conditions needed for implementation.

Education: The scoping study on OBA in education will take a look at how RBF can be applied in the education sector in developing countries, and determine if and how OBA approaches can increase access to quality education services for low-income populations. It will include an analysis of existing OBA schemes in education and a beneficiary assessment of the Vietnam Education project implemented by GPOBA. This will help inform next steps for OBA in education.

BOX 1 MANAGING WASTE AND IMPROVING LIVELIHOODS IN WEST BANK AND GAZA

Sintana Vergara / World Bank

In the two poorest areas of the West Bank, garbage is a major public health problem.

For many years, waste was dumped in open areas. It attracted pests, created health and environmental problems, and occasionally caught fire. The municipalities in charge of waste collection were caught in a vicious cycle: they were unable to generate a good fee collection rate because people were not getting good service and were reluctant to pay.

GPOBA is working with the World Bank and IFC team to help the governorates of Bethlehem and Hebron break that cycle by building the first professionally managed, regionally operated landfill in the West Bank. The new facility will benefit 800,000 Palestinians, about one-third of the population of the West Bank.

The project is one of the first landfill projects to use the OBA approach. If municipalities measurably improve services, they get a subsidy for the disposal fee at the landfill. This increases the probability of success by establishing guaranteed incentives for use.

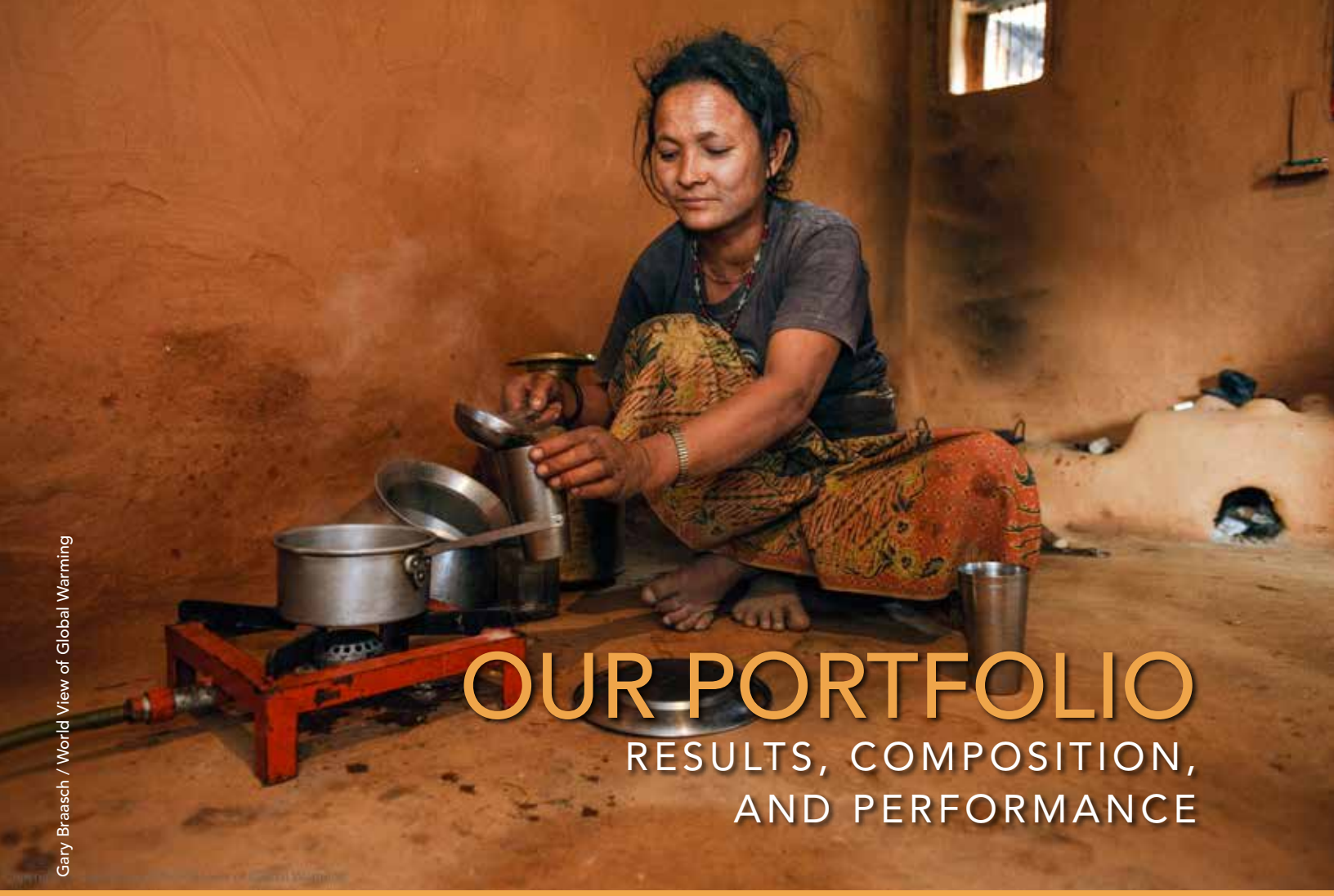
Creating a professionally managed regional sanitary landfill had clear environmental and public health benefits. But the process also required shutting down dozens of small, unregulated dumps scattered across the southern West Bank, where people had scavenged for their livelihoods, picking out metal, plastic—anything with value that could be sold.

The project team met with the informal workers, known as waste pickers. Together, they came up with an approach in which the waste pickers could envision their own future. The United Nations Development Programme (UNDP), with financing from the Islamic Development Bank, managed the livelihood project and consulted with about 85 waste pickers to create individual, long-term livelihood plans.

One man said he would like to work with his brother and could increase efficiency at his brother's stone-cutting shop if he had his own stone-cutting machine. The project bought him one. Others opted to stay in the waste management system, working in the new recycling center, for example. One young man got a university scholarship and ended up at the top of his class.

In addition to GPOBA, the project brought together a diverse and multifaceted team, including the World Bank, IFC, European Union, Islamic Development Bank, Italian Cooperation, UNDP, and U.S. Agency for International Development (USAID). Each organization brought its own expertise. Most importantly, the project was built around national and local government priorities, and is now part of the Palestinian Authority's solid waste management strategy. The GPOBA subsidy is set to continue for four years, with the WBG team providing support to keep the institutions strong.

Fragile and conflict-affected situations: A study on the use of OBA to catalyze service delivery in FCS reviewed and analyzed 24 OBA schemes in FCS. As a financial tool that emphasizes results, performance, accountability, and reaching the poorest, the OBA approach is suitable for application in FCS.



Gary Braasch / World View of Global Warming

OUR PORTFOLIO

RESULTS, COMPOSITION, AND PERFORMANCE

Grant funding is a crucial component of GPOBA's mission, providing the impetus for the design and implementation of RBF projects. GPOBA's Portfolio Group provides operational support for subsidy projects and TA. The Portfolio Group also monitors and measures performance, and prepares project completion reports, evaluations, and assessments of closed subsidy projects.

FY14 RESULTS

FY14 was a robust year for new RBF projects: GPOBA signed four new grant agreements and launched 15 new TA activities. Working decisively to build and share expertise and experience in RBF and OBA, GPOBA also prepared 12 project completion reports, five more than planned under the FY14 annual work plan. In FY14, GPOBA also produced an evaluation of its highly successful solar home system (SHS) program in Bangladesh, a beneficiary assessment for the Manila Water project, and an endline survey for an innovative public health project in Lesotho, and added three publications to its series of lessons learned.

- The GPOBA cumulative portfolio consists of 39 grant agreements in seven sectors in the amount of $179 million, as of June 30, 2014 (see table 1). Seven of these projects closed in FY14, increasing the number of closed projects with valuable lessons learned to 26.

TABLE 1 DISBURSEMENTS AS OF JUNE 30, 2014

Country	Project name	Grant amount ($)	Cumulative disbursements ($)	Disbursement (%)
Closed projects				
Armenia	Armenia Gas and Heating	3,100,000	3,087,196	100
Bangladesh	Rural Electrification and Renewable Energy Development – Solar Home Systems	13,950,000	13,950,000	100
Bolivia	Rural Electricity Access with Small-Scale Providers	5,175,000	5,152,403	100
Cameroon	Water Affermage Contract – OBA for Coverage Expansion	5,250,000	1,816,259	35
Colombia	Access to Natural Gas	5,085,000	4,880,382	96
Ethiopia	Ethiopia Electricity Access Rural Expansion	8,000,000	451,290	6
Honduras	National OBA Facility for Water and Sanitation Services	4,590,000	4,536,447	99
India	Improved Rural Community Water in Andhra Pradesh	850,000	834,276	98
India	Improved Electricity Access to Indian Slum Dwellers in Mumbai	1,650,000	40,901	2
Indonesia	Expansion of Water Services in Low-income Areas of Jakarta	2,573,140	1,743,902	68
Indonesia	Expanding Piped Water Supply to Surabaya's Urban Poor	2,407,500	1,084,391	45
Kenya	Microfinance for Community-managed Water Projects	3,087,630	2,597,119	84
Lesotho	Lesotho New Hospital PPP	6,250,000	6,250,000	100
Mongolia	Mongolia Universal Access to Telecommunications	259,400	257,335	99
Morocco	Improved Access to Water and Sanitation Services	7,000,000	6,999,766	100
Mozambique	Water Private Sector Contracts–OBA for Coverage Expansion	5,000,000	5,000,000	100
Nepal	Biogas Support Program	5,000,000	4,974,979	99
Nigeria	Pre-paid Health Scheme	6,015,160	3,453,969	57
Philippines	Improved Access to Water Services in Metro Manila	2,850,000	2,063,573	72
Senegal	Access to On-Site Sanitation Services	5,764,000	5,099,544	88
Uganda	Reproductive Health Vouchers in Western Uganda	4,300,000	4,046,688	94
Uganda	Small Towns Water Supply and Rural Growth Centers	3,207,000	2,414,031	75
Uganda	Kampala Water Connections for the Poor	2,527,100	1,509,455	60
Vietnam	Upper Secondary Education Enhancement	3,000,000	2,896,389	97
Vietnam	Vietnam Rural Water East Meets West Foundation	4,500,000	4,499,967	100
Yemen	Safe Motherhood Program	3,912,190	3,511,176	90

(continued on next page)

- The GPOBA portfolio disbursed $14.1 million this year, for a cumulative total of $107 million (see table 1).
- Four new grant agreements were signed, totaling $22.4 million, for solid waste management in the West Bank and Gaza, energy in Vanuatu and Mali, and sanitation in Kenya.
- Fifteen new TA activities were launched, totaling $3.2 million, along with 16 new knowledge products totaling $4.1 million.
- The Vanuatu grant agreement marks the first time a GPOBA project will be conducted in the Pacific Islands. The $4.8 million grant is expected to provide on-grid electricity connections to nearly 22,000 low-income residents.

GPOBA projects reached

7 million

▶ poor beneficiaries

TABLE 1 DISBURSEMENTS AS OF JUNE 30, 2014 *(continued)*

Country	Project name	Grant amount ($)	Cumulative disbursements ($)	Disbursement (%)
Projects Under Implementation				
Bangladesh	Rural Electrification and Renewable Energy Development–Mini Grids	1,100,000	306,926	28
Ghana	Solar PV Systems to Increase Electricity Access	4,350,000	4,081,885	94
Indonesia	Extending Telecommunications in Rural Indonesia	1,868,340	1,293,076	69
Kenya	Kenya Electricity Expansion	5,150,000	152,702	0
Kenya	Nairobi Sanitation Project	4,330,000	0	0
Liberia	Monrovia Improved Electricity Access	10,000,000	4,513,551	45
Mali	Rural Electrification Hybrid System	5,000,000	0	0
Nepal	Municipal Solid Waste Management	4,288,381	261,391	6
Philippines	Philippines Reproductive Health	3,650,000	883,145	24
Sri Lanka	Increasing Household Access to Domestic Sanitation in Greater Colombo	5,080,000	23,883	1
Uganda	Grid-Based OBA Facility	5,500,000	0	0
Vanuatu	Improved Electricity Access	4,850,000	0	0
West Bank	West Bank Solid Waste Management	8,256,623	2,000,000	24
	Total	**178,726,464**	**106,668,398**	

Note: Actual disbursement amounts for closed projects may be higher. All recipient-executed projects have an additional six months to disburse after the project has closed.

- Altogether, the OBA pilot projects have reached more than 7 million poor beneficiaries, providing access to basic services like water, sanitation, health care, energy, and education.

PORTFOLIO COMPOSITION

GPOBA is committed to helping the very poor, and that focus is reflected in its portfolio. Seventy-nine percent of GPOBA funding goes to IDA countries and 8 percent to IDA blended countries.[1] Sixteen of GPOBA's 39 projects are located in the Sub-Saharan Africa region, which receives the highest percentage of funding, at 47 percent, followed by South Asia at 18 percent, and East Asia and the Pacific at 14 percent (see figure 1). Access to energy and water plays a critical role in alleviating extreme poverty, and the energy sector receives the largest share of GPOBA subsidies, with 14 projects and 44 percent of the project portfolio, followed by water at 25 percent, and health at 13 percent (see figure 2). The addition of four new grant agreements signed with governments this year brings GPOBA's portfolio to 39 projects totaling $179 million.

GPOBA focuses on the poor, almost

80% of funding ▶ goes to the world's poorest countries

[1] The International Development Association (IDA) is the World Bank's fund for the poorest. Countries that lack the creditworthiness needed to borrow from the International Bank for Reconstruction and Development (IBRD) and those with per capita gross national income below $1,175 are eligible for IDA support. Countries that are IDA-eligible based on per capita income levels and are also creditworthy for some IBRD borrowings are referred to as "blend" countries.

FIGURE 1 Share of Funding by Region

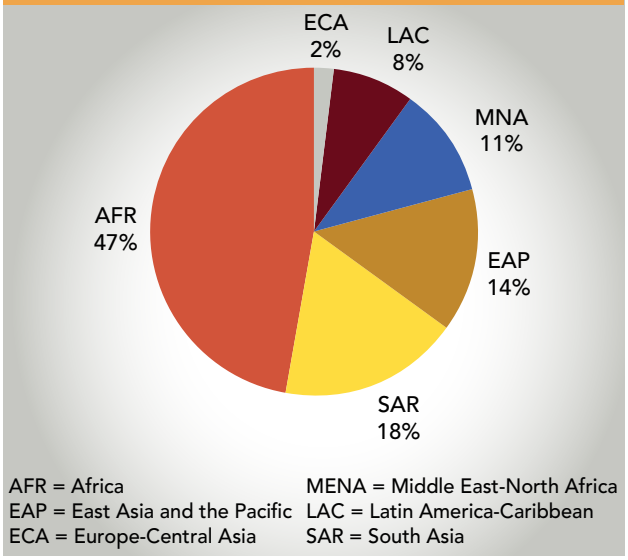


FIGURE 2 Share of Funding by Sector

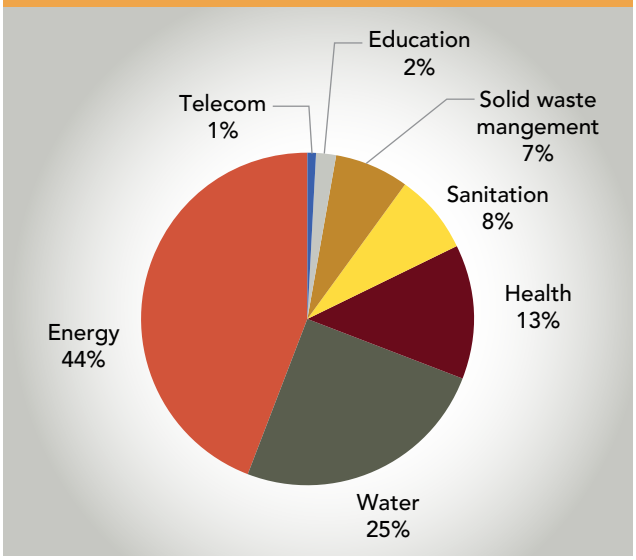


TABLE 2 NEW TECHNICAL ASSISTANCE AND KNOWLEDGE PRODUCTS LAUNCHED IN FY14

Country and activity	Description	Grant amount ($)
Total technical assistance		**3,158,291**
TA for GPOBA subsidy projects		**299,409**
Ghana – Sanitation and Water for Greater Accra	This activity supports the analysis for designing an OBA sanitation fund for the provision of water and environmental sanitation services in low-income areas in the Greater Accra Metropolitan Area.	74,409
Mali – Rural Electrification Hybrid System	This activity supports research for the development of a subsidy project aimed at expanding rural access to modern energy services and increasing renewable regeneration in Mali.	100,000
Northern Pacific – Outer Islands Connectivity Project	This TA supports research for the preparation of a potential ICT subsidy project, addressing the OBA subsidy level, the sustainability and technical viability, as well as education and vocational training component.	75,000
Zambia – Electricity Access	This activity supports research for project design and the development of project documents for an OBA scheme designed to expand electricity access in Zambia.	50,000
TA for stand-alone activities		**943,615**
Chad – Water for the Urban Poor in Ndjamena and Secondary Towns	This TA assesses the feasibility of using OBA to deliver sustainable water services in Ndjamena and the secondary cities of Sahr, Abéché, and Mondou. It is delivered in conjunction with IDA grants of $15.1 million and $12.3 million additional financing.	235,715
Liberia – Access to Water Monrovia	This scoping study assesses the feasibility of implementing an OBA approach to expand access to piped water supply to low-income households in Monrovia.	391,900
Philippines – Water Sector Financing Framework	This TA supports the development of a unified water and sanitation financing framework in the Philippines. The proposed solutions are expected to incorporate financing based on the achievement of outputs.	316,000
TA to support RBF activities		**1,377,315**
Indonesia – Rollout of Independent Verification in RBF	This activity supports the capacity for technical verification of outputs by central and local governments, and helps monitor deliverables by the civil society. The largest share of local deliverables of RBF is expected in water.	780,000

(continued on next page)

TABLE 2 NEW TECHNICAL ASSISTANCE AND KNOWLEDGE PRODUCTS LAUNCHED IN FY14 *(continued)*

Country and activity	Description	Grant amount ($)
Moldova – RBF for School Rehabilitation	This activity supports the design of contracting for reconstruction of schools based on outputs or results. The World Bank loan is the first and only education project in the eastern Europe/central Asia region that employs an RBF approach.	74,315
Sudan – Health Programmatic Advisory	This activity supports a feasibility assessment on the use of RBF to improve access to essential medicines, and the development of a government action plan, building on the Darfur health and nutrition recovery strategy.	74,000
World – Study of OBA and RBF in Education	The study analyzes opportunities of using OBA to provide access to education and vocational trainings. The study also considers the potential for public-private partnerships in providing access to education.	375,000
Zimbabwe – Urban Rollout of RBF Health Vouchers	The key deliverables for this TA component include voucher pricing, verification protocols and MIS, quality of care guidelines and checklists, and lessons/ technical review report.	74,000
TA to support PforR loans		**537,952**
Ethiopia – Urban Local Government Development PforR	This activity supports the technical design of the PforR operation and analyzes the division of responsibilities between regional and local governments regarding verification of results and anti-corruption.	74,452
Mexico – Oaxaca Water and Sanitation Modernization PforR	This activity supports the design and implementation of the Oaxaca Water and Sanitation Sector Modernization PforR, including disbursement-linked indicators and ToRs for the Independent Verification Agent.	215,500
Tanzania – Education PforR	This TA contributes to diagnostics on the student assessment system, budgeting, and iterative course feedback and adaptation as a part of the PforR design.	248,000
Total knowledge dissemination		**4,128,136**
Mainstreaming OBA		**66,100**
World – OBA Workshop for DFAT	This activity consists of a two-day training event and business development meetings in Canberra for DFAT staff interested in operational knowledge of OBA.	66,100
OBA knowledge products		**3,913,269**
Ethiopia – Electricity Access Rural Expansion ICR	This ICR for Ethiopia Electricity Access Rural Expansion documents OBA lessons from the energy sector.	50,950
Honduras – OBA Facility ICR	This ICR for Honduras OBA Facility documents OBA lessons from the water and sanitation sector.	51,380
Honduras – OBA Facility Video	This video explains how output-based schemes for water and sanitation services work differently than traditional input-based schemes, and shows the positive impact of the project on the livelihoods of low-income households.	66,700
Nigeria – Health ICR	This ICR for Nigeria Health documents OBA lessons from the health sector.	74,870
Nigeria – Health Lessons Workshop	This workshop is directed to stimulate the use of OBA in maintaining community-based health insurance schemes in the targeted areas of Nigeria.	74,935
World – Independent Evaluation of GPOBA	This activity supports an independent evaluator's assessment of effectiveness of GPOBA in achieving its 2008 Vision Statement and becoming a center of OBA expertise.	300,000
World – GPOBA Knowledge Products	This dissemination activity supports the knowledge and understanding of OBA/ RBF project design and implementation, including lessons learned, among existing and potential practitioners, thus establishing the environment for mainstreaming OBA approaches.	404,181
World – OBA Database Enhancement	The OBA database provides information, reports, and interactive tools for customized analyses on OBA projects around the world. It features projects funded by both GPOBA and the WBG.	74,500
World – Website Renewal Phase 2	This funding supports the website redesign to reflect an intuitive structure and user-friendly navigation, including meta-tagging, an integrating Community of Practice, and space for member profiles, discussion, blogs, and a photo gallery.	50,000
World – GPOBA 10-Year Anniversary Activities	This activity consists of commemorating GPOBA's 10-year anniversary through a series of OBA knowledge products, communication tools, and a two-day interactive learning event.	190,000
World – OBA CoP Engagement Activities	This funding supports activities through the OBA CoP, a hub for knowledge sharing and networking within and outside the WBG.	73,000

(continued on next page)

TABLE 2 NEW TECHNICAL ASSISTANCE AND KNOWLEDGE PRODUCTS LAUNCHED IN FY14 *(continued)*

Country and activity	Description	Grant amount ($)
World/Zimbabwe – Estimating Efficiency of Joint HIV and Reproductive Health Services, Tranche 1	This activity is designed to improve the efficiency and effectiveness of HIV prevention by combining it with reproductive health services and delivering it as RBF. Tranche 1 (of 3) supports the development of methodology and evaluation design for statistical modeling of averted HIV cases.	885,390
Zimbabwe – Estimating Efficiency of Joint HIV and Reproductive Health Services, Tranche 2	Tranche 2 (of 3) supports baseline data collection and models the effectiveness of HIV and reproductive health services (with RBF as a delivery mode).	1,617,363
Training activities		**148,767**
World – OBA Training for External Audiences	This activity supports a series of trainings held internationally and attended by representatives from the World Bank, governments, and other development partners.	73,900
World – OBA Training for Internal Task Team Leaders	This activity supports a series of trainings for WBG staff, held in Washington, DC. The targeted audience is WBG task team leaders.	74,867

Knowledge dissemination and TA represent another portion of GPOBA's portfolio, with grants to develop OBA pilot projects, and more recently, TA for RBF activities, including the World Bank's PforR. Since the inception of PforR two years ago, GPOBA has supported 10 PforR projects, with four in its active portfolio. This year, GPOBA approved $3.2 million in new technical assistance related to OBA/RBF (see table 2).

PORTFOLIO PERFORMANCE

GPOBA celebrated an important milestone this fiscal year, crossing the $100 million subsidy disbursement mark in December 2013. In the subsidy program, cumulative disbursements reached $107 million (see figure 3), improving on a trajectory of steady growth and exceeding GPOBA's FY14 target of $105 million. GPOBA successfully completed seven projects in FY14, increasing access to education in Vietnam; water in Cameroon, Mozambique, and Uganda; health care in Nigeria and Yemen; and solar electricity for homes in Bangladesh. This brings the total number of closed projects in GPOBA's portfolio to 26.

RESULTS FROM FULLY IMPLEMENTED PROJECTS

With the completion of seven projects this year, GPOBA has provided access to basic services to more than 7 million people, results delivered against independently verified outputs (see figure 4). As in FY13, water remains the largest sector represented in GPOBA's portfolio of fully implemented projects, comprising half the portfolio. Energy represents the second largest sector at 27 percent, followed by health at 15 percent. GPOBA's growing portfolio of fully implemented projects is an important part of its mission to gather and disseminate OBA/RBF data and information, and FY14 results continued to move GPOBA forward in this area (see table 3).

FIG 3 Disbursements FY07–FY14 (in $)

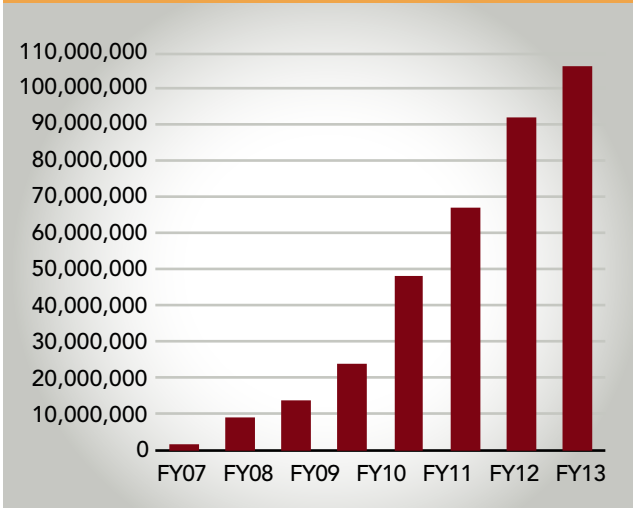
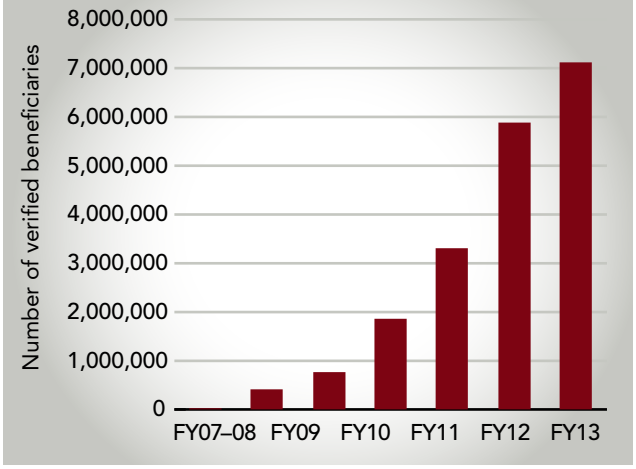


TABLE 3 FULLY IMPLEMENTED PROJECTS

Country	Project name	Output description	Number of verified outputs
Armenia	Armenia Gas and Heating	Households with access to heating either through an individual connection or local boiler system	5,847
Bangladesh	Bangladesh Rural Electrification and Renewable Energy Development	Solar Home Systems	497,613
Bolivia	Rural Electricity Access with Small-Scale Providers	Solar Home Systems and Pico-PV systems	11,755
Cameroon	Water Affermage Contract-OBA for Coverage Expansion	Households with water connections	25,254
Colombia	Access to Natural Gas	Households with gas connections	34,138
Ethiopia	Ethiopia Electricity Access Rural Expansion	Household electricity connections, including two compact fluorescent lamps	60,000
Honduras	National OBA Facility for Water and Sanitation Services	Households with water and sanitation connections	14,600
India	Improved Rural Community Water in Andhra Pradesh	Ultraviolet water purification systems providing access to clean water	25
India	Improved Electricity Access to Indian Slum Dwellers in Mumbai	Households with electricity connections	15
Indonesia	Expansion of Water Services in Low-income Areas of Jakarta	Households with water connections	5,042
Indonesia	Expanding Piped Water Supply to Surabaya's Urban Poor	Households with water connections and master meters	13,473
Kenya	Microfinance for Community-managed Water Projects	Households with water connections and water kiosks	17,500
Lesotho	Lesotho New Hospital PPP	Inpatient services at the new Queen Mamohato Memorial Hospital and outpatient services at three semi-urban filter clinics	808,739
Mongolia	Mongolia Universal Access to Telecommunications	Public access to telephone network for herder communities; Wireless network for Tariat soum center	1 public access telephone network; 2 wireless networks
Morocco	Improved Access to Water and Sanitation Services	Households with water and sanitation connections	12,426
Mozambique	Water Private Sector Contracts-OBA for Coverage Expansion	Households with water connections	33,407
Nepal	Biogas Support Program	Biogas plants for rural households	26,363
Nigeria	Pre-paid Health Scheme	Medical Services	13,473
Philippines	Improved Access to Water Services in Metro Manila	Households with water connections	28,562
Senegal	Access to On-Site Sanitation Services	Households benefitting from increased access to new sanitation facilities	11,495
Uganda	Reproductive Health Vouchers in Western Uganda	Safe deliveries and treatments of sexually transmitted diseases	97,248
Uganda	Kampala Water Connections for the Poor	Water yard taps and public water points	7,524
Uganda	Small Towns Water Supply and Rural Growth Centers	Water yard taps, public water points	2,416
Vietnam	Upper Secondary Education Enhancement	Tuition packages	8,145
Vietnam	Targeting Service Expansion through Water Loss Reduction	Households with water connections	35,344
Yemen	Safe Motherhood Program	Enrollments	16,878
Total			1,787,285

FIG 4 Beneficiaries Reached, FY07/08–FY14



MONITORING AND EVALUATION

In FY14, GPOBA produced a wide variety of reports to share knowledge and learning gathered from RBF and OBA projects. GPOBA's comprehensive suite of knowledge tools ranged from Implementation Completion Reports (ICRs) to impact evaluations to beneficiary assessments.

Monitoring and evaluation (M&E) captures performance differentials between OBA approaches and more traditional subsidy designs. M&E is an important part of GPOBA's mission to document and gather evidence on the effectiveness of OBA. GPOBA delivered two Semi-Annual Monitoring Reports in FY14, analyzing the progress of subsidy projects, TA and dissemination.

GPOBA also continued to update the online portal, OBA Data, (www.oba-data.org), a strategic tool to disseminate the results of OBA operations publicly. OBA Data enables users to perform detailed analyses of project design features and find data on project performance, such as the number of outputs delivered and beneficiaries reached. The database was accessed by 1,588 users during the fiscal year.

GPOBA delivered twelve project completion reports in FY14: six ICRs and six Grant Reporting and Monitoring reports (GRMs).[2] These published reports, available on GPOBA's website, give OBA practitioners access to detailed documentation of projects and provide a complete account of their performance and results. GRMs also measure performance and results against project objectives. GRMs completed include those for the Honduras OBA Facility for Water and Sanitation, Jakarta Water, Kenya Community Water, Mumbai Electricity, Philippines Manila Water, and Surabaya Water. Box 2 provides a summary of ICRs completed in FY14. GPOBA also delivered a beneficiary assessment for the Manila Water Project and impact evaluations for Bangladesh Solar Home Systems and the Uganda Reproductive Health Voucher Project (RHVP).

[2] ICRs are required by the World Bank for projects over $5 million. For those projects that do not require ICRs, GRM's provide a less formal assessment but still measure the performance and results of each operation against the objectives and design.

BOX 2 LEARNING FROM RESULTS: ICRs COMPLETED IN FY14

Ira Peppercorn / World Bank

Vietnam Upper Secondary Education Enhancement Project: The project had a considerable impact on the enrollment of disadvantaged students at targeted schools, increasing the enrollment by nearly 20 percent. The grade point average (GPA) of beneficiary students increased, on average, from 5.95 in 2010/11 to 6.06 in 2011/12, to 6.33 in 2012/13. Key lessons note that OBA is an effective approach to improve school completion, drop out, and attendance rates, as well as to increase GPA.

Bolivia Rural Electricity Access with Small-Scale Providers: This project directly benefitted around 60,000 people, a 30 percent increase in beneficiaries over what was originally planned. The project subsidized the cost of solar heating systems for rural households, providing poor remote household with sustainable electricity supply. As a result, service providers are now well established in rural areas and in a position to continue providing services.

Improved Access to Water Service in the East Zone of Metro Manila: This project subsidized the cost of connecting low-income households in the East Zone of Metro Manila to the municipal water network. Reaching approximately 171,500 beneficiaries, the project reached approximately 28,500 households, surpassing the original target of 20,000 households. The ICR also highlights benefits such as improved hygiene and a reduced incidence of water-borne diseases.

Lesotho New Hospital PPP: This project supported services delivered through a new hospital and three filter clinics, under a public-private partnership (PPP) arrangement structured with support from IFC. The health network provided more services, better quality and improved patient outcomes, including a 65 percent reduction in pediatric pneumonia deaths, 100 percent compliance with protocols for prevention of mother-to-child transmission of HIV, and significant improvements in other clinical indicators.

Vietnam Rural Water: This project aimed to support access to clean water supply in rural areas with private operators building and operating village water supply systems. The project supported 82 schemes, exceeding its original target by 10 percent and connecting 35,900 households—about 180,000 beneficiaries—to water supply. The project demonstrates the viability of using OBA subsidies to deliver water supply to poor rural communities through the private sector.

Ethiopia Electricity Access Rural Expansion Project: This project sought to help a state-owned national utility, EEPCo, finance part of the cost of providing grid-based access electricity for poor customers in rural towns and villages. Implementation was delayed by a moratorium on new connections imposed by EEPCo between December 2008 and January 2011, and lack of meters until December 2012. Project implementation resumed in February 2013 and achieved 40,000 connections—considerably fewer than its target of 228,571, but 75 percent more than EEPCo's total connections over the previous two years.

Dominic Chavez / World Bank

NEW PILOT PROJECTS, SCALE-UPS, AND FACILITIES

DEVELOPING NEW PILOT PROJECTS

As GPOBA continues to explore new horizons by developing and testing subsidy schemes in FCS and less-tested sectors, it is scaling up and replicating projects in sectors where it has significant experience, such as energy and water. All new proposals are vetted by an independent Panel of Experts (PoE) at two stages:

- **Eligibility:** An initial assessment to ensure that the project meets GPOBA's eligibility criteria, which include the country and sector, project sustainability, and the number of poor people expected to receive services.[3]
- **Commitment:** A review of the project to determine whether it is ready for implementation and whether, in its final form, it continues to meets the eligibility criteria. Since GPOBA is administered by the World Bank, projects going to commitment undergo fiduciary reviews with respect to financial management and procurement, along with assessments of environmental and social impacts, in accordance with World Bank policy.

[3] A full list of the eligibility criteria can be found in GPOBA's Operating Principles, available at http://www.gpoba.org/gpoba/governance.

In FY14, GPOBA signed four grant agreements for a total of $22.4 million: Kenya Nairobi Sanitation ($4.33 million); Mali Rural Electrification ($5 million); Vanuatu Electricity ($4.85 million); and West Bank Solid Waste Management ($8.26 million).

- **Improving water and sanitation in Kenya:** This project supports increased access to sustainable sanitation and water supply in Nairobi's low-income communities, targeting the provision of sewer and water connections, where none exist, to 16,000 households.
- **Expanding access to energy in rural Mali:** Part of a larger WBG project to expand access to modern energy services and increase renewable generation in rural areas, the GPOBA component of this project partially subsidies the cost of mini-grids, SHS, and internal wiring for more than 12,000 low-income rural households (see box 3).
- **Increasing access to electricity in Vanuatu:** The project aims to increase sustainable access to formal, grid-based electricity services for 4,275 poor households through targeted subsidies. The project will subsidize the cost of connections not only for targeted poor households, but also for small and micro-businesses.
- **Providing professional solid waste management in the West Bank:** This project aims to improve the quality of primary solid waste collection services and supports the first professionally managed

BOX 3 MAKING A BIG DIFFERENCE WITH SMALL GRANTS: RENEWABLE ENERGY IN MALI

Azuri Technologies

With a relatively small amount of funding, a grant from GPOBA to the government of Mali can have a big impact in a larger project to expand modern energy services and increase renewable generation for the country's rural poor.

The $5 million GPOBA grant complements a $50 million program by IDA and the Climate Investment Fund (CIF) to bring affordable, modern lighting to the country's rural poor.

Nearly 80 percent of Mali's population lives in rural areas. Barely 15 percent of rural residents have access to electricity compared to 55 percent of urban residents, in part because the cost of provision is 2.5 times higher in rural areas.

Half the population lives below the poverty line of $1.25 a day, with only five countries in the world ranking below Mali on the UN's Human Development Index. The country experienced drought in 2011 and a military conflict in the north in 2012, making access to electricity an essential component in Mali's post-conflict recovery.

The project provides an opportunity for GPOBA to support a project with a renewable energy component and for OBA to fill an investment gap in a fragile and conflict-affected situation. And, by providing rural communities with this vital lifeline—access to electricity—the project can contribute to Mali's economic development, social cohesion, and political stability.

The GPOBA grant will partially subsidize the cost of densification and extension of electricity mini-grids, SHS, and household internal wiring for approximately 12,000 low-income households, or 130,000 beneficiaries. Among the targeted outputs are 9,600 mini-grid connections and the installation of 2,400 SHS.

sanitary landfill in the southern West Bank. About 840,000 people, most of them poor, will benefit from these improved services in 53 municipalities in the service area.

GPOBA's PoE approved five projects for commitment in FY14, for $32 million: Mali Rural Electrification and Vanuatu Electricity (subsequently signed in FY14 and reported above); Ghana Sanitation; Uganda RHVP Scale-up; and Zambia Energy. Two new concept notes totaling $7.7 million were approved for eligibility, concerning an energy project in the Solomon Islands, and a sanitation project in Nicaragua. This work in FY14 brings GPOBA's total pipeline of committed and eligible projects to eight, with grant amounts totaling $51.5 million.

Mirva Tuulia Moilanen / World Bank

SCALING UP OBA/OBA FACILITIES

An important part of GPOBA's mission is to scale-up successful pilots. GPOBA actively engaged with governments in Nepal and the Philippines to scale-up the use of OBA in government-led OBA facilities.

Nepal: As the government looks into the viability of launching a national fund for all its renewable energy programs and builds on the success of the Nepal Biogas OBA project, GPOBA is supporting the government with a $225,000 TA activity to scale-up the use of OBA approaches under the National Rural and Renewable Energy Program. The preliminary report takes stock of OBA/RBF programs in the renewable energy sector and lays out a framework for the proposed OBA facility.

Philippines: Although progress in the Philippines was slowed as the country focused its efforts on recovering from the devastation caused by Typhoon Yolanda in November 2013, GPOBA continued to support the design of two proposed OBA facilities in water and sanitation and renewable energy.

- **Water and Sanitation OBA Facility**: GPOBA worked with the government to establish a National Output-Based Aid (NOBA) facility, building on a successful pilot in Manila. In April 2014, GPOBA approved $316,000 in TA to support the government's efforts to develop a unified financing framework for the water and sanitation sector.
- **Solar Home Systems OBA Facility**: GPOBA continued its work with the government's Department of Energy (DoE) to establish a facility to provide OBA subsidies for electrifying poor households in rural areas. The DoE has provided a circular for utility-implemented, fee-for-service model for SHS, establishing a framework for integrating and institutionalizing SHS, a mechanism for providing subsidies, and policy recommendations.

In FY14, GPOBA continued work with governments in Kenya and Uganda to scale-up two successful pilot projects in water and health. GPOBA is also working with the government of Uganda on the OBA energy facility launched in 2012.

Kenya: Through this $11.8 million project, GPOBA is supporting the Kenya Urban Water and Sanitation OBA Fund for low-income areas, which builds on a pilot program for community-managed water. The project will be implemented by the Water Services Trust Fund, a state corporation under the Ministry of Environment, Water and Natural Resources.

Uganda: Efforts in Uganda are focused on scaling up a pilot health project and on the Uganda energy OBA facility, implemented with other partners.

- **Reproductive Health Voucher Program Phase II:** In FY14, GPOBA finalized the design of a project

to scale-up a reproductive health voucher scheme piloted by Marie Stopes International with support from GPOBA and KfW. It aims to establish an OBA voucher scheme under the Ministry of Health to increase access to skilled care during pregnancy and delivery for poor women living in rural and disadvantaged areas.

- Uganda Grid-based OBA Facility: The project is being implemented through an OBA facility in the government's Rural Electrification Authority. The facility targets 105,000 on-grid connections to provide access to electricity to about 190,000 low-income households (1 million beneficiaries) throughout Uganda.

Tim Martin - www.500px.com/windowi

BUILDING A CENTER OF EXPERTISE

With a decade of experience in OBA approaches, GPOBA is laying the groundwork to become a CoE on OBA and RBF. GPOBA's lessons and experiences form the nucleus of an information hub and serve as a resource for mainstreaming the principles of OBA into governments, the WBG, and ODPs through a variety of advisory and knowledge services. In FY14, GPOBA continued to make advances in this area, initiating a highly successful web-based learning series called "OBA Webinars," repositioning its communications strategy, and disseminating knowledge for the new horizons of FCS and less-tested sectors.

Uwe Aranas / CC-BY-SA-3.0, via Wikimedia Commons

MAINSTREAMING OBA/ WORKING WITH OTHER DEVELOPMENT PARTNERS

In FY14, GPOBA continued its work mainstreaming OBA with ODPs and the WBG. GPOBA provided advisory and technical support to ODP staff, including in-country training sessions on how to apply OBA/RBF concepts in operations.

GPOBA is also committed to learning from its partners. Representatives from four of GPOBA's ODPs—the Asian Development Bank (ADB), DFID, DFAT, and the Water and Sanitation Program—took part in panel discussions and other activities during the 10-Year Anniversary Conference (see box 4), sharing with the audience their individual expertise and experience with OBA and RBF. The following initiatives were undertaken with ODPs in FY14:

- **Asian Development Bank:** GPOBA worked closely with ADB on several projects, providing advisory support to proposed OBA projects (including an ADB-funded sanitation project in India and a water project in Indonesia), sharing knowledge and information with a project team working on RBF in environmental services, and working with the WBG to deliver an OBA presentation to the government of Timor Leste. GPOBA also delivered a presentation to ADB's Strategy and Policy unit.
- **DFAT**: GPOBA worked closely with DFAT to secure an agreement with the Republic of Vanuatu for $4.8 million to provide on-grid electricity connections to nearly 22,000 low-income residents. GPOBA also conducted a two-day training workshop for DFAT in Canberra in October 2013 on OBA core concepts and design.
- **DFID:** GPOBA provided input for DFID's Payment-by-Results (PbR) strategy, sharing experience implementing OBA projects. In FY14, GPOBA and DFID looked at more effective ways to collaborate with DFID's PbR, its RBF unit based in Glasgow, focusing on lessons learned, communications, and strategies to move OBA forward to support FCS and untested sectors, and scale-up successful pilots.
- **KfW:** GPOBA management delivered a workshop to exchange experiences with KfW in Frankfurt in April 2014. The workshop was attended by 30 staff from country and sector units, including the education sector.
- **Millennium Challenge Corporation:** GPOBA worked with MCC on the use of OBA to design an electrification component to improve Ghana's inadequate and unreliable power supply.
- **Sida**: GPOBA continued to collaborate with Sida to support the scale-up of pilots in Kenya and Uganda. In July 2015, GPOBA received a $5.8 million supplemental contribution for an OBA project in Zambia, to extend electricity to 22,800 low-income households and micro and small enterprises.

WORKING WITH THE WORLD BANK GROUP

GPOBA supports nearly half of the WBG's new global practices and is positioned to help build and strengthen platforms of engagement throughout the WBG. In FY14, GPOBA worked across sectors and partnerships in the WBG to provide technical support and integrate OBA and RBF into infrastructure and social development projects. Some examples include:

- **Program for Results (PforR):** Since PforR was established two years ago, GPOBA has been involved in 10 PforR projects; in FY14, three new activities were launched to support PforR operations. The strong synergies between PforR and GPOBA include funding for TA, joint review and project design meetings, and GPOBA trainings that include PforR project leaders.
- **Energy:** Collaborating with the WBG's Energy Sector Management Assistance Program (ESMAP),

GPOBA funded three important energy and electricity projects: Lighting Africa, the Africa Clean Cooking Energy Solutions (ACCES), and the Africa Energy Initiative (AEI). Lighting Africa activities focused on market development and outreach to poor consumers, preparing pilots in Burkina Faso and Mali, and upstream analytical work in South Sudan and the Democratic Republic of the Congo (DRC). Support for ACCES in DRC, Senegal, and Uganda included market intelligence, quality assurance, and training, as well as preparation of pilots to support the production and adoption of clean cooking solutions. Two activities funded under AEI were completed in FY14 with the publication and dissemination of two reports: "From the Bottom Up: How Small Power Producers and Mini-Grids Can Deliver Electrification and Renewable Energy in Africa," and "Connection Charges and Access to Electricity in Sub-Saharan Africa."

- **Water:** A TA activity to support the design of an output-based disbursement (OBD) mechanism to improve the efficiency of water utilities in Mexico was completed in March 2014. In collaboration with the World Bank's Water Partnership Program (WPP), GPOBA supported the development and publication of an RBF user guide, "Applying Results-Based Financing in Water Investments." The guide is designed to promote RBF opportunities in water subsectors, such as irrigation, climate, hydropower, and environmental services.
- **Urban transport:** In Bogota, Colombia, GPOBA provided TA in designing a pro-poor subsidy scheme for the city's Urban Transport Integrated Systems. In February 2014, the city announced the roll out of the subsidy program. The TA generated interest in pro-poor urban transport subsidies from the WBG and local governments in other Latin American cities and other regions, and paved the way for the GPOBA global study in urban transport.
- **Health:** In the social sector, GPOBA is working with the WBG's health practice on an impact evaluation for HIV in Africa, spurred by a $4.1 million donation from DFID.
- **Education:** In April 2014, GPOBA approved a TA activity for $74,000 to support the design of an RBF scheme for school rehabilitation in Moldova, which will be implemented under the World Bank's funded Moldova Education Reform Project. The rehabilitated schools will improve the access to quality education in Moldova.

EL PAÍS

PORTADA INTERNACIONAL

INTERNACIONAL

Los latinoamericanos pierden hasta cuatro horas diarias en embotellamientos

- Diversas iniciativas de autobuses rápidos como el Transmilenio de Bogotá o el Metrobus de México DF surgen como alternativas al auto
- ESPECIAL Termómetro económico y social de América

MARÍA VICTORIA OJEA | 24 ENE 2014 - 23:35 CET

Archivado en: México DF Productividad laboral Transporte público Tráfico Latinoamérica Condiciones trabajo Transporte Economía Trabajo

Una unidad del sistema Transmilenio de Bogotá, Colombia / ISABELLE SCHAEFER/BANCO

- **Municipal solid waste management:** GPOBA has supported TA to WBG client countries for the design of RBF/OBA schemes in the solid waste sector, mostly in conjunction with World Bank-funded investment projects. This design work is in China (Ningbo), Indonesia (Balikpapan, Manado, and Tangerang), Jamaica (Kingston), and Tanzania (Dar es Salaam). This TA activity has also been leveraged by the solid waste initiative of the Climate and Clean Air Coalition (CCAC) in Malaysia (Penang) and one other city in Africa. These designs, and the lessons learned, are being synthesized in a final report, which also incorporates solid waste management OBA projects in Nepal and the West Bank.
- **Country Assistance/Partnership Strategies**: GPOBA continued dialogue with country teams to increase the visibility of OBA in the World Bank's country strategies and strengthen integration of the OBA approach in country programs. Six countries updated their Country Assistance Strategy (CAS)/ Country Partnership Strategy (CPS) documents in FY14: Bangladesh, Comoros, Kenya, Nigeria, the Philippines, and Uganda.

Ira Peppercorn / World Bank

KNOWLEDGE AND LEARNING

The value of GPOBA's Knowledge and Learning Program continues to increase, as GPOBA shares knowledge and builds awareness about the use of OBA and RBF approaches. GPOBA delivered 13 new training and awareness building activities in FY14, reaching 250 people. Training activities targeted development professionals from the World Bank and ODPs, such as DFAT and ADB. Participants were drawn from traditional sectors such as energy, health, and water and sanitation, and from less-tested sectors such as social development, infrastructure PPPs, carbon finance, and transport. Since its inception, GPOBA has reached a total of 3,078 people through 97 training and awareness-building activities, including e-Learning.

As a leader in OBA/RBF, GPOBA took part in several international events in FY14. In Berlin, GPOBA participated in a results-based management conference for European Union (EU) funds and delivered a presentation on designing output-based financing projects. In Hanoi, representatives from the World Bank's Vietnam Country Office, along with national and local education officials and supporters, participated in the East Meets West/GPOBA Education Program Review and Annual Meeting. Participants exchanged best practices and lessons learned in implementing OBA in the education sector. GPOBA participated in the 10th European Development Days Conference in Brussels (November 2013), and met with EU partners and government officials from Africa to discuss potential OBA projects. In Washington, GPOBA co-chaired a forum with the Wold Bank's Africa Region, entitled "Demystifying the Lesotho Hospital PPP and Identifying the Lessons Learned." The panel explained the project's background, findings of the endline survey, and lessons learned to inform future PPPs with an OBA component. GPOBA was also a discussant at a similar session on the West Bank solid waste management project. In Bamako, Mali, GPOBA delivered a presentation on OBA concepts to various stakeholders, including government agencies responsible for rural electrification, the private sector, and nongovernmental organizations (NGOs), as part of preparation of the Mali Rural Electrification Hybrid System Project.

GPOBA continued to grow its e-Learning activities, maintaining and monitoring its e-Learning course and developing new modules on OBA and voucher schemes, which have been included in the RBF Health and WBI e-Learning program. From the launch of the OBA e-Learning course in 2009 to June 2014, 143 WBG staff have completed the course, and 580 page views have been recorded on the external e-Learning website.

KNOWLEDGE MANAGEMENT

With the rapid advances in technology and information, GPOBA has moved quickly and decisively to find innovative ways to collect and disseminate OBA data and information. In FY14, GPOBA launched a newly designed series of web-based seminars, commonly called "OBA Webinars," to facilitate peer-to-peer exchange among OBA experts and strategic partners. Launched in March 2014 as a new knowledge product for GPOBA, the webinars are hosted by subject matter experts. The webinars also provide an opportunity for website users to view the recorded sessions and comment afterward through channeled online discussion boards, capturing knowledge and learning. The first three webinars featured sessions on scaling up OBA projects, urban transport, and OBA in sanitation. The webinars received high ratings for relevancy and quality of delivery. Drawing on the experience in the maturing pipeline, GPOBA produced three "Lessons Learned"—a two-page series based upon findings from ICRs and other relevant project documentation—in FY14 for the following closed projects: Kenya Community Water, Morocco Water and Sanitation,

BOX 4 GPOBA'S 10-YEAR ANNIVERSARY EVENT

Saul E. Gonzalez / World Bank

With more than a decade of experience under its belt, GPOBA is a thriving global program that pioneers creative approaches to aid and brings basic services to millions of poor people around the world.

The partnership marked its tenth anniversary in October 2013 with a two-day networking and learning event on OBA and other forms of results-based aid, focusing on applicability, challenges, and the future in development financing. OBA practitioners, experts, policy makers, and Donors participated in a series of 10 sessions—featuring 35 experts from around the world—as well as breakout discussions and an interactive event. Evaluation scores of the event met and/or surpassed World Bank corporate benchmarks, with a high satisfaction rating.

New knowledge products were created and disseminated to frame and support the event. A sector paper, "A Decade of Supporting the Delivery of Basic Service for the Poor," showcases 10 case studies, explaining how each sector benefits from OBA approaches and demonstrating how those approaches can be applied in different sectors and operating environments. A new video chronicles the evolution and growth of GPOBA, highlighting 10 innovative projects from GPOBA's portfolio and providing perspective and insight from key players in GPOBA's history.

Concluding the conference, GPOBA delivered its first "Inn-OBA-tions" awards to 10 outstanding projects. Award winners were selected by GPOBA's PoE, based on five criteria: pioneering of OBA (new sectors or frontiers); leveraging partnerships with governments/Donors/other stakeholders; enabling private sector participation; community/grassroots involvement; and impact in sectoral policy, scale-up, or replication effect. A table of the winning project descriptions and award categories can be found in Appendix C.

and Senegal Sanitation. Knowledge Management also disseminated several tools and documents:

- **Data Collection Tool for Urban Solid Waste Management and User Manual** was produced jointly with the World Bank and the Climate and Clean Air Coalition. The tool is a framework for collecting and storing important solid waste data in a consistent manner to support interventions in the sector.
- **"From the Bottom Up: How Small Power Producers and Mini-Grids Can Deliver Electrification and Renewable Energy in Africa"** was produced jointly with the World Bank's Energy Unit and ESMAP.
- Sector Brief: ***A Decade of Supporting the Delivery of Basic Services for the Poor*** served as a background paper for the 10-Year Anniversary Conference, and provides a brief but complete overview of GPOBA's activities through a sector lens.

Another important initiative in FY14 involved the OBA Community of Practice (CoP), which increased its numbers by 32 percent for a total

of 248 members. Sponsored by GPOBA, the CoP continued to provide opportunities for practitioners to share best practices in OBA through peer learning, knowledge sharing, and networking. In October 2013, GPOBA organized a networking and knowledge sharing event to commemorate GPOBA's 10-Year Anniversary (see box 4). In conjunction with the conference, GPOBA established an online presence for the CoP by launching a collaborative platform for connectivity and knowledge sharing. Efforts in FY14 focused on recruiting and retaining new members and encouraging member participation. The CoP also hosted a screening of the GPOBA-produced video "10 Years of Output-Based Aid around the World" during the World Bank's Forum 2014 in February.

COMMUNICATIONS

GPOBA works to position OBA with internal and external audiences, as well as in the broader international discussions on aid effectiveness and innovative finance. In FY14, communications reached out to the development community through its monthly electronic newsletter, web feature stories, press releases for four grant signings, videos, and the Annual Report. Communications also launched a new website in October 2013 as part of the 10-Year Anniversary events, giving the organization a more innovative and contemporary look.

Communications assisted GPOBA with positioning, provided advocacy strategies, and tailored content to specific audiences. In FY14, OBA received global media attention in various specialized news outlets. A special feature on GPOBA was included in the fifth anniversary edition of the on-line magazine "Europe Today." This magazine is published by the European Academy for Taxes, Economics and Law, which invited GPOBA's Program Manager to give a presentation in October 2013 at its conference on "Results-Based Management for EU Funds, International and National Funding" in Berlin. The presentations on designing OBA projects spurred interest by the Czech and Polish governments, resulting in an OBA training session to be held Krakow in late 2014. As a follow-up to the OBA training for DFAT staff in October 2013, GPOBA contributed to their blog "Engage," outlining the role of OBA as an incentive to service providers.

Ira Peppercorn / World Bank

LOOKING AHEAD

At GPOBA's annual Program Council Meeting in Stockholm in May 2014, Donors acknowledged the importance of continuing to push for cutting-edge financing solutions for development aid. There is increasing recognition that traditional aid is not enough, and complementary financing measures are necessary to reduce poverty in developing countries. While Official Development Aid is declining, the demand for basic services is increasing. The World Bank's estimates point to a $1 trillion gap in investment in infrastructure in developing countries, with existing multilateral development banks able to fill less than half the gap. As governments look for innovation in development finance, Donors are increasingly adopting results-based approaches that rely on independent verification for aid delivery. GPOBA will continue to inform and inspire new approaches to traditional aid as it expands its horizons into new sectors and regions.

Testing innovative approaches has its risks, and GPOBA understands the importance of learning from challenges and setbacks as well as successes. Donors stressed the value of lessons learned from GPOBA programs, as well as the importance of introducing RBF approaches in FCS and less-tested sectors, all of which is reflected in GPOBAs work plan for FY15.

In addition, GPOBA looks forward to the results of a renewed Independent Evaluation, which will offer guidance and direction as GPOBA moves closer to its vision of becoming a CoE.

As the WBG enters its first year under a new management structure comprised of 14 Global Practices and five cross-cutting solutions areas (CCSAs), GPOBA is well positioned to help build and strengthen platforms of engagement across the WBG and with ODPs. GPOBA currently supports work in nearly half the new GPs and two CCSAs. In FY15, GPOBA will launch a new initiative in a third CCSA—climate change—focusing on OBA/RBF solutions for climate change mitigation and adaptation.

Moving forward, GPOBA will continue its work to bring innovative, results-based solutions to meet development challenges, exploring new horizons, sharing lessons learned, and supporting the WBG, governments, and ODPs to ensure the delivery of basic services to the poor in developing countries.

Ira Peppercorn / World Bank

APPENDICES

APPENDIX A FINANCIAL STATEMENT

GPOBA derives its resources from Donor contributions, which are channeled through trust funds administered by the World Bank. The World Bank recovers an administrative fee for costs associated with this task. GPOBA's budget and accounting processes are aligned with the World Bank fiscal year, which runs from July to June.

CONTRIBUTIONS RECEIVED

As of June 30, 2014, GPOBA's Donors have pledged a total of $323 million to the program, with $318 million (98 percent) received (see tables A.1 and A.2).

DISBURSEMENTS

GPOBA disbursements totaled $21.4 million in FY14 (table A.3). Disbursements were made for activities approved in FY14, as well as for activities approved in prior years that are implemented over multiple years.

Of the total disbursements this fiscal year, nearly $20 million (93.5 percent) was related to the annual work program. Most of this amount ($14.2 million) consisted of disbursements of subsidy funding by pilot projects under implementation, with the rest going to TA, and preparation and supervision of projects. At $1.45 million, program management and administration represented 6.5 percent of total disbursements, which includes CoE activities such as knowledge and learning.

TABLE A1 DONOR CONTRIBUTIONS TO GPOBA (IN $MILLIONS)

	Pledged[c]	Received	To be received
DFID[a]	112.84	111.13	1.71
IFC	97.8	97.8	—
DGIS	28.3	28.3	—
DFAT	37.4	37.4	—
Sida	44.48	41.84	2.64
EU[b]	2.0	1.8	
Total	**322.82**	**318.27**	**4.35**

a. DFID includes the DFID I, DFID Challenge, and DFID II Trust funds. DFID I was legally closed in FY13.
b. The EU TF TF070963 was legally closed in FY13.
c. The difference in Pledged amount from last year (FY13 US$323.1 million) is due to a foreign exchange difference in the "To be received" component.

TABLE A2 RECEIPT OF DONOR CONTRIBUTIONS BY YEAR (IN $MILLIONS)

	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	Total
DFID	2.50	3.40	6.80	21.70	13.30	10.20	19.20	14.40	11.20	6.80	1.63	111.13
IFC			35.00		25.50			37.30				97.80
DGIS				11.00	8.00	9.30						28.30
DFAT				0.30	4.20	24.60			8.30			37.40
Sida					6.90		8.90	2.20		20.80	3.04	41.84
EU						1.00				0.80		1.80
Total	**2.50**	**3.40**	**41.80**	**33.00**	**57.90**	**45.10**	**28.10**	**53.90**	**19.50**	**28.40**	**4.67**	**318.27**

TABLE A3 GPOBA DISBURSEMENTS IN FY14

Program Management	
a) Program Management and Center of Expertise	1,455,393
Sub-total	1,455,393
Disbursements related to FY14 Annual Work Program	
a) Technical Assistance	3,638,143
b) Project Preparation and Supervision	2,126,489
c) Subsidy Funding	14,216,163
Sub-total	**19,980,794**
Total	**21,436,187**

SINGLE AUDIT PROCESS

The WBG has instituted an annual "single audit" exercise for all trust funds. As part of this exercise, the GPOBA Program Manager signs a trust fund representation letter attesting to the correctness and completeness of the financial process for all GPOBA trust funds. The task manager for each approved activity is required to confirm that due diligence has been exercised with respect to the administration, management, and monitoring of the funds awarded for the activity, and has ensured that all expenses and disbursements are made in accordance with World Bank procurement and administrative guidelines.

APPENDIX B GPOBA PORTFOLIO OF SIGNED GRANT AGREEMENTS AS OF JUNE 30, 2014

Country	Project name	IDA eligibility	Grant amount ($ million)	Number of people benefiting	Average subsidy per person ($)	Description
Armenia	Access to Gas & Heat Supply for Poor Urban Households in Armenia	IDA blend	3.10	23,739	130.59	This project closed in December 2009, having improved access to gas and heating services for poor households in urban multi-apartment buildings, by subsidizing the cost of new service connections.
Bangladesh	Rural Electrification and Renewable Energy Development – Mini Grid Project	IDA	1.10	20,000	55.00	This project aims to help about 5,000 households, shops, and small and medium enterprises in rural Bangladesh gain access to electricity by reducing the capital cost of mini-grid systems. The GPOBA grant will mean providers can charge a tariff that is affordable to the connected beneficiaries.
Bangladesh	Rural Electrification and Renewable Energy Development – Solar Home Systems Project	IDA	13.95	2,373,075	5.88	This project aims to increase access to energy services for poor people in rural areas of Bangladesh by addressing the issue of insufficient grid capacity through the installation of Solar Home Systems.
Bolivia	Decentralized Electricity for Universal Access	IDA blend	5.18	45,000	115.00	This project established direct connections and affordable access to electricity for poor Bolivian households and microenterprises in remote rural areas of Bolivia.
Cameroon	Cameroon Water Affermage Contract - OBA for Coverage Expansion	IDA	5.25	240,000	21.88	This project will subsidize the cost of new connections to piped water for low- to middle-income households currently without access, and is expected to benefit around 240,000 people.
Colombia	Natural Gas Distribution for Low-income Families in the Caribbean Coast	IBRD	5.10	210,000	24.29	This project closed on July 31, 2008, having successfully connected 34,138 families to the natural gas distribution network along the Caribbean coast of Colombia.
Ethiopia	Ethiopia Electrification Access Rural Expansion Project	IDA	8.00	1,142,855	7.00	This OBA scheme helped EEPCo, a state-owned national utility, finance the cost of providing access to electricity for poor customers in rural towns and villages with grid access.
Ghana	Solar PV Systems to Increase Access to Electricity	IDA	4.35	75,000	58.00	The GPOBA grant provides increased electricity access through renewable energy technology for poor households in remote rural regions of Ghana.
Honduras	Extension of Water and Sanitation Services in Low-income Areas of Honduras	IDA	4.59	87,600	52.40	This project developed an OBA facility to establish an efficient and transparent mechanism for financing infrastructure in water and sanitation projects in Honduras.

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Country	Project name	IDA eligibility	Grant amount ($ million)	Number of people benefiting	Average subsidy per person ($)	Description
India	Improved Rural Community Water in Andhra Pradesh	IDA blend	0.85	77,878	10.91	This project closed on December 31, 2009, having provided access to safe drinking water for 77,878 poor inhabitants of Andhra Pradesh through the development of 25 community water supply schemes.
India	Mumbai Improved Electricity Access to Indian Slum Dwellers Project	IDA blend	1.65	131,250	12.57	The GPOBA grant subsidized the cost of electricity connections and wiring for inhabitants of the Shivajinagar slum in Mumbai.
Indonesia	Expanding Piped Water Supply to Surabaya's Urban Poor Project	IBRD	2.41	77,500	31.06	This OBA scheme has extended piped water connections to around 15,500 low-income households in Surabaya.
Indonesia	Expansion of Water Services in Low-income Areas of Jakarta	IDA blend	2.57	58,150	44.25	This project brought water services to communities in low-income areas of Jakarta by funding one-off connection subsidies for an estimated 12,000 poor households.
Indonesia	Extending Telecommunications in Rural Indonesia	IBRD	1.87	758,210	2.46	This project facilitates access to the Internet and associated telecommunications and data services through "community access points" in poor areas.
Kenya	Micro-finance for Small Water Schemes	IDA	3.09	106,267	29.09	This scheme increased access to and efficiency in water supply services for the poor in rural and peri-urban areas of Kenya through investments in around 35 community water projects.
Kenya	Kenya Electricity Expansion Project	IDA	5.15	264,000	19.51	This project uses GPOBA funds to scale-up the Kenya Power and Lighting Company's model of delivering electricity connections in slums throughout Nairobi. The goal of this project is to scale-up a method of connecting the urban poor through use of a small but targeted subsidy.
Kenya	Nairobi Sanitation	IDA	4.33	80,000	54.13	The Development Objective is to provide sustainable access to sanitation and water services in selected low-income communities of Nairobi, by applying one-off OBA subsidies in order to make pro-poor sewerage and water connections financially viable.
Lesotho	Lesotho Health PPP Project	IDA	6.25	500,000	12.50	The GPOBA grant will provide subsidies for inpatient services at a new 390-bed National Referral Hospital, and outpatient services at three semi-urban filter clinics that have been refurbished.
Liberia	Monrovia Improved Electricity Access Project	IDA	10.20	80,000	127.50	The GPOBA grant off-sets part of the capital costs associated with building the transmission and distribution networks for Monrovia. The grant also subsidizes connection costs for individual households.
Mali	Mali Rural Electrification Hybrid System	IDA	5.00	130,000	38.46	The objective of the project is to expand access to modern energy services in rural areas of the recipient and to increase renewable energy generation in target areas.
Mongolia	Mongolia OBA Pilot Project of Universal Access Strategy	IDA	0.26	22,315	11.62	This project closed on October 31, 2008, having provided telephone services to around 20,000 members of herder communities, and telephone and Internet services to around 22,315 residents.

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Country	Project name	IDA eligibility	Grant amount ($ million)	Number of people benefiting	Average subsidy per person ($)	Description
Morocco	Morocco Urban Water and Sanitation	IBRD	7.00	52,520	133.28	The project closed on December 31, 2012, having provided with access to safe water and improved sanitation for over 11,000 low-income households in disadvantaged peri-urban and rural neighborhoods of Casablanca, Meknes, and Tangiers.
Mozambique	Mozambique Water Private Sector Contracts–OBA for Coverage Expansion	IDA	5.00	468,000	10.68	This project aims to provide subsidized water connections for domestic consumers in Mozambique through the construction of shared yard taps, expected to benefit up to 468,000 people.
Nepal	Biogas Support Program	IDA	5.00	184,541	27.09	The scheme subsidized approximately 26,000 biogas plants for rural Nepalese households to increase access to clean and affordable energy for cooking and lighting.
Nepal	Municipal Solid Waste Management	IDA	4.28	800,000	5.35	The project will support improvement in the quality and financial sustainability of solid waste management services in four participating municipalities targeting 800,000 beneficiaries.
Nigeria	Nigeria Pre-Paid Health Scheme Project	IDA	6.02	22,500	267.34	This OBA scheme aims to provide affordable prepaid health insurance plans for up to 22,500 beneficiaries (employees and their families) who belong to the Computer and Allied Products Association (CAPDAN) at the Ikeja IT village in Lagos.
Philippines	Improved Access to Water Services in the East Zone of Metro Manila Project	IBRD	2.85	123,084	23.15	This project provided affordable piped potable water to poor households in Metro Manila.
Philippines	Philippines Reproductive Health	IBRD	3.65	786,765	4.64	The project aims to increase access to affordable maternal and reproductive health services for around 200,000 low-income families
Senegal	On-Site Sanitation Project	IDA	5.76	103,500	55.69	This OBA subsidy scheme helped offset the cost of new sanitation facilities for an estimated 11,500 poor households.
Sri Lanka	Increasing Household Access to Domestic Sanitation in Greater Colombo	IDA blend	5.08	77,035	65.94	Improving access to sanitation services in Greater Colombo by increasing the number of house connections to existing and new sewerage networks, and improving on-site sanitation services at household level through rehabilitation of septic tanks and regulated desludging services.
Uganda	OBA in Kampala–Water Connections for the Poor	IDA	2.53	469,950	5.38	This scheme will provide a one-off connection subsidy to partially fund the cost of new domestic metered connections. The project envisages making about 20,000 new yard tap connections and installing about 800 new public water points over a period of three years.
Uganda	OBA in Water Supply in Uganda's Small Towns and Rural Growth Centers	IDA	3.21	51,972	61.71	This project increased access to sustainable water supply services for the poor living in selected small towns and rural growth centers, benefitting over 50,000 people.
Uganda	Reproductive Health Vouchers in Western Uganda	IDA	4.30	164,616	26.12	This project improved women's access to trained medical professionals throughout pregnancy and provided subsidized treatment of sexually transmitted diseases for over 160,000 poor Ugandans.

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Country	Project name	IDA eligibility	Grant amount ($ million)	Number of people benefiting	Average subsidy per person ($)	Description
Uganda	Uganda Grid-Based OBA Facility Project	IDA	5.50	510,000	10.78	The OBA scheme provides subsidies to help fill the gap between what the user is willing to pay for connecting to the electricity grid, and what it costs the electricity distribution companies to make these connections.
Vanuatu	Improved Electricity Access	IDA	4.85	21,440	226.21	The Project Development Objective for this operation is to increase sustainable access to formal grid-based electricity services within Vanuatu's electricity concession service areas for low-income consumers through targeted subsidies.
Vietnam	Vietnam Rural Water (EMW)	IDA	4.50	176,720	25.46	This project brought safe water services to an estimated 30,000 poor families in rural Vietnam.
Vietnam	Vietnam Upper Secondary Education Enhancement Project	IDA	3.00	8,100	370.37	This pilot increased access to secondary education at semi-public and private schools for over 8,100 poor students. Subsidy payments to participating schools were made on condition of pre-agreed indicators that demonstrated both a student's attendance and educational attainment.
West Bank	Solid Waste Management		8.25	840,000	9.82	This project is designed to enable better quality, affordable, more efficient, and sustainable waste collection, transport, and safe disposal of waste in the West Bank.
Yemen	Yemen Safe Motherhood Program	IDA	3.91	30,000	130.41	The objective of this project is to provide sustainable maternal health services, including up to 15,000 safe child births, to poor women of reproductive age (15–49) in Sana'a, Yemen.
Total			178.9	11,393,582	15.7	

Note: Table reflects data at time that grants were signed.

APPENDIX C Inn-OBA-tions AWARD WINNERS

Region	Sector	Project title	Award category(ies)
AFR	Water	Kenya Microfinance for Community Water	a. Enabling private sector participation. b. Leveraging partnerships with ODPs. This is GPOBA's first project facilitating access to private finance by blending OBA subsidies with commercial finance.
EAP	Water	Improved Access to Water Services in the East Zone of Metro Manila	a. Enabling private sector participation. b. Scale-up effect, setting a foundation for a National OBA Facility for water and sanitation c. Collaboration with IFC, which contributed $2.9 million to the project.
EAP	Water	Expanding Piped Water Services to Surabaya's Urban Poor	a. Leveraging partnerships with Donors. The project helped leverage over $100 million from DFAT and $10 million from USAID. b. Impact on sector policy in Indonesia. c. Scale-up effect. The project won government buy-in to adopt OBA as the nationwide program for opening access to water and sanitation.
EAP	Education	Vietnam Upper-Secondary Education Enhancement	a. OBA pioneer for testing OBA in a new sector. b. Leveraging partnerships with local education partners, including government-sponsored associations that work to improve education in Vietnam.
LAC	Water and sanitation	Honduras National OBA Facility for Water and Sanitation Services	a. OBA pioneer, as the first OBA facility established by GPOBA and the World Bank. b. Leveraging partnerships with the government, donors, and others. c. Enabling private sector participation. d. Community participation. Communities contributed in kind and by helping with the construction and other labor activities.
LAC	Transport/ Roads	Argentina National CREMA Program	a. Pioneer of RBF in road asset management. b. Enabling private sector participation. c. Impact on sector policy and replication effect. This strategy has recently expanded from the national to provincial level in Argentina, and is being replicated in other countries.
MENA	Health	Yemen Safe-Motherhood Project	a. OBA pioneer. This is Yemen's first RBF project, and the first pilot in the country with a successful partnership between NGOs and the private sector. b. Collaboration with IFC, which contributed $3.9 million to the project.
SAR	Water	Andhra Pradesh Water Scheme	a. OBA pioneer, piloting a new, energy-efficient, and nonpolluting UV water purification technology under a PPP model. b. Enabling the private sector. c. Leveraging partnerships between private sector providers and local NGOs. d. Working at a grassroots level with full community engagement.
SAR	Energy	Bangladesh Rural Electrification and Renewable Energy Development	a. Leveraging partnerships between the implementing agency, a government-owned infrastructure finance company, and NGOs. b. Scale-up effect, as plans for a scale-up are underway.
SAR	Solid waste manage-ment	Nepal Solid Waste Management project	a. OBA pioneer for the innovative use of OBA in a new sector, especially one that traditionally suffers from a lack of financing, lack of institutional capacity, and poor quality.

AFR=Africa. EAP=East Asia and Pacific. LAC=Latin America and the Caribbean. MENA=Middle East and North Africa. SAR=South Asia.

APPENDIX D GPOBA TEAM

Carmen Nonay	Program Manager
Rajesh Advani	Infrastructure Specialist
Inga Afanasieva	Infrastructure Specialist
Ana Silvia Aguilera	Infrastructure Specialist
Ricardo Arias	Senior Infrastructure Specialist
Daniel Coila	Operations Analyst
Raluca Golumbeanu	Infrastructure Specialist
Saúl E. González	Communications Specialist, Research Assistant
Rachel Jones	Consultant (Portfolio)
Oleh Khalayim	Monitoring and Evaluation Officer
Hywon Cha Kim	Knowledge Management Officer
Bindeswar Prasad Lekhak	Voice Secondee (Nepal)
Esther Loening	Infrastructure Specialist
Jessica Lopez	New Business/Knowledge Management consultant
Charis Lypiridis	Infrastructure Specialist
Catherine Commander O'Farrell	Lead Infrastructure Specialist
Archana Narasimhan	Resource Management Analyst
Peggy Wilhide Nasir	Senior Communications Officer
Coumba Ngom	Consultant (Portfolio)
Constance Polite	Program Assistant
Juliet Pumpuni	Senior Infrastructure Specialist
Yara Salem	Senior Infrastructure Specialist
Leslie Villegas	Infrastructure Specialist
Soo Jung Yoo	Knowledge Management Consultant

GPOBA Team
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