“FOUNDATIONS HAVE A CRUCIAL ROLE TO PLAY IN DEVELOPMENT. THEY THINK CREATIVELY, HAVE STRONG TECHNICAL EXPERTISE AND ARE ABLE TO USE THEIR FUNDING TO KICK-START INNOVATIVE PROJECTS, SUPPORTING IDEAS THAT MIGHT BE RISKIER BUT HOLD GREAT PROMISE. WE MUST WORK TOGETHER AND RAISE THE BAR SO THAT IN 15 YEARS WE WILL BE LIVING IN A DIFFERENT WORLD, WHERE EXTREME POVERTY IS AT THE LOWEST POSSIBLE LEVEL, WHERE THE GREAT DIVIDE BETWEEN RICH AND POOR HAS GOTTEN SMALLER AND WHERE THE PLANET IS PROTECTED FOR OUR CHILDREN AND GRANDCHILDREN.”

DR. JIM YONG KIM
PRESIDENT, WORLD BANK GROUP
INTRODUCTION

For the first time in history, the rate of extreme global poverty is poised to fall below 10 percent. Despite the many challenges, in particular the fragility of global growth, this is a moment of promise. The ambitious set of newly endorsed Sustainable Development Goals lays out a vision for a more equal, healthy, prosperous, and sustainable world. The shared commitment and energy behind the goals—from communities, governments, civil society, philanthropy, and multilateral organizations—is already translating into new partnerships, which cut across the public and private sectors to drive forward the momentum.

This publication is a snapshot of how innovative partnerships—in this case between the World Bank Group and foundations—can bring real change to people’s daily lives. It tells the story of what can be achieved together. It demonstrates the power of partnership.

Today the World Bank Group works with close to 100 foundations, big and small, across all regions of the world. This is not a comprehensive report of all these partnerships, but an attempt, through the stories, to capture a sense of the diversity and depth of collaboration between the World Bank Group and the philanthropic sector.

Our partnerships range from joint research and the exchange of knowledge, to operational collaboration in countries around the world, to advocacy and campaigns that aim to shift public opinion and influence policy. We work together to tackle challenges and strengthen programs across a range of priorities, from early childhood development to jobs, from migration to agriculture, and from financial inclusion to climate change.

With The Rockefeller Foundation, we are working to strengthen the resilience of cities and build capacity to attract market-based financing for climate-smart infrastructure projects. Poor families in Niger, who are supported by a cash transfer program, are learning about the importance of the early years of a child’s development, as part of a project implemented by the World Bank Group’s Early Learning Partnership, with funding from the Children’s Investment Fund Foundation. Residents in Indonesia’s Nusa Tenggara Timur province are calling for better maternal and child health care services in their communities, through a program funded by the Global Partnership for Social Accountability, a multi-stakeholder global partnership led by the World Bank Group and supported by the Ford Foundation, the Aga Khan Foundation, Open Society Foundations, and more than 250 other partners. A project with the Bill & Melinda Gates Foundation to improve the health of poor rural families by increasing access to sanitation saw a dramatic change in behavior among more than four million people in India, Indonesia, and Tanzania, who stopped open defecation and started using basic sanitation facilities.

The World Bank Group’s strategy emphasizes that building effective and strategic partnerships is critical for advancing the institution’s dual goals of ending extreme poverty and boosting shared prosperity. This publication illustrates how our engagement with the philanthropic sector is deepening, and how new and innovative partnerships are helping to move us toward a world free of poverty.
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<td>universal health coverage</td>
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<td>UKE</td>
<td>Urbanization and Knowledge Platform</td>
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<td>UN</td>
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<td>UNDP</td>
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<td>UNESCO</td>
<td>United Nations Educational, Scientific, and Cultural Organization</td>
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<td>UNICEF</td>
<td>United Nations Children’s Emergency Fund</td>
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<td>USAID</td>
<td>United States Agency for International Development</td>
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<td>WAVES</td>
<td>Wealth Accounting and Valuation of Ecosystem Services</td>
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<td>YPS</td>
<td>Young Professionals Summit</td>
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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 in the AKDN include the following:

- Aga Khan Academies
- Aga Khan Agency for Microfinance
- Aga Khan Education Services
- Aga Khan Foundation
- Aga Khan Fund for Economic Development
- Aga Khan Health Services
- Aga Khan Planning and Building Services
- Aga Khan Trust for Culture
- Aga Khan University
- Focus Humanitarian Assistance
- University of Central Asia

EXAMPLES OF PARTNERSHIP

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 the exchange of information, pooling of technical expertise, and parallel financing.

GLOBAL PARTNERSHIP FOR SOCIAL ACCOUNTABILITY (GPSA).
Launched 2012 and ongoing. See page 20.

GPSA generates knowledge, networking, and financing to build civil society’s capacity to promote social accountability. The Aga Khan Foundation USA contributed a grant to GPSA, including in-kind support through the Aga Khan University’s Graduate School of Media and Communications, based in Nairobi, which trains selected civil society organizations, including GPSA grantees, to engage and strengthen the role of the media in promoting accountability and transparency.
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, transportation, and streetlights.

An 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.

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.

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.

EUROPE AND CENTRAL ASIA REGION

PAMIR PRIVATE POWER PROJECT.

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 the International Finance Corporation (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 region 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’s partnership with AKFED led to the establishment of the Pamir Energy Company. The World Bank Group’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:** The partnership is directly benefiting local communities across Naryn and Osh provinces in the Kyrgyz Republic. Associated 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 International Development Association 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.

**SOUTH ASIA REGION**

**CONSULTATIVE GROUP ON EARLY CHILDHOOD CARE AND DEVELOPMENT (CGECCD).**

Established 1984. See page 84.

CGECCD is a global alliance of committed partner agencies, institutions, and professionals dedicated to working together to facilitate understanding of the importance of early childhood for social development and poverty reduction, and to advocate for improved investments, policies, and actions to support the holistic development of young children.

**Partnership:** The Aga Khan Foundation has actively engaged and participated in annual CGECCD consultations since 1998. Furthermore, the foundation has been a CGECCD representative for the South Asia region for some years, acting as a co-convener of working groups as well as an active contributor to GECCD working papers, articles, and conferences.
PAKISTAN COMMUNITY-BASED RENEWABLE ENERGY.

The Aga Khan Rural Support Program (AKRSP), part of the Aga Khan Foundation, is implementing one of the largest community micro hydro projects in South Asia in coordination with local community-based organizations in the very remote Northern and Chitral areas of Pakistan. AKRSP is installing 90 run-of-the-river mini and micro hydroelectricity units with a combined electrical generation capacity of between five and 15 megawatts. This micro hydro project is registered under the Clean Development Mechanism (CDM) of the Kyoto Protocol and earning revenue through the sale of certified carbon credits to the World Bank’s Community Development Carbon Fund (CDCF), which supports projects that mitigate climate change and provide sustainable development benefits to the poorest regions of the world. The micro and mini hydropower plants are constructed, managed, and operated by the communities themselves—backed with technical support for design and construction from AKRSP. Local village organizations are responsible for setting tariffs and ensuring that enough money is available to cover the costs of regular maintenance and larger repairs.

Impact: The new micro-hydros are changing lives and providing 150,000 remote households with access to reliable and clean power for cooking, heating, and lighting. They are also creating opportunities for economic development and poverty alleviation through value added to agriculture and forestry products, the local gems industry, and tourism services, by providing electricity for milling, small enterprises, irrigation, and other needs. 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. The project was among the first CDM activities to be registered in Pakistan and the first micro hydropower project to be registered in the country. It was also the first community-based activity in Pakistan to receive benefits from innovative financing through revenue from the sale of carbon credits. It is expected to reduce emissions by 78,000 tons of CO2 equivalent per year.

Partnership: AKRSP brought experience at the community level, while the World Bank Group’s CDCF provided technical assistance to develop the carbon credit asset and greenhouse gas monitoring and verification framework from the very beginning. The carbon finance component provides results-based financing from the sale of carbon credits to the CDCF and provides significant co-benefits for poor, isolated communities in the mountainous regions of Pakistan. The hydroelectric plants are managed on a community basis, with support from AKRSP. The project also receives technical and financial support from various other organizations, including the Pakistan Poverty Alleviation Fund.

WALLED CITY OF LAHORE PROJECT.

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, as well as a prototype to showcase conservation of cultural assets and their use. The project showcased methods and benefits of conservation of cultural assets.

Impact: The project leveraged AKDN’s local knowledge alongside the World Bank Group’s expertise in urban management. The cultural heritage initiative was instrumental in attracting the interest of AKTC as a development partner in 2008.
**Partnership:** 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.

**Providing 150,000 remote households in Pakistan with access to reliable and clean power for cooking, heating, and lighting**

*Communities in Northern Pakistan building micro-hydro power plants to generate electricity for households and small businesses*

*Photo: Aga Khan Rural Support Program*
Laboratory in Hanoi where tests on Avian Flu are being conducted
Photo: Simone D. McCourtie / World Bank
For more than 30 years, The 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.

2012.

The Atlantic Philanthropies provided a grant for the implementation of a week-long seminar to equip health policy makers and technical experts with a strategic way to analyze the instruments used to improve health system performance. The seminar built on the World Bank Institute’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 or client behavior.
GLOBAL PARTNERSHIP FOR SOCIAL ACCOUNTABILITY (GPSA)
Launched June 2012

GPSA is an initiative led by the World Bank Group and independently governed by a multi-stakeholder steering committee. The partnership is a coalition of donors, governments, and civil society organizations (CSOs) that support civil society and governments in working together to solve critical governance challenges. To achieve this objective, GPSA provides strategic and sustained support to social accountability initiatives aimed at strengthening transparency and accountability.

GPSA’s Global Partners network is a broad community of more than 260 organizations including CSOs, foundations, universities and think tanks, multilateral and bilateral institutions, and the private sector. Since the outset, foundations have played a key role in the design, governance, and grant-making of GPSA. The Ford Foundation, the Aga Khan Foundation, and Open Society Foundations also provide GPSA with funding. Other foundations involved in the initiative include the Avina Foundation, the Bill and Melinda Gates Foundation, the BMW Foundation, The William and Flora Hewlett Foundation, the Charles Stewart Mott Foundation, the German Marshall Fund, the Konrad Adenauer Stiftung, the Latin Grammy Cultural Foundation, the Mo Ibrahim Foundation, the Peter Ustinov Foundation, the STARS Foundation, the Sindh Education Foundation, the Sunlight Foundation, TrustAfrica, and the World Wide Web Foundation.

GPSA has to date supported 23 projects in 17 countries, with a third round of grant proposals currently being evaluated.

GPSA’s most recent donors include the U.S. Agency for International Development, the Bertelsmann Foundation, and the governments of Finland and Mexico. More than 45 countries across all regions have opted into the program, which makes civil society organizations in those countries eligible to receive funding for social accountability initiatives in a range of sectors, including health, education, social protection, water, procurement, and budget transparency.

In addition to grants, GPSA leads a Knowledge and Learning Program that supports grantees and other stakeholders in the field.

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.

Christopher Stone, President of Open Society Foundations
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

GLOBAL PARTNERSHIP FOR SOCIAL ACCOUNTABILITY (GPSA).
Launched 2012 and ongoing. See page 20.

GPSA generates knowledge, networking, and financing to build civil society’s capacity to promote social accountability. Avina Foundation is one of the partners of GPSA, which is led by the World Bank Group. 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.
A woman in Brazil makes pottery
Photo: Yosef Hadar / World Bank
BBVA Microfinance Foundation (FM BBVA) was created by the BBVA Group in 2007 as part of its corporate responsibility strategy. Its mission is 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 2008 and ongoing.

In April 2008, the International Finance Corporation (IFC) partnered with FM BBVA to co-invest in microfinance institutions in Latin America. The partnership has been helping to build the largest network of microfinance institutions in the region, promote financial inclusion, and generate jobs in micro and small enterprises. More recently, IFC purchased the entire public offering of microfinance lender Bancamía S.A.’s ordinary bonds to support its Colombian operations. The funds will allow Bancamía, S.A. to expand its microfinance operations in Colombia, where it currently serves more than 692,000 low-income customers. As of March 2015, IFC had invested in 10 transactions with FM BBVA.

Partnership: IFC provided equity, debt financing, and technical assistance to Latin American and Caribbean microfinance institutions, co-investing with FM BBVA.
Partnering with leading foundation experts on education and early childhood development

Photo: Arne Hoel / World Bank
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 Brazil, India, Israel, the Netherlands, Peru, Tanzania, Turkey, and Uganda, as well as regional European Union programs.

**EXAMPLES OF PARTNERSHIP**

**CONSULTATIVE GROUP ON EARLY CHILDHOOD CARE AND DEVELOPMENT (CGECCD).**
Established 1984. See page 84.

The CGECCD is a global alliance of committed partner agencies, institutions, and professionals dedicated to working together to facilitate understanding of the importance of early childhood for social development and poverty reduction, and to advocate for improved investments, policies, and actions to support the holistic development of young children.

**Partnership:** The Bernard van Leer Foundation is a member of CGECCD.

**GLOBAL PARTNERSHIP FOR EDUCATION (GPE).**
Launched 2002. See page 142.

The Global Partnership for Education works with 61 developing countries to ensure that every child receives a quality basic education, prioritizing the poorest, the most vulnerable and those living in fragile and conflict-affected countries.
World Bank Group President Jim Yong Kim opens the annual Bertelsmann Foundation-Financial Times Conference, 2014

Photo: David Hills Bertelsmann Foundation
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.**

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. In April 2015, the World Bank Group Senior Director of Macroeconomics and Fiscal Management participated as a panelist in a session titled *Mind the Gap: Prosperity in a Globalized World*. The session highlighted the World Bank Group’s work with governments to establish technology-based mechanisms to identify and track poor people, enabling more effective provision of social services.

**ANNUAL BERTELSMANN FOUNDATION—FINANCIAL TIMES CONFERENCE.**

*April 2014.*

World Bank Group President Dr. Jim Yong Kim was the keynote speaker at the opening reception of the 2014 conference, held at the National Portrait Gallery in Washington, DC. The theme of the conference was *A World Out of Balance: A Surplus of Politics, a Deficit of Ideas*. 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 figures 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 sustainable and inclusive economic growth and development.

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 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.

GLOBAL PARTNERSHIP FOR SOCIAL ACCOUNTABILITY (GPSA).
Launched 2012 and ongoing. See page 20.

GPSA generates knowledge, networking, and financing to build civil society’s capacity to promote social accountability. The Bertelsmann Foundation is one of the donor partners of GPSA.
Guided by the belief that every life has equal value, the Bill & Melinda Gates Foundation (Gates Foundation) works to help all people lead healthy, productive lives. In developing countries, it focuses on improving people’s health and giving them the chance to lift themselves out of hunger and extreme poverty. In the United States, it 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 post payment for results defined ex ante—is designed to encourage technological innovation as well as the 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 taken to scale, as well as information about how best to design and use pull mechanisms.

Impact: The World Bank Group has solicited 38 pull mechanism ideas from 35 experts in four areas: inputs/increasing yields, outputs/post-harvest manage-
ment, livestock, and nutrition. Around $100 million has been committed by five donors, including the Gates Foundation. Five initial pilots have been approved in the areas of on-farm storage in Kenya, vitamin A biofortified maize in Zambia, biocontrol of aflatoxin in Nigeria, greenhouse gas emissions in rice in Vietnam, and commercialization of legume seeds in Uganda. A major competition will soon be announced for the development of a vaccine against brucellosis, an animal disease that can easily infect humans through raw milk or poorly cooked meat.

A secretariat, hosted at Deloitte Consulting, oversees implementation of the pilots and assists the donor steering committee in the development of further pilots, with the World Bank Group acting as trustee for the contributing donors.

**Partnership:** The Gates Foundation is a member of the steering committee and a donor to AgResults.

**Agriculture Finance Support Facility (AGRiFIN).**

*2009 and ongoing.*

AgriFin continues to demonstrate that all levels of the agricultural chain—including smallholders—can be financed profitably by banks and other lending institutions. The project has directly supported 10 financial institutions in 10 developing countries to develop scalable models of agriculture finance by co-financing targeted capacity-building projects, and has benefited hundreds more financial institutions through its implementation of a global knowledge and networking program.

**Impact:** With support from AgriFin, 10 financial institutions in 10 countries (seven in Africa, three in Asia) have invested in institutional capacity to expand their financing of agriculture in a sustainable way. Within just a year of being successfully delivered, AgriFin projects have consistently generated new agricultural lending of well over $500 million, benefitting more than 150,000 farmers—with total lending and the number of beneficiaries continuing to grow exponentially.

The global knowledge and network program has developed a network of more than 5,000 financial professionals and institutions from more than 160 countries. The network is focused exclusively on peer-to-peer (banker-to-banker) interaction, with successful agricultural lenders sharing technical know-how with other lenders. To date, the network has compiled a substantial and unique online technical resource center focused exclusively on agricultural financing modalities. And the network’s website attracts more than 30,000 unique visitors each year. In addition, the network has hosted several in-person and face-to-face activities, including a series of webinars, technical conferences, study tours, and agricultural value chain boot camps, all of which focused on peer-to-peer exchange. More than 2,000 agricultural finance individuals, representing hundreds of developing country financial institutions, have attended AgriFin events. The results are highly impactful with, for example, the first agricultural finance boot camp generating more than $100 million in new agricultural lending within just six months of delivery. Estimates for the next five years amount to approximately $700 million in new lending.

**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.
10 financial institutions, in 10 countries, have invested in institutional capacity to expand their financing of agriculture in a sustainable way, generating new agricultural lending of well over $500 million, benefitting more than 150,000 farmers.
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. Some examples of projects funded by the Gates Foundation include the following:

- **Biosciences eastern and central Africa—International Livestock Research Institute Hub (BecA-ILRI Hub).** Since 2004. This is a shared agricultural research and biosciences platform designed to increase access to affordable, world-class research facilities and strengthen capacity in biosciences and related disciplines in Africa. Funded with the Syngenta Foundation.

- **Program for Emerging Agricultural Leaders (PEARL).** 2014–2018. PEARL funds agricultural research that has the potential for sustainably increasing the productivity of smallholder farmers in developing countries. Since the program aims to strengthen research capacity in Africa, selected projects are led by scientists at national agricultural research institutions or universities in sub-Saharan Africa.

- **State-of-the-Art Integrated Genotyping Service and Support (IGSS) for Africa.** 2014–2019. The IGSS on the molecular breeding platform is an innovative technology and research service that supports plant and livestock breeding programs serving smallholder farmers and herders in Africa, with the aim of enhancing the rate of genetic gain for valuable traits, such as tolerance to extreme temperatures, pests, and disease. Through a demand-led variety approach, the platform aims to make plant breeding in Africa a business model that is responsive to the needs and preferences of farmers. The platform generates and manages genomic and marker data; it also provides support to breeders and other scientists in integrating DNA marker technology and genomic tools in the development and release of new varieties that are higher yielding and heat or drought tolerant, among other qualities.

- **BREAD: A modern approach toward developing vaccines for critical bovine diseases impacting smallholder farmers in Sub-Saharan Africa.** 2010–2014. The purpose of this project was to improve cattle health on smallholder farms by advancing vaccine assessment technologies to characterize breed-specific host responses to the foot-and-mouth disease virus and Theileria parva, the parasite that causes East Coast fever. The Gates Foundation provided a grant to the National Science Foundation.

- **Building an Economically Sustainable, Integrated Seed System for Cassava in Nigeria.** 2015–2019. This project will develop a cassava seed system in Nigeria that can sustainably supply high-quality planting materials to smallholder farmers who rely on this root crop for food security and income.

- **Drought Tolerant Maize for Africa Program (DTMA).** 2006–2015. The project aimed to mitigate drought and other constraints to maize production in
Sub-Saharan Africa, increasing maize yields by at least one ton per hectare under moderate drought—a 20 to 30 percent increase over farmers’ previous yields. The project benefited 30 million to 40 million people in 13 African countries. It was jointly implemented by the International Maize and Wheat Improvement Center and the International Institute for Tropical Agriculture, in close collaboration with national agricultural research systems in participating countries. Initial funding for DTMA came from the Gates Foundation, the Howard G. Buffett Foundation, the U.S. Agency for International Development, and the United Kingdom Department for International Development. The 2012–15 phase was funded by the Gates Foundation and the U.S. Agency for International Development.

- **East Africa Dairy Development. 2013–2017.** The goal of the project is to help one million people in Kenya, Tanzania, and Uganda—179,000 families living on small farms of one to five acres—lift themselves out of poverty through more profitable production and marketing of milk. The project is funded through Heifer International.

- **Germplasm for Dairy Development in East Africa—Phase 1: Identifying appropriate germplasm and delivery mechanisms. 2010–2013.** The “Dairy Genetics East Africa” project (phase 1) determined the most appropriate genotypes for the range of dairy production systems and levels of production operated by smallholder farmers in East Africa, and how these genotypes could be delivered to smallholders. The project applied high-density single nucleotide polymorphism technology to determine the breed composition of cows owned by smallholders, and combined this technique with traditional and participatory appraisal of animal and farm performance to determine which genotypes are most profitable at different levels of production. An assessment of the potential value of importing, testing, and delivering genotypes from elsewhere was undertaken. The project was funded by the Gates Foundation through the University of New England, Australia.

- **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. The program is funded with the Syngenta Foundation.

- **Phase III: Improving Livelihoods for Smallholder Farmers: Enhanced Grain Legume Productivity and Production in Sub-Saharan Africa and South Asia. 2015–2019.** This initiative aims to improve the visibility of existing varieties of grain legumes through improved communication among breeders and seed producers. The project created a framework and implementation plan to adapt to any organization, geography, and commodity, and allows for a flexible technical solution model that can be augmented with additional data.
Toward development of a vaccine for Contagious Bovine Pleuropneumonia. 2012–2014. In this project, the International Livestock Research Institute (ILRI), the National Institute for agronomical research, and the J. Craig Venter Institute joined forces to explore the use of new synthetic biology technologies to genetically manipulate Mmm genomes, with the ultimate goal of creating strains that can be developed as live vaccine derivatives and identifying virulence traits using subsequent in vitro and in vivo assays. The Gates Foundation provided a grant through the National Science Foundation.

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.


This pilot tested a set of indicators related to encouraging the emergence of a more commercially oriented agriculture 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 agriculture sector, to respond to changing needs and demands.

Impact: Data from the project have been used as input 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. Although Phase I of ABI has closed, the work is being pursued through the “Enabling the Business of Agriculture” initiative.


This initiative is identifying, measuring, and monitoring key issues within countries’ regulatory frameworks that impact players in the agribusiness value chain, providing data and analysis that allow policy makers to compare their countries’ laws and regulations with those of others. Data have been collected on several issues within a range of topic areas spanning the agriculture value chain, and actionable indicators are being developed 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 second year of data collection has been completed and its 2016 report released on the program’s website:eba.worldbank.org. The report covers 40 countries and presents indicators for six topic areas, along with additional data on four others, building an important base for indicator development. In 2016, preparations are underway for data collection in 60 countries.
GLOBAL AGRICULTURE AND FOOD SECURITY PROGRAM (GAFSP).

Since 2010.

GAFSP is 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, Burkina Faso, Burundi, Cambodia, Ethiopia, The Gambia, Haiti, Honduras, Kyrgyz Republic, Liberia, Malawi, Mali, 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, the Lao People’s Democratic Republic, 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, Ireland, Japan, 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 in place to improve agricultural productivity and food security.

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

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 security and nutrition. The program also facilitates the scale-up of agricultural investments. The Gates Foundation provides funding as well as expertise, helping to improve the program as a whole through a continuous process of learning-by-doing, monitoring, and refining its process and design.

LIVESTOCK GLOBAL ALLIANCE: CONNECTING KNOWLEDGE AND OPERATIONS.

2012 and ongoing.

The Livestock Global Alliance (LGA) is made up of the following five member institutions focused on the livestock sector: the World Organization for Animal Health (also known as the Office International des Epizooties), the Food and Agriculture Organization, the International Fund for Agricultural Development, the International Livestock Research Institute (ILRI), and the World Bank Group. The Alliance draws on the respective strengths, networks, and formal working partnerships of its members, with a view toward developing
common, clear, and balanced advocacy documents on the sector. It also aims to facilitate the speedy implementation of livestock related standards, guidelines, and best practices benefiting poor rural families and the global community at large.

**Impact:** LGA is working to connect the partnerships and programs to national policies and investments. It has launched a first set of activities, including a collaborative advocacy note to ensure consistent and strategic communications efforts.

**Partnership:** LGA is supported by the Gates Foundation and the French government, with the World Bank Group providing in-kind support, including key technical staff and hosting a small secretariat. The Gates Foundation has supported the LGA since its inception and has actively participated in shaping the LGA vision, mission, and overall objectives.

**LIVESTOCK-MICRO REFORMS FOR AGRIBUSINESS.**

*2014 and ongoing.*

The Gates Foundation is supporting investment climate reforms in Africa and South Asia in the livestock sector. Ethiopia and Tanzania have been selected and a third country selection is forthcoming. The program’s objective is to increase the access of smallholder farmers and pastoralists (livestock producers) to improved services and technologies and more stable, predictable income.
The program expects to facilitate a total of 21 reforms in the livestock sector.

**Partnership:** This program represents the first time the International Finance Corporation (IFC) and the Gates Foundation have teamed up in the area of agriculture. It builds on existing partnerships with the World Bank on agriculture indicators. 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.

**Supporting investment climate reforms in the livestock sector, and increasing the access of smallholder farmers and pastoralists to improved services and technologies**

**LIVESTOCK IN AFRICA: IMPROVING DATA FOR BETTER POLICIES.**

This program was designed to strengthen livestock data collection systems in Africa, to provide a 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.

The initiative has promoted better understanding of livestock holdings and their use, which 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. A second phase of this project is being managed by the Food and Agriculture Organization.

**LIVING STANDARDS MEASUREMENT STUDY–INTEGRATED SURVEYS ON AGRICULTURE (LSMS-ISA).**

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 national statistics offices in partner countries to improve the quality and relevance of agricultural statistics by introducing the soil survey and measurement technique into the socioeconomic panel data.

**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.

**STRENGTHENING NATIONAL COMPREHENSIVE AGRICULTURAL PUBLIC EXPENDITURES IN SUB-SAHARAN AFRICA.**

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 the implementation of the Comprehensive Africa Agriculture Development Programme (CAADP). These activities are fully aligned with the post-Malabo priorities supported by the African Union Commission and the New Partnership for Africa’s Development’s Planning and Coordination Agency.

**Impact:** By building the capacity of national governments and increasing public sector expenditure on agriculture to meet CAADP targets, the program will support African smallholder farmers, including women, and expand agricultural growth across Africa.

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**Supporting African smallholder farmers, including women, and expanding agricultural growth across Africa**

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**FINANCIAL SERVICES FOR THE POOR**

**AIRTEL UGANDA.**


The Gates Foundation is supporting a Mobile Financial Services (MFS) program in Uganda, over a three year period, as part of IFC’s Financial Inclusion Framework. The objective is to deliver technical support to Airtel Money Uganda, an Indian multinational telecommunications company, to grow MFS successfully in Uganda. This includes 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 integrate rapidly into the Airtel platform.

**Partnership:** This partnership strengthens Airtel’s reach and ability to provide solutions to rural regions.

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**TANZANIA MOBILE FINANCIAL SCHEME (MFS) RULES.**


The overall objective of this project was 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 provided funding and partnered with the Tanzania-based Financial Sector Deepening Trust. IFC provided technical assistance and facilitated industry workshops.

**Impact:** Tanzania has a competitive and relatively balanced mobile financial services market structure compared with other
regional markets. 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 in December 2014, so people are now able to send money across networks on their mobile phones in Tanzania. Increased interoperability has been driving down costs and reducing channel duplication, enabling providers to serve more low-income customers. The fourth and largest operator will launch its interoperable service in February 2016.

**Partnership:** The project helped create a commercial solution to MFS interoperability and provide a secure platform for 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.

**TECHNICAL ASSISTANCE PROGRAM ON ENSURING FINANCIAL INTEGRITY AND PROMOTING FINANCIAL ACCESS. 2013–2017.**

This project was created to help client countries better understand their financial integrity risks, and ensure that efforts to mitigate those risks do not adversely affect financial inclusion. The program delivers technical assistance to client countries to help them create proportionate and risk-based frameworks and develop financial products (such as bank accounts and new payment methods) that comply with international standards and promote financial inclusion.

![Elderly woman counts money in China](Photo: Curt Carnemark / World Bank)
**Impact:** The program is global in nature, with the goal of ensuring that financial sector regulation supports financial integrity (combating money laundering and other illicit flows) while still supporting financial inclusion efforts.

**Partnership:** The Gates Foundation provides funding for this program. The World Bank Group brings deep experience and expertise in the area of financial integrity and financial inclusion.

**THE CONSULTATIVE GROUP TO ASSIST THE POOR’S (CGAP’S) TECHNOLOGY AND BUSINESS MODEL INNOVATION PROGRAM.**

*Created 1995. See page 104.*

The Technology and Business Model Innovation Program is co-funded by the Gates Foundation and CGAP, a global partnership of 34 leading organizations that seeks to advance financial inclusion.

**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.**

*2013–2020.*

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, innovative policy guidance and models, and capacity building. To date, the initiative is being implemented in Indonesia, Mozambique, Pakistan, Rwanda, and Zambia, with plans underway to expand to Côte d’Ivoire, Ethiopia, and Vietnam. More than 50 countries have made commitments to expand financial inclusion, and the World Bank Group is further accelerating its support to those countries.

**Impact:** Bolstered by the Gates Foundation’s strong emphasis on digital financial services, combined with the World Bank Group’s role as technical and policy counterpart to national authorities, the Financial Inclusion Support Framework aims to contribute to meeting the goal of enabling one billion people to become new account holders by 2020.

**Partnership:** The Gates Foundation brings powerful private sector networks and advocacy potential, complementing the World Bank Group’s capacity and know-how.
THE GLOBAL FINDEX.
2010 and ongoing.

The Global Findex database, the world’s most comprehensive database on financial inclusion, provides in-depth data on how individuals save, borrow, make payments, and manage risks. Findex is based on interviews with about 150,000 adults in more than 140 countries. Since the release of the first edition in 2012, the data has transformed the policy discussion around financial inclusion by setting a benchmark for countries to measure themselves against.

Impact: In demonstrating how access to and use of financial services is stratified by gender, income, and region, the Global Findex has highlighted the importance of financial inclusion in the global development agenda. The data are used by the World Bank Group to measure progress and design domestic strategies to achieve the World Bank Group goal of universal financial access by 2020. The aim is to enable financially excluded adults to have access to an account in order to be able to send and receive payments, as well as store money. Since its launch in April, 2015, the Global Findex has received more than 90,000 page visits, including more than 15,000 downloads of the World Bank Policy Research Working Paper. The 2014 Findex has drawn sustained attention from major international media.

Partnership: The initiative is funded by the Gates Foundation, and the data are collected in partnership with Gallup World Poll. The World Bank Group publishes the data and conducts related analysis.

GLOBAL HEALTH PROGRAM

AFRICAN PROGRAM FOR ONCHOCERCIASIS CONTROL II (APOC).

APOC is the successor to the African river blindness control program and was created to build on the success of that initiative, supporting 19 central, eastern, and southern African countries. APOC closed in 2015, and is being replaced by the Expanded Special Projects for Control and Elimination of Neglected Tropical Diseases (ESPEN) program. ESPEN will provide technical support to endemic countries to increase treatment coverage for neglected tropical diseases.

EVERY WOMAN EVERY CHILD.
2015.

Every Woman Every Child is a global movement that mobilizes and intensifies international and national action by governments, multilaterals, and foundations, to address the major health challenges facing women, children and adolescents around the world. The movement puts into action the United Nations Secretary-General’s Global Strategy for Women’s, Children’s and Adolescents’ Health, which is a road map to ending preventable deaths within a generation and ensuring the well-being of all women, children, and adolescents. The Global Financing Facility, which was launched by the World Bank Group and partners at the Third International Conference on Financing for Development in July 2015, is a key financing platform of this strategy. It is a country-driven financing partnership that brings together, under national government leadership, stakeholders in reproductive, maternal, newborn, child, and adolescent health, to provide sustainable financing to accelerate efforts to end preventable maternal, newborn, child, and adolescent deaths by 2030.
**Partnership:** The Gates Foundation is a key partner in this initiative, along with the UN Foundation, the World Bank Group, the private sector, and civil society.

**EXPANDED SPECIAL PROJECTS FOR CONTROL AND ELIMINATION OF NEGLECTED TROPICAL DISEASES (ESPEN).**


The purpose of ESPEN is to provide technical support to endemic countries to increase treatment coverage for lymphatic filariasis, onchocerciasis, schistosomiasis, soil-transmitted helminthiasis and trachoma, to control, and where possible eliminate, these diseases by 2020. ESPEN aims to go beyond the prevention of the diseases to manage the disabilities that the diseases cause. ESPEN will contribute to poverty alleviation, increased productivity, and improved quality of life of affected people in the Africa Region. ESPEN replaces and builds on the now closed African Programme for Onchocerciasis Control (see page 86).

At the national level, projects supported by ESPEN will be implemented by government entities, with the aim of promoting effective and accountable government structures and creating a strong and transparent budget management framework.

**GLOBAL ALLIANCE FOR VACCINES AND IMMUNIZATION (GAVI).**

*Established 2000. See page 206.*

Gavi is a partnership between donor governments, developing countries, international development and finance organizations, civil society, 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.**


The Global 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 and ongoing.

GMRH advocates for the 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 systematizing the registration of medicines in the East African Community, including Burundi, Kenya, Rwanda, Tanzania, Uganda, and Zanzibar.

In addition to improving access to quality and innovative medicines, the program aims to improve the effective functioning of markets for generic medicines that help crowd out substandard and counterfeit drugs.
Mothers wait to vaccinate their babies at the Centre De Sante Communautaire De Banconi (ASACOBA), a health clinic in Bamako, Mali on November 4, 2013.

Photo: Dominic Chavez/World Bank

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 (HIA) INITIATIVE /
AFRICAN HEALTH MARKETS AND EQUITY PROGRAM (AHME).
2009 and ongoing.

HIA is an initiative of the World Bank Group to improve the quality of health care in sub-Saharan Africa by linking governments to the private sector. The initiative also supports the creation of a positive regulatory environment for investment in the healthcare sector in Africa.

In Ghana, the HIA aims to improve the private health sector in general, focusing on competitiveness, viability, and sustainable capacity. The project there emphasizes private health facilities owned by women, which tend to be maternity homes, and thus impact both mother and child.

Impact: In Ghana, the number of maternity homes successfully licensed and accredited rose from 114 in 2012 to 296 in 2014, with HIA support. There was a significant rise in family planning services in private maternity homes between 2012 and 2014, with an increase in the use of both oral contraceptives and long term contraceptives. The introduction of the new services, including the Integrated Maternal and Childhood Illnesses (IMCI) services, has driven demand among service
providers, and the rapid increases in services led to a corresponding increase in revenue.

Building on the work of the HIA, Ghana’s national health insurance scheme has expanded more rapidly than originally envisioned with the ongoing work under African Health Markets and Equity Program (AHME). New technologies and tools developed under AHME enabled the government of Ghana to identify and include the poor in the National Health Interview Survey (NHIS). As a result, those identified as eligible have been linked with specific health facilities to which they were subsequently assigned to ensure care.

**Partnership:** HIA was created by the World Bank Group, in partnership with the Gates Foundation and The Rockefeller Foundation. 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 health outcome improvements. 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.

AHME is supported by the Gates Foundation and UK’s Department for International Development (DFID), and implemented by a partnership with technical partners that also include Marie Stopes International and the Grameen Foundation.

**IFC-GAIN NUTRITION CHALLENGE FUND.**

The program, part of the Global Alliance for Improved Nutrition (GAIN), was created to stimulate the private sector to produce low-cost, high-quality, fortified complementary foods and supplements for infants and children living in low-income families. It was 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 was responsible for the administrative management of the trust fund, as well as project identification, design, implementation, monitoring, and evaluation. A pilot project was implemented in Ecuador and possible replication was explored in Africa and Asia.

**INDIA: ACCELERATING UNIVERSAL ACCESS TO EARLY AND EFFECTIVE TUBERCULOSIS CARE (AUAEETC).**
*2014 and ongoing.*

India accounts for 23 percent of the global tuberculosis (TB) epidemic, with an estimated 2.2 million new cases and 300,000 deaths every year. The Revised National Tuberculosis Control Program (RNTCP) is currently implementing its National Strategic Plan 2012–17, which includes a significant increase in funding to accelerate progress toward universal access to TB services. More than half of the funding comes from external sources, including a $100 million International Development Association (IDA) credit for “Accelerating Universal Access to Early and Effective Tuberculosis Care,” as well as grants from the Global Fund to Fight AIDS, Tuberculosis, and Malaria.

Technical support for TB control in India is provided by the WHO and other national and international partners. The Gates Foundation and the Clinton Foundation provide significant technical support to the program, focused on engaging private providers, and enhancing diagnostics and technological innovations to improve the efficiency and effectiveness of the program.

**Impact:** Since 2006, more than 80 million people have been tested, more than 17
million TB patients detected and treated, and millions of lives saved by RNTCP’s efforts. The program has expanded and improved services for poor and high-risk groups, including children, and significantly expanded treatment for drug-resistant cases. The Gates Foundation is implementing pilot projects in three cities, with a focus on effective engagement with private sector health care providers who are the first point of care for 70 percent of TB patients.

**Partnership:** The Gates Foundation and the Clinton Foundation worked closely with the World Bank Group to support RNTCP in the development of the 2012–2017 National Strategic Plan, and provided substantial inputs for the preparation of AUAEETC. They continue to provide valuable technical support to the implementation of the project.

**Investment Partnership for Polio.** Launched 2002. See page 156.

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, through funding from the Rotary Foundation and the U.S. Centers for Disease Control and Prevention, partnered to support an innovative financing mechanism developed by the World Bank Group that supports the GPEI. 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.


JLN connects practitioners and policy makers across countries to help bridge the gap between theory and the practical “how to” of implementing reforms to achieve universal health coverage. 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 für Internationale Zusammenarbeit, World Bank Group, and WHO.

**Partnering to Combat Ebola.** 2014 and ongoing.

The World Bank Group continues to work closely with the Governments of Guinea, Liberia, and Sierra Leone, the United Nations, Civil Society Organizations, and other partners to help West Africa recover from the Ebola outbreak. The World Bank Group has worked with several foundations, including the Rockefeller Foundation, the Gates Foundation, and Open Society Foundations, to help the countries recover from the crisis, and to prevent and respond to future crises.


PCD is committed to improving the education, health, and nutrition of school-aged 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 on child development.

**Partnership for Nutrition Results in India.** 2015 and ongoing.

The development objective of the partnership is to contribute to improving the effectiveness of programs of the Government of India and participating state governments for improved nutritional outcomes. In doing so, the partnership will contribute to the reduc-
tion in malnutrition during the “first thou-
sand days” of a child’s life, with additional
emphasis on pregnant and lactating women,
adolescent girls, and the most vulnerable.

The partnership, in its first two years of oper-
ation, will complement the World Bank Group
supported Systems Strengthening and Nutri-
tion Improvement Project, part of the Inte-
grated Child Development Scheme (ICDS),
which is providing technical assistance to
the Ministry of Women and Child Devel-
opment of the Government of India and
participating states. It aims to strengthen
nutritional components of the ICDS, increase
multi-sector collaboration for nutrition,
improve data on nutrition, build commitment
for nutrition, sharpen the focus on innova-
tion, and harmonize support to nutrition.

**Partnership:** The Gates Foundation brings
understanding and experience of the chal-
lenges and opportunities in tackling malnu-
trition and stunting in India, particularly in
the high-burden, critical geographies of Uttar
Pradesh and Bihar. This partnership is also
supported by the Children’s Investment Fund
Foundation.

**PARTNERSHIP ON HIV EFFICIENCY AND
EFFECTIVENESS.**

*Since 2008.*

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

The Gates Foundation, the U.S. government,
and the World Bank Group work together on
several fronts, including joint financing of
analytical work to assess and improve levels
of efficiency, secondary “big data” analyses
to improve program implementation, 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 service
delivery and how to implement low-cost,
high-efficiency programs without compro-
mising quality.

**PREVENTING EARLY MARRIAGE.**

*Launched 2014.*

To end child marriage within a generation,
there needs to be robust evidence to under-
stand its costs to girls, families, communities,
and societies. Together, the Gates Founda-
tion and the Children’s Investment Fund
Foundation, are investing $4.2 million over
three years to fund the most extensive data
modeling ever undertaken, to establish the
economic consequences of child, early, and
forced marriage, and the economic case for
putting a stop to it. The program, led jointly
by the International Center for Research
on Women and the World Bank Group, will
strengthen the case for new programs to
prevent child marriage and serve to catalyze
greater attention and resources.

The first phase of work focuses on analyzing
existing data from more than 20 countries,
to understand the economic impacts of
child marriage through, for example, health
outcomes for the children of the girls who
marry early, educational attainment, labor
force participation rates and earnings, deci-
sion-making, and violence.

The second phase of the project will collect
and analyze new data in three countries,
including Ethiopia and Niger. The project will
interview thousands of women in these coun-
tries to understand how their age at marriage
may have impacted their lives. The project
also includes extensive capacity building.
PRIMARY HEALTH CARE PERFORMANCE INITIATIVE (PHCPI).
Launched 2015 and ongoing.

PHCPI brings together country policy makers, practitioners, advocates, and other development partners to accelerate investments and catalyze improvements in primary health care in low – and middle-income countries through better measurement and knowledge-sharing. Although many countries have identified primary health care as an urgent priority, they lack the data and practical knowledge needed to pinpoint weaknesses, understand causes, and drive improvements. PHCPI will work with countries to strengthen their efforts in improving the performance of primary health care systems by using comparable performance information and mobilizing actionable knowledge.

Partnership: The Gates Foundation, World Bank Group, and WHO launched the initiative on the sidelines of the United Nations General Assembly in September 2015, to support countries in improving the performance of frontline care delivery, which is the pillar of strong, resilient health systems.

ROLL BACK MALARIA (RBM).
Launched 1998 and ongoing.

The Gates Foundation is one of the partners of RBM, the global partnership to combat malaria, launched in 1998 by WHO, UNICEF, UNDP, and World Bank Group, to provide a coordinated global approach to fighting malaria.

SERVICE DELIVERY INDICATORS (SDI) PROJECT.
Launched 2011 and ongoing.

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 primary schools.
and health clinics across Africa. 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 2001 and ongoing.*

The Gates Foundation supports STB, which is a collective of 1,300 partners working together to transform the fight against TB in more than 100 countries. It is hosted by the United Nations Office for Project Services in Geneva. The World Bank Group has been an active partner since STB was established in 2001, and is a permanent member of STB’s coordinating board. World Bank Group staff collaborate with partners at the global and country level, including on a regional initiative in southern Africa to reduce the prevalence of TB in the mining sector. In these economies, miners, ex-miners, and mining communities have TB rates that far surpass the WHO threshold of a public health emergency.

**STRENGTHENING SUN (SCALING UP NUTRITION) ANALYSIS IN AFRICA.**
*2012–2015.*

The SUN initiative was launched in 2010 to support national leadership and collective action to address malnutrition by scaling up evidence-based actions in support of 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.

**TROPICAL DISEASE RESEARCH (TDR).**
*Established 1974. See page 104.*

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

**UNITING TO COMBAT NEGLECTED TROPICAL DISEASES.**
*Established 2012. See page 190.*

Uniting to Combat NTDs is a group of organizations committed to achieving WHO’s goal to control and eliminate 10 NTDs by 2020. The partners have committed more than $121 million to scale up deworming efforts, catalyze country demand for treatment, and develop new tools and strategies for interrupting transmission to combat NTDs. The Gates Foundation is a partner, along with the END Fund and the Children’s Investment Fund Foundation.

**WORLD BANK GROUP TOBACCO CONTROL PROGRAM.**
*Launched 2015.*

This program assists selected countries in implementing tobacco tax reforms to reduce tobacco affordability and consumption, and control the illicit trade of tobacco. Work is currently underway, or being initiated, in Armenia, Botswana, Colombia, Ethiopia, Georgia, Indonesia, the Philippines, and
Senegal, with initial discussions taking place in other countries. In addition, the program aims to support knowledge exchange, including peer-to-peer advice and support, among selected countries on the economics of tobacco control (for example, through the Joint Learning Network (page 148), which includes more than 30 countries).

The program assists government agencies in developing capacity to assess the health and social costs of tobacco use, and design, enact, administer, and monitor tobacco taxation policies. This process includes assessments and discussions related to fiscal revenues and allocation; smoking patterns and taxes at the country level; and the socioeconomic and health impacts of increasing tobacco tax rates under different tax policy scenarios, including impacts on employment and smuggling, for example.

**Partnership:** The World Bank Group’s engagement in this program is multi-sectoral, and includes providing expertise on health, governance, macroeconomics, and financial management. Initial discussions are being held to mobilize knowledge and expertise from the International Monetary Fund’s Fiscal Affairs team. The World Bank Group is also working closely with other international partners, such as WHO and the Campaign for Tobacco-Free Kids.

The World Bank Group Tobacco Control Program is implemented through a multi-donor trust fund financed by contributions from the Gates Foundation and Bloomberg Philanthropies. These donors take part in the governance of the trust fund and participate in the selection of priority countries for support under the program.

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**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 and communications technology (ICT) investments in selected provinces in 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.

The team worked in three provinces: Guizhou, Jilin, and Shandong. Three main studies were completed.

- **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.

- **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.
Impact Evaluation Study, and analytical reports. 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.

**Impact:** The main findings and recommendations of this grant-funded work were published by the World Bank Group in April 2014 in an overview report titled Information and Communications in the Chinese Countryside: A Study of Three Provinces. The project was successful in:

- Generating knowledge and informing public policy on using ICT to facilitate rural development.
- Documenting and disseminating among various stakeholders in national and local governments, the private sector, and academia the experience of implementing rural ICT programs.
- Mapping China’s public library landscape and identifying potential opportunities for leveraging library resources for broader social and community development outcomes.

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**POLICY AND ADVOCACY**

**DATA2X.**

*2012 and ongoing.*

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 is led by the United Nations Foundation, with support from The William and Flora Hewlett Foundation and the Gates Foundation, and with an ongoing collaboration with the U.S. State Department.

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 WHO.

**Impact:** The partnership has identified 28 gaps in global data related to gender that it is seeking to close, which run across five domains: health, education, economic opportunities, political participation, and human security.

**GIVING A BOOST TO EXPENDITURE ANALYSIS AND TRANSPARENCY.**

*2012–2018.*

This initiative generates expenditure analysis for policy making and public dialogue to foster informed debate around public spending priorities and decision making 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 52 countries, with BOOST databases completed in 37 countries (December 2015). 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 Open Budget Portal (http://www.worldbank.org/boost), supporting efforts to increase civil society’s voice on budget matters and expenditure allocations across policy areas.

**THE BOOST DATA TOOL—HAITI. 2014–2016.**

The World Bank Group undertook a PER in Haiti to support the government’s efforts to reform public financial management. With funding from the Gates Foundation, the World Bank Group was 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 data in Haiti has 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. The World Bank Group led two technical trainings in Port-au-Prince to build staff capacity, and the Ministry of Finance has indicated a willingness to take ownership of the tool.

**GLOBAL PARTNERSHIP FOR SOCIAL ACCOUNTABILITY (GPSA).**

Launched 2012 and ongoing. See page 20.

GPSA generates knowledge, networking, and financing to build civil society’s capacity to promote social accountability. The Gates Foundation is a GPSA Global Partner.

**WEALTH ACCOUNTING AND VALUATION OF ECOSYSTEM SERVICES (WAVES) GLOBAL PARTNERSHIP.**


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 to develop approaches for other ecosystem service accounts.

**Partnership:** The WAVES partnership involves actors at the global, national, and subnational levels, including foundations that have an interest in and are able to contribute to the promotion of NCA, including the Gates Foundation and the John D. and Catherine T. MacArthur Foundation.
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, and Citizenship (LSC) program, which is linked to current World Bank Group investments in Ghana, Mozambique, Uganda, and Vietnam.

Impact: One of the key features of the Cities Alliance LSC country program is aligning urban development efforts at the national, city, and community levels. The following are examples:

- 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 each city, and communities are actively engaging with local government.
- In Mozambique, the program includes developing a national urban agenda, upgrading informal settlements in Maputo, training municipal urban planning technicians, and enhancing the planning capacity of Mozambique’s cities.
- In Vietnam, a national urban development strategy is being formulated, with plans to upgrade 20 small and medium cities and roll out community-based participatory city development in seven cities.
**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 replicate the successful initiative to redevelop slums in Bahia, Brazil, in Maputo, Mozambique.

**URBANIZATION AND KNOWLEDGE PLATFORM (UKP).**

The Gates Foundation was a member of UKP, which aimed 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 WSP, 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, East Asia, Latin America, and South Asia, while helping the Gates Foundation broaden its outreach in this sector to these regions. Examples of these partnerships include:

**PROMOTING HAND-WASHING BEHAVIOR CHANGE.**

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. In Peru, the governments 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.

**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:** Leveraging the Gates Foundation support under the Total Sanitation/Sanitation Marketing initiative, the program expanded its technical assistance from three to 13 countries in Africa, East Asia, and South Asia, and has supported governments by helping improve access to rural sanitation for approximately 43 million people over the past five years.

**Partnership:** The Gates Foundation’s investment in rural sanitation has been a game changer at the global and country levels. The partnership has enabled the Gates Foundation to broaden its outreach in rural sanitation, develop new knowledge in the subsector, and leverage World Bank investment lending. The partnership has enabled the World Bank Group to significantly scale up its rural sanitation program at the global level. It has influenced sector dialogue and thinking, as well as donor investment in rural sanitation. WSP’s dedicated technical assistance on rural sanitation to Indonesia’s Ministry of Health over a period of 10 years resulted in a national rural sanitation program, which reached 23,000 villages. This project was documented as a case study demonstrating best practice in increasing impact through adaptive learning.

**HELPING IMPROVE ACCESS TO RURAL SANITATION FOR APPROXIMATELY 43 MILLION PEOPLE OVER THE PAST FIVE YEARS**

**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. With the Gates Foundation’s support, the World Bank Group’s WSP tested new approaches to generating sanitation demand at scale and increasing the market-based supply of sanitation products and services, while at the same time strengthening the enabling environment for at-scale implementation. The program also aimed 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.

**URBAN SANITATION.**
*Since 2012.*

In 2012, WSP initiated analytical work that mapped and quantified for the first time the amount of untreated fecal matter entering the environment in urban settings. The research has helped shift the mindsets of development partners and governments and encouraged more critical thinking about the effects of poor service delivery for sanitation in urban areas.

**Impact:** This analytical and diagnostic framework is now being taken up by a range of development partners, and is being incorporated by the UNICEF/WHO Joint Monitoring Programme as a tool to help monitor sanitation indicators under Sustainable Development Goal 6.

**Partnership:** The Gates Foundation’s support of and advocacy around this work helped encourage the engagement of the international community.
GRSF has completed 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.
Bloomberg Philanthropies refers to all of Michael Bloomberg’s charitable activities. 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 and ongoing. See page 74.

C40 is addressing climate change at the city level with the support of the World Bank Group, Bloomberg Philanthropies, the Ford Foundation, the Children’s Investment Fund Foundation, 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.

**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 GRSF, and the WHO. 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 the potential to reduce traffic fatalities by over 50 percent.

**Partnership:** GRSF 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.
**URBANIZATION AND KNOWLEDGE PLATFORM (UKP).**

Bloomberg Philanthropies was a member of UKP, which aimed 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.

**WORLD BANK GROUP TOBACCO CONTROL PROGRAM.**
Launched 2015.

This program assists selected countries in implementing tobacco tax reforms to reduce tobacco affordability and consumption, and control the illicit trade of tobacco. Work is currently underway, or being initiated, in Armenia, Botswana, Colombia, Ethiopia, Georgia, Indonesia, the Philippines, and Senegal, with initial discussions taking place in other countries. In addition, the program aims to support knowledge exchange, including peer-to-peer advice and support, among selected countries on the economics of tobacco control (for example, through the Joint Learning Network (page 148), which includes more than 30 countries).

The program assists government agencies in developing the capacity to assess the health and social costs of tobacco use, and design, enact, administer, and monitor tobacco taxation policies. This process includes assessments and discussions related to fiscal revenues and allocation; smoking patterns and taxes at the country level; and the socio-economic and health impacts of increasing tobacco tax rates under different tax policy scenarios, including impacts on employment and smuggling, for example.

**Partnership:** The World Bank Group’s engagement in this program is multi-sectoral, and includes providing expertise on health, governance, macroeconomics, and financial management. Initial discussions are being held to mobilize knowledge and expertise from the International Monetary Fund’s Fiscal Affairs team. The World Bank Group is also working closely with other international partners, such as WHO and the Campaign for Tobacco-Free Kids.

The World Bank Group Tobacco Control Program is implemented through a multi-donor trust fund financed by a grant contribution from the Bill & Melinda Gates Foundation and Bloomberg Philanthropies. These donors take part in the governance of the trust fund and participate in the selection of priority countries for support under the program.
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.

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**EXAMPLE OF PARTNERSHIP**

**ENVIRONMENTAL AND SOCIAL RISK MANAGEMENT FOR FINANCIAL INSTITUTIONS IN EAST ASIA AND THE PACIFIC.**


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 the International Finance Corporation could have achieved alone.
Jakarta city landmark, in Indonesia

Photo: Jerry Kurniawan / World Bank
BP Foundation
Houston, TX, USA
Iris Cross, 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 (closed).

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 alongside its pipeline development work in these countries. Since 2006, the International Finance Corporation (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.

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 Azerbaijan and Georgia. The BP Foundation has been recognized by the governments of Azerbaijan and Georgia as a significant contributor to the development of their SME sectors.

Enabled 7,885 MSMEs to access loans and facilitated SME contracts worth $15.2 million
For more than 150 young people from some of the poorest neighborhoods in El Salvador’s capital, music offers an escape from violence and the gangs that roam the streets seeking victims and new members.

The Don Bosco Youth Symphony Orchestra and Chorus provides a peaceful haven for young people between the ages of nine and 22, those most vulnerable to the lure of the gangs. Through a World Bank project financed by the Japanese Social Development Fund, the Edytra Foundation works to keep at-risk youth off the streets by creating a new community through cultural and musical activities. The orchestra and chorus draw in young people from rival schools and neighborhoods, which are controlled by different gangs, and teach them to harmonize, in music and life.

The orchestra and chorus made its international debut in April 2015, performing at the John F. Kennedy Center for the Performing Arts and at the World Bank Group in Washington, DC.
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


APOC is the successor to the African river blindness control program and was created to build on the success of that initiative, supporting 19 central, eastern, and southern African countries. APOC closed in 2015, and is being replaced by the Expanded Special Projects for Control and Elimination of Neglected Tropical Diseases (ESPEN) program. ESPEN will provide technical support to endemic countries to increase treatment coverage for neglected tropical diseases.

OUT OF THE SHADOWS: MAKING MENTAL HEALTH A GLOBAL DEVELOPMENT PRIORITY.
April 2016.

At the 2016 World Bank Group/International Monetary Fund Spring Meetings, the World Bank Group, WHO, and Harvard University will co-host a high-level event focused on mental health. The event has gained the active support of several organizations, including: U.S. National Institute of Mental Health; The Rockefeller Foundation; The Nippon Foundation; Secretariat for the United Nations Convention on the Rights of Persons with Disabilities; Harvard University
Asia Center; Gulbenkian Foundation, Global Health Council; Wellcome Trust; Open Society Foundations; World Economic Forum; U.S. State Department/Asia-Pacific Economic Cooperation mental health initiative; Japan National Institute of Mental Health; Fundación Santa Fe, Bogotá, Colombia; The Carter Center; Kennedy Forum; iFred; Chatham House; European Commission’s Directorate General for Health and Food Safety; Fundación ONCE; Grand Challenges Canada; Plan International USA; and Fracarita International (Brothers of Charity).

**Impact:** The event aims to mobilize a global, multi-sector coalition to give visibility to mental health as a key issue in global development. The event will call for action and investment at the country, regional, and global levels. It will also engage finance ministers on the economic and social benefits of investing in mental health and psychosocial support, and identify cost-effective, affordable, and feasible interventions, including the integration of mental health programs into primary care and community settings as part of the progressive realization of universal health coverage.
The Carnegie Corporation of New York (the Carnegie Corporation) makes grants to promote international peace and 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 African Higher Education Summit aimed to create a continental multi-stakeholder platform to identify strategies for transforming the African higher education sector. More than 500 participants attended the first African Higher Education Summit, hosted by the Government of Senegal.

Impact: Consultations were 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. The summit concluded with the Dakar Declaration and an Action Plan, which sets out several key recommendations and action points.

Partnership: The summit brought together partners across several sectors, including the African Union Commission, the African Development Bank, 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, and the National Research Foundation of South Africa. Funding was provided by the Carnegie Corporation, TrustAfrica, The MasterCard Foundation, and the World Bank Group.

REGIONAL INITIATIVE TO SUPPORT EXCELLENCE IN HIGHER EDUCATION IN AFRICA.
Launched 2014.

The African Centers of Excellence (ACE) initiative is supporting key regional centers in Africa to strengthen long-term capacity to train a new generation of Afri-
cans who can develop and apply science and technology to solve Africa’s most pressing challenges. The World Bank Group project supports selected universities in Africa that are the most proactive and innovative in developing higher levels of professional skill development and applied research in priority areas, such as maternal and child health. The focus areas include science, engineering, math, health, and agricultural sciences.

The first phase of the project was launched in western and central Africa in 2014. The second phase, covering eastern and southern Africa, was launched in 2015.

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 Corporation grantee that is supporting capacity building for fundraising in African universities.
The Children’s Investment Fund Foundation (CIFF) is an independent philanthropic organization, headquartered in London, with offices in Nairobi, Kenya, and New Delhi, India. The foundation works with a wide range of partners seeking to transform the lives of poor and vulnerable children in developing countries. CIFF aims to implement bold ideas to seemingly intractable challenges for children and play a catalytic role as a funder and influencer to deliver urgent and lasting change at scale.

CIFF’s areas of work include children and mothers’ health and nutrition, children’s education, deworming and welfare, and smart ways to slow down and stop climate change. CIFF places particular emphasis on quality data and evidence, and measures and evaluates progress to achieve large-scale and sustainable impact.

**EXAMPLES OF PARTNERSHIP**

**CITIES CLIMATE LEADERSHIP GROUP (C40).**
Launched 2005 and ongoing. See page 74.

C40 is addressing climate change at the city level with the support of the World Bank Group, Bloomberg Philanthropies, the Ford Foundation, CIFF, 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.

**EARLY LEARNING PARTNERSHIP (ELP).**
Launched 2014.

ELP is a multi-donor trust fund, managed by the World Bank Group, that works with countries to build programs, policies, and research to scale early learning opportunities and improve outcomes for young children. Although the majority of ELP funding is programmed through the education sector, around 25 percent of funding is channeled through the health, nutrition, and social protection sectors to support holistic early childhood development (ECD). The ELP team works with World Bank Group staff and governments to promote early learning and to meet countries’ needs through research, policy planning, project design, and project finance. ELP activities are being implemented in the following countries: Afghanistan, Bangladesh, Burkina Faso, Democratic Republic of Congo, The Gambia, Kenya, Lesotho, Liberia, Madagascar, Malawi, Mali, Mauritania, Mozambique, Niger, Nigeria, Pakistan, Rwanda, Sierra Leone, Sri Lanka, Tanzania, and Uganda.
ELP has two streams of work:

- Direct funding for country-level activities through a competitive process helps countries achieve their early learning goals. The partnership’s first $2 million in grants has leveraged more than $53 million in new funding for early learning and ECD. The portfolio is expanding rapidly, with more than 30 investments approved in more than 20 countries to date.

- Global analytical work and action research improve existing programs and identify innovations to fill knowledge gaps. ELP works with partners to identify information needs and opportunities to contribute to the global evidence base of what works to scale access to quality early learning.

**Partnership:** ELP works closely with governments, academia, civil society and international agencies, including UNICEF; UNESCO; and GPE. Based on ELP’s initial success, the program is expanding substantially to increase investments in early learning and ECD around the world. CIFF is an important partner and funder of ELP and its resources have enabled the expansion of programming in Africa and South Asia. DFID has committed $7.5 million to expand ELP’s research capacity.

**GLOBAL PARTNERSHIP FOR SUSTAINABLE DEVELOPMENT DATA (GPSDD).**

*Launched September 2015. See page 208.*

GPSDD recognizes that a fundamental problem at the heart of efforts to eradicate extreme poverty is unreliable or nonexistent data. GPSDD was formed to harness improved methods and technology for using data to design and deliver public services, fill gaps in knowledge, and help monitor the Sustainable Development Goals.

**Partnership:** CIFF is a partner and will invest in improving data on the coverage of nutrition interventions and other key indicators by 2020, in at least four countries.

**PARTNERSHIP FOR NUTRITION RESULTS IN INDIA.**

*2015 and ongoing.*

The development objective of the partnership is to contribute to improving the effectiveness of programs of the Government of India and participating state governments for improved nutritional outcomes. In doing so, the partnership will contribute to the reduction in malnutrition during the “first 1,000 days” of a child’s life, with additional emphasis on pregnant and lactating women, adolescent girls, and the most vulnerable.

The partnership, in its first two years of operation, will complement the World Bank Group supported Systems Strengthening and Nutrition Improvement Project, part of the Integrated Child Development Scheme (ICDS), which is providing technical assistance to the Ministry of Women and Child Development of the Government of India and participating states.

**GLOBAL PARTNERSHIP FOR EDUCATION (GPE).**

*Launched 2002. See page 142.*

GPE works with 61 developing countries to ensure that every child receives a quality basic education, prioritizing the poorest, the most vulnerable, and those living in fragile and conflict-affected countries.
It aims to strengthen nutritional components of the ICDS, increase multi-sector collaboration for nutrition, improve data on nutrition, build commitment for nutrition, sharpen the focus on innovation, and harmonize support to nutrition.

**Partnership:** The partnership benefits from CIFF’s technical expertise in the area of nutrition, as well as the foundation’s experience in helping form innovative partnerships to tackle global challenges. This partnership is also supported by the Bill & Melinda Gates Foundation.

**POWER OF NUTRITION.**  
*Launched 2015. See page 186.*

CIFF is a key World Bank Group partner on nutrition. During the 2015 Spring Meetings of the International Monetary Fund and the World Bank Group, CIFF, the UBS Optimus Foundation, the UK Department of International Development, and UNICEF, together with the World Bank Group, launched The Power of Nutrition, a UK-based charity dedicated to unlocking up to $1 billion of new private and public financing to improve child nutrition.

Every $1 of grant funding invested in the Power of Nutrition seeks to leverage up to $5 of new public and private funds. The fund first matches investors’ money, and then uses it to encourage more funding to be allocated to nutrition at the country level — including through new grants, government funding, and International Development Association financing.

For example, the Power of Nutrition is investing $20 million in Tanzania to co-finance a major new nutrition initiative that will bring crucial micronutrient supplements, education about better nutrition practices, and health care services to 20 million children and 5 million women by 2020. This financing will lead to large-scale reductions in stunting, maternal anemia, and infant and maternal mortality in the long term, and is an example of how private capital can play a much greater role in helping the world’s poor.

**PREVENTING EARLY MARRIAGE.**  
*Launched 2014.*

To end child marriage within a generation, there needs to be robust evidence to better understand its costs to girls, families, communities, and societies. Together, the Bill & Melinda Gates Foundation and CIFF are investing $4.2 million over three years to fund the most extensive data modeling ever undertaken, to establish the economic consequences of child, early, and forced marriage, and the economic case for putting a stop to it. The program, led jointly by the International Center for Research on Women and the World Bank Group, will strengthen the case for new programs to prevent child marriage and serve to catalyze greater attention and resources.

The first phase of work focuses on analyzing existing data from more than 20 countries, to understand the economic impacts of child marriage through, for example, health outcomes for the children of the girls who marry early, educational attainment, labor force participation rates and earnings, decision-making, and violence.

The second phase of the project will collect and analyze new data in three countries, including Ethiopia and Niger. The project will interview thousands of women in these countries to understand how their age at marriage may have impacted their lives. The project also includes extensive capacity building.
STRATEGIC IMPACT EVALUATION FUND (SIEF).
2012 and ongoing.

SIEF is a partnership program focused on supporting and promoting evidence-based policy making. The fund focuses on four areas critical to healthy human development: early childhood development and nutrition; basic education; health systems and service delivery; and water supply, sanitation, and hygiene. SIEF works around the world, primarily in low-income countries, bringing impact evaluation expertise and evidence to a range of programs and policy making teams. SIEF was launched in 2012 with a grant from the United Kingdom Department for International Development. SIEF currently supports 63 impact evaluation projects in more than 30 countries.

Impact: CIFF’s support has enabled SIEF to expand its research in early childhood development programs. In 2015, SIEF awarded funding to 13 impact evaluation projects focused on programs seeking to improve the lives of young children aged three to six years. The impact evaluations, including in Cambodia, Ethiopia, Ghana, Indonesia, Malawi, Nicaragua and Rwanda, will contribute to a global understanding of how to craft programs and policies to help the world’s most vulnerable have the opportunity to live healthy and productive lives.

UNITING TO COMBAT NEGLECTED TROPICAL DISEASES (NTDS).
Established 2012. See page 190.

Uniting to Combat NTDs is a group of organizations committed to achieving the WHO’s goal to control and eliminate 10 NTDs by 2020. The partners have committed more than $121 million to scale up deworming efforts, catalyze country demand for treatment, and develop new tools and strategies for interrupting transmission to combat NTDs. CIFF is a partner, along with the END Fund and the Bill & Melinda Gates Foundation.

UWEZO.
2009 and ongoing.

Uwezo—which means “capability” in Kiswahili—is an initiative to improve competencies in literacy and numeracy among children ages 6–16 years in Kenya, Tanzania, and Uganda. The program supports large-scale, community-based assessments of children’s learning (modeled on an India-based initiative). The findings are publicized to create broad public awareness and debate.

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.

Partnership: The William and Flora Hewlett Foundation, CIFF, and the World Bank Group support Uwezo, as do several other institutions.
Citi Foundation works to promote economic progress and improve the lives of people in low-income communities around the world. The foundation invests in efforts that increase financial inclusion, catalyze job opportunities for youth, and reimagine approaches to building economically vibrant cities. Citi Foundation’s “More than Philanthropy” approach leverages the expertise of Citi and its people to fulfill its mission and drive thought leadership and innovation.

EXAMPLE OF PARTNERSHIP

THE CONSULTATIVE GROUP TO ASSIST THE POOR (CGAP).
Created 1995. See page 106.

CGAP is a global partnership of 34 leading organizations that seeks to advance financial inclusion. The partnership 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.
This man is 84 years old and still manages a shoe repair shop which affords him a decent income.

Photo: Bulent Suberk, Turkey
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 (GHG) 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 2020 (a reduction of 17 billion metric tons, or about 25 percent below business-as-usual projections) and 35 billion metric tons by 2030 (50 percent below projections).

**EXAMPLE OF PARTNERSHIP**

**QUANTIFICATION OF MULTIPLE BENEFITS FROM INFRASTRUCTURE DEVELOPMENT PROJECTS WITH (CLIMATE/AIR QUALITY) MITIGATION | CO-BENEFITS.**


ClimateWorks provided funding and expertise to support an effort at the World Bank Group to assess and track the impact of sector policies and World Bank Development projects on short-lived climate pollutants (SLCPs) and greenhouse gases (GHGs). 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 CO₂.

**Impact:** The project contributed to the G8 report on integration of SLCPs into World Bank Group activities, as well as a multiple-benefits framework report for the World Bank Group, which was launched in 2014.

**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 provided valuable contributions to the analysis. ClimateWorks has benefited from access to the World Bank Group’s project-level information and expertise.
CITIES CLIMATE LEADERSHIP GROUP (C40)
Launched 2005 and ongoing

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, the Ford Foundation, the Children’s Investment Fund Foundation, 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.

Areas of collaboration include 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.

The 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.

**EXAMPLES OF PARTNERSHIP**

**CITIES CLIMATE LEADERSHIP GROUP (C40).**

Launched 2005 and ongoing. See page 74.

C40 is addressing climate change at the city level with the support of the World Bank Group, Bloomberg Philanthropies, the Ford Foundation, the Children’s Investment Fund Foundation, 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.

Engaging in a multi-foundation partnership to address climate change globally
INDIA: ACCELERATING UNIVERSAL ACCESS TO EARLY AND EFFECTIVE TUBERCULOSIS CARE (AUAEETC). 2014 and ongoing.

India accounts for 23 percent of the global tuberculosis (TB) epidemic, with an estimated 2.2 million new cases and 300,000 deaths every year. The Revised National Tuberculosis Control Program (RNTCP) is currently implementing its National Strategic Plan 2012–17, which includes a significant increase in funding to accelerate progress toward universal access to TB services. Fifty-four percent of these funds come from external sources, including a $100 million International Development Association credit for “Accelerating Universal Access to Early and Effective Tuberculosis Care,” as well as grants from the Global Fund to Fight AIDS, Tuberculosis, and Malaria.

Technical support for TB control in India is provided by the WHO and other national and international partners. The Bill & Melinda Gates Foundation and the Clinton Foundation provide significant technical support to the program, focused on engaging private providers and enhancing diagnostics and technological innovations to improve the efficiency and effectiveness of the program.

Impact: Since 2006, more than 80 million people have been tested, more than 17 million TB patients detected and treated, and millions of lives saved by RNTCP’s efforts. The program has expanded and improved services for poor and high-risk groups, including children, and significantly expanded treatment for drug-resistant cases.

Partnership: The Bill & Melinda Gates Foundation and the Clinton Foundation worked closely with the World Bank Group to support RNTCP in the development of the 2012–17 National Strategic Plan, and provided substantial inputs for the preparation of AUAEETC. They continue to provide valuable technical support to the implementation of the project.
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.

**EXAMPLE OF PARTNERSHIP**

**CONSULTATIVE GROUP ON EARLY CHILDHOOD CARE AND DEVELOPMENT (CGECCD).**

*Established 1984. See page 84.*

The CGECCD is a global alliance of committed partner agencies, institutions, and professionals dedicated to working together to facilitate understanding of the importance of early childhood for social development and poverty reduction, and to advocate for improved investments, policies, and actions to support the holistic development of young children.

**Partnership:** The Hilton Foundation is a member of the CGECCD.
Removing freshly caught fish from nets, in Nigeria

Photo: Arne Hoel / World Bank
The goals of the David and Lucile Packard Foundation (Packard Foundation) 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**

**GLOBAL PROGRAM ON FISHERIES (PROFISH) AND ALLIANCE FOR RESPONSIBLE FISHERIES (ALLFISH).** Established 2005 and ongoing.

PROFISH and ALLFISH are working to establish frameworks and processes to engage the fisheries industry and other stakeholders in an effort to improve fisheries governance, advance the recovery of fish stocks, and make fisheries sustainable. These initiatives are supported by the World Bank Group’s Global Environment Fund (GEF), and have received support from the Gordon and Betty Moore Foundation and the Packard Foundation, among others.

**Partnership:** The Packard Foundation has supported efforts to measure the economic losses of fisheries mismanagement, while the Gordon and Betty Moore Foundation has supported the creation of the “50 in 10” partnership to improve sustainable fisheries.

**THE PACIFIC ISLANDS REGIONAL OCEANSCAPE PROGRAM (PROP).** Established 2013 and ongoing.

PROP, supported by International Development Association financing and co-financed by World Bank Group GEF grants, 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. The Packard Foundation provided guidance and advice on the development of an appropriate financial mechanism under the project’s Sustainable Financing of the Conservation of Critical Fishery Habitats component.

**Working to improve oceanic and coastal fisheries**
In Niger, just six percent of children are enrolled in preschool. Families struggle with high levels of stunting and poverty.

Now, parents who come each month to receive cash through a government program, can also attend community parenting education classes to learn more about how they can support their children’s growth through early stimulation, play, good nutrition and health. About 80,000 households and nearly half a million of the country’s most vulnerable people are benefitting from both the cash transfer program and from practical information about how they can improve their children’s development. This initiative is implemented by the government of Niger with support from the World Bank and UNICEF. The World Bank finances the program, and provides technical assistance through the Early Learning Partnership with funding from the Children’s Investment Fund Foundation. An impact evaluation of the program is being carried out with support from the Strategic Impact Evaluation Fund.

This program has provided the blueprint for other similar efforts in Africa.
The mission of Dubai Cares 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; teacher training; school infrastructure; and water, sanitation, and hygiene in schools.

**EXAMPLE OF PARTNERSHIP**

**SUPPORT FOR IMPACT EVALUATION OF THE GLOBAL PARTNERSHIP FOR EDUCATION—VIETNAM ESCUELA NUEVA (GPE-VNEN) PROGRAM.**

**January 2014.**

Dubai Cares 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 adapted to and implemented in Vietnam.

The project introduces new teaching and learning practices in 1,500 primary schools in low-income settings. The Escuela Nueva model 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, such as quantitative analysis, qualitative analysis using video, and item response theory for student assessment.
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 the only worldwide partnership addressing agricultural research for development whose work contributes to the global effort to tackle poverty, hunger and major nutrition imbalances, and environmental degradation.

Its work is carried out by 15 centers that are members of the CGIAR Consortium, in close collaboration with hundreds of partners, including national and regional research institutes, civil society organizations, academia, development organizations, and the private sector.

The 15 research centers generate and disseminate knowledge, technologies, and policies for agricultural development through the CGIAR Research Programs. The CGIAR Fund provides reliable and predictable multi-year funding to enable research planning over the long term, resource allocation based on agreed priorities, and the timely and predictable disbursement of funds. The multi-donor trust fund finances research carried out by the centers through the CGIAR Research Programs.

The partnership has almost 10,000 scientists and staff in 96 countries, unparalleled research infrastructure, and dynamic networks across the globe. CGIAR’s collections of genetic resources are the most comprehensive in the world.

Foundation partners:
- Howard G. Buffett Foundation
- Ford Foundation
- Bill & Melinda Gates Foundation
- W.K. Kellogg Foundation
- The Rockefeller Foundation
- Syngenta Foundation
- Sir Ratan Tata Trust
- Wellcome Trust
The eBay Foundation is committed to using strategic grant-making to create economic opportunity for people around the world. It was the first corporate foundation to be endowed with pre-initial public offering stock after its establishment in 1998. The foundation makes strategic social investments that leverage its talent and technology to deliver long-term impact to nonprofit partners. It is committed to engaging employees in charitable giving and volunteering programs.

**Impact:** This collaboration is about innovation and shared learning, and will examine how data can be mined to reduce costs to find and serve SME clients. Banks often find it difficult to lend to small businesses because of the lack of information about their creditworthiness. As a result, around half of small businesses worldwide do not have enough capital to get off the ground or expand.

**Partnership:** The eBay Foundation’s role is critical in helping identify new approaches to enable greater economic inclusion. The study is being co-produced by IBM and the SME Finance Forum, an initiative owned by the G-20 and managed by IFC.

**EXAMPLE OF PARTNERSHIP**

**STUDY TO IDENTIFY DATA-DRIVEN SOLUTIONS FOR FINANCING SMALL AND MEDIUM ENTERPRISES (SMEs) IN EMERGING MARKETS.**

2015.

The eBay Foundation collaborated with the International Finance Corporation (IFC) for the first time to help find data-driven solutions for financing small and medium enterprises (SMEs) in emerging markets. The world’s digital data is expected to double every two years between now and 2020. In five years, 60 percent of the world’s digital data will come from emerging markets. Currently millions of small businesses in emerging countries are restrained from growing, increasing revenue, and creating jobs because of limited access to finance.
CONSULTATIVE GROUP ON EARLY CHILDHOOD CARE AND DEVELOPMENT (CGECCD)

Established 1984

CGECCD is a global alliance of partner agencies, institutions, and practitioners dedicated to improving understanding of the importance of early childhood for social development and poverty reduction.

CGECCD advocates for increased investments, better policies, and concerted actions to support the holistic development of young children. CGECCD generates and disseminates knowledge, shares information, and campaigns for greater support for the care and development of young children.

The World Bank Group provides funding for CGECCD to (i) support global and regional capacity building to identify and replicate effective approaches to advocacy, policy, and programs through South-South learning, exchange of evidence and good practice, and institutional relationships at country level; (ii) strengthen the position of early childhood development (ECD) globally in key international declarations; and (iii) mobilize international ECD knowledge and evidence.

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

Foundation Partners:

- Aga Khan Development Network
- Bernard van Leer Foundation
- Conrad N. Hilton Foundation
- The William and Flora Hewlett Foundation
- UBS Optimus Foundation
- Open Society Foundations
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

GLOBAL PARTNERSHIP FOR EDUCATION (GPE).
Launched 2002. See page 142.

GPE works with 61 developing countries to ensure that every child receives a quality basic education, prioritizing the poorest, the most vulnerable, and those living in fragile and conflict-affected countries.
AFRICAN PROGRAM FOR ONCHOCERCIASIS CONTROL II (APOC)
Launched 1995 and ended 2015

APOC is the successor to the original African river-blindness control program, which closed in 2002 after having eliminated onchocerciasis as a health and socioeconomic problem in 10 of the 11 West African countries it eventually covered. The APOC program was created in 1995 to build on the success of that initiative, supporting 19 central, eastern, and southern African countries. APOC closed in 2015, and is being replaced by the Expanded Special Projects for Control and Elimination of Neglected Tropical Diseases (ESPEN) program. ESPEN will provide technical support to endemic countries to increase treatment coverage for neglected tropical diseases.

Impact: APOC 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 was extended through 2015 to enable it to provide full coverage to post-conflict countries and contribute to strengthening national health care delivery systems.

Partnership: This is a multi-stakeholder partnership that has included the Bill & Melinda Gates Foundation, the Champalimaud Foundation, the Calouste Gulbenkian Foundation, the TY Danjuma Foundation, the Wellcome Trust, and the END Fund.
The END Fund is a collaboration between progressive philanthropists around the globe, who have come together to form a private initiative aimed at tackling neglected tropical diseases (NTDs). The END Fund is a leader in the global health movement to tackle NTDs, working collaboratively with committed partners, including global health organizations, visionary investors, pharmaceutical companies, leaders from developing countries affected by NTDs, and those who suffer from the diseases themselves.

**EXAMPLES OF PARTNERSHIP**

**AFRICAN PROGRAM FOR ONCHOCERCIASIS CONTROL II (APOCH).**

APOCH is the successor to the African river blindness control program and was created to build on the success of that initiative, supporting 19 central, eastern, and southern African countries. APOCH closed in 2015, and is being replaced by the Expanded Special Projects for Control and Elimination of Neglected Tropical Diseases (ESPEN) program. ESPEN will provide technical support to endemic countries to increase treatment coverage for neglected tropical diseases.

**Impact:** Funding from the END Fund supported community-directed treatment, training and capacity building, community education on NTDs, social mobilization efforts, and treatment activities targeting people at risk for river blindness and lymphatic filariasis (LF). In Côte d’Ivoire, 1,730 community drug distributors and 185 health and government workers were trained in preparation for the treatment campaign. In the Democratic Republic of the Congo, the END Fund grant allowed for the expansion of the country’s efforts to address the significant burden of LF, alongside river blindness. The first round of treatment of this project was completed in early 2015 and reached more than one million people. In
addition, more than 5,000 community drug distributors were trained in 2014.

**Partnership:** The END Fund mobilized resources for the treatment of river blindness and LF in Côte d’Ivoire and the Democratic Republic of Congo, to be carried out by APOC.

**UNITING TO COMBAT NEGLECTED TROPICAL DISEASES.**

*Established 2012. See page 190.*

Uniting to Combat NTDs is a group of organizations committed to achieving the WHO’s goal to control and eliminate 10 NTDs by 2020. The partners have committed more than $121 million to scale up deworming efforts, catalyze country demand for treatment, and develop new tools and strategies for interrupting transmission to combat NTDs. The END Fund is a partner, along with the *Bill & Melinda Gates Foundation* and the *Children’s Investment Fund Foundation*. 

*Photo: Ray Witlin / World Bank*
The Eurasia Foundation of Central Asia (EFCA) was created in 2005 to meet the needs of Eurasia Foundation’s local partners in Central Asia and devolve management responsibilities to local staff. Based in Almaty, Bishkek, Dushanbe, and Osh, EFCA staff manage a broad portfolio of programs, developing local organizations via technical assistance and grants. Eurasia Foundation and EFCA have invested more than $40 million in Central Asia to support local initiatives in community development, private enterprise, education, and public administration.

**EXAMPLE OF PARTNERSHIP**

**TRANSPARENCY AND ACCOUNTABILITY IN LOCAL BUDGETING.**


This partnership between the World Bank Group and EFCA aimed to raise awareness and understanding of the process, legislation, roles, and responsibilities of local government and nongovernmental stakeholders involved in local budgeting. Funded by the World Bank Group and implemented by EFCA, the projects focused on training and peer-to-peer learning on local budgeting.

**Impact:** The program 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 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.
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.

**EXAMPLES OF PARTNERSHIP**

**EFC HOSTS THE WORLD BANK AND FOUNDATIONS ON SOLVING THE JOBS PUZZLE.**

*Milan, Italy. May 2015.*

On the margins of its Annual General Assembly, EFC hosted a roundtable on jobs organized by the World Bank Group in collaboration with the Robert Bosch Foundation in Milan, in May 2015. The purpose of the event, titled *Solving the Jobs Puzzle,* was to provide an open space for the exchange of knowledge and ideas for collaboration between the World Bank Group, philanthropic organizations, and private corporations on the global jobs agenda.

**WORLD BANK–EFC ON THE WORLD DEVELOPMENT REPORT 2015.**


The World Bank Group and EFC joined forces to present the 2015 edition of the World Bank Group’s flagship World Development Report titled *Mind, Society, and Behavior* to a roundtable of representatives of European foundations and civil society organizations at EFC’s Philan-
thropy House, in Brussels, in January 2015. Participants debated the report’s central message that basing development policies on insights into how people actually think will help governments and civil society achieve development goals more effectively.

**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 to 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 policymakers. EFC and the World Bank Group disseminated the information on their websites and some aspects of the discussions were aired on social media.

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

**EXAMPLES OF PARTNERSHIP**

**THE ENTREPRENEURSHIP DATABASE.**

2007 and ongoing.

The Entrepreneurship Database is a unique source of comparable, cross-country data on new business registration, aimed at facilitating a greater understanding of the dynamics of private enterprises around the world. The data allow for a deeper understanding of the relationship between new firm registration, the regulatory environment, and economic growth.

The Entrepreneurship Database and Doing Business have jointly developed a data collection methodology to measure entrepreneurial activity systematically. The 2015 Entrepreneurship Database contains annual data on the number of newly registered firms in 136 economies over the period 2004–2014. To facilitate cross-country comparability, the Entrepreneurship Database employs a consistent unit of measurement, source of information, and concept of entrepreneurship that is applicable across a diverse sample of participating economies.

**Partnership:** The Kauffman Foundation provided funding for the collection and analysis of data on entrepreneurship. The foundation also supported several publications and events to disseminate the information.

**THE GLOBAL ENTREPRENEURSHIP RESEARCH NETWORK (GERN).**

2013. See page 110.

GERN is one of the first global initiatives to gather and disseminate knowledge systematically on entrepreneurship, and encourage the testing of new instruments to support entrepreneurship in a more effective manner, promoting collaborative research among entrepreneurship research institutions. The Kauffman Foundation is a founding member of GERN and the partnership’s main funder.
OPEN CONTRACTING PARTNERSHIP
2013 and ongoing

The Open Contracting Partnership (OCP) is a nonprofit organization that works with government at the state and city levels, companies, and civil society in developing and high-income countries to open public contracting through disclosure, data, and engagement. Its goal is to ensure that the vast sums of money generated and spent through contracts are deployed honestly, fairly, and effectively.

The World Bank Group incubated the OCP and hosted the interim secretariat for more than two years. The OCP is now an independent organization, with the World Bank Group’s Director for Public Integrity and Openness serving as Chair of its Advisory Board. The OCP complements services that the World Bank Group’s Open Contracting Program offers to government clients, providing support with business development, management of the Open Contracting Data Standard as a public good, global advocacy, peer learning, and field building.

Impact: Open contracting data are now available in Canada, Paraguay, and Ukraine, and there is an exciting pipeline of potential partners and collaborators in Colombia, Indonesia, Mexico, Moldova, Mongolia, the Philippines, Romania, the United Kingdom, Vietnam, Zambia, and elsewhere. The partnership has achieved some advocacy successes, such as the G20 Principles for Public Procurement, which emphasized the importance of transparency and participation, and the G20 Anti-Corruption Open Data Principles, which identified public procurement as a priority data set to be published, recognizing open contracting’s transformative potential. More than 40 member countries of the Open Government Partnership have committed to more transparent public procurement; three of them, Colombia, France, and Ghana, made new and specific open contracting commitments in 2015.

The William and Flora Hewlett Foundation, Open Society Foundations, the Laura and John Arnold Foundation, and the Omidyar Network provide funding for the OCP.
The FIA Foundation was established in 2001 by the Fédération Internationale de l’Automobile (FIA). The foundation focuses on global road safety, practical environmental research and interventions to improve air quality and tackle climate change, and high-impact strategic advocacy in the areas of road traffic injury prevention and motor vehicle fuel efficiency. FIA’s aim is to ensure “Safe, Clean, Fair and Green” mobility for all, for a sustainable future. Through funding partnerships with international development organizations, FIA supports programs, pilot initiatives, and campaigns in more than 80 countries around the world.

**EXAMPLES OF PARTNERSHIP**

**CONSULTATIONS ON THE WORLD BANK GROUP’S ENVIRONMENTAL AND SOCIAL FRAMEWORK.**

February 2015.

The FIA Foundation participated in the consultations on the World Bank Group’s Environmental and Social Framework with a document titled *Designing World Bank Safeguards to Ensure Road Traffic Injury Prevention: Submission to World Bank Consultation*. The submission outlined three principle recommendations, including making road safety a major priority within the framework, acknowledging the high rate of injury and loss of life due to poorly designed road projects, and the use of a star rating target system for road infrastructure.

**ROAD SAFETY WEEK: SAVING LIVES IS CRUCIAL FOR REDUCING POVERTY, BOOSTING GROWTH.**


Road Safety Week was convened by the World Bank Group and Global Road Safety Facility partners, with a special focus on improving safety for children. The event gathered senior officials and representatives of the private sector, nongovernmental organizations, and civil society.
At the event, the foundation launched a joint report with the UNICEF titled *Safe to Learn: Safe Journeys to School Are a Child’s Right.*

**THE GLOBAL ROAD SAFETY FACILITY (GRSF).**
*2012 and ongoing.*


**Partnership:** GRSF was launched by the World Bank Group and the Inter-American Development Bank, in April 2011. FIA and Bloomberg philanthropies are active partners in the facility.

**Impact:** GRSF’s mission is to contribute actively to the Decade of Action, leveraging the global presence of the World Bank Group, and working in close collaboration with donors and partners. The Decade of Action aims to stabilize and reduce the number of deaths and seriously injured, saving five million lives and avoiding 50 million serious injuries between 2011 and 2022.
The Ford Foundation’s newly articulated central mission is to fight inequality. The foundation has identified a set of underlying drivers of inequality which, through its grant making, it seeks to disrupt. Those drivers are: entrenched cultural narratives that undermine fairness, tolerance, and inclusion; rules of the economy that magnify unequal opportunity and outcomes; persistent prejudice and discrimination against women, as well as racial, ethnic, and caste minorities; a failure to invest in and protect vital public goods, such as education and natural resources; and unequal access to government decision-making and resources. To challenge these drivers of inequality, the Ford Foundation makes grants in seven interconnected areas: civic engagement and government; free expression and creativity; equitable development; gender, racial, and ethnic justice; inclusive economies; Internet freedom; and youth opportunity and learning. The Ford Foundation is committed to investing in institutions, individuals, and ideas, with the belief that social change is best served by a strong, diverse community of people dedicated to advancing human dignity and challenging inequality.

**EXAMPLES OF PARTNERSHIP**

**1 IN 3 ART EXHIBITION.**
**2014 and ongoing.**

Research from the WHO shows that some 35 percent of women worldwide—one in three—are subject to violence over the course of their lives, mostly at the hands of their husbands or partners. This comes at a huge personal and economic cost. Estimates of lost productivity alone range from 1.5 to 2 percent of gross domestic product, or roughly what most developing countries spend on primary education.

In May 2014, the World Bank Group exhibited 1 in 3, dedicated to gender-based violence. The exhibition brings together hard data with some 80 nuanced, powerful artworks that explore the ways in which violence affects the lives of women and girls around the world.

**Impact:** After showing at the World Bank Group headquarters in Washington DC, the exhibition traveled to Brazil, Germany, Senegal, and the United Nations in New York City.

**Partnership:** Support from the Ford Foundation has been crucial in enabling this powerful exhibition to travel and be shown in several locations outside Washington, DC, USA.
CGIAR (FORMERLY KNOWN AS THE CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH). See page 82.

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 Fair Trade for All Initiative on smallholder producers and farm workers.** 2013–2016. This evaluation lays out a process for documenting the effects of the Fair Trade for All certification using robust scientific methods.

- **Evaluating the Impacts of Livestock, Aquaculture Microcredit, and Value Chain Programs on Women’s Empowerment.** 2011–2013. The project aimed to establish the links between female economic empowerment, agency, and exercise of choice from a rights perspective.

- **Increasing Benefits to Women from Livestock and Livestock Markets.** 2009–2011. The project’s goal was to increase the incomes and general well-being of women and their households.

- **Informal markets for poverty reduction and food security: Exploring policy options in Nicaragua and Honduras.** 2015. The project aims to understand informal market channels for agricultural goods in Honduras and Nicaragua, and identify policy options for increasing the value that the informal market provides to poor producers and consumers.

- **Public policies on linking farmers to markets in Colombia and the Latin American Region.** 2013–2015. This is a study of the effect of public policies on agricultural supply chains in Colombia.

CITIES CLIMATE LEADERSHIP GROUP (C40). Launched 2005 and ongoing. See page 74.

C40 is addressing climate change at the city level with the support of the World Bank Group, Bloomberg Philanthropies, the Ford Foundation, the Children’s Investment Fund Foundation, and the Clinton Foundation. A network of large and engaged cities around the world, C40 is committed to implementing meaningful and sustainable climate-related actions locally that will help address climate change globally.

CONSULTATIVE GROUP TO ASSIST THE POOR (CGAP)/FORD FOUNDATION’S GRADUATION PROGRAM. Created 1995. See page 106.

CGAP is a global partnership of 34 leading organizations that seeks to advance financial inclusion. The partnership between CGAP and the Ford Foundation was established to understand how safety nets, livelihood training, and access to financial services can be sequenced to create pathways for destitute households to move out of extreme poverty.

**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 of randomized control evaluations of 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 diver-
sified their incomes became healthier, and increased their assets and savings. Several governments and large donors are picking up the model and integrating the lessons learned into their operations.

**Partnership:** The Ford Foundation co-funds this program with CGAP. Ford joined CGAP in 2002.

**GLOBAL LAB FOR STRATEGIC METROPOLITAN PLANNING (METRO LAB). 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.

**Impact:** Metro Labs were organized in Mumbai, New York, and Seoul.

**Partnership:** The Ford Foundation and the World Bank Group benefited from increased access to and deeper dialogue with each other’s clients. The partnership also leveraged the skills and knowledge of the Regional Plan Association.

**GLOBAL PARTNERSHIP FOR SOCIAL ACCOUNTABILITY (GPSA).**

Launched 2012 and ongoing. See page 20.

GPSA generates knowledge, networking, and financing to build civil society’s capacity to promote social accountability.

**Partnership:** The Ford Foundation was involved in the technical working group formed to develop GPSA’s strategic direction and governance structure, and was its first funder. The foundation recently announced a second tranche of funding and is an active member of the Steering Committee.

**STRATEGIC COMMUNITY INVESTMENT—ROYALTY MANAGEMENT AND STAKEHOLDER ENGAGEMENT IN THE MINING SECTOR. 2013–2014.**

The Ford Foundation and the International Finance Corporation (IFC) launched a joint project in Soto Norte Province, Colombia, which had experienced a recent influx of mining companies. The project provided tools to communities and local governments to facilitate dialogue between them, strengthening community-level participation and government responsiveness to support sub-regional development objectives.

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

**Partnership:** This partnership between the Ford Foundation and IFC complements projects undertaken by each organization independently that promote stronger accountability of local governments in the region. 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 AND KNOWLEDGE PLATFORM (UKP).**

The Ford Foundation was a member of UKP, which aimed 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.
FUNCATE is accredited by Brazil’s Ministry of Education and Ministry of Science and Technology as a foundation that supports government research and development organizations. It works closely with the National Institute for Space Research in particular, interpreting remote sensing images to map land use, vegetation cover, and degradation characteristics, particularly in the Amazon.

**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 internationally accredited 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. This helped reduce the pastureland required for livestock production and release land for other agricultural, agro-energy, and forestry activities.

**Partnership:** This project has contributed to the World Bank Group’s goal to improve sustainable natural resource management, which will in turn contribute to a continued reduction in the rate of deforestation. The institutional and operational support offered by FUNCATE was essential for implementing the project and achieving its objectives.
Children study in the public school, Lucílio Da Souza Reis in Juliana in the Amazon region of Brazil near Manaus.

Photo: Julio Pantoja / World Bank
The Fundação Itaú Social partners with government, the private sector, and civil society organizations to establish strategic alliances.

**EXAMPLE OF PARTNERSHIP**

**MAIS EDUCAÇÃO (MORE EDUCATION) PROGRAM.**


The Itaú Social Foundation and the World Bank Group are partnering to evaluate “Mais Educação,” a federal school extension day program aimed at reducing student dropout rates and improving learning. The program provides states in Brazil with financial resources so they are able to extend the school day to seven consecutive hours in primary schools, and promotes a more diverse curriculum and a wide range of extracurricular activities.

**Impact:** The evaluation found strong evidence that this initiative was successfully supporting the expansion of a longer school day across Brazil; however, it also revealed that there is room for significant improvement in the design and implementation of the program. Ongoing assessments will focus on the program’s effects on other socio-economic outcomes, such as teenage pregnancy and crime.
TROPICAL DISEASE RESEARCH (TDR)

Established 1974

TDR is a global program of scientific collaboration that has promoted research on neglected tropical diseases for more than 40 years. TDR helps coordinate, support, and influence global efforts to combat a portfolio of major diseases. TDR pioneered insecticide-impregnated bed nets for protection against malaria, and many other advances in combating tropical diseases.

TDR is based at the World Health Organization (WHO) and sponsored by UNICEF, UNDP, the World Bank Group, and WHO. Since the program's establishment in 1974, several foundations have provided grant support, including: the Bill & Melinda Gates Foundation, ExxonMobil Foundation, Open Society Foundations, Ford Foundation, The Nippon Foundation, John D. and Catherine T. MacArthur Foundation, Gulbenkian Foundation, The Rockefeller Foundation, and Wellcome Trust.
Fundação Maria Cecilia Souto Vidigal is a Brazilian family foundation dedicated to promoting early childhood development (ECD) in Brazil. To achieve this goal, the foundation focuses on producing and disseminating knowledge and information in support of ECD.

**EXAMPLE OF PARTNERSHIP**

**BE—THE BEGINNING OF LIFE.**

2016.

The World Bank Group is supporting the dissemination of the film *Be—The Beginning of Life*, which was produced in partnership with the Fundação Maria Cecilia Souto Vidigal, the Bernard van Leer Foundation, and others. This inspirational film raises awareness of the importance of the first years of a person’s life. Backed by scientific findings and interviews with leading ECD specialists, the film tells the story of this crucial period in human development, while also bringing to life the challenges faced by families with young children in Brazil and around the world.
CONSULTATIVE GROUP TO ASSIST THE POOR (CGAP)

Created 1995

CGAP 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.

CGAP’s foundation members include:

- Bill & Melinda Gates Foundation
- Citi Foundation
- Ford Foundation
- The MasterCard Foundation
- Michael and Susan Dell Foundation
- MetLife Foundation
- Omidyar Network

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 toward core funding. Foundations make this global partnership stronger, smarter, and more innovative. Priority areas include the following:

- Understanding demand to effectively deliver for the poor
- Providing financial innovation for smallholder families
- Developing robust provider ecosystems
- Building an enabling and protective policy environment globally
- Promoting effective and responsible funding for financial inclusion
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 CLEANUP PLAN.**

2011.

The Matanza-Riachuelo Basin is one of the most polluted river 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. FARN received a grant to promote transparency, accountability, and independent monitoring efforts around the Matanza-Riachuelo Basin Cleanup, which was ordered by the Argentine Supreme Court.

An online monitoring platform (www.quepasariachuelo.org.ar) was developed to bring to light problems in the Matanza-Riachuelo Basin, which affect the quality of life of four million people in the surrounding communities. The platform enables citizen participation in restoration efforts.

**Impact:** This initiative supports the active involvement of communities in the Matanza-Riachuelo Basin in shaping public policies, enabling the communities to make their voices heard. The project helped create a network of local agents to monitor the progress of the cleanup 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 cleanup plan. The project also received funding from the European Union.
Mixed boy-girl soccer team listening to instructions from the coach in Colombia

Photo: © 2014 BeyondSport
Fundación Fútbol con Corazón
Barranquilla, Colombia
Andrés Esteban Reyes, Executive Director
@FCCColombia

Fundación 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 five to 16 years who are living in vulnerable communities in Colombia. FCC’s school programs focus on sports training methodology. Its “Football for Peace” workshops develop life skills and teach young people about food and nutrition.

EXAMPLE OF PARTNERSHIP

FOOTBALL FOR PEACE PARTNERSHIP.
2011 and ongoing.

Football for Peace is a program for girls and boys aged five to 16 years who live in situations of violence in Colombia. The program aims to help these children gain confidence, improve their quality of life, and build a peaceful future through sport.

Impact: The program has reached 1,800 children in three municipalities. Participating schools have integrated Soccer for Peace directly into their curriculums.

Partnership: FCC has benefited from the World Bank Group’s funding and technical support.
GLOBAL ENTREPRENEURSHIP RESEARCH NETWORK (GERN)  
*Launched 2013*

GERN 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. GERN’s members are dedicated to producing joint research projects to achieve these goals.

The World Bank Group is one of the 13 founding members of GERN, and is contributing by conducting research on entrepreneurship and sharing knowledge on the implementation and evaluation of entrepreneurship programs in client countries. Other founding members include 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. The initiative will result in better and more effective evidence-based policy making in support of entrepreneurship for job creation.

**Partnership:** Participation in the GERN network allows the World Bank Group to leverage resources in the space of entrepreneurship policy and achieve greater impact in its engagement with client countries.
Fundación Gabriel García Márquez para el Nuevo Periodismo Iberoamericano
Cartagena, Colombia
Jaime Abello Banfi, Director
@FNPI_org

EXAMPLE OF PARTNERSHIP

SEMINARS IN JOURNALISM IN LATIN AMERICA.

In June 2013, the Government of Colombia, the World Bank Group, the mayor of the Municipality of Cali in Colombia, and FNPI co-organized a one-day seminar for 25 journalists from Central America, Colombia, and Mexico. Their objective was to create a network of reporters to cover violence as a development challenge.

In May 2014, the Inter-American Development Bank, FNPI, and the World Bank Group organized a four-day workshop with 20 journalists from Argentina, Bolivia, Brazil, Colombia, Costa Rica, Ecuador, El Salvador, Guatemala, Honduras, Nicaragua, Panama, Peru, and República Bolivariana de Venezuela on investigative journalism and citizen security coverage. The workshop resulted in a series of stories published by participants in their respective media outlets that explored the complexities of violence in its political, economic, and social dimensions.
High rises and hotel buildings in Panama City, Panama

Photo: Gerardo Pesantez / World Bank
Fundación Internacional y para Iberoamérica de Administración y Políticas Públicas
Madrid, Spain
Soraya Sáenz de Santamaría Antón, Chairwoman and President
@FIIAPP

Fundación Internacional y para Iberoamérica de Administración y Políticas Públicas 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 all citizens, especially the most vulnerable, have access to basic services.

**EXAMPLE OF PARTNERSHIP**

**PUBLIC INTEREST MEDIA, SOCIAL COHESION, AND DEVELOPMENT IN LATIN AMERICA.**

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

**Impact:** A report titled *Cajas Mágicas: El renacimiento de la televisión pública en América Latina* (*Magic Boxes: The Renaissance of Public Television in Latin America*) generated considerable media attention and debate. The project also gave rise to a series of seminars on the subject of public interest media in Latin America, supported by Latin American and Spanish experts.
One in three women in the world is subject to violence over the course of her life. A powerful traveling art exhibition—1 in 3: What Does It Take for You to Be Outraged?—is bringing to light the ways that violence affects the lives of women and girls around the world. The thought-provoking exhibition includes 80 pieces of art, from paintings to photographs to sculpture, produced by emerging artists from countries across the world.

Paintings by Laben John of Papua New Guinea show the impact of domestic violence as experienced or witnessed by children. A series of photographs depicts human trafficking through portraits of young women lured abroad with false promises of a better life. Sculptures by Freddy Tsimba from the Democratic Republic of Congo show how sexual and gender-based violence can be a weapon of war, while artist Nasheen Saeed of Pakistan depicts the neglect so many girls suffer in their own families just because they are girls.

With support from the Ford Foundation, 1 in 3 traveled from Washington, DC, to Brazil, Germany, Senegal, and the United Nations in New York City, engaging diverse audiences in this moving portrayal of gender-based violence.
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 psychosocial support and education for peace, and training Colombia’s youth to be agents of change in their communities.

**Impact:** Mi Sangre’s projects have benefited almost 6,000 children and young people. The foundation is planning several follow-up activities, including analysis of education for peace campaigns, recruitment prevention through art and culture, development of instruments to reach out to potential donors, systematization of the foundation’s experience using the methodology developed by the Alliance of Education for the Construction of a Peace Culture, and the organization of a national forum on education for peace through art and culture, among others.

**Partnership:** FMS, the Government of Colombia, and the World Bank Group 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 to inform millions around the world about the program.

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**EXAMPLE OF PARTNERSHIP**

**MI SANGRE PARTNERSHIP.**

2012 and ongoing.

This partnership between FMS and the World Bank Group offers Colombian youth, many of whom are victims of violence, structured activities including singing, painting, and writing, with the underlying goal of promoting 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.
GLOBAL FUND TO FIGHT AIDS, TUBERCULOSIS, AND MALARIA (THE GLOBAL FUND)

Established 2002

The Global Fund is structured as a global health partnership between developed countries, developing countries, the private sector, civil society, and affected communities. Its purpose is to attract, manage, and disburse resources rapidly to prevent and treat these three communicable diseases. This partnership model actively supports country-owned approaches that develop and implement effective, evidence-based programs to respond to AIDS, tuberculosis, and malaria. Through its 2012–2016 strategy, “Investing for Impact,” the Global Fund aspires to save 10 million lives and prevent 140 million to 180 million new infections from HIV/AIDS, tuberculosis, 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. The World Bank Group helps countries identify priorities for 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 late 2015, programs supported by the Global Fund Partnership have put 8.1 million people on antiretroviral therapy for AIDS, tested and treated 13.2 million people for TB, and distributed 548 million insecticide-treated nets to protect families against malaria.

Partnership: Several foundations are engaged in the Global Fund. Most notably, the Bill & Melinda Gates Foundation provides cash contributions, is an active member of the board and committees, is a substantial funder of advocacy, and plays a key role in fundraising efforts. The UN Foundation is also an active member.
Fundación ONCE (ONCE Foundation) was established in Spain in 1988 by ONCE (the National Organization of Spanish Blind People) as a way for blind persons to show solidarity with and help improve the lives of other groups representing people with disabilities. The foundation's main source of financing is from the 3 percent of gross receipts obtained from the sales of ONCE lotteries. ONCE Foundation provides a gold standard of diversity programs and is recognized by The Economist–supported “Global Diversity List” as one of the top 10 disability networks for engaging with thousands of companies to integrate disabled people in the workforce.

EXAMPLES OF PARTNERSHIP

FOUNDATIONS FOR INCLUSIVE DEVELOPMENT CONSULTATION.
Washington, DC, USA. November 2015.

The World Bank Group hosted a half-day consultation with several foundations, including ONCE Foundation, the Council on Foundations, Essl Foundation, European Foundation Centre, Open Society Foundations, The Nippon Foundation, and Wellspring Advisors to explore possibilities for partnership around disability inclusiveness. Participants agreed to develop a map of activities in the area of disability, to identify the various actors and recipients of programs, and continue exploring opportunities for partnership and collaboration.

OUT OF THE SHADOWS: MAKING MENTAL HEALTH A GLOBAL DEVELOPMENT PRIORITY.
April 2016.

At the 2016 World Bank Group/International Monetary Fund Spring Meetings, the World Bank Group, WHO, and Harvard University will co-host a high-level event focused on mental health. The event has gained the active support of several organizations, including: U.S. National Institute of Mental Health; The Rockefeller Foundation; The Nippon Foun-
dation; Secretariat for the United Nations Convention on the Rights of Persons with Disabilities; Harvard University Asia Center; Gulbenkian Foundation, Global Health Council; Wellcome Trust, Open Society Foundations; World Economic Forum; U.S. State Department/Asia-Pacific Economic Cooperation mental health initiative; Japan National Institute of Mental Health; Fundación Santa Fe, Bogotá, Colombia; Carter Center; Kennedy Forum; iFred; Chatham House; European Commission’s Directorate General for Health and Food Safety; ONCE Foundation; Grand Challenges Canada; Plan International USA; and Fracarita International (Brothers of Charity).

Impact: The event aims to mobilize a global, multi-sector coalition to provide visibility to mental health as a key issue in global development. The event will call for action and investment at the country, regional, and global levels. It will also engage finance ministers on the economic and social benefits of investing in mental health and psychosocial support, and identify cost-effective, affordable, and feasible interventions, including the integration of mental health programs into primary care and community settings as part of the progressive realization of universal health coverage.

WORLD BANK GROUP FOUNDATIONS ROUNDTABLE SERIES—DISABILITY INCLUSION MATTERS.
Washington, DC, USA. November 2015.

The World Bank Group hosted a roundtable discussion with the ONCE Foundation, where the foundation presented its work on creating opportunities for persons with disabilities. The session included a discussion on partnership opportunities in the area of inclusion, as well as other areas such as mental health.
Fundación Ramón Areces focuses on the patronage of science, fostering research and contributing to the generation of human capital and the dissemination of knowledge in three specific areas: Life and Earth Sciences, Social Sciences, Humanities.

EXAMPLE OF PARTNERSHIP

FLAGSHIP REPORT LATIN AMERICAN ENTREPRENEURS: MANY FIRMS BUT LITTLE INNOVATION.

Fundación Ramón Areces hosted the World Bank Group Chief Economist for Latin America and the Caribbean at its headquarters in Madrid in June 2014 to present the World Bank Group’s flagship report Latin American Entrepreneurs: Many Firms but Little Innovation. The report studies the landscape of entrepreneurship in Latin America and the Caribbean. Utilizing new data sets that cover issues such as firm creation, firm dynamics, export decisions, and the behavior of multinational corporations, the report synthesizes the results of a comprehensive analysis of the status, prospects, and challenges of entrepreneurship in the region. The event allowed for an active discussion on the topic of innovation and transformational entrepreneurship.
Manager of Hyundai Heavy Industries working at E-Power in Port-au-Prince, Haiti
Photo: Dominic Chavez / World Bank
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; youth empowerment; and security and defense.

**EXAMPLES OF PARTNERSHIP**

**GLOBAL PARTNERSHIP FOR SOCIAL ACCOUNTABILITY (GPSA).**

Launched 2012 and ongoing. See page 20.

GPSA generates knowledge, networking, and financing to build civil society’s capacity to promote social accountability. GMF was actively involved in the technical working group formed to develop the structure and governance for GPSA. It is now an official Global Partner.

**YOUNG PROFESSIONALS SUMMIT (YPS).**


YPS, part of the Brussels Forum, convenes high-potential young professionals and enables them to exchange views with select global decision makers on pressing transatlantic and global challenges. In addition to having World Bank Group experts speak at the YPS, the World Bank Group also supported the event by sponsoring young professionals from Latin America, the Middle East, and Sub-Saharan Africa to travel to Brussels and participate in the Summit.

**Impact:** The program built the leadership capacity of young professionals and gave them an opportunity to network with their peers through ongoing dialogue.

**Partnership:** The World Bank Group and GMF have gained a better understanding of some of the challenges and concerns facing youth and young professionals in participating countries.
African & Latin American Youth Leaders
Sponsored by the WBG & GMF to attend the GMF Young Professionals Summit 2014
Photo: Andy Davidhazy/SpotME
The Global Alliance for Community Philanthropy (GACP) is a multi-donor and multi-stakeholder collaborative engaged in a series of joint research and learning activities aimed at advancing the practice of community philanthropy.

EXAMPLE OF PARTNERSHIP

ROLE OF COMMUNITY PHILANTHROPY IN SUSTAINABLE DEVELOPMENT.
Panel discussion event. 2014.

The World Bank Group hosted a panel discussion with GACP 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.
First global finance facility for small and medium enterprises owned by women

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

**EXAMPLE OF PARTNERSHIP**

**WOMEN ENTREPRENEURS OPPORTUNITY FACILITY.**


The aim of this program is to help 100,000 women entrepreneurs access capital. An estimated eight million to 10 million women own small – and medium-size enterprises (SMEs) in emerging markets, equivalent to approximately 32 percent of all formal SMEs in these countries. A recent report assessing the credit gap for micro-, small-, and medium-size enterprises, conducted by the International Finance Corporation and McKinsey & Company, showed that women-owned businesses in the formal sector have around $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. The foundation 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 SMEs owned by women.
Primary school student in Tanzania
Photo: Arne Hoel/World Bank
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 leverage impact.

**EXAMPLE OF PARTNERSHIP**

**SERVICE DELIVERY INDICATORS (SDI) PROJECT.**

2011 and ongoing.

The World Bank Group partnered with Good Ventures to develop the SDI project to measure the quality and coverage of African primary schools and health clinics. The project is supported by The William and Flora Hewlett Foundation.

**Impact:** SDI has been implemented in seven countries (Kenya, Mozambique, Nigeria, Senegal, Tanzania, Togo, and Uganda) covering the experience of 350 million people in the delivery of services across health and education. Repeat surveys have been implemented in Tanzania. The project will be rolled out in the Democratic Republic of Congo, Madagascar, Mali, and Niger in 2016. Ethiopia and Zambia independently implemented surveys based on the project, with technical assistance from the team. In Tanzania, the results from the SDI project formed the basis for a major new strategy called Big Results Now. In Mozambique, following the release of the SDI results, the Ministry of Education launched a countrywide campaign against teacher and student absenteeism.

**Partnership:** Good Ventures has emphasized how SDI data are used—by policy makers, media, nongovernmental organizations, and donors—rather than simply focusing on the process of collecting high-quality data. Like The William and Flora Hewlett Foundation and the Bill & Melinda Gates Foundation, Good Ventures highlights the importance of data as a powerful instrument for social accountability. The Mo Ibrahim Foundation is also involved in the partnership as a member of the Steering Committee.
GLOBAL INDEX INSURANCE FACILITY (GIIF) PROGRAM

Launched 2009

GIIF 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 1.2 million farmers, pastoralists and micro-entrepreneurs to date, with $138 million in sums insured, and reached millions 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 in Kenya to market weather, area yield, and livestock index insurance products covering a wide range of crops and dairy cattle. Kilimo Salama is now insuring more than 880,000 farmers in Kenya, Rwanda, and Tanzania.

Latin America

In the Dominican Republic, GIIF supports a multi-stakeholder initiative to develop an index insurance product. The project team aims to develop meso-level index insurance products to be offered through financial institutions and other aggregators to smallholder farmers.
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 II (ARPA II).

2002 and ongoing.

ARPA II seeks to expand and consolidate the system of protected areas in the Brazilian Amazon region launched under the original ARPA Program.

**Impact:** This project is scaling up the work carried out during the first phase of the ARPA Program, building on its achievements, innovations, and lessons learned. It is expected, inter alia, to create 13.5 million hectares of new protected areas, consolidate 32 million hectares of protected areas, and increase funding levels.

**Partnership:** The project is supported by a grant from the Global Environment Facility (GEF), and implemented by the World Bank Group. The Moore Foundation contributes to the collaborative ARPA endeavor by channeling funds through another project partner, the World Wildlife Fund.

#### GLOBAL PROGRAM ON FISHERIES (PROFISH) AND ALLIANCE FOR RESPONSIBLE FISHERIES (ALLFISH).

Established 2005 and ongoing.

PROFISH and ALLFISH are working to establish frameworks and processes to engage the fishing industry and other stakeholders in an effort to improve the governance of fisheries, advance the recovery of fish stocks, and make fisheries sustainable.

These initiatives are supported by the World Bank Group's GEF, and have received support from the Moore Foundation and the David and Lucile Packard Foundation, among others.

**Partnership:** The Moore Foundation has supported the creation of the “50 in 10” partnership to improve sustainable fisheries, while the David and Lucile Packard Foundation has supported efforts to measure the economic losses incurred through fishery mismanagement.

#### SUSTAINABLE BUSINESS ADVISORY ALIANÇA DA TERRA PROJECT.


Aliança da Terra developed a Registry for Social-Environmental Responsibility (RSR) that recognizes producers who implement good land stewardship practices and assists those seeking to adopt such management
methods. This project focused on increasing the amount of land enrolled in the RSR by two million hectares (or 200 new producers) in Brazil’s Legal Amazon region. The International Finance Corporation helped link the Aliança 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 Aliança’s RSR, farming practices diagnostic, and 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 Aliança’s diagnostic and design, committing to improved action plans. Registry members have implemented and paid for a total of 2,245 environmental or social enhancements on their properties.

**Partnership:** The Moore Foundation helped expand outreach efforts and disseminate good practices. Aliança 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 agriculture sector sustainability of all stakeholders involved.

Registry members have implemented and paid for a total of 2,245 environmental and social enhancements on their properties.
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 AND EQUITY PROGRAM (AHME).**

2009 and ongoing.

Health in Africa (HIA) is an initiative of the World Bank Group to improve the quality of health care in Sub-Saharan Africa by linking governments to the private sector. The initiative also supports the creation of a positive regulatory environment for investment in the health care sector in Africa.

In Ghana, the HIA aims to improve the private health sector in general, focusing on competitiveness, viability, and sustainable capacity. The project there emphasizes private health facilities owned by women, which tend to be maternity homes, and thus impact both mother and child.

**Impact:** In Ghana, the number of maternity homes successfully licensed and accredited rose from 114 in 2012 to 296 in 2014, with HIA support. There was a significant rise in family planning services in private maternity homes between 2012 and 2014, with an increase in the use of oral contraceptives and long-term contra-
ceptives. The introduction of new services, including integrated maternal and childhood illnesses services, has driven demand among service providers, and the rapid increases in services has led to a corresponding increase in revenue.

Building on the work of HIA, Ghana’s national health insurance scheme has expanded more rapidly than originally envisioned with the ongoing work under AHME. New technologies and tools developed under AHME enabled the government of Ghana to identify and include the poor in the National Health Interview Survey. As a result, those identified as eligible have been linked with specific health facilities where they can receive care.

**Partnership:** HIA was created by the World Bank Group, in partnership with the Bill & Melinda Gates Foundation and The Rockefeller Foundation. AHME is also supported by the United Kingdom Department for International Development, and implemented by technical partners that include Marie Stopes International and the Grameen Foundation.
Hindustan Unilever Foundation (HUF) is the foundation of the Indian subsidiary of Unilever—Hindustan Unilever Limited—and focuses on India.

EXAMPLE OF PARTNERSHIP

2030 WATER RESOURCES GROUP (WRG)—PARTNERSHIP FOR SMART LAND AND WATER USE THROUGH SECTORAL AND AREA-BASED MULTI-STAKEHOLDER APPROACHES FOR PUBLIC GOOD.

2015 and ongoing.

The 2030 WRG is a unique public-private-civil society partnership that helps governments accelerate reforms to ensure sustainable water resources management by 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 is active in India, South Africa, Mongolia, Mexico, Jordan, Kenya, Tanzania, and Bangladesh. By the end of its strategy cycle, which runs from July 2014 to June 2017, the initiative is expected to have a portfolio of 14 projects.

Research indicates that India is likely to have a 50 percent water deficit by 2030. The country is already beginning to witness the impact of water scarcity in damage to livelihoods, health, and ecosystems. The agriculture sector, which currently accounts for 80 percent of the country’s water consumption, is highly inefficient in its water use pattern. Historic rates of supply expansion and efficiency improvements will close only a fraction of this gap. The International Finance
Corporation (IFC) and the 2030 WRP have been working to meet the challenge in India.

**Impact:** The IFC, 2030 WRP, and HUF have partnered to develop innovative, large-scale solutions focusing on technology, finance, knowledge, and results-based implementation to improve water use in the agriculture sector. The resulting solutions will impact more than one million farmers and save more than two trillion liters of water.

The three organizations will also establish the Ganges Multi-Stakeholder Action Forum to develop inclusive and collaborative approaches to rejuvenate the Ganges Basin, which is home to 450 million people—over 60 percent of whom are dependent on agriculture for their livelihoods.
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. IYF’s programs are catalysts for change that help youth work and lead.

Recognizing that no one sector of society alone has the resources or expertise to address 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. IYF’s global network includes 175 partners around the world.

**Examples of Partnership**

**Conference on Arab Youth Employment.**


Silatech and IYF held a three-day conference designed to develop solutions to the region’s growing youth unemployment crisis.

The World Bank Group participated in the event as a contributing partner by organizing a session on *Lessons from the World Bank’s Adolescent Girls Initiative and the Jordan NOW Project.*

**Impact:** The program consisted of a crowd-sourced agenda that featured 18 sessions organized by more than 20 contributing partners and leaders in youth development from across the region and world. The content showcased the rich knowledge and innovative approaches that are being developed throughout the region.

**Partnership:** The event drew more than 350 delegates from throughout the Arab world, including representatives from leading nongovernmental organizations and civil society organizations, policy makers, leaders from the private sector, researchers, and the media to share insights and build effective partnerships to support Arab youth employment.
SOLUTIONS FOR YOUTH EMPLOYMENT COALITION (S4YE).
Launched 2014. See page 150.
S4YE is a multi-stakeholder coalition of governments, the private sector, civil society and foundations that provides leadership and catalytic action to generate a significant increase in the number of young people engaged in productive work by 2030.
Partnership: IYF is a founding partner and board member of S4YE and has played an instrumental role in shaping the strategy and activities of the coalition.

WORLD BANK GROUP TOURISM FORUM 2015: DRIVING DEVELOPMENT THROUGH TOURISM.
Washington, DC, USA. December 2015.
The forum explored the role of the tourism sector as a powerful tool for reducing poverty, boosting economic growth, building social progress, and ensuring peace.
IYF’s president participated in a panel discussion and shared his expertise on youth skills development in the tourism industry. He described the Passport to Success program, which has trained more than 113,000 youth with critical life skills to ensure their success in the labor market.

The launch of Solutions for Youth Employment on October, 8 2014 at the 2014 IMF/WBG Annual Meetings
Photo: Grant Ellis/World Bank
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 to provide young people with better opportunities for development, in order for them to 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.**


This partnership between the World Bank Group and the Jacobs Foundation sought 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:** Under the leadership of the World Bank Group and the Jacobs Foundation, researchers and practitioners from around the world convened at an international conference in 2011. The outcome was a book titled *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 yielded 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 that explored how 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.
Children in Uganda

Photo: Arne Hoel/World Bank
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 the Russian Federation, migration, and population and reproductive health. The MacArthur Foundation grantees work in about 60 countries around the world.

EXAMPLES OF PARTNERSHIP

CRITICAL ECOSYSTEM PARTNERSHIP FUND II (CEPF II).
2007 (Phase II) and ongoing.

CEPF’s principal goal is to ensure that civil society is engaged in biodiversity conservation. The partnership provides grants to 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: By 2015, CEPF II approved nearly $80 million to fund 691 civil society organizations, more than half of which are local nongovernmental organizations (NGOs), across 20 of the world’s critical ecosystem hotspots. A total of 14.2 million hectares of key biodiversity areas have benefited from strengthened protection and management, 1.5 million hectares of new protected areas have been created, and 4.5 million hectares of production landscapes are being managed for biodiversity conservation or sustainable use.

Partnership: CEPF II is a joint initiative of l’Agence Française de Développement, Conservation International, the European Union, the Global Environment Facility, the

**WEALTH ACCOUNTING AND VALUATION OF ECOSYSTEM SERVICES (WAVES) GLOBAL PARTNERSHIP.**


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

**Partnership:** The WAVES partnership involves actors at the global, national, and subnational levels. This includes foundations that have an interest in and are able to contribute to the promotion of NCA, such as the Bill & Melinda Gates Foundation and the MacArthur Foundation.
The LEGO Foundation is a Danish corporate foundation that aims to build a future where learning through play empowers children to become creative, engaged, life-long learners. The foundation’s work is about challenging the status quo by re-defining play and re-imagining learning. Re-defining play means changing the way people understand the importance of play, especially its value in helping children learn essential skills for life, such as problem solving, creativity, empathy, communication, and teamwork. The LEGO Foundation focuses on children ages 0–12 years, with a special emphasis on early childhood, when children develop most rapidly both physically and mentally.

**EXAMPLE OF PARTNERSHIP**

**GLOBAL PARTNERSHIP FOR EDUCATION (GPE).**

Launched 2002. See page 142.

GPE works with 61 developing countries to ensure that every child receives a quality basic education, prioritizing the poorest, the most vulnerable, and those living in fragile and conflict-affected countries.
An estimated 124 million children of primary and lower-secondary school age are currently out of school in developing countries.

GPE works with 61 developing countries to ensure that every child receives a quality basic education, prioritizing the poorest, the most vulnerable, and those living in fragile and conflict-affected countries. GPE mobilizes financing for education and supports developing countries to build effective education systems founded on evidence-based planning and policies.

Established in 2002 as the Education for All Fast Track Initiative, GPE has evolved into an independently governed partnership of governments, civil society, multilateral organizations, private sector entities, and foundations. The World Bank Group is a founding member of GPE, and remains an active board member, host of the secretariat, trustee, and grant agent for a large number of GPE grants.

Impact: To date, GPE has allocated US$4.4 billion to support basic education in the poorest countries. Since 2002, GPE and its partners have helped enroll 61 million more children in school. The primary school completion rate in GPE partner countries increased from 63 percent in 2002 to 72 percent in 2013. About 69 percent of girls finished primary school in GPE partner countries in 2013, compared with 54 percent in 2000. Thirty-one GPE partner countries have achieved gender parity in enrollment or have more girls than boys in school.

GPE is committed to working actively with the private sector and philanthropic foundations to respond to the education challenge. In 2011, a board seat was created to facilitate private sector and philanthropic engagement at the policy level, and to represent the interests and added value of the business community and foundations in improving education and learning outcomes.

Several foundations are part of GPE: The William and Flora Hewlett Foundation, the Children’s Investment Fund Foundation, Dubai Cares, the LEGO Foundation, Open Society Foundations, the Bernard van Leer Foundation, and Elma Philanthropies.
The MasterCard Foundation’s mission is to lift people out of poverty and promote prosperity through education, skills training, and access to finance. The Foundation collaborates with partners in 48 developing countries.

**EXAMPLES OF PARTNERSHIP**

**AFRICAN HIGHER EDUCATION SUMMIT.**
*Dakar, Senegal. March 2015.*

The African Higher Education Summit aimed to create a continental multi-stakeholder platform to identify strategies for transforming the African higher education sector. More than 500 participants attended the first African Higher Education Summit, hosted by the Government of Senegal.

**Impact:** Consultations were held throughout Africa with higher education institutions, governments, students, academics, development partners, employers, and business leaders to enable them to share their ideas and technical expertise and build a shared vision for higher education in Africa. The summit concluded with the Dakar Declaration and an Action Plan, which sets out key recommendations and action points.


**CONSULTATIVE GROUP TO ASSIST THE POOR (CGAP).**
*Created 1995. See page 106.*

CGAP is a global partnership of 34 leading organizations that seeks to advance financial inclusion. The MasterCard Foundation joined CGAP in 2009, and provides core funding as well as designated funding for work specific to clients:

The **Clients at the Center Program** aims to help financial service providers 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.**

The Partnership for Financial Inclusion aims to expand microfinance and advance digital financial services in Sub-Saharan Africa. The initiative pursues this goal by providing advisory services to microfinance institutions, banks, and mobile network operators. This enables them to develop innovative services and products, as well as cost-effective delivery channels to reach new markets, such as small-scale entrepreneurs and low-income and rural populations.

**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 to offer low-cost and diverse products to clients. For example, in the Democratic Republic of Congo, The MasterCard Foundation and the World Bank Group are working with a local microfinance institution that is breaking new ground in the provision of formal financial services to the poor. This institution is employing an innovative agent banking business model and biometric technology so that it can help people obtain a loan to start a small business. The Partnership for Financial Inclusion also pursues an ambitious research and knowledge-sharing agenda to disseminate the lessons learned to the broader industry.

**Partnership:** The MasterCard Foundation is providing intellectual and financial capital, and the International Finance Corporation is providing its implementation expertise and client base. The partnership is also supported by the Development Bank of Austria and the Bill & Melinda Gates Foundation, and collaborates with knowledge partners such as CGAP.

The goal is to reach more than five million people in Africa with accessible financial services by 2017.
SOLUTIONS FOR YOUTH EMPLOYMENT COALITION (S4YE).
Launched 2014. See page 150.
S4YE is a multi-stakeholder coalition of governments, the private sector, civil society, and foundations that provides leadership and catalytic action to generate a significant increase in the number of young people engaged in productive work by 2030.

Partnership: The MasterCard Foundation is a board member of S4YE and has played an instrumental role in shaping the strategy and activities of the coalition.

WORLD BANK GROUP FOUNDATIONS ROUNDTABLE SERIES—DEVELOPING ECONOMIC OPPORTUNITIES FOR YOUTH.
Washington, DC, USA. February 2015.
The MasterCard Foundation presented its work on promoting financial inclusion and advancing youth learning at a roundtable discussion hosted by the World Bank Group. The discussion focused on The MasterCard Foundation’s Economic Opportunities for Youth strategy, which aims to improve the capacity of young men and women to find quality employment, grow their businesses, access finance, and expand the opportunities available to them.
A woman-entrepreneur creating bamboo boxes

Photo: Stanislas Fradelizi/World Bank
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 on their communities. The foundation has committed to investing funds to help low-income individuals and families enter the formal financial sector across the Americas, Asia, and Europe.

**EXAMPLE OF PARTNERSHIP**

**CONSULTATIVE GROUP TO ASSIST THE POOR (CGAP).**

*Created 1995. See page 106.*

CGAP is a global partnership of 34 leading organizations that seeks to advance financial inclusion. MetLife Foundation is a member of CGAP and supports the group’s work through research and knowledge-sharing.
JOINT LEARNING NETWORK FOR UNIVERSAL HEALTH COVERAGE (JLN)

Launched 2010

JLN is an innovative global learning network, set up in 2010, which connects practitioners and policy makers from around the globe to co-develop knowledge that focuses on the practical “how-to” of achieving universal health coverage. The World Bank Group, which was a co-founding member of JLN, continues to play a central role, supporting JLN as the key learning platform for capacity building for universal health coverage (UHC).

JLN has expanded from six countries in 2010 to 24 countries (nine full, 15 associate) in Africa, Asia, Europe, and Latin America in 2016. Over the past five years, JLN has become an effective, well-established, and valuable vehicle for driving collaboration between policy makers and practitioners who are united by a common desire to address the practical challenges of health systems reform to achieve UHC.

JLN@5 was launched on January 26, 2016. It documents the network’s evolution from 2010 to 2015 through a series of impact stories that show how JLN member countries have used JLN’s unique collaborative learning approach to solve common challenges and accelerate their progress toward UHC.

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 Bill & Melinda Gates Foundation, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), World Bank Group, and WHO.

Photo: Joint Learning Network
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 India, South Africa, and the United States. 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**

**CONSULTATIVE GROUP TO ASSIST THE POOR (CGAP).**

Created 1995. See page 106.

CGAP is a global partnership of 34 leading organizations that seeks to advance financial inclusion. The Dell Foundation joined CGAP in 2006.
SOLUTIONS FOR YOUTH EMPLOYMENT COALITION (S4YE)
Launched 2014

S4YE is a multi-stakeholder coalition of governments, the private sector, civil society, and foundations that provides leadership and catalytic action to generate a significant increase in the number of young people engaged in productive work by 2030. Its vision is a world where all youth have access to job opportunities that empower them to escape extreme poverty.

Impact: During its first five years of work (2015–2020), the S4YE coalition is focusing its interventions on Asia, the Caribbean, Latin America, the Middle East, North Africa, and Sub-Saharan Africa. The coalition seeks to scale up proven solutions and focus on areas where the youth employment challenge is most urgent. It encourages knowledge sharing particularly through South-South learning and collaboration, and contributes to improving global understanding about what works to improve labor market outcomes for youth.

Partnership: S4YE was founded by the World Bank Group, Plan International, the International Youth Foundation, Youth Business International, RAND, Accenture, and the International Labor Organization.

S4YE operates through its partners and their networks, working to promote increased collaboration and cultivating cross-sector partnerships with key stakeholders. The MasterCard Foundation, the Mozilla Foundation, and The Rockefeller Foundation are board members of S4YE. The Rockefeller Foundation hosted the launch of S4YE’s flagship report, The State of Youth Employment, at its headquarters in New York City in October, 2015.
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 and Scholarships.

EXAMPLES OF PARTNERSHIP

GLOBAL PARTNERSHIP FOR SOCIAL ACCOUNTABILITY (GPSA).
Launched 2012 and ongoing. See page 20.

GPSA generates knowledge, networking, and financing to build civil society’s capacity to promote social accountability. The Mo Ibrahim Foundation is a partner to GPSA.

SERVICE DELIVERY INDICATORS (SDI) PROJECT.
Launched 2011 and ongoing.

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.

Impact: SDI has been implemented in seven countries (Kenya, Mozambique, Nigeria, Senegal, Tanzania, Togo, and Uganda), representing the experience of 350 million people in the delivery of services across health and education. Repeat surveys have been implemented in Tanzania. The project will be rolled out in the Democratic Republic of Congo, Madagascar, Mali, and Niger in 2016. Ethiopia and Zambia independently implemented surveys based on the project with technical assistance from the team. In Tanzania, the results from the SDI project formed the basis for a major new strategy called Big Results Now. In Mozambique, following the release of the SDI results, the Ministry of Education launched a countrywide campaign against teacher and student absenteeism.
**Partnership:** The partnership has been driven by The William and Flora Hewlett Foundation, and includes the African Economic Research Consortium, the African Development Bank, the Bill & Melinda Gates Foundation, and Good Ventures. The Mo Ibrahim Foundation is a member of the Steering Committee.

**WORLD BANK GROUP YOUTH SUMMIT. 2013–2014.**

The executive director of the Mo Ibrahim Foundation moderated the opening panel of the first youth summit, on the challenges faced by 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.
The Mozilla Foundation is the organizational home of the Mozilla Project, a global community and public interest initiative that believes the Web should be open and accessible to all. To protect the Web as a public resource and empower its users, the foundation creates open-source products, teaches 21st-century skills, and spurs grassroots advocacy campaigns. These efforts are made possible by full-time staff and thousands of volunteers around the world.

**EXAMPLE OF PARTNERSHIP**

**SOLUTIONS FOR YOUTH EMPLOYMENT COALITION (S4YE).**
Launched 2014. See page 150.

S4YE is a multi-stakeholder coalition of governments, the private sector, civil society, and foundations that provides leadership and catalytic action to generate a significant increase in the number of young people engaged in productive work by 2030.

**Partnership:** The Mozilla Foundation is a board member of S4YE and has played an instrumental role in shaping the strategy and activities of the coalition.
OPEN AID PARTNERSHIP (OAP)  
Launched November 2011 and ongoing

The Open Aid Partnership (OAP) is a global initiative of the World Bank Group that convenes governments, donors, and civil society to maximize the impact of aid-related resources and enhance development outcomes. Its mission is to improve the supply of and demand for open aid data and enable relevant stakeholders to leverage this enhanced capacity for aid-related decision-making. Countries currently involved include Bolivia, Kenya, Liberia, Mozambique, Sierra Leone, and Tanzania. Partners include nongovernmental and civil society organizations, as well as philanthropic organizations such as the Foundation Center and not-for-profit foundation Akvo.

OAP’s main objectives are to:

- Strengthen government capacity to disclose and integrate development data into the planning, management, and coordination of aid resources.
- Improve donor disclosure of standardized, accessible aid data that is interoperable with other development data.
- Enhance civil society’s opportunities and capabilities to use data to engage in the policy-making processes.
- Measure and share the impact of open aid data by coalescing donors, governments, and civil society around results-based practices.

Impact: OAP is raising awareness of the power of open aid data.

- With the intention to increase transparency around funding for the Ebola response, OAP supported the Government of Sierra Leone in conducting an Open Data Readiness Assessment, and developing and launching a national Open Data Portal (http://opendata.gov.sl/) to provide public access to data across all sectors and ministries.
- OAP is supporting the Government of Liberia in fulfilling its commitments to aid transparency as part of its Open Government Partnership (OGP) National Action Plan. OAP is advocating for aid transparency commitments to be included in OGP Action Plans and more firmly integrated in the global OGP agenda going forward.
- OAP is documenting and sharing knowledge of the impact of aid data through case studies of open aid initiatives in Bolivia and Kenya.
- The Open Aid Map, launched at the 2014 World Bank Group/International Monetary Fund Spring Meetings, displays 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.

Partnerships: Through this partnership, the Foundation Center and the World Bank Group explored 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.
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**

**P8 GROUP.**

2009 and ongoing.

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, particularly climate change. In March 2009, the International Finance Corporation hosted the annual summit of the P8 Group, and since then has been helping it explore sustainable investment opportunities in emerging markets.

**THE KHEMKA FORUM ON SOCIAL ENTREPRENEURSHIP.**

2010.

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.
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 Bill & Melinda Gates Foundation, as well as the UN Foundation (through funding from the Rotary Foundation) and the U.S. Centers for Disease Control and Prevention, partnered to support an innovative financing mechanism developed by the World Bank Group that in turn supports GPEI. The foundations provide the resources to pay off—or “buy down”—the current value of a country’s International Development Association (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 interventions such as routine immunization and maternal and child health.

Impact: To date, the program has supported $513 million in IDA financing for polio eradication in Nigeria and Pakistan. Eleven projects have been “bought down” or are in process.

In Pakistan, the partnership has “bought down” $227 million in IDA financing since 2003 to support the government’s Polio Eradication Initiative. The funds supported procurement, timely supply, and effective use of the oral polio vaccine for Pakistan’s supplementary immunization activities. Afghanistan and Pakistan remain the last two countries globally with endemic polio. Transmission rates are now at historic lows. To support this effort, and to improve access to routine immunization services, the World Bank Group is partnering with the Bill and Melinda Gates Foundation to develop a partial “results-linked buy-down” for the Pakistan National Immunization Support Project. The project will be co-financed by Gavi (the Vaccine Alliance) and the U.S. Agency for International Development.

Partnership: The World Bank Group provides financial resources through IDA and brings its technical, economic, and project management skills to the polio projects. The partnership has created significant incentives for lending to polio eradication efforts through buy-down options, and continues to provide a results-based structure for coordinating and leveraging multiple sources of finance for routine immunization and other health services.
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, and to mobilize resources to support them. The Nike Foundation focuses on adolescent girls’ health, economic empowerment, and education.

**EXAMPLES OF PARTNERSHIP**


In October 2008, the World Bank launched AGI, a public-private partnership to promote the transition of adolescent girls from school to productive employment through innovative interventions that are tested and then scaled up or replicated if successful.

AGI developed and tested a core set of promising interventions based on emerging good practices from around the world, ranging from business development skills training and services to technical and vocational training, targeting skills that are in high demand. In all projects, girls received life-skills training to address the most important barriers to the development of adolescent girls’ economic independence. Rigorous impact evaluation was an important part of the initiative and helped build the case for replication and scaling up based on rates of success.

**Impact:** The initiative was piloted in eight countries—Afghanistan, Haiti, Jordan, the Lao People’s Democratic Republic, Liberia, Nepal, Rwanda, and South Sudan—and reached some 17,000 girls. The results include:

- In Liberia, the Economic Empowerment of Adolescent Girls and Young Women project began in 2010 and trained about
2,500 young women for wage employment or self-employment plus life skills, with an emphasis on job placement and follow-up support. The evaluation of the project showed 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 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 either assisted with job searches and placement or supported to start their own businesses. Preliminary assessments of the one-year program show positive outcomes. The treatment group experienced a 16 percentage point increase in nonfarm employment, for an overall gain in employment of 47 percent relative to the control group. Average monthly earnings increased by about 45 percent.

- In Jordan, a pilot tested the effect of employability skills training and the use of job vouchers among community college graduates. The 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 were used to illuminate demand-side and regulatory constraints to the school-to-work transition of young people and inform the Building Active Labor Market Policies Program in Jordan.

**Partnership:** Nike’s expertise and creativity in social communications, design innovation, and consumer insights were a critical asset. The Nike Foundation also participated in and supported 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.

**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 Ethiopia, Nigeria, and Rwanda, and launched the Girl Effect University to demonstrate how to reach girls through large-scale development programs.

**Impact:** The program 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 delivered more than 13 learning experiences, with more than 430 graduates.

**Partnership:** This partnership brings together resources and expertise from the Bill & Melinda Gates Foundation, the Department for International Development (U.K.), the Nike Foundation, and the World Bank Group.
REACHING OUT-OF-SCHOOL CHILDREN (ROSC) PROJECT.

The 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 the students who enrolled in the program in 2005 completed grade five in 2009.

Partnership: The Nike Foundation, as a donor to the International Development Association (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 sub-districts and some urban slums.

More than 750,000 children—more than 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.
CONNECT4CLIMATE (C4C)  
*Created 2011*

C4C is a global partnership, based at the World Bank Group, whose goal is to communicate more clearly and compellingly the effects of climate change, promote solutions, and empower people to act. C4C interacts with a global audience of more than a million individuals who engage via C4C’s social media channels. The partnership runs competitions, events, and mass public outreach activities to aggregate climate change experiences, knowledge, and solutions and advance the movement for climate action. It is supported by the Italian Ministry of Environment, Land, and Sea; the German Federal Ministry for Economic Cooperation and Development; and the World Bank Group, along with more than 250 partners from civil society, media networks, international organizations, academic institutions, youth groups, and the private sector.

C4C has worked closely with several foundations on a number of key events including:

- **Li Ka Shing Foundation** partnered on the *Fiat Lux: Illuminating Our Common Home* event, which reached 4.4 billion people.
- **UN Foundation** collaborated on the *New Vision* event on the sidelines of the World Economic Forum in Africa, reaching 3.1 million people in 40 countries.
- **Avatar Foundation** supported a special preview screening of the *Year of Living Dangerously* series at the World Bank Group headquarters.
- **European Climate Foundation** partnered on a climate communications event at the June United Nations Framework Convention on Climate Change meetings in Bonn, Germany.
The Nippon Foundation was established in 1962 as a nonprofit philanthropic organization, active in Japan and around the world. Initially, the foundation’s efforts focused largely on the maritime and shipping fields, but its activities have since expanded to include education, social welfare, public health, and other fields. With more than 20 partner organizations in Japan and worldwide, the foundation funds and assists community-led efforts aimed at realizing a more peaceful and prosperous global society.

EXAMPLE OF PARTNERSHIP

OUT OF THE SHADOWS: MAKING MENTAL HEALTH A GLOBAL DEVELOPMENT PRIORITY.
April 2016.

At the 2016 World Bank Group/International Monetary Fund Spring Meetings, the World Bank Group, WHO, and Harvard University will co-host a high-level event focused on mental health. The event has gained the active support of several organizations, including the U.S. National Institute of Mental Health; The Rockefeller Foundation; The Nippon Foundation; Secretariat for the United Nations Convention on the Rights of Persons with Disabilities; Harvard University Asia Center; Gulbenkian Foundation, Global Health Council; Wellcome Trust; Open Society Foundations; World Economic Forum; U.S. State Department/Asia-Pacific Economic Cooperation mental health initiative; Japan National Institute of Mental Health; Fundación Santa Fe, Bogotá, Colombia; Carter Center; Kennedy Forum; iFred; Chatham House; European Commission’s Directorate General for Health and Food Safety; Fundación ONCE; Grand Challenges Canada; Plan International USA; and Fracarita International (Brothers of Charity).

Impact: The event aims to mobilize a global, multi-sector coalition to give visibility to mental health as a key issue in global development. The event will call for action and investment at the country, regional, and global levels. It will also engage finance ministers on the economic and social benefits of investing in mental health and psychosocial support, and identify cost-effective, affordable, and feasible interventions, including the integration of mental health services into primary care and community settings as part of the progressive realization of universal health coverage.
World Bank Group President, Dr. Kim, and the Novak Djokovic Foundation founder, Novak Djokovic, sign a partnership agreement to promote early childhood development.

Photo: Simone D. McCourtie
The Novak Djokovic Foundation (NDF) was established by the world renowned tennis player Novak Djokovic, with a focus on early childhood education. Its mission is to enable children from disadvantaged communities to grow up, play, and develop in stimulating, creative, and safe settings, while learning to respect others and care for their environment.

“It gives me great pleasure to announce this new partnership with the Novak Djokovic Foundation. Working together—with national governments like that of Serbia, partners such as UNICEF, civil society organizations and foundations, and champions like Novak Djokovic—we can achieve early wins today that will yield incredibly high returns tomorrow, both for Serbia and for the world.”

World Bank Group President
Dr. Jim Young Kim

Example of Partnership
Early Wins for Lifelong Returns Initiative.
Launched 2015.

The World Bank Group launched a new partnership with NDF in 2015. The partnership includes a global advocacy component, highlighting the importance of investing early in young children, and an operational component, beginning with investments to help disadvantaged children in Serbia, Novak’s home country.

Partnership: The Early Wins for Lifelong Returns initiative will draw attention to the strong social and economic benefits of early childhood education programs, and the role of these programs in fighting poverty. As a global spokesperson on early childhood development, NDF will help reach new audiences and influence policy makers to prioritize investments in the early years of life. In Serbia, the World Bank Group and NDF will jointly support the Government of Serbia’s efforts to increase access to quality early childhood education programs.
PARTNERSHIP FOR CHILD DEVELOPMENT (PCD)

Established 1992

PCD is committed to improving the education, health, and nutrition of school-aged 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 on child development. PCD helps countries include effective and sustainable school health and nutrition programs, as well as training in HIV prevention, in their child development plans.

The Bill & Melinda 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.
The Omidyar Network Fund is dedicated to harnessing the power of markets to create opportunities for people to improve their lives. The Omidyar Network Fund 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).

Created 1995. See page 106.

CGAP is a global partnership of 34 leading organizations that seeks to advance financial inclusion. Omidyar Network Fund joined CGAP in FY2009.

INDIA MICROFINANCE CREDIT REPORTING PHASES I AND 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 microfinance institutions (MFIs) with credit information bureaus, and build stakeholder awareness and support for integration. The project scope has broadened to expand the number of MFIs providing data to credit bureaus and raising awareness of end borrowers. Omidyar Network Fund has co-funded the Financial Infrastructure program of the International Finance Corporation (IFC) 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 inquiries in microfinance credit bureaus, reaching out to nine million low-income clients.

**Partnership:** Frequent exchange of information between the partners has 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).**
*2013 and ongoing. See page 94.*

OCP is a nonprofit organization that works with government at the state and city levels, companies, and civil society in developing and developed countries to open public contracting through disclosure, data, and engagement. Its goal is to ensure that the vast sums of money generated and spent through contracts are deployed honestly, fairly, and effectively.

**Partnership:** The Omidyar Network Fund provides support via flexible project funding to the OCP. Open Society Foundations and The William and Flora Hewlett Foundation are also supporting the partnership.
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 in 1993 as the Open Society Institute, 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**

**CONSULTATIVE GROUP ON EARLY CHILDHOOD CARE AND DEVELOPMENT (CGECCD).**
*Established 1984. See page 84.*

CGECCD is a global alliance of committed partner agencies, institutions, and professionals dedicated to working together to facilitate understanding of the importance of early childhood for social development and poverty reduction, and to advocate for improved investments, policies, and actions to support the holistic development of young children.

**GLOBAL PARTNERSHIP FOR EDUCATION (GPE).**
*Launched 2002. See page 142.*

GPE works with 61 developing countries to ensure that every child receives quality basic education, prioritizing the poorest, the most vulnerable, and those living in fragile and conflict-affected countries.

**GLOBAL PARTNERSHIP FOR SOCIAL ACCOUNTABILITY (GPSA).**
*Launched 2012 and ongoing. See page 20.*

GPSA generates knowledge, networking, and financing to build civil society’s capacity to promote social accountability. OSF is an active partner, and provides grant support to GPSA. OSF also sits on GPSA’s steering committee.

**MONITORING OF MUNICIPAL SERVICES BY CIVIL SOCIETY ORGANIZATIONS (CSOS).**

This project brought together the World Bank Group, the International Renaissance Foundation (IRF) based in Kyiv, Ukraine, and OSF in an effort to build vibrant and tolerant societies whose governments are accountable to their citizens. The partners organized a series of training programs across several regions of Ukraine to enhance 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 increased the accountability of local government across Ukraine.

**Partnership:** IRF brought valuable experience working with local CSOs. The World Bank Group contributed expertise in municipal governance, increasing accountability in the water and sanitation sector by using tools such as scorecards and other feedback mechanisms.

**OPEN CONTRACTING PARTNERSHIP (OCP).**
2013 and ongoing. See page 94.

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**Partnership:** OCP received support from OSF as well as The William and Flora Hewlett Foundation and the Omidyar Network.

**OUT OF THE SHADOWS: MAKING MENTAL HEALTH A GLOBAL DEVELOPMENT PRIORITY.**
April 2016.

At the 2016 World Bank Group/International Monetary Fund Spring Meetings, the World Bank Group, WHO, and Harvard University will co-host a high-level event focused on mental health. The event has gained the active support of several organizations, including the U.S. National Institute of Mental Health; The Rockefeller Foundation; The Nippon Foundation; Secretariat for the United Nations Convention on the Rights of Persons with Disabilities; Harvard University Asia Center; Gulbenkian Foundation, Global Health Council; Wellcome Trust; Open Society Foundations; World Economic Forum; U.S. State Department/Asia-Pacific Economic Cooperation Mental Health Initiative; Japan National Institute of Mental Health; Fundación Santa Fe, Bogotá, Colombia; Carter Center; Kennedy Forum; iFred; Chatham House; European Commission’s Directorate General for Health and Food Safety; Fundación ONCE; Grand Challenges Canada; Plan International USA; and Fracarita International (Brothers of Charity).

**Impact:** The event aims to mobilize a global, multi-sector coalition to provide visibility to mental health as a key issue in global development. The event will call for action and investment at the country, regional, and global levels. It will also engage finance ministers on the economic and social benefits of investing in mental health and psychosocial support, and identify cost-effective, affordable, and feasible interventions, including the integration of mental health programs into primary care and community settings as part of the progressive realization of universal health coverage.

**PARTNERING TO COMBAT EBOLA.**
2016.

The World Bank Group continues to work closely with the governments of Guinea, Liberia, and Sierra Leone, as well as the United Nations, nongovernmental organizations, foundations, and other partners, to help West Africa recover from the Ebola outbreak. The World Bank Group has worked with several foundations, including The Rockefeller Foundation, the Bill & Melinda Gates Foundation, and Open Society Foundations, to help the countries recover from the crisis, and to prevent and respond to future crises.
ROMA EDUCATION FUND (REF).
2005 and ongoing.

Open Society Foundations and the World Bank Group were co-founders of REF, which was established within the framework of the Decade of Roma Inclusion. The fund 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 national education systems, and combating the segregation of Roma children in the classroom. REF operates in 16 countries, providing grants, university scholarships, and reimbursable grant programs to 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 415 projects supporting more than 57,000 preschoolers, 39,000 students in upper secondary schools, and 4,800 students in university programs.

Partnership: The program leveraged partnerships between the REF, the World Bank Group, and Open Society Institute. The Dynasty Foundation was also a partner in this initiative.

Between 2015 and 2013, REF granted funding for 415 projects supporting more than 57,000 preschoolers, 39,000 students in upper secondary schools, and 4,800 students in university programs.
Citizens Speak Up for Better Health Services

Communities in Indonesia’s Nusa Tenggara Timur province have learned the value of speaking up. Their voices and actions have led to a significant improvement in local maternal and child health care for their families.

In a program funded by the Global Partnership for Social Accountability, a coalition of partners including more than a dozen foundations, community members serve as advocates for better health care for mothers and children.

Facilitators provide information about the services and standards that should be available at local clinics and health centers, such as the minimum number of health workers, working hours, and a list of services. Residents fill out score cards rating their real life experience. The results are used to advocate with the authorities for better conditions and services.

Villagers are enthusiastic about the initiative, and say they have already seen improvements, with health workers showing up more regularly on time to open clinics. In Nita village, officials decided to subsidize the delivery kits needed for safe childbirth after receiving feedback that pregnant mothers could not always afford them.
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 efforts promoting 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 more than 70 members, including The William and Flora Hewlett Foundation, Open Society Foundations, the John D. and Catherine T. MacArthur Foundation, and the Rockefeller Brothers Fund.

EXAMPLES OF PARTNERSHIP

PSFG SPONSORED EVENT—COUNTERING VIOLENT EXTREMISM (CVE).
Washington DC, USA. June 2015.
The World Bank Group hosted a PSFG-sponsored event addressing violent extremism and what it means for the funder community. Expert representatives from the U.S. government, funders, and nongovernmental organizations spoke on the opportunities and challenges of CVE funding, highlighting failures and lessons learned. Key areas for discussion included the safety and well-being of local populations, funder community response, and due diligence.

WORLD BANK GROUP FOUNDATIONS ROUNDTABLE SERIES—TARGETING FRAGILITY, CONFLICT, AND VIOLENCE FROM THE ANGLE OF PRIVATE FUNDERS.
Washington, DC, USA. November 2014.
PSFG co-hosted 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.
Walking to school in Ghana
Photo: Arne Hoel/World Bank
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).

The 2030 WRG is a unique partnership between the public sector, private sector, and civil society that helps governments accelerate reforms to ensure sustainable water resources management by changing the “political economy” for water resources reform. The 2030 WRG supports countries in achieving water security by 2030 by facilitating collective action on water. The initiative is active in Bangladesh, India, Jordan, Kenya, Mexico, Mongolia, South Africa, and Tanzania. By the end of its strategy cycle, which runs from July 2014 to June 2017, the initiative is expected to have a portfolio of 14 projects.

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

In Jordan, the 2030 WRG helped shape the national water strategy. 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, the 2030 WRG 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 are making headway in three priority areas.

**Partnership:** The partners support the program by sharing their existing networks to expand its reach. These connections 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. The International Finance Corporation hosts the 2030 WRG.
The Robert Bosch Stiftung (Bosch Foundation) is one of the leading private foundations of Europe. It focuses on the following topic areas: health, education, international relations, culture, society, and science. Established in 1964, the Bosch Foundation aims to advance the philanthropic and social endeavors of Robert Bosch, who founded one of Germany’s largest companies, Robert Bosch GmbH.

**EXAMPLES OF PARTNERSHIP**

**SKILLS AND JOB CREATION.**

2014 and ongoing.

The World Bank Group and the Bosch Foundation are collaborating on a joint effort around skills and job creation, which evolved from discussions at the 2014 World Bank Group Foundations Advisory Council meeting, titled *Solving the Jobs Puzzle*. The partnership is focused on exploring how to match demand with supply in the context of a rapidly changing job market.

**Partnership:** The Bosch Foundation and the World Bank Group are contributing to the research component of the partnership. The World Bank Group produced a paper on *Skills and Jobs: Lessons Learned and Options for Collaboration*, which brought together existing research and data. The Bosch Foundation has commissioned a paper that will showcase examples of initiatives in which companies have used the German dual education system in various country settings. This research will seek to identify the key components of success in the dual system, and explore which components are “exportable” to developing countries.

The World Bank Group and the Bosch Foundation are co-convening several discussions to learn directly from private sector companies and foundations about their experience in this sector, and to disseminate the findings from their joint research.
A student carries out arc welding as part of a higher education project in Afghanistan.

Photo: Sofie Tesson / Taimani Films / World Bank
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. ACET’s vision is that by 2025 all African countries will drive their own growth agendas, led by the private sector and supported by capable states with strong institutions and policies. Funding and support for ACET’s advisory and research work has been provided by the World Bank Group, The William and Flora Hewlett Foundation, and The Rockefeller Foundation, among others. ACET is one of 15 organizations worldwide that conduct regional trend monitoring for The Rockefeller Foundation. ACET has carried out many research projects in this capacity, including a study on the benefits and challenges of China’s engagements in Africa, and a review of South-South knowledge-sharing programs carried out by African countries, China, and the World Bank Group.
CENTERS FOR LEARNING ON EVALUATION AND RESULTS (CLEAR INITIATIVE).
CLEAR is a collaborative effort among donors and partner countries to strengthen countries’ capability and systems for 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 China, India, Mexico, Senegal, and South Africa. More than 200 activities, including training sessions, workshops, and roundtables, took place in 21 countries and involved more than 2,000 participants. Topics ranged from strengthening state government M&E practices to creating a new cadre of highly trained professionals to deliver M&E services. In 2015, the Center for Learning and Evaluation and Results for Brazil and Lusophone Africa was opened to promote and develop subnational and national M&E capabilities and systems in Lusophone countries.

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 social systems’ responses to natural disasters.

CLEAR has supported more than 200 capacity-building activities, including training sessions, workshops, and roundtables, in 21 countries, with more than 2,000 participants.

CGIAR (FORMERLY KNOWN AS THE CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH).
See page 82.
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 enhanced expertise and institutional capacity in participatory epidemiology in the animal and human health and environment sectors to meet the expanding global demand for participatory disease surveillance.
Water, Land, and Ecosystems (WLE) Program. 2014. The WLE Program was contracted by The Rockefeller Foundation to provide strategic advice and support for the implementation of the Global Resilience Challenge.


The City Creditworthiness Initiative provides 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.

Impact: The Rockefeller Foundation funded the development of an online self-assessment and planning toolkit (www.citycred.org) which aims to improve the creditworthiness and access to finance of local government authorities in Arusha City, under the Tanzania Creditworthiness Academy.

Partnership: The Rockefeller Foundation provided crucial seed 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.

DIGITAL JOBS AFRICA. 2013 and ongoing.

This $100 million initiative aims to improve one million lives in Egypt, Ghana, Kenya, Morocco, Nigeria, and South Africa through information and communications technology skills training and jobs for high-potential but disadvantaged youth. Ultimately, the goal is to enhance the social and economic well-being of entire families, communities, and nations.

Partnership: The Rockefeller Foundation grant to the Ghanaian government supports 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. The World Bank Group provided $5 million under the eGhana project.

FACILITY TO SUPPORT INFRASTRUCTURE PROJECTS THAT BUILD RESILIENCE. Launched 2014.

The Rockefeller Foundation provided a grant to IFC to support the development of infrastructure projects that build resilience. The goal of the partnership is to increase the supply of bankable infrastructure projects, and the number of projects that reach financial close. The foundation’s funds can be used for legal, technical, or financial advisors when IFC is seeking to invest in or advise on an infrastructure transaction. By funding advisory services for governments at critical junctures throughout the project cycle, this partnership will help accelerate the development of infrastructure projects.

Impact: The Rockefeller Foundation’s funds are being used to address key bottlenecks that stymie the development of infrastructure projects. They are helping clear the hurdles for large amounts of private sector investment to follow. The Rockefeller Foundation and IFC will together seek to raise $50 - $100 million in support of this work. Every dollar of grant funding deployed from the trust fund is expected to mobilize $20-$50 of commercial investment in projects.
Supporting the establishment of world-class facilities, attracting information technology firms to create jobs in Africa
**Partnership**: The Rockefeller Foundation is a thought leader on the issue of resilience.

Every project that seeks funds from the facility must demonstrate that it builds economic, social, and physical resilience.

Together, IFC and The Rockefeller Foundation developed a resilience screen to assess projects. This instrument, if developed further, could influence how investors think about sustainability in the context of infrastructure projects.

**HEALTH IN AFRICA INITIATIVE (HIA)/AFRICAN HEALTH MARKETS AND EQUITY PROGRAM (AHME).**

2009 and ongoing.

HIA is an initiative of the World Bank Group to improve the quality of health care in Sub-Saharan Africa by linking governments to the private sector. The initiative also supports the creation of a positive regulatory environment for investment in the health care sector in Africa.

In Ghana, the HIA aims to improve the private health sector in general, focusing on competitiveness, viability, and sustainable capacity. The project there emphasizes private health facilities owned by women, which tend to be maternity homes, and thus impact mother and child.

**Impact**: In Ghana, the number of maternity homes successfully licensed and accredited rose from 114 in 2012 to 296 in 2014, with HIA support. There was a significant rise in family planning services in private maternity homes between 2012 and 2014, with an increase in the use of oral contraceptives and long-term contraceptives. The introduction of the new services, including the Integrated Maternal and Childhood Illnesses services, has driven demand among service providers, and the rapid increases in services led to a corresponding increase in revenue.

Building on the work of the HIA, Ghana’s national health insurance scheme has expanded more rapidly than originally envisioned with the ongoing work under AHME. New technologies and tools developed under AHME enabled the Government of Ghana to identify and include the poorest communities in the National Health Interview Survey. As a result, those identified as eligible have been linked with specific health facilities where they can receive care.

**Partnership**: HIA was created by the World Bank Group, in partnership with the **Bill & Melinda Gates Foundation** and The Rockefeller Foundation. The program aims to leverage the complementary strengths and resources of both institutions to fortify health systems by bringing together the public and private sectors. AHME is supported by the **Bill & Melinda Gates Foundation** and the United Kingdom Department for International Development, and implemented by technical partners, including Marie Stopes International and the **Grameen Foundation**.

**JOINT LEARNING NETWORK (JLN) FOR UNIVERSAL HEALTH COVERAGE.**


JLN is an innovative global learning network, set up in 2010, which connects practitioners and policy makers from around the globe to co-develop knowledge that focuses on the practical “how-to” of achieving universal health coverage. With catalytic funding from The Rockefeller Foundation, delegations from six founding countries came together for the pilot Joint Learning Workshop in India in 2010. JLN receives financial and in-kind support from member countries as well as a host of other development partners, including the **Bill & Melinda Gates Foundation**, Deutsche Gesellschaft fur Internationale Zusammenarbeit, the World Bank Group, and WHO.
OUT OF THE SHADOWS: MAKING MENTAL HEALTH A GLOBAL DEVELOPMENT PRIORITY.
April 2016.

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Impact: The event aims to mobilize a global, multi-sector coalition to provide visibility to mental health as a key issue in global development. The event will call for action and investment at the country, regional, and global levels. It will also engage finance ministers on the economic and social benefits of investing in mental health and psychosocial support, and identify cost-effective, affordable, and feasible interventions, including the integration of mental health programs into primary care and community settings as part of the progressive realization of universal health coverage.

PARTNERING TO COMBAT EBOLA.
2016.

The World Bank Group continues to work closely with the governments of Guinea, Liberia, and Sierra Leone, and the United Nations, nongovernmental organizations, foundations, and other partners to help West Africa recover from the Ebola outbreak. The World Bank Group has worked with several foundations, including The Rockefeller Foundation, the Bill & Melinda Gates Foundation, and Open Society Foundations, to help the countries recover from the crisis, and to prevent and respond to future crises.

SOLUTIONS FOR YOUTH EMPLOYMENT COALITION (S4YE).
Launched 2014. See page 150.

S4YE is a multi-stakeholder coalition of governments, the private sector, civil society, and foundations that provides leadership and catalytic action to significantly increase the number of young people engaged in productive work by 2030.

Partnership: The Rockefeller Foundation is a board member of S4YE and hosted the launch of S4YE’s flagship report, The State of Youth Employment, at its headquarters in New York City on October 15, 2015.

URBANIZATION AND KNOWLEDGE PLATFORM (UKP).

The Rockefeller Foundation was a member of UKP, which aimed 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.
As the charitable arm of Rotary, the Rotary Foundation taps into a global network of Rotarians who invest their time, money, and expertise in specific priorities, such as eradicating polio and promoting peace. Foundation grants empower Rotarians to approach challenges such as poverty, illiteracy, and malnutrition with sustainable solutions that leave a lasting impact.

**EXAMPLE OF PARTNERSHIP**

**INVESTMENT PARTNERSHIP FOR POLIO.**  
Launched 2002. See page 156.

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 Bill & Melinda Gates Foundation and the UN Foundation, through funding from the Rotary Foundation and the U.S. Centers for Disease Control and Prevention, partnered to support an innovative financing mechanism developed by the World Bank Group that supports the GPEI. The foundations provide the resources to pay off—or “buy down”—the current value of a country’s International Development Association credit when the country successfully completes a vaccine distribution program to eliminate polio.
Zina was trained in Egypt in handicraft work and now makes items from palm tree by-products.

Photo: Arne Hoel/World Bank
The mission of the Sawiris Foundation for Social Development (Sawiris Foundation) is to contribute to the development of the Arab Republic of Egypt, 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 (DM).**

*2012–2016.*

Launched in November 2012, the Egypt DM supports development and job creation for young men and women in rural Egypt, and aims to strengthen the country’s ecosystem of social entrepreneurship and impact investment. DM 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.

**Impact:** Thirty-seven social enterprises were selected (mostly nongovernmental organizations and foundations) and provided with funding, strategic guidance, mentoring, and training. The project will help create an estimated 200 jobs for young Egyptian men and women living in rural areas.

**Partnership:** The Sawiris Foundation is one of three main donors (along with the United Kingdom Department for International Development and the Danish International Development Agency). In addition, more than 20 technical assistance partners provided capacity-building support to the Egypt DM winners throughout the project’s one-year duration.
Undernutrition contributes to nearly half of all child deaths. In the worst-affected countries, one of every two children is left with a stunted body and brain. The Power of Nutrition, a new independent fund launched in 2015, seeks to help millions of children reach their full potential by putting a stop to undernutrition. Backed by leading organizations from private philanthropy and international development, the partnership aims to unlock one billion dollars to tackle child undernutrition in some of the world’s poorest countries.

The partnership follows an innovative approach whereby every $1 of grant funding invested in the Power of Nutrition aims to unlock up to $5 of new public and private funds. The fund first matches investors’ money, and then uses it to encourage donors to allocate more funding to nutrition at the country level—including through new grants, government funding, and International Development Association financing.

The Power of Nutrition is committed to generating real, measurable results for children.

The **UBS Optimus Foundation**, together with the **Children’s Investment Fund Foundation**, the United Kingdom Department for International Development, UNICEF, and the World Bank Group are supporting the partnership.
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 much-needed financing opportunities for young entrepreneurs, while providing them with training and other support to help their new businesses succeed.

**EXAMPLES OF PARTNERSHIP**

**CONFERENCE ON ARAB YOUTH EMPLOYMENT.**
Amman, Jordan. April 2015.

Silatech and the International Youth Foundation (IYF) held a three-day conference designed to develop solutions to the region’s growing youth unemployment crisis.

The World Bank Group participated in the event as a contributing partner by organizing a session on *Lessons from the World Bank’s Adolescent Girls Initiative and the Jordan NOW Project.*

**Impact:** The program consisted of a crowdsourced agenda that featured 18 sessions organized by more than 20 contributing partners and leaders in youth development from across the region and the world. The content showcased the rich knowledge and innovative approaches that are being developed throughout the region.

**Partnership:** The event drew more than 350 delegates from throughout the Arab world, including representatives from leading non-governmental organizations and civil society organizations, policy makers, leaders from the private sector, researchers, and the media to share insights and build effective partnerships to support Arab youth employment.

**EMERGENCY GRANT TO SUPPORT YOUNG RURAL TUNISIANS AFFECTED BY MULTIPLE SHOCKS.**
Launched 2011 and ongoing.

This project targets young people with little access to public services and livelihood opportunities in the Kasserine and Siliana governorates, where the unemployment rate is far higher than the national average.

This community-based program provides immediate assistance to around 3,000 unemployed youth, helping them build skills and fostering a cadre of positive change agents among the area’s marginalized young people. The program focuses on the most vulnerable, targeting rural youth between the ages of 18 and 34.

The project is based on the principle that a successful skills training program should be
demand-driven. Its design was the result of extensive consultations with local youth, civil society organizations, business leaders, and Tunisian government authorities. The private sector is fully integrated in the project, with the Tunisian branches of two leading international companies, Microsoft and Manpower, organizing training modules as in-kind donations.

Example of programs supported by this initiative:

**Tunisia Youth Emergency Project.**
2011 and ongoing.

This project provides emergency income support and short-term employment to approximately 3,000 young people (aged 18–34 years) through cash-for-work, training, apprenticeship, and self-employment opportunities. This partnership between Silatech, Tunisiana, the largest mobile provider in the country, and the World Bank Group focuses in particular on the poorest hinterland regions of Kasserine and Siliana. Job seekers in these governorates are able to apply for positions using SMS and USSD mobile technologies, the most basic levels of mobile connectivity that are available to the vast majority of youth. Silatech and Tunisiana are also developing mobile tools to determine project impact, reach, and performance, and to verify fund disbursements.

**Impact:** Target goals have already been met—and in some areas are being exceeded—in outreach to young people.

Silatech is financing two information and communications technology (ICT) platforms, developed with Tunisiana: 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 hundreds of young people, a third of them women.

**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.

**YOUTH OPPORTUNITIES IN THE ARAB WORLD.**

Launched 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 in Morocco, the Morocco Youth Inclusion study, one of the most comprehensive analyses to date. The study highlights critical issues regarding the high level of inactivity—not just unemployment—among youth in Morocco. The results of the research, which also includes 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. Silatech also contributed by sharing its experiences with others in the region.
UNITING TO COMBAT NEGLECTED TROPICAL DISEASES

Established 2012

Uniting to Combat Neglected Tropical Diseases (NTDs) is a group of organizations committed to achieving the WHO goal to control and eliminate 10 NTDs by 2020. 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 signed the London Declaration on NTDs, which was launched in 2012, and together partners from the private and public sectors 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. In the past year, the collective NTD community has continued to make significant progress toward the WHO road map targets.

Partners include:

- **Bill & Melinda Gates Foundation** is investing funds to explore the feasibility of interrupting transmission and mitigating the risks of drug resistance, as well as the most effective cross-sector approaches. The Bill & Melinda Gates Foundation is also funding London’s Natural History Museum to demonstrate the feasibility of using integrated disease platforms to interrupt the transmission of soil transmitted helminth infections.

- **The END Fund** focuses on mobilizing and directing resources to where they can have maximum impact, advocating for innovative, integrated, and cost-effective NTD programs, and facilitating private sector engagement to address the devastating effects of NTDs.

- **Children’s Investment Fund Foundation** is investing funds for technical assistance to national deworming programs, including improved monitoring and evaluation, and operational research aimed at exploring pathways to elimination in the future.

- **World Bank Group** is committing $121 million from the International Development Association, its fund for the poorest countries, to support NTD control and elimination in the Sahel, including support for school-based deworming programs.

- Pharmaceutical companies have pledged drugs valued at US$17.8 billion for the 10 London Declaration Diseases through 2020.

- **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.
Established in 1919, the Sir Ratan Tata Trust (Tata Trust) is one of the oldest philanthropic institutions in India. It provides grants to 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.

EXAMPLES OF PARTNERSHIP

CGIAR (FORMERLY KNOWN AS THE CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH).

See page 82.

The Tata Trust is a member of CGIAR, a strategic partnership 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–Tata Policy Program. Since 2001.** The program was designed to tackle a broad range of water, energy, livelihood, and environment-related issues facing India, by focusing on solutions and policy-oriented research.

- **Enhancing Livelihoods through Livestock Knowledge Systems (ELKS). 2011–2013.** ELKS aimed to apply knowledge from technical, social, and institutional research to improve livestock-based livelihoods.

- **Enhancing Sustainable Livelihoods of Marginal Communities through Targeted Livestock Research. 2015–2017.**
PARTNERSHIP FOR NUTRITION RESULTS IN INDIA.
2015 and ongoing.

The partnership aims to improve the effectiveness of programs developed by the Government of India and participating state governments to improve nutritional outcomes. In doing so, the partnership will contribute to a reduction in malnutrition during the first thousand days of a child’s life, with additional emphasis on pregnant and lactating women, adolescent girls, and the most vulnerable.

The partnership, in its first two years of operation, will complement the World Bank Group–supported Systems Strengthening and Nutrition Improvement Project, part of the Integrated Child Development Scheme (ICDS), which is providing technical assistance to the Ministry of Women and Child Development of the Government of India and participating states. The partnership aims to strengthen the nutritional components of ICDS, increase multi-sector collaboration on nutrition, improve data on nutrition, build commitment for nutrition, sharpen the focus on innovation, and harmonize support to nutrition.

Partnership: The Tata Trust’s association with Partnership for Nutrition Results in India has significantly raised the profile of the partnership and its ability to advocate for nutrition-related outcomes among government officials, development partners, civil society, and other key stakeholders. The partnership is also supported by the Bill & Melinda Gates Foundation and the Children’s Investment Fund Foundation.

Plowing Fields in India
Photo: Ray Witlin / World Bank
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 2012 and ongoing. See page 20.

GPSA generates knowledge, networking, and financing to build civil society’s capacity to promote social accountability. The Stars Foundation is a partner to the GPSA.
URBANIZATION AND KNOWLEDGE PLATFORM (UKP)  
2011–2014

UKP was a partnership between researchers, policy makers, the private sector, and knowledge brokers that aimed 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 UKP’s activities, the World Bank Group has engaged with several foundations, including

- Bloomberg Philanthropies
- Ford Foundation
- Bill & Melinda Gates Foundation
- The Rockefeller Foundation

**Impact:** UKP facilitated city-to-city exchanges across the world, convening a total of 800 city leaders and 4,000 other urban stakeholders. UKP also produced several collaborative research projects to provide guidance to city leaders, and launched the Global Lab on Metropolitan Strategic Planning, which brought together planners and city leaders from the world’s mega-cities to work together toward finding solutions to urban challenges. The World Bank Group managed the Global Lab in partnership with the Regional Plan Association of New York.
The Syngenta Foundation for Sustainable Agriculture (Syngenta Foundation) is an independent, corporate foundation that focuses on supporting pre-commercial, smallholder 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. These activities add value for rural communities and sustainably improve food security.

**EXAMPLES OF PARTNERSHIP**

**BIOCARBON FUND (BIOCF).**


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

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

**Impact:** The Syngenta Foundation participates in the compliance and voluntary carbon windows 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 land.

- 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 received its first carbon payment, amounting to more than $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.

**CGIAR (FORMERLY KNOWN AS THE CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH).**

*See page 82.*

The Syngenta Foundation is a member of CGIAR, a strategic partnership 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 the following:

- **Affordable, Accessible, Asian Drought Tolerant Maize.** *2010–2015.* This public-private partnership sought to help smallholder farmers in Asia grow more food by developing affordable and accessible drought-tolerant maize.

- **Biosciences eastern and central Africa-International Livestock Research Institute (BecA-ILRI) Hub.** *Since 2004.* BecA-ILRI is a shared agricultural research and biosciences platform designed 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 Bill & Melinda Gates Foundation.

- **Developing Maize Resistant to Stem Borer and Storage Insect Pests for Eastern and Southern Africa–IRMA III Conventional.** *2009–2014.* The project aimed to develop and deploy maize varieties resistant to field and storage insect pests for countries in eastern and southern Africa.

- **Managing Maize Lethal Necrosis (MLN) in Eastern Africa through Accelerated Development and Delivery.** *2013–2016.* The project aims to ensure a continuous flow of elite, MLN-resistant inbred lines, hybrids and open-pollinated varieties through rigorous screening under natural disease pressure and artificial inoculation. This project was complemented with support from the Bill & Melinda Gates Foundation.

- **Evaluation and Selection of Heat Drought Tolerance of the International Potato Center Potato Germplasm.** *2014–2016.* The project aims to improve the livelihoods of small-scale farmers, and the sustainability of potato-based cropping systems in eastern Africa (with some spillover effects into West Africa).

- **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 with the Bill & Melinda 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 Burkina Faso, Côte d’Ivoire, Ghana, and Senegal—to build sustainable, competitive rice value chains to support food security in West Africa. The program aims to raise smallholder income by 50 percent.

- **Scientific Know-How and Exchange Program. Since 2010.** The first phase of the program focused on characterizing the genetic diversity of rice using marker-assisted breeding applications, and dealing with constraints on rice productivity. The second phase, launched in February 2013, includes marker development in rice breeding, crop health management, and research on rice reproductive biology, plant architecture, and yield genes.

- **Strengthening Bean Seed Systems with Focus on Bio-Fortified Varieties to Respond to Bean Farmers and Market Demand in Burundi, Kenya, and Rwanda. 2014–2017.** A pilot strategy will test the value chain approach and accelerate the use of quality seed varieties.

**GLOBAL INDEX INSURANCE FACILITY (GIIF) GRANT TO THE “KILIMO SALAMA” PROJECT IN KENYA. 2010–2012. See page 128.**

GIIF is a multi-donor trust fund that supports the development and growth of local markets for indexed and catastrophic insurance in developing countries, primarily in Latin
America and the Caribbean, South Asia, and Southeast Asia, and Sub-Saharan Africa.

Managed by the International Finance Corporation (IFC) and jointly implemented with the World Bank, this GIIF 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 agricultural 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 expanded coverage of this project to Tanzania after achieving positive results in Kenya.

**Partnership:** The project offered an opportunity for Syngenta Foundation to learn and test products before launching them. Meanwhile, the “Kilimo Salama” project team benefited from the annual grantees workshop, organized by the GIIF program, and the program’s knowledge-sharing network. IFC’s support helped the team expand the pilot. The partnership demonstrates the importance of insurance as a key driver of investment in farming and increased productivity.

35,000 new households received access to piped water, 1,000 more than the original target
The Thrive Networks (formerly known as East Meets West Foundation) works in the areas of education, medical and health care, clean water and sanitation, and infrastructure. Thrive Networks’ primary mission is to serve the poor and the disadvantaged in Vietnam and South-east Asia.

**EXAMPLE OF PARTNERSHIP**

The World Bank Group partners with Thrive Networks 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 Thrive Networks brings on-the-ground experience to help implement the projects.

**VIETNAM RURAL WATER SUPPLY DEVELOPMENT PROJECT.**  
*Launched November 2007–June 2012 (closed).*

The project aimed 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 surpassed the original target by 1,000. 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–September 2013 (closed).*

The project sought to improve 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 Thrive Networks.

**Impact:** The grade point average of students who were recipients of 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.
WEALTH ACCOUNTING AND VALUATION OF ECOSYSTEM SERVICES (WAVES) GLOBAL PARTNERSHIP
2010–2019

WAVES brings together a broad coalition of United Nations agencies, governments, international institutes, foundations, nongovernmental organizations, and academics to implement natural capital accounting where there are internationally agreed standards, and to 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 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 support 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 Bill & Melinda Gates Foundation, and the John D. and Catherine T. MacArthur Foundation.
The stated mission of Trust for Social Achievement (TSA) is to break the poverty cycle by promoting opportunities that help Bulgaria’s most disadvantaged citizens achieve educational and economic success. TSA supports long-term programs focused on the Roma in the following three areas: early childhood development, with an emphasis on healthy parenting and increased participation in preschool; educational achievement and dropout prevention for at-risk pupils, with a focus on improving school participation and learning and increasing graduation from high school; and access to income opportunities, specifically job connection, entrepreneurship, and home ownership, for at-risk groups.

**EXAMPLE OF PARTNERSHIP**

**SPRINGBOARD FOR SCHOOL READINESS.** 2014 and ongoing.

TSA’s engagement with the World Bank Group is conducted mainly through projects and dialogue on Roma inclusion. This project has enabled more than 4,000 Bulgarian children aged three to six years, from vulnerable communities, to attend kindergarten. The World Bank Group’s Strategic Impact Evaluation Fund, in collaboration with the Poverty Action Lab and with support from the Open Society Institute-Sofia, is conducting a randomized control trial of the project. The goal is to test different interventions and provide policy-relevant information and recommendations on the most cost-effective way to boost preschool participation for marginalized children in Bulgaria.
Panel discussion at the African Higher Education Summit, in Dakar, Senegal

Photo: ARUA Executive Committee at the African Higher Education Summit in Dakar. 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).

EXAMPLES OF PARTNERSHIP

AFRICAN HIGHER EDUCATION SUMMIT.
Dakar, Senegal. March 2015.

The African Higher Education Summit set out to create a continental multi-stakeholder platform to identify strategies for transforming the African higher education sector. More than 500 participants attended the first African Higher Education Summit, hosted by the Government of Senegal.

Impact: In preparation for the Summit, consultations were held throughout Africa with higher education institutions, governments, students, academics, development partners, employers, and business leaders, for them to share ideas and technical expertise and begin to articulate a shared vision for higher education in Africa. The summit concluded with the Dakar Declaration and an Action Plan, which set out several key recommendations and action points.

Partnership: The summit brought together partners across several sectors, including the African Union Commission, the African Development Bank, the Council for the

GLOBAL PARTNERSHIP FOR SOCIAL ACCOUNTABILITY (GPSA).
Launched 2012 and ongoing. See page 20.

GPSA generates knowledge, networking, and financing to build civil society’s capacity to promote social accountability. TrustAfrica was actively involved in the technical working group formed to develop the structure and governance for GPSA, and is a member of the steering committee.
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 (ages 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).**


APOC is the successor to the African River Blindness Control Program, and was created to build on the success of that initiative, supporting 19 central, eastern, and southern African countries. APOC closed in 2015, and is being replaced by the Expanded Special Projects for Control and Elimination of Neglected Tropical Diseases (ESPEN) program. ESPEN will provide technical support to endemic countries to increase treatment coverage for neglected tropical diseases.
Since its inception in 2000, Gavi has helped immunize half a billion children, leading to several million lives saved.

GLOBAL ALLIANCE FOR VACCINES AND IMMUNIZATION (GAVI)
Established 2000

Gavi is a partnership between the main players in immunization, including donor governments, developing countries, international development and finance organizations, civil society, and the pharmaceutical industry. 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.

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 Bill & Melinda Gates Foundation, along with the World Bank Group, WHO, and UNICEF, founded Gavi, the Vaccine Alliance, to fund vaccines for children in the world’s 70 poorest countries.

The World Bank Group is a Gavi board member and partners with Gavi in delivering support for client countries in sustainable health financing and health systems strengthening. The World Bank Group 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 driven unprecedented progress in global health by saving lives through vaccines—one of the most cost-effective public health interventions available. Gavi has helped immunize half a billion children, leading to several million lives saved, since its inception. It has played a pivotal role in ensuring the continued introduction and rollout of new vaccines and improved equity in coverage.
Established in 1999 by UBS AG, the UBS Optimus Foundation is an independent grant-making foundation committed to improving the well-being of children. The foundation believes that all children deserve every opportunity to grow and thrive, free from debilitating disease, neglect, abuse, or marginalization. UBS Optimus Foundation supports the development, validation, promotion and dissemination of innovative approaches and ideas to improve the education, protection, and health of disadvantaged children around the globe, regardless of their political, religious, or ethnic backgrounds. It applies a systematic, four-phase value chain approach to grant-making and invests in lasting outcomes rather than temporary short-term solutions.

**Examples of Partnership**

**Consultative Group on Early Childhood Care and Development (CGECCD).**
*Established 1984. See page 84.*

CGECCD is a global alliance of committed partner agencies, institutions, and professionals dedicated to working together to facilitate understanding of the importance of early childhood for social development and poverty reduction, and to advocate for improved investments, policies, and actions to support the holistic development of young children.

**Partnership:** UBS Optimus Foundation is a member of CGECCD and supports research into the effectiveness of early childhood care and development interventions, including how they promote social healing and change in emergency and post-emergency settings.

**The Power of Nutrition.**
*Launched 2015. See page 186.*

The UBS Optimus Foundation, together with the Children’s Investment Fund Foundation, the United Kingdom Department for International Development, UNICEF, and the World Bank Group, launched The Power of Nutrition, a new independent fund, which aims to help millions of children reach their full potential. Backed by leading organizations from private philanthropy and international development, the partnership seeks to unlock $1 billion dollars to tackle child undernutrition in some of the world’s poorest countries.
GLOBAL PARTNERSHIP FOR SUSTAINABLE DEVELOPMENT DATA (GPSDD)

Launched September 2015

GPSDD recognizes that a fundamental problem at the heart of efforts to eradicate extreme poverty is unreliable or nonexistent data.

The partnership is a body of more than 100 governments, civil society organizations, companies, and international organizations with a shared goal of using data to drive development and help achieve the Sustainable Development Goals (SDGs). GPSDD was formed to harness improved methods and technology for using data to design and deliver public services, fill gaps in our knowledge, and monitor the SDGs.

**Partnership:** The United Nations Foundation will host GPSDD for the next three years. The William and Flora Hewlett Foundation is one of the key partners of GPSDD and has played an important role in shaping the organization through financial investments, thought leadership, and bringing together individuals and institutions with mutual interests and complementary skills. The Children’s Investment Fund Foundation is also a partner and will invest in improving data on the coverage of nutrition interventions and other key indicators in at least four countries by 2020, to prevent the loss of young lives from undernutrition.

The World Bank Group is an Anchor Partner of the GPSDD. It is supporting sector-specific data initiatives, such as the $100M Global Financing Facility, which will help scale up global civil registration and vital statistics and secure additional funding that would allow 10 to 15 countries to produce better quality, sustainable surveys underlying poverty and key economic indicators.

The World Bank Group is also establishing a Trust Fund for Innovations in Development Data. The World Bank Group is closely involved in the partnership’s working groups, whose goals include convening a World Forum on the Data Revolution, fostering new collaborations to advance development data, and developing new data standards and architectures.
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.

**EXAMPLES OF PARTNERSHIP**

**CONNECT4CLIMATE (C4C).**
*Created 2011. See page 160.*

C4C is a global partnership, based at the World Bank Group, whose goal is to communicate more clearly and compellingly the effects of climate change, promote solutions, and empower people to act. The partnership interacts with a global audience of more than one million individuals who engage via C4C’s social media channels.

**Partnership:** During the World Economic Forum in Africa, C4C partnered with the UN Foundation and the Bertha Centre at the University of Cape Town’s Graduate School of Business to raise the profile of the Sustainable Development Goals (SDGs) and Climate Change to a broad public audience. The agenda emphasized the role of African entrepreneurs and businesses in achieving the SDGs and tackling climate change. C4C led the panel discussion on climate change, emphasizing the urgency with which climate change and poverty must be addressed.

**DATA2X.**
*2012 and ongoing.*

Data2X, named for the power women have to multiply progress in their societies, works to advance gender equality and women’s empowerment. It does this by building partnerships to improve data collection and use to guide policy, better leverage investments, and spur global economic and social progress. The initiative is led by the UN Foundation, with support from The William and Flora Hewlett Foundation and the Bill & Melinda Gates Foundation, and with an ongoing collaboration with the U.S. State Department.

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 WHO.
Impact: The partnership has identified 28 gaps in global data related to gender that it is seeking to close. These gaps run across five domains: health, education, economic opportunities, political participation, and human security.

EVERY WOMAN EVERY CHILD.
2015.

Every Woman Every Child is a global movement that mobilizes and intensifies international and national action by governments, multilaterals, and foundations to address the major health challenges facing women, children, and adolescents around the world. The movement puts into action the United Nations Secretary-General’s Global Strategy for Women’s, Children’s, and Adolescents’ Health, which is a road map for ending preventable deaths within a generation and ensuring the well-being of all women, children, and adolescents. The Global Financing Facility, which was launched by the World Bank Group and partners at the Third International Conference on Financing for Development in July 2015, is a key financing platform of this strategy. It is a country-driven financing partnership that brings together, under national government leadership, stakeholders in reproductive, maternal, newborn, child, and adolescent health, providing sustainable financing to accelerate efforts to end preventable maternal, newborn, child, and adolescent deaths by 2030.

Partnership: The UN Foundation is a key partner in this initiative, along with the Bill & Melinda Gates Foundation, the World Bank Group, the private sector, and civil society.

GLOBAL ALLIANCE FOR CLEAN COOKSTOVES.
2010 and ongoing.

The Global Alliance for Clean Cookstoves is a public-private partnership hosted by the UN Foundation to save lives, improve livelihoods, empower women, and protect the environment by creating a thriving global market for clean and efficient household cooking solutions. 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 every year in developing countries. The Alliance’s 100 by 2020 goal calls for 100 million households to adopt clean and efficient cookstoves and fuels by 2020.

Partnership: The Alliance is working with a strong network of public, private, and nonprofit partners to accelerate the production, deployment, and use of clean cookstoves in developing countries. By focusing on the development of a market-based approach to drive clean cooking solutions at scale, the Alliance provides the philanthropic sector with a range of programmatic, policy, and advocacy funding and investment options to advance the sector for clean, safe, and efficient cooking solutions. The World Bank Group is a member of the Alliance, along with more than 1,300 partners. To support its 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.
GLOBAL FUND TO FIGHT AIDS, TUBERCULOSIS, AND MALARIA.
The Global 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 PARTNERSHIP FOR SUSTAINABLE DEVELOPMENT DATA (GPSDD).
Launched September 2015. See page 208.
GPSDD recognizes that a fundamental problem at the heart of efforts to eradicate extreme poverty is unreliable or nonexistent data. GPSDD was formed to harness improved methods and technology for using data to design and deliver public services, fill gaps in knowledge, and help monitor the Sustainable Development Goals.

Partnership: The UN Foundation will host the GPSDD for the next three years. The foundation was selected for its institutional capacity and successful experience hosting several other independent multi-stakeholder initiatives.

INVESTMENT PARTNERSHIP FOR POLIO.
Launched 2002. See page 156.
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 Bill & Melinda Gates Foundation and the UN Foundation, through funding from the Rotary Foundation and U.S. Centers for Disease Control and Prevention, partnered to support an innovative financing mechanism, developed by the World Bank Group, that supports the GPEI. The foundations provide the resources to pay off—or “buy down”—the current value of a country’s International Development Association credit when the country successfully completes a vaccine distribution program to eliminate polio.
Panel discussion: Youth (Un)employment – Increasing the Employability of Young People, at the 2015 Grantmakers East Forum, in Istanbul, Turkey

Photo: Grantmakers East Forum 2015
The Vehbi Koç Foundation is one of the largest charitable foundations in Turkey. The foundation was established in 1969 by Turkish entrepreneur Vehbi Koç, with the aim of revitalizing philanthropy in Turkey. The foundation’s focus areas are education, health, and culture.

EXAMPLES OF PARTNERSHIP

GRANTMAKERS EAST FORUM.
Istanbul, Turkey. October 2015.

In October 2015, the Vehbi Koç Foundation and the World Bank Group participated in a panel at the Grantmakers East Forum, on Youth (Un)employment—Increasing the Employability of Young People. The session explored concrete strategies and instruments for increasing the employability of youth.

WORLD BANK GROUP FOUNDATIONS ROUNDTABLE SERIES—SHARING BEST PRACTICES FOR JOB CREATION THROUGH PUBLIC-PRIVATE PARTNERSHIPS.
Washington, DC, USA. June 2015.

The Vehbi Koç Foundation conducted a roundtable discussion at World Bank Group headquarters in Washington, DC, on creating innovative public-private partnerships to tackle youth unemployment. The seminar was based on the Vehbi Koç Foundation’s Vocational Education Program model, which was developed in partnership with the Turkish Ministry of Education and the Koç Holding and Koç Group Companies. The model has been successful in improving the quality of vocational education and raising awareness of its importance in Turkey.
Huge images of animals, landscapes, and the planet were projected on the façade of St. Peter’s Basilica, while the sounds of nature reverberated through the church building. The three-hour light display beamed across the famous Vatican Square in the center of Rome, in December 2015, and told the story of the interdependency of humans and life on earth with the planet. A gift to Pope Francis by a coalition of partners, convened by the World Bank Group’s Connect4Climate program, it was inspired by the themes of climate change, human dignity, and earth’s living creatures, brought to life in his Encyclical *Laudato Si*.

The event, which drew global attention to the importance of preserving the natural environment and tackling climate change, featured the work of some of the world’s most renowned nature artists and filmmakers, including Brazil’s Sebastião Salgado and long-time photographer for *National Geographic*, Joel Sartore.
The Vitol Group first began making charitable grants in 2002 with the aim of enabling children living in deprivation to reach their full potential in life. The Vitol Foundation’s goals are aligned with the core values of Vitol: flexibility to change, willingness to take risks, speed in responding when needed, optimizing the power of partnerships, and leveraging the Vitol Group’s global reach and local understanding. The foundation supports projects in areas that are critical to child development: health, water, sanitation and hygiene, education, and livelihoods.

**Impact:** The first phase of the initiative helped reduce the incidence of malaria and schistosomiasis, and resulted in a doubling of funding from the International Development Association.

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

#### EXAMPLE OF PARTNERSHIP

**MULTI-PURPOSE WATER RESOURCES DEVELOPMENT PROJECT (MWRD).**

2013.

MWRD was created to enhance regional integration among the riparian countries (Guinea, Mali, Mauritania, and Senegal) of the Senegal River Basin. It does this through a local partnering organization working to develop multi-purpose water resources to foster improved community livelihoods. The objective of the second phase of MWRD 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 efforts to control malaria and neglected tropical diseases.
Cattle waiting to be weighed before auction

Photo: Swathi Sridharan (ICRISAT)
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 (the Lao People’s Democratic Republic, Thailand, and Vietnam), and India.

**EXAMPLES OF PARTNERSHIP**

CGIAR (FORMERLY KNOWN AS THE CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH).

See page 82.

The Wellcome Trust is a member of CGIAR, a strategic partnership 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:

- **Development of Effective Rift Valley Fever Vaccines for Use in Sheep and Humans.** 2012-2015. The project sought to control contagious bovine pleuropneumonia.

- **Epidemiology of Zoonoses among Livestock and Their Keepers in East Africa.** 2009–2012. This multidisciplinary project was funded by the Wellcome Trust, with the aim of understanding the mechanisms that drive the transmission of zoonotic diseases between livestock reservoirs and humans, and contributing to the design of interventions to improve human and animal health.
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, examining records of the clinical signs shown by infected animals and 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. The findings from the research are also used to develop practical tools for diagnosing infections in the field.

OUT OF THE SHADOWS: MAKING MENTAL HEALTH A GLOBAL DEVELOPMENT PRIORITY.
April 2016.

At the 2016 World Bank Group/International Monetary Fund Spring Meetings, the World Bank Group, WHO, and Harvard University will co-host a high-level event focused on mental health. The event has gained the active support of several organizations, including the U.S. National Institute of Mental Health; The Rockefeller Foundation; The Nippon Foundation; Secretariat for the United Nations Convention on the Rights of Persons with Disabilities; Harvard University Asia Center; Gulbenkian Foundation, Global Health Council; Wellcome Trust; Open Society Foundations; World Economic Forum; U.S. State Department/Asia-Pacific Economic Cooperation Mental Health Initiative; Japan National Institute of Mental Health; Fundación Santa Fe, Bogotá, Colombia; Carter Center; Kennedy Forum; iFred; Chatham House; European Commission’s Directorate General for Health and Food Safety; Fundación ONCE; Grand Challenges Canada; Plan International USA; and Fracarita International (Brothers of Charity).

Impact: The event aims to mobilize a global, multi-sector coalition to provide visibility to mental health as a key issue in global development. The event will call for action and investment at the country, regional, and global levels. It will also engage finance ministers on the economic and social benefits of investing in mental health and psychosocial support, and identify cost-effective, affordable, and feasible interventions, including the integration of mental health programs into primary care and community settings as part of the progressive realization of universal health coverage.

PARTNERSHIP FOR CHILD DEVELOPMENT (PCD).

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 on child development.
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 and ongoing.*

ACET is a Ghana-based organization that provides economic advisory services and capacity building to African governments. The vision is that by 2025 all African countries will drive their own growth and transformation agendas, led by the private sector and supported by capable states with strong institutions and good policies. 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 84.*

CGECCD is a global alliance of committed partner agencies, institutions, and professionals dedicated to working together to facilitate understanding of the importance of early childhood for social development and poverty reduction, and to advocate for improved investments, policies, and actions to support the holistic development of young children.

**DATA2X.**
*2012 and ongoing.*

Data2X, named for the power women have to multiply progress in their societies, works to advance gender equality and women’s empowerment. It does this by building partnerships to improve data collection and use to guide policy, better leverage investments, and spur global economic and social progress. The initiative is led by the United Nations Foundation, with support from The Hewlett Foundation and the Bill & Melinda Gates Foundation, and with an ongoing collaboration with the U.S. State Department.
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 WHO.

**Impact:** The partnership has identified 28 gaps in global data related to gender that it is seeking to close, which run across five domains: health, education, economic opportunities, political participation, and human security.

**GLOBAL PARTNERSHIP FOR EDUCATION (GPE).**
Launched 2002. See page 142.

GPE works with 61 developing countries to ensure that every child receives a quality basic education, prioritizing the poorest, the most vulnerable, and those living in fragile and conflict-affected countries.

**GLOBAL PARTNERSHIP FOR SOCIAL ACCOUNTABILITY (GPSA).**
Launched 2012 and ongoing. See page 20.

GPSA generates 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.

**GLOBAL PARTNERSHIP FOR SUSTAINABLE DEVELOPMENT DATA (GPSDD).**
Launched September 2015. See page 208.

GPSDD recognizes that a fundamental problem at the heart of efforts to eradicate extreme poverty is unreliable or nonexistent data. GPSDD was formed to harness improved methods and technology for using data to design and deliver public services, fill gaps in knowledge, and help monitor the Sustainable Development Goals.

**Partnership:** The Hewlett Foundation is one of the key partners of GPSDD and is providing funding.

**OPEN CONTRACTING PARTNERSHIP (OCP).**
2013 and ongoing. See page 94.

OCP is a nonprofit organization that works with government at the state and city levels, companies, and civil society in developing and developed countries to open up public contracting through disclosure, data, and engagement, so that the vast sums of money generated and spent through contracts are deployed honestly, fairly, and effectively.

**Partnership:** The Hewlett Foundation provides funding to OCP. Open Society Foundations and the Omidyar Network are also supporting the partnership.

**SERVICE DELIVERY INDICATORS (SDI) PROJECT.**
2011 and ongoing.

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.

**Impact:** SDI has been implemented in seven countries (Kenya, Mozambique, Nigeria,
Senegal, Tanzania, Togo, and Uganda), the experience of 350 million people in service delivery across health and education. Repeat surveys have been implemented in Tanzania. The project will be rolled out in the Democratic Republic of Congo, Madagascar, Mali, and Niger in 2016. Ethiopia and Zambia independently implemented surveys based on the project, with technical assistance from the team. In Tanzania, results from the SDI project formed the basis for a major new strategy called Big Results Now. In Mozambique, following the release of the SDI results, the Ministry of Education launched a country-wide campaign against teacher and student absenteeism.

**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 for their use and influence has challenged the way the World Bank Group uses the knowledge it generates. The Hewlett Foundation is also a member of the SDI steering committee. The partnership works closely with the African Economic Research Consortium and the African Development Bank. It is also supported by the Bill & Melinda Gates Foundation, Good Ventures, and the Mo Ibrahim Foundation.

**UWEZO.**

*2009 and ongoing.*

Uwezo—which means “capability” in Kiswahili—is an initiative to improve competencies in literacy and numeracy among children aged six to 16 years in Kenya, Tanzania, and Uganda. The program supports large-scale, community-based assessments of children’s learning (modeled on an India-based initiative). The findings are publicized to create broad public awareness and debate.

**Partnership:** The Hewlett Foundation, the Children’s Investment Fund Foundation, and the World Bank Group support 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.

**Supporting large-scale, community-based assessments of children’s learning and facilitating broad public awareness and debate**