

THE WORLD BANK GROUP AND FOUNDATIONS  
**STORIES OF PARTNERSHIP | 2013**



FOUNDATIONS | **GLOBAL ENGAGEMENT**  
PROGRAM | THE **WORLD BANK GROUP**



# Introduction

---

Today, the World Bank Group works with over 80 foundations. This booklet brings together examples of those partnerships. It is by no means a comprehensive report—but it illustrates just how wide-ranging these relationships are, affecting people’s lives across every region in the world. Collaboration extends from knowledge and data sharing, to consultations, to designing and implementing joint projects. Areas of partnership include early childhood development, education, health care, financial inclusion, citizen engagement, private sector investment, food security, women’s empowerment, urban development, and environmental sustainability. Contributions from foundations to World Bank Group trust funds for FY08 to FY13 account for more than \$1 billion, or 2% of the total budget.

I hope this report will help demonstrate not only the range of partnerships between the World Bank Group and foundations but also their impact. In India, the World Bank Group and the Bill & Melinda Gates Foundation have helped bring care to millions of patients suffering from tuberculosis, with a recent focus on drug-resistant cases. In Africa, the World Bank Group is supporting the William and Flora Hewlett Foundation’s development of a set of indices to help parents, politicians, and policymakers understand the quality of services in health and education, and their findings in Tanzania are already feeding into new education reforms. In Brazil, the World Bank Group has partnered with the Gordon and Betty Moore Foundation to support the preservation of the Amazon, contributing to a 63% increase in the amount of protected area. These projects are bringing real changes to people’s lives and to our planet.

The contributions that foundations bring to the World Bank Group’s work are invaluable—from broad global, regional, and local knowledge and experience, to deep expertise in a wide range of development areas. Foundations bring innovation and cutting-edge ideas. Partnering with foundations makes the World Bank Group stronger, smarter, and more inclusive. For the foundation community, the Bank Group brings global reach—with over one hundred offices on the ground, strong research teams producing world-class data and statistics, the potential to scale up pilot projects, and the ability to influence policy by bringing governments to the table. When we combine our strengths, the World Bank Group and foundations can achieve our best and most important work: more effective and lasting development solutions.

Penelope Lewis

*Head of Global Foundations Program  
The World Bank*



# Contents

---

Aga Khan Development Network (Geneva, Switzerland) .....	5
Alianza Educación para la Construcción de Culturas de Paz (Bogotá, Colombia) .....	7
Paul G. Allen Family Foundation (Seattle, WA) .....	8
AVINA Foundation (Panama City, Panama) .....	8
King Baudouin Foundation (Brussels, Belgium) .....	8
Bernard Van Leer Foundation (The Hague, The Netherlands) .....	10
Bertelsmann Foundation (Gütersloh, Germany) .....	10
Bloomberg Philanthropies (New York City, NY, USA) .....	11
Blue Moon Fund (Charlottesville, VA, USA) .....	13
The BP Foundation (Houston, TX, USA) .....	14
Carnegie Corporation of New York (New York City, NY, USA) .....	14
Children’s Investment Fund Foundation (London, U.K.) .....	15
ClimateWorks Foundation (San Francisco, CA, USA) .....	18
William J. Clinton Foundation (New York, NY, USA) .....	20
Council on Foundations (Arlington, VA, USA) .....	20
TY Danjuma Foundation (Abuja, Nigeria) .....	21
Michael & Susan Dell Foundation (Austin, TX, USA) .....	21
Dynasty Foundation (Moscow, Russia) .....	22
East Meets West Foundation (Oakland, CA, USA) .....	22
The ELMA Philanthropies Services .....	24
Tony Elumelu Foundation (Lagos, Nigeria) .....	25
Eurasia Foundation of Central Asia .....	25
(Almaty, Kazakhstan; Bishkek and Osh, Kyrgyzstan; Dushanbe, Tajikistan)	
European Foundation Centre (Brussels, Belgium) .....	26
Fondazione CRT (Torino, Italy) .....	26
Ford Foundation (New York City, NY, USA) .....	27
FUNCATE (Fundação de Ciência, Aplicações e Tecnologia Espaciais) (São Paulo, Brazil) .....	30
La Fundación Fútbol con Corazón (Barranquilla, Colombia) .....	30
Bill & Melinda Gates Foundation (Seattle, WA, USA) .....	31
German Marshall Fund (Washington, DC, USA) .....	45
Calouste Gulbenkian Foundation (Lisbon, Portugal) .....	48

William and Flora Hewlett Foundation (Menlo Park, CA, USA) .....	48
Conrad N. Hilton Foundation (Agoura Hills, CA, USA) .....	50
Hindustan Unilever Foundation (Mumbai, India) .....	51
Fundación Internacional y para Iberoamérica de Administración y Políticas Públicas (Madrid, Spain) .....	51
Mo Ibrahim Foundation (London, U.K.) .....	52
The Jacobs Foundation (Zurich, Switzerland) .....	52
Nand & Jeet Khemka Foundation (New Delhi, India) .....	53
Kresge Foundation (Detroit, MI, USA) .....	53
John D. and Catherine T. MacArthur Foundation (Chicago, IL, USA).....	54
The MasterCard Foundation (Toronto, Canada).....	55
Fundación Mi Sangre (Medellín, Colombia) .....	57
The Gordon and Betty Moore Foundation (Palo Alto, CA, USA) .....	58
Nike Foundation (Portland, OR, USA) .....	59
Oak Foundation (Geneva, Switzerland) .....	62
Omidyar Network (Redwood, CA, USA) .....	63
Open Society Foundations (New York City, NY, USA) .....	65
David and Lucile Packard Foundation (Los Altos, CA, USA) .....	66
PepsiCo Foundation (Purchase, NY, USA) .....	67
Private Sector Foundation Uganda (Kampala, Uganda).....	68
Rockefeller Foundation, (New York City, NY, USA) .....	68
Silatech (Doha, Qatar).....	71
Skoll Foundation (Palo Alto, CA, USA) .....	72
Syngenta Foundation for Sustainable Agriculture (Basel, Switzerland) .....	73
Sir Ratan Tata Trust (Mumbai, India) .....	75
TrustAfrica (Dakar, Senegal) .....	76
United Nations Foundation (Washington, DC, USA) .....	77
Wellcome Trust (London, U.K.) .....	78

## ■ Aga Khan Development Network (Geneva, Switzerland)



### His Highness the Aga Khan, Founder and Chairman

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

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

### Examples of Partnerships:

#### *Africa Region*

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

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

The World Bank, IFC, and the African Development Bank (AfDB) are key partners with the AKDN in developing the AKU as a major university in Africa. The AKDN has already invested about \$90 million in the project, including purchase of land, and seeks to raise \$190 million over the next 5 years—including \$30 million from IDA and \$10 million from IFC. With a 15–20 year build-out horizon, the AKU will have faculties of arts and sciences; five professional schools focused on media and communications, tourism, management, and education; and an independent policy think tank. The AKU also plans to offer a graduate-level professional degree program in hospitality and tourism.

- \* **Impact:** The AKU will play an important role in providing world-class tertiary education and improving quality of education outcomes in African countries. AKDN tourism projects have already helped to create jobs and develop skills in the region, and the AKU's training in hospitality and tourism will help to expand market-based tourism and contribute to Africa's economic growth.
- \* **Partnership:** The World Bank Group and the AKDN each bring particular strengths to this partnership, and both have benefited in terms of building synergies, sharing knowledge, and aligning policies.

#### *Europe and Central Asia Region*

- **Social Cohesion and Community Development in the Kyrgyz Republic.** *Approved (concept) June 2012. Expected to start FY14 for three years.*

This partnership between the World Bank and Aga Khan Foundation USA and Kyrgyzstan aims to identify successful ways to promote social cohesion through Community Driven Development using pilot programs and a rigorous evidence-driven monitoring and evaluation framework.

- \* **Impact:** Activities will directly benefit local communities across Naryn and Osh provinces in the Kyrgyz Republic. Such activities include supporting village government efforts to make local planning more participatory (e.g., by involving civil society groups in local development strategies, and in the selection, delivery, and financing of community infrastructure projects). Lessons learned from new participatory approaches will contribute to the design of future IDA and government community-based development initiatives in the country.
- \* **Partnership:** The World Bank Group benefits from the extensive global operational and research resources of the AKDN, which includes foundations, universities, research institutes, and ongoing development programs. The AKDN has benefited from the World Bank Group's knowledge, resources, and global operational footprint in Community Driven Development.

#### ■ **Pamir Private Power Project. 2003–2010.**

The project was designed as a public-private partnership between the Government of Tajikistan, the World Bank Group, and AKFED to improve the reliability and quality of the supply of electricity to the Gorno Badakhshan Autonomous Oblast (GBO) 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 Pamir Energy Company, a joint stock company owned by AKFED (70%) and IFC (30%). The project supported the rehabilitation of the 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 GBO has increased from three hours to 22–24 hours per day during the winter for over 70% of total 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 over 1,000 households as well as hospitals, schools, and businesses in Afghanistan. Collection rates for electricity have also improved, from 40% in 2002 to around 100% in 2010.

In the Gorno Badakhshan Autonomous Oblast (GBO), one of the poorest and most isolated regions of Tajikistan, 60% of the inhabitants had no energy during the winter and 15% had no energy at all. Frequent power outages were common. The unreliable electricity supply forced schools, hospitals, and businesses to close, and residents to burn wood for heating and cooking, leading to respiratory problems. Today, people and businesses in GBO and northern Afghanistan enjoy a reliable and clean energy supply. Abdullahjan Abdulkhalia, a schoolteacher in Afghanistan's Shugnan Province, talks about the changes he has seen: "[Since] we have electricity, we are able to use electric heaters and all electric appliances. We have ten computers in our ICT classroom. Children have regular classes, and the education process has improved since the time of power supply."



Pamir Energy Project, Tajikistan  
Pamir Energy Co.



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

■ **Tajikistan: Reducing Poverty in High Mountain Environments around Lake Sarez.**

The project will promote village-level social and economic development for poor and vulnerable communities in the valleys of Bartang and Panj to change their livelihoods from reliance on external aid to sustainable development.

**Other:**

■ **Global Partnership for Social Accountability (GPSA).** *Launched April 2012. See p. 47.*

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

■ **Consultative Group on Early Childhood Care and Development (CGECCD).** *Established 1984. See p. 19.*

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

■ **In Pakistan: Addressing the Poverty-built Environment Nexus.**

The project addresses economic and social poverty in Northern Pakistan through improvements in housing and living conditions.

## ■ **Alianza Educación para la Construcción de Culturas de Paz (Bogotá, Colombia)**



**Alianza Educación para la Construcción de Culturas de Paz** is a multi-member partnership, which includes other multilateral agencies and governmental authorities, to support and strengthen local schools and organizations that work in building a Culture of Peace. The support includes technical assistance, training, and small grants, as well as national and international visibility.

### **Example of Partnership:**

■ **Partnership for the Creation of a Culture of Peace.** *1996 and ongoing.*

The project aims to contribute to the creation of a culture of peace and democratic coexistence at the national, regional, and local levels. Activities include contributing to formulating public policy on education for peace and coexistence; encouraging its inclusion in the development plans of local authorities; and promoting inclusion of peace and coexistence projects at schools, community organizations, youth and women's groups, and NGOs. Ultimately, the partnership hopes to bring a more peaceful culture to Colombia, ending the decades of war and urban violence.

- \* **Impact:** The program has had an impact on public policy through a fluid dialogue between civil society and government. It has increased the capacity of organizations that work to create a culture of peace through an exchange of knowledge and experience. It has also increased visibility of the members and its projects.
- \* **Partnership:** The Bank provides technical assistance to improve the Alianza's planning process and systematize the experience.

## ■ Paul G. Allen Family Foundation (Seattle, WA)



### Jo Lynn Allen, President

The **Paul G. Allen Family Foundation** is dedicated to transforming lives and strengthening communities by fostering innovation, creating knowledge, and promoting social progress.

The foundation's focus areas include: arts and culture; community development and social change; science and technology; and youth engagement.

## ■ AVINA Foundation (Panama City, Panama)



### Sean McKaughan, Chairman

**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.

## ■ King Baudouin Foundation (Brussels, Belgium)



### Luc Tayart de Borms, Managing Director

The **King Baudouin Foundation** is an independent and pluralistic foundation that pursues sustainable ways to bring about justice, democracy, and respect for diversity.

The foundation currently focuses on the following areas: poverty and social justice; democracy in Belgium; democracy in the Balkans; heritage; philanthropy; health; leadership; civic engagement; migration; development; and special projects.

## **BEES (Business, Enterprise, and Employment Support) for Women in South Asia**

*June 2011 to date*

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

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

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

The World Bank collaborates with BEES on the following projects:

- » Afghanistan Rural Enterprise Development Program
- » Social Development Foundation (Social Investment Program Project)
- » Society for Elimination of Rural Poverty (Andhra Pradesh Rural Inclusive Growth Project)
- » Poverty Alleviation Fund (Pakistan)
- » Poverty Alleviation Fund (Nepal)
- » Afghanistan National Solidarity Program

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



Carpet and silk weaving center in Herat Afghanistan.  
Graham Crouch / World Bank

## ■ Bernard Van Leer Foundation (The Hague, The Netherlands)



**Lisa Jordan**, Executive Director

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 8 who are growing up in socially and economically difficult circumstances. Their operations span several countries, including Peru, India, the Netherlands, Israel, Uganda, Turkey, Brazil and Tanzania, as well as regional EU programs.

### Examples of Partnership:

#### ■ Partnership on Early Childhood Development.

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

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

Results included:

- » A declaration committing the Government of Tanzania to passing a new policy for ECD, including budget line items across a range of ministries.
- » Support from the **Children's Investment Fund Foundation** to strengthen the World Bank Group's work on ECD across Africa (as well as in some states in India). As part of this effort, the World Bank offices in Tanzania and Uganda have submitted proposals for small grants to help mobilize resources for ECD.
- » The **Conrad N. Hilton Foundation**, the **ELMA Foundation**, and the Bernard van Leer Foundation have developed a plan for testing social impact investments beneficial to young children—an action that was spearheaded by the World Bank.

#### ■ Consultative Group on Early Childhood Care and Development (CGECCD). *Established 1984. See p. 19.*

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

## ■ Bertelsmann Foundation (Gütersloh, Germany)



**Aart de Geus**, Chairman and CEO

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

## Examples of Partnership:

### ■ Annual Bertelsmann Foundation—Financial Times Conference. *April 2013.*

The annual financial 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. Kaushik Basu, the World Bank’s Senior Vice President and Chief Economist, was a featured panelist at this year’s conference on the topic “Another Start-Up: Global Financial Governance.” This year’s conference focused on the need for policymakers worldwide to take robust action to ensure a stable international fiscal and financial environment that spurs global economic activity.

### ■ German World Ban Group Forum. *June 2013.*

The Forum is a high-level event that brings together a select group of leading personalities from politics, the private sector, academia, and civil society to discuss the day’s most pressing development challenges. Attended by around 100 participants, the Forum will focus on the role of leadership in business and politics in driving economic growth and development that preserves natural resources, reduces greenhouse gas emissions, and effectively includes the poor.

- \* **Impact:** The Forum seeks to identify what it takes for leaders 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.

## ■ Bloomberg Philanthropies (New York City, NY, USA)



### Patricia Harris, Chairwoman and CEO

**Bloomberg Philanthropies** refers to all of Michael Bloomberg’s charitable activities, including his personal giving and the Bloomberg Family Foundation. Bloomberg Philanthropies works primarily to advance five areas globally: the arts, education, the environment, government innovation, and public health.

## Examples of Partnership:

### ■ Cities Climate Leadership Group (C40). *Launched in 2005.*

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

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

- \* **Impact:** The C40, the International Council for Local Environmental Initiatives (ICLEI), and the World Resources Institute have developed a common international standard for measuring city greenhouse gas emissions—the Greenhouse Gas Protocol for Community-level Emissions (GPC)—with the support of



the World Bank, UNEP, and UN-HABITAT. Common international metrics for cities will help establish baselines and track progress against targets for both climate change mitigation and adaptation in cities.

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

■ **Global Road Safety Facility.** *2006 and ongoing.*

About 1.3 million people die each year in road crashes, and over 90% of those deaths are in developing countries. Bloomberg Philanthropies, through its Global Road Safety Program (RS 10), is funding a consortium of partners dedicated to addressing the road safety crisis. The RS 10 program focuses on improving road safety in ten low- and middle-income countries: Brazil, Cambodia, China, Egypt, India, Kenya, Mexico, Russia, Turkey, and Vietnam. The Global Road Safety Facility (GRSF) is one of its key partners.

- \* **Impact:** The World Bank, through the GRSF, has focused on evaluating the safety of road infrastructure investments and providing recommendations for safer design, and improving the institutional capacity to manage and improve road safety. For example: In China, a new Road Safety Engagement strategy has resulted in three urban road safety demonstration projects. In India, the World Bank Group is working with the State of Gujarat to prepare and implement a multi-sector road safety component under a new state highway improvement project.
- \* **Partnership:** Bloomberg’s funding has enabled the Bank to enhance the road safety aspects of projects. Partnering with the World Bank Group has enabled Bloomberg Philanthropies to expand its approach to road safety beyond the health issue, to look at infrastructure and institutional reform.



iRAP Vehicle, Jaipur Gate, Jaipur, India  
iRAP—International Road Assessment Program

■ **Urbanization Knowledge Platform (UKP).** *Launched in 2011. See p. 78.*

Bloomberg Philanthropies is a member of the World Bank–supported UKP, which aims to put the world’s best knowledge and data in the hands of policymakers and practitioners to harness urban growth for better development outcome.

## ■ Blue Moon Fund (Charlottesville, VA, USA)



### Diane Edgerton Miller, President and CEO

**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. Blue Moon Fund is willing to try unconventional forms of philanthropy to achieve its objectives. It works in Asia, North America, and the Tropical Americas.

#### Example of Partnership:

■ **Environmental and Social Risk Management for Financial Institutions in East Asia and the Pacific.**

*July 2012–June 2014.*

This partnership between the Blue Moon Fund and IFC aims to significantly shift the financing practices of financial institutions in the East Asia and Pacific region toward a sustainable approach to environmental and social issues. It also aims to ensure that the risks and impacts of the projects on the environment and local communities are identified, assessed, and monitored throughout the project lifecycle. The program has a particular focus on China. The program also receives funding from Switzerland’s State Secretariat for Economic Affairs (SECO).

- \* **Impact:** The program hopes to improve the environmental and social performances of financial institutions in the region by promoting responsible lending/investment and raising awareness of the regulatory system; providing technical support; and building capacity on environment and social risk management through training, knowledge sharing, and tools development.
- \* **Partnership:** This partnership brings together the interests of both the Blue Moon Fund and IFC in using China’s experience in protecting environmental and social safeguards to influence the banking sector in the East Asia and Pacific region to have a positive impact on communities, ecosystems, and climate change efforts.

## ■ The BP Foundation (Houston, TX, USA)



Since 2006, the **BP Foundation** has invested more than \$180 million in U.S. initiatives. The BP Foundation is a separate legal entity from BP and accounts independently for its operations, assets, liabilities, and expenses.

### Example of Partnership:

#### ■ The BP-IFC Partnership in Europe and Central Asia. *Since 2006.*

The BP Foundation and IFC have a long history of partnership on projects in Azerbaijan and Georgia:

- » Georgia SME Development Project, 2006–2010.
- » Georgia Corporate Governance Project, 2006–2010.
- » Access Bank Supplier Finance Facility Project, 2007–2010.
- » Azerbaijan Business Enabling Environment Project, 2007–2013.
- » Georgia Food Safety Project; Total Project Cost, 2010–2013.
- » Azerbaijan Supplier Finance Facility Project, 2008–2016.

The BP Foundation has a strong interest in developing the local small and medium enterprise (SME) sector and strengthening supply chains in Azerbaijan and Georgia because of its pipeline development work in these countries. Since 2006, IFC has been one of BP’s primary delivery partners, implementing advisory and investment projects that support micro, small, and medium enterprise (MSME) sector growth. All advisory projects have now been closed except for one investment project that is still ongoing.

- \* **Impact:** These projects have enabled 7,885 MSMEs to access loans. They have facilitated the signing of contracts worth \$15.2 million for SMEs. Over time, these projects have introduced or amended 15 laws in Georgia and Azerbaijan.
- \* **Partnership:** Through its partnership with IFC, the BP Foundation has been recognized by the governments of Georgia and Azerbaijan as a significant contributor to the development of their SME sectors. The BP Foundation has been able to save almost \$15.5 million in direct compliance costs to the private sector and almost \$12 million in aggregate private sector savings from regulatory changes, and has achieved over \$250 million worth of investment/financing supported by IFC Advisory Services.

## ■ Carnegie Corporation of New York (New York City, NY, USA)



### Vartan Gregorian, President

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

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



## Example of Partnership:

### ■ **Regional Initiative to Support Excellence in Higher Education in Africa.** *Still in development.*

This partnership between the World Bank's Africa Region and the Carnegie Corporation supports the creation of regional centers of excellence to improve the quality and outcomes of tertiary education in Africa, with a focus on developing skills and providing opportunities for both students and educators. The project will select the most proactive and innovative universities in Africa, and support higher levels of professional skill and applied research to tackle specific African development challenges, such as maternal and child health. The centers will focus on science, technology, engineering and math (STEM), health, and agriculture sciences.

- \* **Impact:** The quality of tertiary education in Africa has deteriorated due to limited financial resources and loss of institutional capacity. This initiative will help develop the skilled labor force, increase capacity in science, technology, and engineering, and expand the research that Africa needs to keep pace with its new development trajectory.
- \* **Partnership:** Carnegie Corporation brings long-term experience in supporting higher education in Africa, including through the Partnership for Higher Education in Africa, established in 2000. This partnership brought together seven foundations which together invested nearly \$440 million during a period of almost 10 years.

The World Bank is currently discussing the possibility of working with Carnegie on a Pan-African Commission on Higher Education Reform with participation from policymakers, academics, and the private sector, given the World Bank's extensive analytical work and convening power. Carnegie has also expressed interest in supporting the World Bank Group's Governance Benchmarking of African Universities carried out in partnership with the British Council.

## ■ **Children's Investment Fund Foundation (London, U.K.)**



### **Jamie Cooper-Hohn, Founder, President, and CEO**

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

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

## Examples of Partnership:

### ■ **Global Partnership for Education (GPE).** *2002–2015.*

Sixty-one billion primary-school-age children are currently out of school in developing countries, and millions more are shut out of secondary school. The GPE is a global partnership comprised of close to 60 developing countries, donor governments, international organizations, the private sector, foundations, Civil Society Organizations (CSOs), and teachers with the broad goal of getting all these children into school for

a quality education. CIFF currently shares a private sector and foundations seat on the GPE’s Board with Pearson. The **Hewlett Foundation** was recently represented on the GPE Board. The World Bank’s Human Development Network is also represented on the Board.

- \* **Impact:** GPE brings \$2 billion in support to basic education in the poorest countries, and indirectly through collaboration among partners.
  - » Since 2003, GPE’s partners have helped enroll nearly 23 million more children into school, built over 37,000 classrooms, and trained over 400,000 teachers.
  - » Thanks in part to the work of GPE’s partner organizations, 68% of girls in partner countries now finish primary school. And 18 partner countries have achieved gender parity in enrollment or have more girls than boys in school.

■ **Global Alliance for Improved Nutrition (GAIN).** *Since 2008. See p. 46.*

The CIFF is a member of GAIN, an alliance whose mission is to reduce malnutrition through sustainable strategies aimed at improving the health and nutrition of populations at risk.



Primary school student, Tegucigalpa, Honduras.  
*Alfredo Srur / World Bank*

## **Consultative Group to Assist the Poor (CGAP)**

*Created in 1995*

CGAP is a multi-donor consortium that works to advance poor people's access to finance. As one of the first World Bank global programs to partner with private foundations, CGAP combines a pragmatic approach to market development with an evidence-based advocacy platform.

Today, six foundations are members:

- » **Citi Foundation**
- » **Michael & Susan Dell Foundation**
- » **Ford Foundation**
- » **Bill & Melinda Gates Foundation**
- » **MasterCard 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 to its core funding. Foundations make this global partnership stronger, smarter, and more innovative.

## **Consultative Group on International Agricultural Research (CGIAR)**

*Founded 1971*

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

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

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

Foundation partners include:

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

## ■ ClimateWorks Foundation (San Francisco, CA, USA)



### Charlotte Pera, President and CEO

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

### Examples of Partnership:

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

ClimateWorks is providing both funding and expertise to this analytical work, which aims to initiate an effort at the World Bank to assess and track the impact of infrastructure projects on short-lived climate pollutants (SLCPs). SLCPs are agents that have a relatively short lifetime in the atmosphere and a warming influence on climate, notably black carbon, methane, and tropospheric ozone—the most important contributors to the human enhancement of the global greenhouse effect after CO<sub>2</sub>.

- \* **Impact:** The project will contribute to the G8 report on integration of SLCPs into World Bank Group activities; develop a co-benefits framework report for the Bank Group; and conduct two workshops in relevant countries. Looking ahead, the project hopes to contribute to more robust economic analysis of projects where externalities are valued in the cost-benefit framework.
- \* **Partnership:** The World Bank has benefited from ClimateWorks’ partnerships with the European Commission’s Joint Research Centre in Italy and Oxford Economics in the U.K., which have provided valuable contributions to the analysis. ClimateWorks has benefited from access to World Bank project-level information and access to expertise.

#### ■ **Forest Carbon Partnership Facility (FCPF).** *Launched 2011. See p. 29.*

ClimateWorks is a member of the FCPF, a global partnership focused on Reducing Emissions from Deforestation and forest Degradation, forest stock conservation, sustainable management of forests, and enhancement of forest carbon stocks (activities commonly referred to as REDD+).

## Partnership for Child Development (PCD)

*Established 1992*

The 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.

The **Gates Foundation** and **Wellcome Trust** support this partnership together with a number of other institutions. The World Bank provides funding from the Development Grant Facility (DGF).

**Impact:** The PCD helps countries to include effective and sustainable School Health and Nutrition (SHN) programs, as well as training in HIV prevention, into their child development plans.

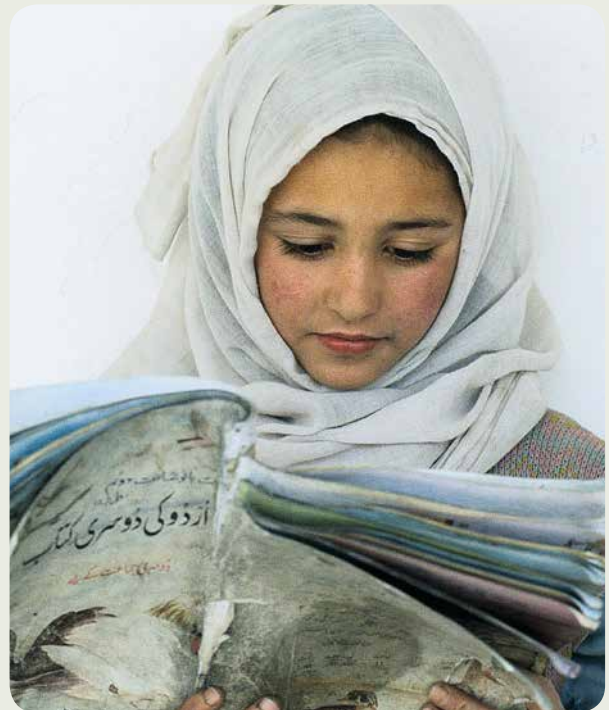
## Consultative Group on Early Childhood Care and Development (CGECCD)

*Established in 1984; World Bank support from FY12 to FY14*

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

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

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



Young girl reading, Pakistan.  
Curt Camemark / World Bank

## ■ William J. Clinton Foundation (New York, NY, USA)



### President William J. Clinton, Founder

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

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

#### EXAMPLES OF PARTNERSHIP:

- **India: Revised National Tuberculosis Control Program (RNTCP), Phase 2.** *2006 to date. See p. 43.*

The program supports TB diagnosis and treatment services across India. The Clinton Foundation is providing technical support to the program through the Clinton Health Access Initiative (CHAI), focusing on anti-TB drug procurement, markets, and quality, particularly multi-drug-resistant TB (MDR-TB) drugs. CHAI participated in a joint mission coordinated by the World Bank that helped advance policy dialogue on second-line drug quality assurance and procurement.

- **Cities Climate Leadership Group (C40).** *Launched 2005. See p. 11.*

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

- **Global Partnership for Oceans (GPO).** *Launched in 2012. See p. 62.*

The GPO is a growing alliance of governments, international organizations, civil society groups, and private sector interests committed to addressing the threats to the health, productivity, and resilience of the world’s oceans.

## ■ Council on Foundations (Arlington, VA, USA)



### Vikki Spruill, President and CEO

The **Council on Foundations** strives to increase the effectiveness, stewardship, and accountability of the philanthropic sector while providing its members with the services and support they need to advance the common good.



## ■ TY Danjuma Foundation (Abuja, Nigeria)



### Lt. General TY Danjuma, Founder and Chairman

The **TY Danjuma Foundation** is committed to enhancing the quality of life of Nigerians by supporting initiatives that improve access to health and educational opportunities. The foundation focuses on:

- \* Enhancing community health care by providing free medical services to rural communities which lack adequate medical facilities;
- \* Improving the quality of education of children and young people (18 years and younger);
- \* Alleviating the extreme poverty in communities across the country by providing clean drinking water; and
- \* Encouraging the education/empowerment of women.

### Example of Partnership:

- **African Program for Onchocerciasis Control (APOC).** *Since 1995; partnership with Danjuma since 2012.*

APOC is the successor to the original African river-blindness control program, launched in 1974. That program closed in 2002, having met its objectives to eliminate onchocerciasis as a health and socio-economic problem in 10 of the 11 West African countries it eventually covered. The APOC program was created in 1995 to extend the success of that initiative to 19 Central, Eastern, and Southern African countries. In this second phase, the program is based in Africa. The World Bank is a trustee of a multi-donor trust fund and has encouraged South-South financial support for APOC.

- \* **Impact:** APOC has established a large community-based health care delivery infrastructure that serves as the distribution mechanism for the onchocerciasis drug and other basic health interventions (such as drugs to control malaria and other tropical diseases, and micronutrients to improve nutrition). The program has been extended through 2015 to enable it to bring full coverage into post-conflict countries and to contribute to strengthening national health care delivery systems.
- \* **Partnership:** In 2012, Danjuma made a \$1 million contribution to the APOC trust fund—the first African philanthropic contribution to a major African health program. The contribution from Danjuma leveraged an additional \$5 million grant to APOC from the Nigerian government.

## ■ Michael & Susan Dell Foundation (Austin, TX, USA)



### Janet Mountain, Executive Director

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

**Example of Partnership:**

- **The Consultative Group to Assist the Poor (CGAP).** *See p. 17.*

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

■ **Dynasty Foundation (Moscow, Russia)**



**Anna Piotrovskaya, Executive Director**

The **Dynasty Foundation** was the first family philanthropic foundation in post-Soviet Russia. The foundation’s priorities are: the development of fundamental scientific research and education in Russia; the creation of conditions to enable scientists to research and teach in Russia; the popularization of science; and civic education. Special projects involve providing support for culture and finding solutions to social problems.

■ **East Meets West Foundation (Oakland, CA, USA)**



**John Anner, President**

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

**Examples of Partnership:**

The World Bank Group partners with the EMWF on projects funded by the **Global Partnership on Output-Based Aid (GPOBA)**, a partnership program established in 2003 to develop output-based aid approaches across a variety of sectors including infrastructure, health, and education. The World Bank, acting as administrator for these projects, brings resources and global expertise. The EMWF brings on-the-ground experiences in implementing the projects. Examples of GPOBA-funded projects with the EMWF are:

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

This project aims to increase access to secondary school for poor children in Vietnam. The project provides subsidies to students unable to afford tuition fees. Participating schools—both privately operated and state-owned schools with private fee-paying students—will receive these subsidies only if their students meet minimum requirements for grades, attendance, and behavior for each term, and move up to the next grade at the end of the school year.

- \* **Impact:** Around 7,500 students in 12 provinces of Vietnam are expected to benefit from the project. This will mean fewer poor children dropping out of school, and more graduating.



■ **Vietnam Rural Water Supply Development Project.** *Launched Nov. 2007.*

This project aims to increase sustainable access to piped water services by low-income households in rural central provinces of Vietnam. The program uses an innovative community-based approach involving public-private partnership, which increases the long-term success of each water project, as the community has buy-in over the system and its management.

\* **Impact:** The project is expected to benefit about 150,000 people in central Vietnam.



Building Water Supply Infrastructure in Rural Vietnam  
*Habab Taifour/World Bank*

## Egypt Development Marketplace

*November 2012–June 2014*

The Development Marketplace (DM) is a competitive grant program to support social enterprises, managed by the World Bank Institute. It identifies and funds innovative, early-stage development projects that are scalable and/or replicable, while also having high potential for development impact. The Egypt DM will support social enterprises that address job creation, poverty alleviation, and rural development in Egypt. The focus will be on the agriculture supply chain and handicrafts sectors.

**Foundation Partners:** **Sawiris Foundation for Social Development** and the **Al Korra Foundation for Social Development**. Both of these local Egyptian foundations are actively engaged in the advisory and assessment committees that help in guiding the Egypt DM on its strategic direction as well assessing and selecting the grantees.

**Impact:** The Egypt DM aims to contribute directly to creating jobs and helping at least 200 people receive quality affordable public goods and services. The focus will be on rural Egypt, but the DM also hopes to have spillover effects on urban poor who are engaged in the agriculture supply chain (e.g., through marketing activities).  
In addition:

- \* The Egypt DM will focus on providing financial and technical support to at least 30 existing social enterprises to help them scale up their impact, strengthen their institutional capacity, and create more jobs.
- \* Through its collaboration with IFC Egypt, it also aims to contribute to improving the legal and regulatory ecosystem governing social enterprise in Egypt.



Egypt Development Marketplace  
Arne Hoel/World Bank

## ■ The ELMA Philanthropies Services



### **Bernadette Moffatt, Executive Director**

The **ELMA Philanthropies Services**, with locations in New York, Cape Town, and Dar es Salaam, acts as the services arm of the ELMA Group of Foundations, which provides major philanthropic assistance to children and communities in Africa and to selected programs in the U.S. and U.K. It also provides humanitarian relief to help 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.

The ELMA Foundation aims to fund activities on the continent of Africa that: relieve the poverty, suffering, illness, and distress of children; advance the education of disadvantaged children and youth; improve the quality of life and prospects of disadvantaged children and the families and households that support them; and improve health care, health care facilities, and health care infrastructure primarily for the benefit of children.

## Example of Partnership:

### ■ Partnership on Early Childhood Development. *See p. 10.*

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

## ■ Tony Elumelu Foundation (Lagos, Nigeria)



### Tony Elumelu, Founder

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

## Example of Partnership:

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

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

## ■ Eurasia Foundation of Central Asia (Almaty, Kazakhstan; Bishkek and Osh, Kyrgyzstan; Dushanbe, Tajikistan)



### Azalia Dairbekova, President

The **Eurasia Foundation of Central Asia (EFCA)** was created in 2005 to localize Eurasia Foundation's operations in Central Asia. EFCA implements programs in: Mobilizing Resources, Strengthening Communities, Citizen Participation, and Increasing Impact.

## Example of Partnership:

### ■ Transparency and Accountability in Local Budgeting. *Approved December 2010.*

This partnership between the World Bank and EFCA aims to raise awareness and understanding of the process, legislation, roles, and responsibilities involved in local budgeting for both local government and non-government stakeholders. Two consecutive countrywide projects, funded by the World Bank and implemented by EFCA, have focused on 1) training, and 2) peer-to-peer learning on local budgeting.

- \* **Impact:** So far, the program has trained 1,200 local self-government and civil society representatives in transparent and inclusive budgeting. Increased citizen participation in local budget hearings resulted in changes to 2012 local budgets to better meet local priorities. By using peer-to-peer learning networks for both local self-government and CSO representatives, the program hopes to improve the practice of local budget participation, transparency, and accountability, as well as CSO oversight.
- \* **Partnership:** EFCA has had the opportunity to learn from the best and most innovative international models and approaches promoting greater government accountability and transparency as well as responsiveness to citizens' needs and priorities. The World Bank has benefited from greater engagement with and understanding of the needs and capacities of local self-government and CSOs.

## ■ European Foundation Centre (Brussels, Belgium)



### Gerry Salole, CEO

The **European Foundation Centre (EFC)** is an international association of over 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. The EFC currently consists of over 45 regional philanthropic support groups, such as the Asia Pacific Philanthropy Consortium, the Arab Foundations Forum, and the Africa Grantmakers Network.

## ■ Fondazione CRT (Torino, Italy)



### Antonio Maria Marocco, President

**Fondazione CRT** originated from Cassa di Risparmio di Torino in 1991, and is dedicated to philanthropy. It targets various sectors—from the preservation and promotion of artistic heritage and cultural activities, to scientific research; from education and training, to health care and assistance for vulnerable groups; and from civil protection and environmental safeguards, to innovation in local institutions and support of economic development.



## Example of Partnership:

### ■ Global Partnership for Disability and Development (GPDD). *Since 2005.*

The GPDD provides a platform for multi-stakeholders to promote and exchange information about disability-inclusive development. To this end, the GPDD facilitates international cooperation to improve the quality and effectiveness of public policymaking and increase the quantity and efficacy of public and private resources devoted to disability and development. The World Bank Group hosts this partnership, and Fondazione CRT is an active member.

- \* **Impact:** The GPDD has helped to broaden knowledge and understanding of disability and development, e.g., through the 2009 Disability and Development Forum held in Turin, the conclusions of which reached about 1,000 disability experts worldwide.



Masaru Goto / World Bank

## ■ Ford Foundation (New York City, NY, USA)



### Luis A. Ubiñas, President

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

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

## Examples of Partnership:

### ■ The CGAP/Ford Foundation's Graduation Program.

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

\* **Impact:** The Graduation Program is helping to implement 10 pilot projects in eight countries in partnership with local organizations. A rigorous learning agenda, including impact assessments and qualitative research, are being implemented at all sites. As a result, there is an increasingly robust body of evidence on the financial needs and uses of the poorest from randomized control evaluations on the program's impact. The results demonstrated that Graduation Program participants improved their food security and diversified their incomes, became healthier, and increased their assets and savings. Several governments and large donors are picking up the model and integrating lessons learned into their own operations.

### ■ Global Partnership for Social Accountability (GPSA). *Launched April 2012. See p. 47.*

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

### ■ Forest Carbon Partnership Facility (FCPF). *Launched 2011. See p. 29.*

The Ford Foundation is a member of the FCPF, a global partnership focused on Reducing Emissions from Deforestation and forest Degradation, forest stock conservation, sustainable management of forests, and enhancement of forest carbon stocks (REDD+).

### ■ Urbanization Knowledge Platform (UKP). *Launched in 2011. See p. 78.*

The Ford Foundation is a member of the World Bank-supported UKP, which aims to put the world's best knowledge and data in the hands of policymakers and practitioners, to harness urban growth for better development outcome.

### ■ Strategic Community Investment—Royalty Management and Stakeholder Engagement in the Mining Sector. *June 2013–June 2014 (Pipeline).*

The Ford Foundation and IFC are launching a joint project in the Soto Norte Province of Colombia, a traditional mining area with a recent influx of high-level mining companies. The project aims to promote more equitable local development by bringing local communities into the dialogue—along with local governments and mining companies—to establish minimum agreements that respond to local community needs and promote local economic development.

\* **Impact:** The project will potentially improve the living standards of local communities and offer alternatives to income generation other than mining. The project will also promote the use of good practices in social control and municipal management by providing tools to communities and local governments to strengthen their participation in the dialogue process.

\* **Partnership:** This partnership between the Ford Foundation and IFC complements previous projects of both organizations in this region aimed at promoting stronger accountability for local governments.

The Ford Foundation benefits from IFC's local experience, networks, and expertise, while the Ford Foundation offers a unique platform to disseminate IFC's experience in the extractive sector across Latin America and globally.

■ **The Consultative Group on International Agricultural Research (CGIAR).** *See p. 17.*

The Ford Foundation is a member of CGIAR, a strategic alliance 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 include:

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



*Boleslaw Kubica/ World Bank*

### **Forest Carbon Partnership Facility (FCPF)**

*Launched 2008*

The FCPF is a global partnership of governments, donors, businesses, civil society, and indigenous peoples focused on Reducing Emissions from Deforestation and forest Degradation, as well as forest stock conservation, the sustainable management of forests, and the enhancement of forest carbon stocks in developing countries (activities commonly referred to as REDD+).

The FCPF has partnered with the Climate and Land Use Alliance (CLUA), which is supported by the **Packard Foundation**, the **Ford Foundation**, the **ClimateWorks Foundation**, and the **Moore Foundation**, to support the development of the FCPF Common Approach to Environmental and Social Safeguards. By ensuring a common approach to safeguards, more implementing agencies are able to help countries reach REDD+ objectives, thereby extending the reach of the FCPF.

**Impact:** The Common Approach is now effective and under implementation in nine pilot FCPF countries in the Africa, East Asia and Pacific, and Latin and Central America regions. It is already allowing the Inter-American Development Bank and United Nations Development Programme to operate as FCFP implementing agencies in addition to the World Bank. In the future, the same standards could apply to other delivery partners—including the Asian Development Bank, the Food and Agriculture Organization, the African Development Bank, and the UN Environment Program.

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



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

### Example of Partnership:

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

The project made available, to both the government of Brazil and the general public, geographical information on the degradation status of cleared land in the Brazilian Amazon rainforest and on its current use (crop land, pastures, other), in accordance with the international standard Land Cover Classification System (LCCS). 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 has been helping the Brazilian government identify areas that could be rehabilitated for livestock, agricultural, or forestry use. This in turn will reduce the pastureland required for livestock production, and release land for other agricultural, agro-energy, and forest activities.
- \* **Partnership:** For the Bank, this project has contributed to goals to improve sustainable natural resource management, which will contribute to a continuing reduction in the rate of deforestation. The institutional and operational designs offered by FUNCATE were essential for implementing the project and achieving its objectives.

## ■ La Fundación Fútbol con Corazón (Barranquilla, Colombia)



### **Andrés Esteban Reyes, Executive Director**

**Fútbol con Corazón (FCC)** promotes social change for young people in Colombia through the power of football. The foundation aims to provide new life opportunities to more than 3,000 children and adolescents between 5 and 16 years old living in vulnerable communities in Colombia. FCC's school programs focus on: sports training methodology; "Football for Peace" playful workshops to develop life skills; and food and nutrition.

### Example of Partnership:

#### ■ **Soccer for Peace Partnership.** 2011 and ongoing.

This project is designed to develop and adapt a generic teaching model to the soccer field to provide skills



and values training to help girls and boys, ages 5 to 16 and living in situations of violence in Colombia, to manage the violence in their lives and make non-violent decisions. The program aims to help these children gain confidence, improve their quality of life, and build a peaceful future.

- \* **Impact:** The program is reaching 1,800 children in three municipalities. Schools participating in the program have made the project a complement to their regular schooling program, and school attendance has improved.
- \* **Partnership:** The FCC has benefited from the Bank's funding and technical support, while the Bank is able to use this program as a testing ground for the creative use of sports to build socio-emotional and behavioral skills.

### Boys and girls play a three-period "Soccer for Peace" match

Teams agree on a given behavior based on respect, solidarity, tolerance, and honesty.

1. Teams play a match—the first goal must be scored by a girl as a sign of gender equality.
2. Teams assess themselves according to the agreements made beforehand and their behavior during the match.

The team receives hearts for each goal and for complying with the agreements made—and the team with the most hearts wins.



Soccer for Peace, World Bank

## ■ Bill & Melinda Gates Foundation (Seattle, WA, USA)



**Bill Gates**, Co-Chair and Trustee

**Melinda Gates**, Co-Chair and Trustee

The **Bill & Melinda Gates Foundation (Gates Foundation)** works to help all people lead healthy, productive lives. In developing countries, the Foundation focuses on improving people's health and giving them the chance to lift themselves out of hunger and extreme poverty. In the United States, 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 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:

### *Global Development Program: Agricultural Development*

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

GAFSP was launched as a multilateral mechanism as part of the G20 initiative to increase support for agriculture and food security. The program provides a new and additional pool of funds to finance the medium- to long-term investments needed to reduce poverty and increase food and nutrition security for poor people in developing countries. 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.

In Rwanda, GAFSP funding is co-financing a project to reduce erosion and bolster productivity in hillside agriculture. The program has had tremendous results: potato yields are seven times higher than before, and cereal yields have quadrupled. “We didn’t have enough to eat regularly because our soil was so destroyed by erosion. That’s how things were before this project,” says Samuel Gatembeyi, a Rwanda farmer who is part of the GAFSP project. “Now we’re beginning to have enough money to buy what we need.” Samuel is increasing production of his land because the soil is much better quality, and with the money he has earned he is able to pay for his children to go to secondary school. “And if I’m able to continue to increase my production, we’ll never have hunger in my family again.”

Farmer in Rwanda  
Katie Campbell/ActionAid



- \* **Impact:** The GAFSP Public Sector Window has allocated \$658 million to 18 countries, and expects to reach 8.2 million beneficiaries. GAFSP projects have focused on countries with higher rates of poverty, hunger, and malnutrition. GAFSP projects have also incorporated climate smart agriculture into more than 65% of its investment projects. By the end of the project, GAFSP expects to:
  - » Support over 400,000 farmers in adopting improved technologies (in Bangladesh, Cambodia, Ethiopia, Haiti, Malawi, and Nepal);
  - » Develop, improve, or rehabilitate irrigation and drainage services on over 144,00 hectares of farmland (in Bangladesh, Cambodia, Ethiopia, Liberia, Malawi, Niger, Rwanda, Sierra Leone, and Tajikistan); and
  - » Support the adoption of improved technologies on 37,808 hectares of farmland (in Ethiopia, Haiti, Liberia, Niger, and Togo).
- \* **Partnership:** By providing a platform for coordinated donor financing around country programs, GAFSP constitutes a unique and innovative arrangement to support bilateral and multilateral efforts to help low-income countries alleviate poverty, improve rural livelihoods, and increase food and nutrition

security. The Program has facilitated the scale-up of, and added value to, agricultural investments. The Gates Foundation has provided additional funding for the program and leadership in improving the program as a whole, as well as initiated the continuous improvement process for the program by learning-by-doing, monitoring, refining, and improving its design.

#### ■ **Commercializing Agricultural Systems:**

Through this partnership, the Gates Foundation and the World Bank Group are significantly improving their thinking about the utility, applications, and limits of agribusiness indicators, as well as the conditions for successful agricultural development.

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

This project pilot-tested a set of descriptive indicators in six areas related to encouraging the emergence of a more commercially oriented agricultural sector (access to improved seed; access to and use of fertilizer; mechanization; access to finance; access to and cost of transport services; and indicators of trade policy and public investment in agriculture). 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 among policymakers and politicians, and to demonstrate the usefulness of agribusiness indicators as new matrices for judging the ability of the whole agricultural sector to respond to changing needs and demands.

- \* **Impact:** Data from the project have been used as input into four World Bank Agriculture Development Policy Operations in Sub-Saharan Africa, and have contributed to World Bank and IFC agricultural sector work. The innovative business approach has stimulated discussions among donors about the need to improve and scale up agribusiness indicators.

##### **Phase II: Benchmarking the Business of Agriculture (BBA).** *Nov. 2012–June 2016.*

BBA responds to strong, broad-based demand for objective indicators of agricultural commercial system development and performance to support improvements in both policy and practice. The program looks at 80 countries across the world in which agriculture accounts for a significant proportion of the overall economy. BBA is developing and testing a set of indicators focused on laws, regulations, and procedures in eight or nine different areas—including land, water, access to markets, and cross-border trading—in order to benchmark countries' performance and compare countries across indicator groups.

- \* **Impact:** BBA aims to satisfy urgent analytical needs to catalyze modernization in global food production through its integrated approach. Client countries will have more knowledge to inform decisions on how to improve agribusiness system and performance, and will be able to learn from each other's best practices.

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

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

- \* **Impact:** With support from AgriFin, 11 financial institutions in 11 countries (8 in Africa, 3 in Asia) are investing in institutional capacity to finance agriculture sustainably.
  - » In Rwanda: the Banque Populaire du Rwanda has established a food and agriculture department with trained lending staff, developed credit and saving products tailored to the sector, and rolled out mobile banking and ATM services in rural areas. Over the past three years, the bank has lent over

\$18 million to the agriculture sector, benefiting at least 25,000 people, most of them smallholder farmers. Over 150,000 of the bank's clients, half of them in rural areas, have access to mobile banking and ATM services.

- » Under AgriFin's knowledge program, its monthly webinars have been attended by over 400 professionals; over 50 senior bankers have participated in two study tours; and over 100 senior managers attended the first global conference held in 2012.
- \* **Partnership:** The World Bank Group and the Gates Foundation have increased their understanding of the unique challenges and opportunities in agriculture finance as compared to microfinance or rural finance.

#### ■ **Livestock in Africa, Improving Data for Better Policies.** *2009 and ongoing.*

This program aims to strengthen livestock data collection systems in Africa so as to better understand the use and function of livestock as an agricultural commodity and contributor to rural incomes.

- \* **Impact:** The program was piloted in Niger, Tanzania, and Uganda, and is increasing awareness of the importance and gaps in the availability of livestock data. Better understanding of livestock holdings and use will 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 is linking it into international dialogue and action on the Global Strategy for Enhancing Agriculture Statistics.

#### ■ **Strengthening National Comprehensive Agricultural Public Expenditures in Sub-Saharan Africa.** *2009–2013.*

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 scale-up of investments in agriculture and implementation of the Comprehensive Africa Agriculture Development Program (CAADP).

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

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

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

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

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

Investments in the dairy sector can have a significant development impact—in areas such as nutrition and food safety, as well as the environment, including water and greenhouse gas emissions. Improving farm practices and animal health can help to reduce costs, increase yields, and improve quality. By collaborating on this scoping exercise of the dairy sector in India, the Gates Foundation and IFC aim to contribute to a better understanding of the challenges facing the sector and identify potential solutions.

- \* **Impact:** Findings from the study will help design projects to improve productivity in the dairy sector in the poorest states of India, which primarily comprises small farmers. At the same time, these projects aim to reduce the environmental footprint and improve the investment climate.

✱ **Partnership:** Results of the scoping exercise will help inform future program development for both the Gates Foundation and IFC in the dairy sector and potentially open up opportunities for further collaboration.

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

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

✱ **Impact:**

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

■ **The Consultative Group on International Agricultural Research (CGIAR).** *See p. 17.*

The Gates Foundation is a member of CGIAR, a strategic alliance 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 numerous CGIAR partnership projects with the World Bank. Projects directly funded by the Gates Foundation include:

- » **HarvestPlus and Research Program on Agriculture for Nutrition and Health.** *Since 2004.* The program seeks to combat micronutrient malnutrition by breeding staple crops with higher levels of key vitamins and minerals. Funded with the **Syngenta Foundation**.
- » **Drought Tolerant Maize for Africa Program.** *2007–2015.* The project provides insurance against the risks of maize farming, using conventional breeding to develop and disseminate varieties that can provide a decent harvest under reduced rainfall, or better than usual yields under good rains. Funded with the **Syngenta Foundation** and the **Warren G. Buffett Foundation**.
- » **Biosciences eastern and central Africa-International Livestock Research Institute (BeCA-ILRI) Hub.** *Since 2004.* This is a shared agricultural research and biosciences platform to increase access to affordable, world-class research facilities and create and strengthen human resources in biosciences and related disciplines in Africa. Funded with the **Syngenta Foundation**.
- » **Water Efficient Maize for Africa (WEMA).** *2008–2017.* This partnership was launched to help farmers manage the risk of drought by developing and deploying maize varieties that yield 24–35% more grain under moderate drought conditions than currently available varieties. The current second phase of the project includes breeding for resistance to stem borers—insect pests that seriously damage maize crops in the field. Funded with the **Howard G. Buffett Foundation**.
- » **Improved Maize for African Soils (IMAS).** *2009–2014.* This is an alliance to improve food security and livelihoods in Sub-Saharan Africa by creating and sharing new maize varieties that use fertilizer more efficiently and help smallholder farmers get higher yields.
- » **Cereal Systems Initiative for South Asia (CSISA).** *Phase 1: 2008–2012; Phase 2: 2012–2015.* This project seeks to improve cereal productivity and farm income in Bangladesh, Nepal, India, and Pakistan.



## *Financial Services for the Poor:*

### ■ **The Consultative Group to Assist the Poor (CGAP)’s Technology and Business Model Innovation Program.** *Since 2006.*

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

\* **Impact:** The Program has contributed to a greater understanding of how branchless banking can increase poor people’s access to a broad range of affordable financial services, particularly savings.

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

This is a new multi-donor partnership that aims to help reach the goal of universal financial access. The Initiative’s focus is on country-led programs of technical assistance, results-based innovation funding, and capacity building. To date, the initiative is being implemented in Indonesia and Rwanda, with the hope of expanding to other countries.

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

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

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

This project aims to help client countries better understand their financial integrity risks. The program will deliver technical assistance to financial regulators as they design their regulatory frameworks and develop financial products such as bank accounts and new payment methods, including mobile money.

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

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

### ■ **Tanzania Mobile Financial Scheme Rules.** *March 2013–Sept. 2015.*

New regulations are expected to be released in Tanzania favoring interoperability among banks, mobile network operators, and regulators for mobile financial services. The Gates Foundation, in partnership with the Tanzania-based Financial Sector Deepening Trust, will support IFC’s Mobile Financial Services team in Tanzania to formulate a set of standards for interoperability.

\* **Impact:** For the Bank of Tanzania, this project has the potential to help create a commercial solution to mobile financial services interoperability and provide a secure platform that could contribute to a more efficient and inclusive financial system. For the mobile financial services industry, the rules this project hopes to create could form the basis for a low-cost switching utility that would enable it to provide cheaper services to more people, while staying competitive on product, channel, and pricing. For the people of Tanzania, it will mean greater access to financial services.

## Water, Sanitation, and Hygiene:

### ■ Water and Sanitation Program (WSP).

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

### ■ Total Sanitation/Sanitation Marketing (Phase I). *Since 2006.*

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

\* **Impact:** The project was implemented in India, Indonesia, and Tanzania. More than 4 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% above the expected project outcomes. These gains were achieved by:

- » Governments creating sanitation policies at national and regional levels;
- » Addressing sanitation reforms as part of governments' integrated policies for improving hygiene practices, solid waste disposal, and safe water use;
- » Increasing local private sector capacity to produce and promote improved sanitation products and services;
- » Committing budget funding from national and local governments to support demand-driven sanitation interventions.

The tools and approaches developed through this program are now being used in other WSP focus countries.

### ■ Promoting Hand-Washing Behavior Change. *Since 2006.*

With the Gates Foundation's support, the World Bank 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 a number of partners and in collaboration with national and local governments in Peru, Senegal, Tanzania, and Vietnam, targeting around 25% of the population in those countries. The program reached over 66 million people (with a target audience that included women, mothers, caretakers, and children between the ages of 5 and 9).

\* **Partnership:** Both partners gained new learning opportunities about what works to stimulate improved hand-washing behavior on a large scale.

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

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

\* **Impact:** The program has expanded from three to 12 countries in Africa, South Asia, and East Asia, and has supported governments by helping improve access to rural sanitation for approximately 15.6 million people.

- \* **Partnership:** The Gates Foundation was able to broaden its outreach in rural sanitation and develop new knowledge in the subsector. The partnership helped the Bank's Water and Sanitation Program to transition to a much broader scaling up of its rural sanitation program to the global level.

In December, 2012, the World Bank hosted the Global Sanitation Hackathon along with many partners, including the **Gates Foundation**. The event brought together more than 1,000 programmers in 40 cities around the world, who developed 181 apps over a weekend competition to help improve access to safe sanitation for 2.5 billion people around the world. New apps included using mobile educational games to improve hand-washing among children; an SMS- and location-based system to improve accountability for septic-tank disposal in Accra; and a mobile crowd-sourcing tool to help the Indian government verify when communities have achieved the open-defecation-free status.



Global Sanitation Hackathon  
WSP—World Bank

#### ■ **Selling Sanitation: A Market Development Project for Household Sanitation in Kenya.** *Dec. 2012–Aug. 2014.*

Over six million households in Kenya lack proper sanitation facilities. To address this problem, the Gates Foundation and IFC are partnering to catalyze the consumer market in Kenya for sanitation solutions. The overall goal for the first phase of the project is to support the design and testing of a range of sanitation and hand-washing products, develop market development strategies to enhance their sale and distribution in target markets, and scope out additional regional opportunities to scale up market-based approaches to sanitation.

- \* **Impact:** The project aspires not only to help millions of households in Kenya access affordable sanitation products and services, but also to open up a sizable market opportunity for companies: the total market for just five countries in East Africa (Ethiopia, Ghana, Kenya, Tanzania, and Uganda) is estimated to be \$256 million, targeting some 20.8 million households. The project also expects to increase commercial financing to the sanitation sector.
- \* **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.

### **Urban Poverty:**

#### ■ **Cities Alliance.** *Since 2009.*

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



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

- » In Uganda, where the program has expanded from 5 to 14 cities, a strong institutional management structure has been established at the national level, Municipal Development Forums have been launched in the original 5 cities, and communities are actively engaging with local government. Urban planning programs at Makerere University have been restructured, giving Uganda's future urban planners hands-on training in inclusive development.
- » In Vietnam, an Urban Forum is in the process of being developed and will be a useful platform for dialogue for all stakeholders. At the community level, guidelines have been completed to expand the Community Development Fund network—a network of cities engaged in community-led development activities—from 30 to 50 cities across Vietnam.

In Accra, Ghana, growth is rapidly outpacing urban planning. Already, the city is plagued by poor sanitation, water services, and drainage; growing slums; and horrendous traffic congestion, along with bustling commercial activity. But the urban dialogue is beginning to change. Working with the Cities Alliance and its partners, the Government of Ghana has

launched the country's most coordinated advocacy campaign on urban issues. One of the main components is a four-part series on "Fixing the Urban Mess," which aired on Ghana TV in 2012. The World Bank Ghana team conceived the idea and worked closely with the Cities Alliance to ensure the series captured the views and voices of the urban poor by facilitating interviews with slum dwellers. There are signs that the government is poised to provide some welcome leadership: in March 2013, President Mahama announced a National Urban Policy—the first comprehensive urban governance framework in Ghana's history.



Toilet facilities with buckets in Old Fadama, Accra, Ghana.  
William Cobbett/Cities Alliance

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

■ **Urbanization Knowledge Platform (UKP).** *Launched in 2011. See p. 78.*

The Gates Foundation is a member of the World Bank-supported UKP, which aims to put the world's best knowledge and data in the hands of policymakers and practitioners, to harness urban growth for better development outcome.

## Global Libraries Initiative:

- **China Rural Information and Communications Program Project: Technical Assistance on Design and Impact Evaluation.** *Nov. 2009–Oct. 2013.*

The Gates Foundation is funding a World Bank Group technical assistance program to support the Chinese government as it makes decisions on scaling up innovative pilot projects to improve access to information, communications, and technology (ICT) in rural areas of the country. These projects aim to provide individuals and businesses with better access to information (e.g., on agriculture, health, weather), and public services.

- \* **Impact:** The team has completed two activities covering three provinces (Guizhou, Jilin, and Shandong).
  - » The ICT Demand Survey: Over 3,000 households were surveyed in 238 villages. Only around a quarter of the villages surveyed had their own public facility for Internet access.
  - » The Library Landscape Survey: Staff in 3,000 village- and township-level libraries were interviewed. Over half of the villages had a library or reading room, and almost a third were Internet-connected—but only around 5% of villagers surveyed reported visiting a library in the previous year.

## Policy and Advocacy:

- **Giving a BOOST to Budget Transparency.** *Launched Nov. 2012.*

The Gates Foundation is supporting a World Bank Group initiative to promote greater efficiency, effectiveness, and transparency in public spending. The BOOST database draws directly from governments' public expenditure accounts to generate customized analyses of public spending. It is an invaluable tool that can promote informed debate about public spending priorities, empowering oversight bodies, civil society, and public officials across government.

- \* **Impact:** BOOST databases are being built in 18 developing countries, 15 of them in Africa. Two countries have already made BOOST publicly available so that citizens can monitor public spending more actively.
- \* **Partnership:** The collaboration around BOOST brings together the Gates Foundation's experience in global public good strategy and with policy and advocacy, and the World Bank Group's expertise in expenditure policy issues and fiscal transparency.

- **Global Partnership for Social Accountability (GPSA).** *Launched April 2012. See p. 47.*

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

- **Open Aid Partnership.** *Launched Nov. 2011. See p. 64.*

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

## Global Health Program:

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

Private providers are the first source of care for the majority of poor people in Sub-Saharan Africa, but their ability to provide equitable, high-quality coverage of critical health technologies and interventions is often constrained. The AHME partnership is a five-year investment by the Gates Foundation and the U.K.'s DFID to address this problem. Marie Stopes International, a U.K.-based NGO, is the lead partner in implementing the project, along with IFC and others, to facilitate policy dialogue between industry players in the health

sector, information exchange between the public and private sectors, and development and implementation of demand-side financing options. Operating in Ghana, Kenya, and Nigeria, AFME will increase the scale and scope of franchised health care, expanding from family planning and sexual and reproductive health to also addressing malaria, acute respiratory infections, diarrhea, nutrition, maternal care, HIV, and tuberculosis.

- ✱ **Impact:** The AHME project aims to achieve the following results by November 2017:
  - » Improved health outcomes among the targeted poor in Ghana, Kenya, and Nigeria;
  - » Effective provision of quality health care by private providers to the targeted poor; and
  - » Increased scale and scope of private provider networks and demand-side financing.

■ **Global Alliance for Improved Nutrition (GAIN).** *Since 2008. See p. 46.*

The Gates Foundation is a member of GAIN, an alliance whose mission is to reduce malnutrition through sustainable strategies aimed at improving the health and nutrition of populations at risk

■ **Global Alliance for Vaccines and Immunization (GAVI).** *Established 2000.*

Each year, 22 million children—many of them in the poorest and most remote communities—do not have access to the most basic vaccines. The Gates Foundation, along with the World Bank, WHO, and UNICEF, was one of the founders of GAVI, created to fund vaccines for children in the world’s 70 poorest countries. Its mission is to save children’s lives and protect people’s health by increasing access to immunization in the world’s poorest countries.

GAVI is a partnership between the main players in immunization, including donor governments, developing countries, international development and finance organizations, and the pharmaceutical industry. The Gates Foundation is currently GAVI’s second largest donor and one of the most influential GAVI Board members. The World Bank is a GAVI Board member, and the Bank’s Concessional Finance and Global Partnership group supports GAVI through two major financial intermediary funds: The International Finance Facility for Immunization; and the Advance Market Commitment for pneumococcal vaccines (AMC).

- ✱ **Impact:** By December 2012, GAVI had disbursed over \$4.4 billion to over 70 countries.
- ✱ **Partnership:** Bill Gates has referred to GAVI as the Gates Foundation’s most successful investment, and the recent DFID review of GAVI rated it as the most effective international aid organization.

■ **Global Fund to Fight AIDS, Tuberculosis, and Malaria.** *Established 2002. See p. 47.*

The Global Fund is an international financing institution dedicated to attracting and disbursing resources to prevent and treat HIV and AIDS, TB, and malaria. The Gates Foundation is the seventh largest donor to the Global Fund.

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

The GMRH aims to promote harmonization of the regulation of medicines as a means of increasing patients’ access to safe, effective, and good quality essential medicines. The first project to be funded under the program is the African Medicines Regulatory Harmonization project, which focuses on the harmonization of medicines registration in the East African Community, including Burundi, Kenya, Rwanda, Tanzania, Uganda, and Zanzibar. In addition to improving access to quality medicines, including innovative medicines, the program hopes to improve the effective functioning of markets for generic medicines that help crowd out substandard and counterfeit drugs.

- ✱ **Impact:** Improved medicines, regulatory policy, and harmonization efforts can lead to more competitive markets, economic growth, improved access to new medicines, better quality of pharmaceuticals in circulation, and ultimately better health outcomes. By involving the East African Community, the proj-

ect hopes to encourage other regional economic communities to participate in similar harmonization activities and to multiply impact across other subregions.

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

This partnership aims to support development of sustainable and socially responsible private health care in Sub-Saharan Africa. By catalyzing private sector participation in the health sector, HiA hopes to improve access to quality health-related goods and services in Africa, especially for the poorest, and increase financial protection against impoverishment from illness. The initiative offers technical assistance and policy advice to governments for leveraging the private sector in support of national health goals. The Gates Foundation and the **Rockefeller Foundation** are both partners with IFC in this initiative.

- \* **Impact:** By the end of 2015, HiA hopes to see measurable improvements in health care in seven African countries, including at least 1 million people each year helped by new or improved health services, as well as improved private sector participation in health in Africa.
- \* **Partnership:** The financial support of the Gates Foundation has been critical in implementing IFC's Health Strategy for Sub-Saharan Africa through the HiA. This initiative has enabled the Gates Foundation to explore delivery mechanisms for health technology innovation that it supports.

■ **Lusophone Countries South-South Knowledge Exchange.**

This program is supported by the Gates Foundation and Fiocruz (Fundação Oswaldo Cruz), a prominent Brazilian foundation to promote science and technology in health. The program focuses on providing knowledge from Brazil to African countries.

■ **Roll Back Malaria (RBM).**

RBM represents the flagship knowledge program on combating malaria. It is based at the WHO.

■ **Partnership for Child Development (PCD).** *Established 1992. See p. 19.*

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

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

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

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

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

■ **Promoting Institutionalization of National Health Accounts (NHA).** *2007–2012.*

Tracking resources is a critical element of strengthening health systems in all countries. It provides the essential basis for managing health financing, informing policy decisions, and improving accountability and transparency. With the support of the Gates Foundation, the World Bank has been coordinating a global initiative to support the effective use of NHA as a tool for tracking resources in order to better understand the availability of and efficiency in the use of these resources in the health sector.

✱ **Impact:**

- » Some 50 developing countries contributed to the development of a consensus framework with practical guidance on how to translate evidence from NHA into national health financing policies with monitorable indicators.
- » This framework was discussed and endorsed during a 2011 global conference, and a Strategic Guide was published with recommendations for institutionalizing NHA.
- » The UN Commission on Information and Accountability for Women’s and Children’s Health included in their recommendations the use of NHA as an essential instrument for tracking resource use against results on maternal, reproductive, and child health.

✱ **Partnership:** The Gates Foundation has benefited from the World Bank’s technical expertise and knowledge in health financing and NHA, while the Bank has been able to synthesize multiple country experiences on NHA into a useful Strategic Guidance for practical application by developing countries.

■ **Investment Partnership for Polio. 2002 to date.**

In 2002, the Global Polio Eradication Initiative—a major global public health effort—was at a crisis point. To meet the increasing financing gap for the program, the Gates Foundation and the UN Foundation partnered to support an innovative financing mechanism developed by the World Bank. 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. In essence, this partnership allows developing countries to mobilize what ultimately becomes grant funding to eradicate polio if the money achieves results.

✱ **Impact:** To date, the program has provided \$432 million to support polio eradication in Nigeria and Pakistan. Six of the projects have already been bought down or are in process. The remaining four have outstanding credits equivalent to \$229 million. The program hopes to scale up to support areas such as routine immunization and maternal child health.

- » In Pakistan, the partnership has provided \$251 million since 2002 to support the government’s Polio Eradication Initiative, \$112 million of which has been “bought down” and converted into a grant. The money supports procurement, timely supply, and effective use of the Oral Polio Vaccine (OPV) for Pakistan’s Supplementary Immunization Activities. By 2007, a large part of Pakistan was polio free. The number of confirmed polio cases had dropped from around 200 in the early 2000s to just 32 by 2007. Yet progress has been reversed in recent years as increasing insecurity, population migration, and resistance to immunization has decreased both vaccine access and coverage.

✱ **Partnership:** The World Bank Group provides IDA financial resources for the credit, and brings its technical, economic, and project management skills to the polio projects. The Bank has benefited through the significant incentives for lending for polio eradication provided to the countries through the buy-down option, as well as the results-based structure of the financing.

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

The Scaling Up Nutrition (SUN) initiative was launched in 2010 to support national leadership and collective action to eliminate malnutrition by enhancing existing programs, supporting national priorities, and aligning resources to improve nutrition. As part of that initiative, this program develops costed scale-up plans for nutrition in six to nine African countries.

✱ **Impact:** The project will contribute to improved nutritional status by providing assistance to develop national capacity, identify and share best practices, and build community awareness of nutrition.

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

India currently accounts for about a quarter of the global tuberculosis (TB) epidemic, with an estimated 2.2 million new cases and 300,000 deaths every year. World Bank IDA financing of \$279 million between 1998 and 2012 is supporting TB diagnosis and treatment services across India. The Gates Foundation,



together with the **Clinton Foundation**, is providing significant technical support to the program, focusing on public-private engagement, diagnostic technology, and anti-TB drug quality and pricing.

- \* **Impact:** Since 2006, almost 9 million TB patients have received care through the program, saving an estimated 1.4 million lives. The program has expanded and improved services for poor and high-risk groups, including children, and started services for drug-resistant cases. The Gates Foundation is planning a pilot urban TB strategy in Mumbai, with a focus on effective engagement with private sector health care providers.
- \* **Partnership:** The Gates Foundation worked closely with the World Bank Group in supporting the RNTCP in the development of its 2012–17 National Strategic Plan. The World Bank Group has particularly benefited from both the Gates and **Clinton Foundation**'s technical expertise on public-private engagement, as well as diagnostic system strategies.

Eight-year old Vibha Kumari had a terrible cough that wouldn't go away. So her family moved from their home in Bihar to Delhi, where Vibha was diagnosed with multi-drug resistant TB, or MDR-TB. Treating the disease is expensive; every morning, Vibha visits a TB clinic where she receives a regimen of pills and injections costing thousands of dollars. But luckily for Vibha's family, these costs are met by India's national TB control program. So far, the program has provided care to over 9,000 MDR-TB patients, and it plans to scale up the number of patients it reaches over the next five years.



Vibha Kumari, Delhi, India  
Vinita Ranade/World Bank

#### ■ **Stop TB (STB).**

The Gates Foundation supports STB, based at the WHO. STB is the flagship global knowledge program on combating tuberculosis.

#### ■ **Tropical Disease Research.** *Established 1975. See p. 76.*

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

#### ■ **Universal Health Coverage Challenge Program (UNICO).** *2011–2013.*

The goal of the UNICO program is to develop and implement a program to support developing countries as they work to establish universal health care (UHC), with a focus on achieving better health outcomes through improved financing and operation of health services. The Gates Foundation contributed to this program through funding, brainstorming, and supervision.

#### \* **Impact:**

- » A global team of Bank staff was established as a community of practice.
- » 25 country case studies have been published which debated the challenges and lessons from the implementation of UHC.



- » A Universal Coverage Assessment Tool (UNICAT), designed to help countries assess their strengths and weaknesses in the implementation of UHC, has been developed and is being tested in a dozen countries.
- » The Bank is co-hosting a Ministerial Meeting to discuss UHC with the WHO, and is working at the technical level with the WHO to define a metric for UHC.
- \* **Partnership:** The Bank's work in health care has evolved by taking a position in favor of UHC and by developing knowledge and tools to help countries implement the strategy.

## ■ German Marshall Fund (Washington, DC, USA)



### Craig Kennedy, President

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 touches on the following transatlantic and global issues: aid development; democracy and civil society; cities and urban issues; climate and energy; economics, trade, and investment; foreign and transatlantic relations; immigration and integration; and security and defense.

### Example of Partnership:

- **Global Partnership for Social Accountability (GPSA).** *Launched April 2012. See p. 47.*

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

## Global Alliance for Improved Nutrition (GAIN)

*Since 2008*

GAIN's mission is to reduce malnutrition through sustainable market-based strategies aimed at improving the health and nutrition of populations at risk. GAIN's overall target is to improve the nutrition of 1 billion people. GAIN and IFC established the **IFC-GAIN Nutrition Challenge Fund** to provide incentives for private sector companies to develop new products, distribution channels, and marketing approaches aimed at improving nutrition for infants in low-income families.

Partners include: the **Gates Foundation**; the **Children's Investment Fund Foundation**; the Canadian International Development Agency; and the United States Agency for International Development.

- \* **Impact:** In its pilot program in Ecuador, the Challenge Fund is supporting Favorita, a leading retailer, as it develops and implements a social marketing campaign for its whey-based fortified yogurt. The project hopes to increase consumption of the yogurt by 72,000 low-income infants, while Favorita aims to increase its sales by \$2.4 million. The program may possibly be replicated in Africa and Asia.
- \* **Partnership:** This partnership has enabled IFC to explore potential nutrition and food security commercial models that can work for other agribusiness companies. GAIN has had the opportunity to work with private sector companies in developing a commercial product aimed at reducing malnutrition.

## Global Partnership for Youth Employment (GPYE)

*2008–2014*

The GPYE was created to build and disseminate evidence on youth employment outcomes and effective programs to help address the challenges facing young people in their transition to work. It is made up of five partner organizations: the World Bank Development Grant Facility (DGF), **the International Youth Foundation**, the Youth Employment Network, the Arab Urban Development Institute, and the Understanding Children's Work Project. The GPYE leverages the technical and regional experience of its partners in youth employment research, programming, evaluation, and policy dialogue. The partnership's work focuses on Africa and the Middle East and North Africa (MNA)—those regions most in need of better evidence on effective approaches to promote youth employment.

- \* **Impact:** The GPYE has helped its partners in MNA and Africa to better understand the challenges of youth employment, improve their policy dialogue, and create context-specific youth employability programs. The GPYE's impact evaluations, labor market assessments, rapid community appraisals, and monitoring and evaluation guides have strengthened the focus of youth employment programs on results. The program's success has led to new initiatives on public-private partnerships (Lebanon), evaluation (Kenya and Liberia), and youth employability (Jordan).
- \* **Partnership:** The GPYE has accumulated an enormous body of diagnostic knowledge and successful pilot experiences, and has held numerous knowledge-sharing events. Program partners have defined the Bank's value added as "catalytic leadership," and that of the DGF as "a unique tool filling an important gap" by making it possible to work with non-traditional recipients.

## **Global Fund to Fight AIDS, Tuberculosis, and Malaria**

*Established 2002*

The Global Fund is structured as a 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. The innovative Global Fund model finances programs developed by the recipient countries themselves, in line with national strategic health plans and priorities.

Many foundations are engaged with the Global Fund in different ways—most notably the **Gates Foundation**, which heads the Private Foundations constituency as a member of the Global Fund’s Board, and the **UN Foundation**. The World Bank is a trustee and a nonvoting Board member.

**Impact:** Since its establishment, the Global Fund has supported more than 1,000 programs in 151 countries, providing AIDS treatment for 4.2 million people, anti-tuberculosis treatment for 9.7 million people, and 310 million insecticide-treated nets for the prevention of malaria.

## **Global Partnership for Social Accountability (GPSA)**

*Launched April 2012*

Foundations took a lead role in consulting with the World Bank Group to conceptualize and design the GPSA, and they continue to be key partners in its strategic direction and implementation.

The GPSA aims to generate knowledge, networking, and financing to build civil society’s capacity to promote social accountability. The GPSA supports these goals by making 3-5 year grants available to CSOs for social accountability programs, institutional capacity building, and mentoring; and through a Knowledge Platform being established to support knowledge and learning from these grants, as well as an online knowledge portal on the impact of social accountability interventions. Each activity funded by the GPSA is intended to yield measurable and realistic results in one or more “pillar of governance”: transparency, representation and voice, accountability, and learning for improved results.

Foundation partners include: the **Aga Khan Development Network**, the **Ford Foundation**, the **Gates Foundation**, the **German Marshall Fund of the United States**, the **Hewlett Foundation**, the **Charles Stewart Mott Foundation**, the **Open Society Foundations**, and **TrustAfrica**.

**Impact:** Currently, 14 countries in all regions have “opted in” to the GPSA, making their CSOs eligible for GPSA funding: Bangladesh, Belarus, Colombia, Dominican Republic, Honduras, Indonesia, Kyrgyz Republic, Malawi, Moldova, Mongolia, Mozambique, Philippines, Tajikistan, and Tunisia. More countries are expected to join. In addition, 26 “Global Partners” worldwide—including CSOs, foundations, research institutes, and international institutions—have endorsed the GPSA’s goal and strategy and will share their knowledge, networks, and technical expertise, as well as provide funding.

**Partnership:** Ford contributes \$3 million to the GPSA, as well as serving as a Donor representative on the GPSA Steering Committee. OSF has committed \$3 million in parallel funding, and serves on the Steering Committee as an observer. The World Bank is contributing \$5 million per year between FY13 and FY16, bringing the Bank’s total commitment to \$20 million. The Bank also houses the GPSA Secretariat and serves as Trustee of the GPSA Multi-Donor Trust Fund.

## ■ Calouste Gulbenkian Foundation (Lisbon, Portugal)



### Artur Santos Silva, Chairman

The **Calouste Gulbenkian Foundation** is a private foundation that 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 in order to assist individuals, families, and communities to fulfill their potential and contribute to society. It 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. The Foundation also supports exceptional ideas and unusual partnerships between people and organizations.

### Examples of Partnership:

- **African Program for Onchocerciasis Control II (APOC).** *Since 1995. See p. 21.*

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

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

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

## ■ William and Flora Hewlett Foundation (Menlo Park, CA, USA)



### Larry Kramer, President

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 programs have goals that 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 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.

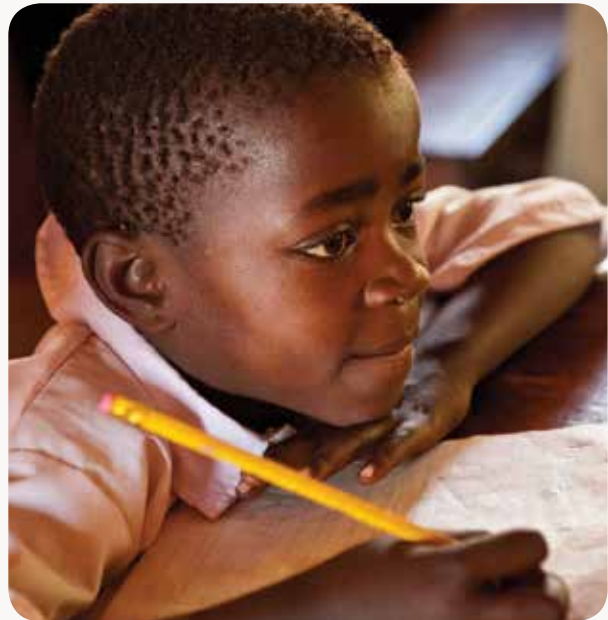
## Examples of Partnership:

### ■ **Service Delivery Indicators (SDI) Project.** *Launched in 2011.*

The SDI Project is a five-year partnership to develop and institutionalize an innovative set of indicators to measure the quality and coverage of service delivery in African primary schools and health clinics. 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; or clinics with electricity, water, and sanitation. For the first time, these standardized indicators will allow for comparisons between countries and over time, and will be an important accountability tool for governments and civil society. The partnership has been driven by the Hewlett Foundation, and includes the African Economic Research Consortium (AERC) and the African Development Bank.

- \* **Impact:** The indicators were successfully piloted in Tanzania and Senegal in 2010, with upstream funding from the Hewlett Foundation. Implementation is underway in Kenya (with results to be launched in June 2013), and has started in Nigeria (supported by the **Gates Foundation** on health), Mozambique, Togo, and Uganda. The project is now focusing on how to use SDI data through creative communications and dissemination such as: senior policy seminars (led by AERC; data boot camps for journalists and NGOs; and partnerships with the media and international NGOs (e.g., partnering with ONE and Hivos for the Kenya results launch).
- \* **Partnership:** The Hewlett Foundation's expertise in accountability for service delivery and governance made these features integral to the design of the SDI project, making the project more than just a data initiative. The Foundation's emphasis on evaluating data in terms of its use and influence has challenged the way the World Bank uses the knowledge it generates.

In Tanzania, the release of the SDI results in 2011 coincided with the appointment of a new Minister for Education, Dr. Shukuru Kawambwa. Tanzania had already achieved the Millennium Development Goals for primary school enrollment several years before target—but the SDI results clearly showed a system under stress: Each day, 53% of teachers were not in class teaching. Only 11% of them had language competence to teach their grade. The indicators suggested that expanding access to education had come at the expense of quality. In Tanzania, the SDI's education findings have been used extensively in policy dialogue, supporting the government's focus on incentives and accountability through reforms such as the Education Reform Compact and President Kikwete's Big Results Now! initiative. And Minister Kawambwa has been making unannounced visits to schools.



Arne Hoel / World Bank

### ■ **Consultative Group on Early Childhood Care and Development (CGECCD).** *Established 1984. See p. 19.*

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

■ **Global Partnership for Education (GPE).** *2002–2015. See p. 15.*

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

■ **Global Partnership for Social Accountability (GPSA).** *Launched April 2012. See p. 47.*

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

■ **Uwezo.** *Established 2009.*

Uwezo—which means “capability” in Kiswahili—is an initiative to improve competencies in literacy and numeracy among 6–16-year-old children in Kenya, Tanzania, and Uganda. The program supports large-scale, community-based assessments of children’s learning (based on an India-based initiative). Findings are publicized to create broad public awareness and debate. Hewlett and the World Bank Group support Uwezo, as do a number of other institutions.

\* **Impact:** Uwezo’s main goal for the first four years of operation is to contribute to an improvement of at least 10% in children’s literacy and numeracy levels by shifting the focus from infrastructure and enrollment to the actual learning levels of children.

■ **African Center for Economic Transformation (ACET).**

ACET is a Ghana-based organization that provides economic advisory services to African governments and builds capacity.

## ■ **Conrad N. Hilton Foundation (Agoura Hills, CA, USA)**



### **Steven M. Hilton, Chairman, President, and CEO**

The **Conrad N. Hilton Foundation (The Hilton Foundation)** is a family foundation established in 1944 by the man who started Hilton Hotels. The Foundation 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 hospital-ity industry; and overcoming multiple sclerosis.

### **Examples of Partnership:**

■ **Partnership on Early Childhood Development.** *See p. 10.*

The Partnership is a network of foundations committed to Early Childhood Development (ECD). The Hilton Foundation, in partnership with the **Bernard van Leer Foundation** and the **ELMA Foundation**, has



developed a plan for testing social impact investments beneficial to young children, an action that was spearheaded by the World Bank.

■ **Consultative Group on Early Childhood Care and Development (CGECCD).** *Established 1984. See p. 19.*

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

## ■ Hindustan Unilever Foundation (Mumbai, India)



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

### Example of Partnership:

■ **Partnership for Smart Land and Water Use through Sectoral and Area-based Multi-Stakeholder Approaches for Public Good.** *(Pipeline)*

Discussions are ongoing for this partnership between IFC and HUF in India in support of improved productivity and income for small and medium farmers, as well as safe water, through efficient farming, land, and water use.

- \* **Impact:** This project aims to improve the productivity and incomes of over 300,000 small and medium farmers in India, and save 100 billion liters of water.
- \* **Partnership:** HUF will benefit from IFC's technical expertise and implementation experience, and IFC will benefit by achieving scale through Hindustan Unilever's value chain.

## ■ Fundación Internacional y para Iberoamérica de Administración y Políticas Públicas (Madrid, Spain)



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

### Example of Partnership:

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

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

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

## ■ **Mo Ibrahim Foundation (London, U.K.)**



**Mo Ibrahim**, Founder and Chairman

**Hadeel Ibrahim**, Founder and Executive Director

The **Mo Ibrahim Foundation** supports good governance and great leadership in Africa. The Foundation works to provide a framework and tools by which citizens and governments can assess and measure progress in governance, recognize excellence in African leadership and provide a practical way in which leaders can build positive legacies on the continent when they have left national office, stimulate debate on the quality of governance and major governance issues in Africa, and develop leadership and governance capacity in Africa.

## ■ **The Jacobs Foundation (Zurich, Switzerland)**



**Sandro Giuliani**, Managing Director

The **Jacobs Foundation** is dedicated to facilitating innovations for children and youth. The Foundation's goals are to promote innovation in research and practice and to combine scientific findings with practical applications. The Foundation also seeks to foster public dialogue and create networks to bring about social changes in the area of child and youth development.

### Example of Partnership:

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

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

- \* **Impact:** The partnership brought together researchers and practitioners from around the world at an

international conference in 2011. The outcome was a book entitled *Children and Youth in Crisis* and published in June 2012; it became the 12th-most-downloaded book that year from the Bank's "Open Knowledge Repository." The conference also produced a set of policy notes and a series of dissemination workshops and conferences.

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

## ■ Nand & Jeet Khemka Foundation (New Delhi, India)



### Don Mohanlal, President and CEO

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

#### Examples of Partnership:

The Khemka Foundation provided a grant to launch the Prince of Wales's P8 Group, which brings together senior officials from leading public pension funds to develop actions relating to global issues, and particularly climate change. In March 2009, IFC hosted the annual summit of the P8 Group, and has since been helping it explore sustainable investment opportunities in emerging markets. There have been discussions among the P8 Group on launching the Climate Change Clean Pool Fund (CP3), an Asian infrastructure fund.

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.

## ■ Kresge Foundation (Detroit, MI, USA)



### Rip Rapson, President and CEO

The **Kresge Foundation** is committed to improving the life circumstances of poor and low-income children and adults, and those living in underserved urban and rural communities. The Foundation's focus areas are: creating access and opportunity in underserved communities; improving the health of low-income people; supporting artistic expression; increasing college achievement; assisting in the revitalization of Detroit; and advancing methods for addressing global climate change.

## ■ John D. and Catherine T. MacArthur Foundation (Chicago, IL, USA)



### Robert L. Gallucci, President

The **John D. and Catherine T. MacArthur Foundation (the 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.

The Foundation's International Programs focus on the following areas: human rights and international justice; peace and security; conservation and sustainable development; higher education in Nigeria and Russia; migration; and population and reproductive health. MacArthur Foundation grantees work in about 60 countries around the world. The Foundation's other areas of work are built around the following programs: U.S. Programs; Media, Culture, and Special Initiatives; and the MacArthur Fellows Program.

### Examples of Partnership:

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

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

Subbiah “Bharathi” grew up in a leather manufacturing town in southern India where he often saw vultures circling the skies, attracted by animal carcasses. But in the late 1990s, Asian vultures fell into the ranks of the most endangered birds in the world. Across India, Bangladesh, Nepal, and Pakistan, vultures went into catastrophic decline. The cause: a veterinary anti-inflammatory drug called Diclofenac, administered to cattle to reduce joint pain but lethal when vultures ingested it in dead cattle flesh. Today, Bharathi leads a project supported by CEPF in the Western Ghats of southern India to preserve one of the last viable wild populations of India vultures. In two years, he has recruited 36,000 volunteers into his “Vulture Brigades,” spreading the word about Diclofenac and monitoring local vulture communities. As a result, once dwindling vulture populations in the Western Ghats are starting to recover. “I want to do everything I can to pass onto [my children] a beautiful world,” says Bharathi. “This is the only asset that I can give to my children and this society.”



Curt Carnemark / World Bank

\* **Impact:** CEPF has provided support to over 380 civil society organizations, over half of which are local NGOs. This support has secured 10 million hectares of key biodiversity areas that are now better managed and protected, and almost 1 million hectares of new protected areas. There are 3.4 million hectares of production landscape being managed for biodiversity conservation and sustainable use. In its second phase, CEPF has supported active investments in 19 regions around the world totaling over \$92 million.

■ **Global Partnership for Oceans (GPO).** *Launched in 2012. See p. 62.*

The GPO is a growing alliance of governments, international organizations, civil society groups, and private sector interests committed to addressing the threats to the health, productivity, and resilience of the world's oceans.

## ■ The MasterCard Foundation (Toronto, Canada)



### Reeta Roy, President & Chief Executive Officer

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

#### Examples of Partnership:

■ **IMPACTYouth (Integrated MasterCard Foundation Program for Action on Effective Youth Development).** *Launched in 2011.*

In 2011, IFC and The MasterCard Foundation signed a \$37 million agreement to promote financial inclusion in Sub-Saharan Africa. The partnership aims to scale up IFC's Greenfield microfinance institutions in the region, using mobile technology to broaden access. The World Bank Group has also finalized a proposal to create a four-year trust fund for IMPACT Youth to support innovative, scalable, national, and international self-employment and entrepreneurship programs.

\* **Impact:** The goal of the partnership is to give 5.3 million people who don't have a bank account access to financial services.

\* **Partnership:** IFC brings deep experience, thought leadership, and its client base to the partnership, while The MasterCard Foundation brings its growing network and reputation as a global philanthropic leader in financial inclusion, particularly in Sub-Saharan Africa.

■ **Global Partnership for Youth Employability.**

MasterCard supports this partnership, which builds and disseminates evidence of youth employment outcomes and promotes good practices.

■ **Consultative Group to Assist the Poor (CGAP).**

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

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

■ **Partnership for Financial Inclusion.** *Jan. 2012–June 2017.*

This partnership between The MasterCard Foundation and IFC seeks to demonstrate how the unbanked poor in Sub-Saharan Africa can be brought into the formal financial system more rapidly and on a broader scale than the microfinance industry has managed in the last twenty years. It focuses on accelerating the growth in outreach of microfinance and low-cost mobile financial services, especially into hard-to-reach and rural areas. The program will bring best practices from around the world to Sub-Saharan Africa, and disseminate lessons learned from this project on a global platform.

- \* **Impact:** The project aims to scale up eight to ten of IFC's strongest microfinance client operations to collectively reach 800,000 new savings and credit clients by 2017, and to support the development of transformational models of mobile financial services to reach up to 5.75 million mobile financial services users by 2020. Topical research, in-depth impact evaluations, and knowledge-sharing events will build a community of practice in Africa for microfinance and mobile financial services.
- \* **Partnership:** This partnership brings together the intellectual and financial capital of The MasterCard Foundation with the market knowledge, experience, and client base of IFC.

### **Supporting Entrepreneurship in Côte d'Ivoire**

*Launched 2010*

The Young Entrepreneurs and Urban Job Creation Project is an innovative partnership between the Government of Côte d'Ivoire, the private sector, the **MTN SA (Mobile Telephone Networks—South Africa) Foundation, Microsoft's Give to Youth (Youth Spark)**, the World Bank, and IFC. The project focuses on helping young people in Côte d'Ivoire—a country emerging from a prolonged crisis—start new sustainable businesses and create jobs, while promoting corporate social responsibility and supporting peace and financial stability. The project supports fledgling entrepreneurs by holding business plan competitions accompanied by a program of training, mentoring, technical assistance, and access to finance.

**Impact:** The program has held three competitions, trained 260 entrepreneurs, and provided seed funding to winners in areas such as agro-processing, livestock, ITC services, and commerce. 132 small- and medium-size businesses are already underway. 570 new jobs have been created—35% of them for women. The project aims to further develop its business-plan competition program with a special focus on fostering access to finance and promoting market linkages with larger businesses.



## ■ Fundación Mi Sangre (Medellín, Colombia)



### Juan Esteban Aristizábal Vásquez (Juanes), Founder

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

### Example of Partnership:

#### ■ **Mi Sangre Partnership.** 2012 and ongoing.

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

- \* **Impact:** Mi Sangre's projects benefited almost 6,000 children and young people during 2011.
  - » The World Bank worked with FMS and the government of Colombia to hold a high-level panel to discuss Peace Consolidation in Colombia, and the Bank supported Juanes' role as "editor" of the special edition of *El Tiempo* dedicated to youth in violent situations.
  - » Juanes' large social media network has helped inform millions around the world about the World Bank and its work.
- \* **Partnership:** FMS' on-the-ground operations offer the Bank a test case to design and evaluate arts and music programs to help youth living in violent situations. With the help of the Bank's technical support to strengthen program design, evaluate impacts, systematize the experience, and convene key actors, Mi Sangre has improved its capacity to implement projects and to plan ahead.

Sebastian Alvarez, 13, is from a part of Medellín, Colombia, most affected by violence. For the past two years, he has been participating in cultural workshops organized by the Mi Sangre Foundation. It has led to a passion for writing –novels, poems, and chronicles. And it has had an effect on his community as well. He remembers it was common to see students fighting almost every day, but now, he says, it is a little better: more people try to deal with conflict through dialogue. For Sebastian, Mi Sangre's project is not only about painting or writing, but also about "creating people that have the capacity to forgive, to love, and to communicate amongst them." And it has given him a sense of direction. "In the future, I could see myself giving literature and writing workshops to those who don't have access to them," he explains. But his big dream? "I would like to be President of Colombia, so I can help my country," he says.



Sebastian Alvarez, Medellín, Colombia  
Isabelle Schäfer/World Bank

## ■ The Gordon and Betty Moore Foundation (Palo Alto, CA, USA)



### Steve McCormick, President

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

### Examples of Partnership:

■ **Amazon Region Protected Areas Program (ARPA) (Brazil).** *2002 and ongoing.*

ARPA is a subnational system of protected areas in the Brazilian Amazon that aims to conserve large natural tropical forest areas under different categories, from strict protection to sustainable use by local peoples. ARPA aims to develop and implement a first-class monitoring and management system for conservation and sustainable use with solid financial security. The goal is to establish a business plan that includes a trust fund and disbursement commitments from the Brazilian government. The Moore Foundation supports ARPA through the World Wildlife Fund. A grant from the Global Environment Facility (GEF) supports the ARPA program, and the World Bank acts as the implementing agency for the GEF grants.

- \* **Impact:** With the contribution of ARPA, the current protected area in the Amazon region is almost 60 million hectares compared to only 37 million if the pre-ARPA trend had been maintained—an increase of 63%. The creation of 13 Protected Areas in the Amazon under ARPA from 2003 to 2007 is associated with the offset of emissions equivalent to 430 million tons of carbon by 2050 as compared to the business-as-usual scenario. Assuming the value of \$5/ton of carbon, these Protected Areas will account for \$2.2 billion of emissions reductions by 2050 (about \$54 million/year).
- \* **Partnership:** Moore Foundation staff have been directly involved in the project by providing technical input and negotiations for funds, and making structural improvements to ARPA. ARPA's success has enabled the Moore Foundation to pursue new, high-risk approaches to reducing deforestation and biodiversity loss on lands outside protected areas.



Amazon, Brazil  
World Bank

■ **Sustainable Business Advisory (SBA) Aliança da Terra Project.** *Nov. 2009–Sept. 2012.*

Through this partnership, IFC and the Moore Foundation worked together to increase the amount of sustainably managed land in the Brazilian Legal Amazon, supporting Aliança da Terra, a Brazilian organization of ranchers and farmers committed to environmental conservation. Aliança's Registry for Social-Environmental Responsibility (RSR) recognizes producers who implement, or seek to adopt, good land stewardship practices. IFC and the Moore Foundation worked together to share information with producers and create incentives for responsible production in the Amazon, increasing the total land enrolled in the RSR.

\* **Impact:** The project substantially expanded and improved Aliança's RSR.

- » The RSR-covered area has increased by 2 million hectares (or 200 new producers) to approximately 3.46 million hectares of sustainably managed land.
- » 373 new producers joined the registry, applied Aliança's diagnostic and design, and committed to improve action plans.
- » Production on registry properties corresponds to around 700,000 head of cattle and 2.5 million tons of soy.
- » Knowledge from the project enhanced Aliança's ability to reach a larger group of producers with updated information and stronger methodologies and strategies.

\* **Partnership:** The Moore Foundation's outreach efforts were critical for sharing information and disseminating good practices. IFC brought its experience to linking the Aliança producer network to companies and businesses.

■ **Forest Carbon Partnership Facility (FCPF).** *Launched 2011. See p. 29.*

The Moore Foundation is a member of the FCPF, a global partnership focused on Reducing Emissions from Deforestation and forest Degradation, forest stock conservation, sustainable management of forests, and enhancement of forest carbon stocks (REDD+).

■ **Global Partnership for Oceans (GPO).** *Launched in 2012. See p. 62.*

The GPO is a growing alliance of more than 125 governments, international organizations, civil society groups, and private sector interests committed to addressing the threats to the health, productivity, and resilience of the world's oceans.

## ■ Nike Foundation (Portland, OR, USA)



### Maria Eitel, President

The **Nike Foundation's** mission is to promote programs that offer solutions on the ground for girls, amplifying their results to the broader international aid community, and partnering with larger organizations and agencies to get girls' issues on the international agenda as well as mobilize resources to support them.

The Foundation focuses on adolescent girls' health, economic empowerment, and education.

## Examples of Partnership:

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

Nike is a key partner in the World Bank Group's AGI. This initiative promotes the transition of adolescent girls and young women from school to productive employment. Each program is individually tailored to the country context, with projects ranging from business development to technical and vocational training targeting skills in high demand. A common goal is to discover what works best to help adolescent girls and young women succeed in the labor market, and all projects include life skills training. AGI is currently being implemented in eight countries: Afghanistan, Haiti, Jordan, Lao People's Democratic Republic, Liberia, Nepal, Rwanda, and South Sudan.

- \* **Impact:** Overall, the initiative targets some 17,000 adolescent girls and young women. Pilot programs are already changing lives. For example:
  - » In **Liberia**, for women enrolled in AGI's economic empowerment training program, there has been a 50% increase in employment, a 115% increase in average weekly income, and a significant increase in girls' savings compared to those in the control group.
  - » In **Haiti**, the AGI project is expected to reach some 1,000 adolescent girls. Launched in May 2012, the first cohort of 500 girls is currently in training, with a high level of motivation. These girls have the potential to become role-models for their communities. This partnership is laying the building blocks for a longer-term dialogue and engagement on youth, jobs, and skills training in Haiti.

Sabita Sapkota is 21 years old and lives in southern Nepal. She used to stay home and do household chores. But in 2012, she heard a radio announcement about the Nepal AGI program and was eager to apply. Sabita graduated from three months of mobile phone repair training, and received life skills and business skills training as part of the program. Less than 2 months later, she used her own savings and money from her husband to open a mobile phone repair shop. Today, Sabita's shop is thriving, and she is training another young woman to be her shop assistant. Sabita says many customers come to her shop because they are curious to see a woman fixing phones.



Sabita Sapkota, Southern Nepal  
World Bank

- \* **Partnership:** Nike's expertise and creativity in social communications, design innovation, and consumer insights, particularly regarding outreach to adolescent girls, have been a critical asset. In addition to providing funding, Nike has participated in and contributed to AGI events both at the Bank's HQ and in the field. In Afghanistan and Haiti, for example, Nike has 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–June 2014.*

In 2010, the Nike Foundation opened Girl Hub country offices in Nigeria, Ethiopia, and Rwanda, and launched the Girl Effect University to actively show aid professionals how to reach girls through large-scale



development programs. The World Bank Group is supporting activities delivered through the Girl Effect University platform aimed at enhancing the focus on adolescent girls in developing partners' programming and client country policies.

- \* **Impact:** To date, the program has developed core curricula on girl-centered programming, along with case studies and program tools based on knowledge and experience from working with adolescent girls. The program has also delivered a series of workshops and trainings on girl-targeted programming for development practitioners and implementers. In October 2012, the Global Girls Research Initiative was launched—a multi-year initiative to identify the most effective strategies for improving the well-being of adolescent girls.
- \* **Partnership:** This partnership brings together resources and expertise from the **Gates Foundation**, DFID, the Nike Foundation, and the World Bank Group.

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

This project helped hard-to-reach children in some of the poorest areas of Bangladesh get 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 families.

Nazma, a mother from Manikganj whose daughter now goes to the ROSC school, says: “There are many children in my village who missed out on primary schooling at the right age and are now too old to enroll in formal schools. If the school wasn't here, they wouldn't have been able to go to school. These children are now getting a second chance at education. I am also a member of the School Management Committee of this school, and I'm happy that we women have a say in our children's education.”

Children Going to School, Bangladesh  
World Bank



- \* **Impact:** Over 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 over 22,000 learning centers. More than 90% of students who enrolled in the program in 2005 completed grade five in 2009.
- \* **Partnership:** The Nike Foundation, as a donor to the IDA-supported Partnership for Girls' Education Trust Fund, was instrumental in financing the communications, social awareness, and community mobilization campaign to get the ROSC project off the ground. Building on the project's success, and with IDA funding, the government of Bangladesh has recently launched ROSC II in 100 additional remote sub-districts and some urban slums.

## ■ Oak Foundation (Geneva, Switzerland)



### Kathleen Cravero-Kristoffersson, President

The **Oak Foundation** is a group of charitable and philanthropic organizations focused on the environment, child abuse, housing and homelessness, international human rights, and issues affecting women and learning differences.

### Global Partnership for Oceans (GPO)

*Launched in 2012*

Oceans are the natural capital of all countries—and all countries suffer from degradation of these vital ecosystems. There are close connections between land and water, human and ocean health, sustainable management and renewable benefits.

The GPO is a growing alliance of more than 125 governments, international organizations, civil society groups, and private sector interests committed to addressing the threats to the health, productivity, and resilience of the world's oceans. Working with states and stakeholders in 10 oceans around the world, the GPO aims to tackle widely documented problems of overfishing, pollution, and habitat loss.

The World Bank has participated in the development of the GPO, which currently has 7 foundation partners:

- » **The Clinton Climate Initiative**
- » **The Gordon and Betty Moore Foundation**
- » **GRID-Arendal**
- » **The MacArthur Foundation**
- » **The Taras Oceanographic Foundation**
- » **The Ocean Foundation**
- » **The Walton Family Foundation**

**Impact:** The partnership will work toward meeting three interrelated objectives by 2022: developing sustainable fisheries and aquaculture; implementing coastal and marine habitat conservation (the goal is to halve the current rate of natural habitat loss); and reducing pollution.



## ■ Omidyar Network (Redwood, CA, USA)



### Matt Bannick, Managing Partner

**Omidyar Network** is dedicated to harnessing the power of markets to create opportunity for people to improve their lives. The foundation aims to invest in and help scale innovative organizations to catalyze economic, social, and political change. Program focus includes: consumer Internet and mobile; entrepreneurship; financial inclusion; government transparency.

### Examples of Partnership:

#### ■ **Omidyar India Microfinance Credit Reporting.** *Phase I: June 2009–Dec. 2011. Phase II: Dec. 2011–June 2014.*

India's growing microfinance market is concentrated in just a few states, leading to multiple lending and over-indebtedness within the same borrower base. Accurate credit reporting can help tackle this problem by providing lenders with accurate information on their customers' creditworthiness, which will make it easier for entrepreneurs to obtain a loan. Omidyar and IFC have partnered to help India expand its credit reporting system by integrating Indian microfinance institutions (MFIs) with credit bureaus.

\* **Impact:** The project is driving responsible finance by helping to lower interest rates for good borrowers; improve the quality of loan portfolios for MFIs; and curb over-indebtedness among the poor.

Results include:

- » Two credit bureaus are now offering their services to the microcredit sector, and most MFIs have started reporting to the credit bureaus,
- » 27 MFIs now share data, with about 29 million client records representing roughly 27 million loans.
- » IFC has also been working with High Mark, one of the largest microfinance bureaus, and is expected to sign an agreement with Equifax in 2013.
- » By the end of Phase II, IFC and Omidyar aim to add 50 new MFIs as members of the bureaus and generate 20 million inquiries.

\* **Partnership:** Funding from the Omidyar Network played a critical role in supporting this project. Frequent exchanges of information between the partners about the market have helped to improve the overall quality of the intervention.

#### ■ **Consultative Group to Assist the Poor (CGAP).** *See p. 17.*

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

## Open Aid Partnership

*Launched Nov. 2011*

The Open Aid Partnership (OAP) brings together development partners from developing and donor countries to increase the transparency of development aid and how it is reported. Partners will make information and data on their activities available in an easily accessible way. This will support citizen engagement—helping to inform citizens at the local level, and empower them to provide feedback on services received. The Partnership currently focuses on engagements in Bolivia, Kenya, Nepal, and Malawi.

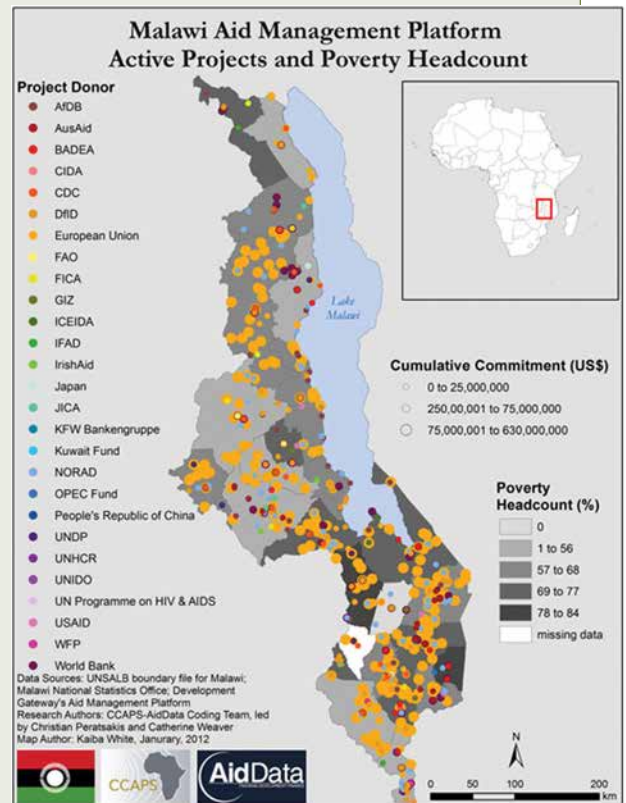
So far, the **Foundation Center** has endorsed the OAP. Other foundations are considering joining.

### *The OAP's main objectives are to:*

- \* **Map** development assistance activities and create a web-based collaborative **Open Aid Map** that will visualize the location of donor-funded projects at the local level.
- \* **Support** developing countries in building their own **Country Mapping Platforms**. These maps will enable governments to collect, make openly available, and visualize data on development assistance, budgets, and public service delivery.
- \* **Promote Citizen Feedback Loops**—connecting citizens with implementing agencies and donors—for better reporting on development assistance and delivery of public services, through the use of innovative ICTs including crowd-sourcing, SMS, and social media.
- \* **Build Capacity** to empower CSOs and citizens to use and generate data effectively, and to help governments receive and respond to citizen feedback.
- \* **Evaluate the impact** of these components on development outcomes.

### **Impact:**

- \* Malawi is leading the first Open Aid pilot, and has geo-coded aid activities of 27 different donors working across the country (in cooperation with the CSO AidData). For the first time, this map visualizes all local aid flows in Malawi. Open Aid pilots in Bolivia, Kenya, and Nepal are currently being prepared.
- \* The OAP has trained partners in sub-national reporting of development activities and in the use of a common geo-coding methodology, and has contributed to consolidating a geo-coding methodology under the International Aid Transparency Initiative (IATI). Currently, the OAP is building a joint open source platform for visualizing partners' development portfolios which will be available and customizable to all partners.
- \* The OAP is raising awareness of the power of open data. For example, in 2012 the World Bank Institute (WBI) organized open data training for Foundation Center staff. OAP Data Literacy Bootcamps for journalists, CSOs, and government officials will be taking place in Bolivia, Kenya, Malawi, and Nepal in June 2013.
- \* The Foundation Center and WBI are also exploring the power of their joint data, combining their datasets on projects financed by U.S. foundations and the World Bank in Haiti.



Malawi  
Open Aid Partnership

## ■ Open Society Foundations (New York City, NY, USA)



### George Soros, Founder and Chairman

The **Open Society Foundations (OSF)** works to build vibrant and tolerant societies whose governments are accountable and open to the participation of all people. Originally established as the Open Society Institute in 1993 to help countries in Central and Eastern Europe and the former Soviet Union make the transition from communism, the Institute expanded in 2011 to include a network of foundations dedicated to promoting 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. On the local level, OSF implements a range of initiatives to support the rule of law, education, public health, and independent media. At the same time, OSF works to build alliances across borders and continents on issues such as combating corruption and promoting freedom of information. Working in every part of the world, OSF places a high priority on protecting and improving the lives of people in marginalized communities.

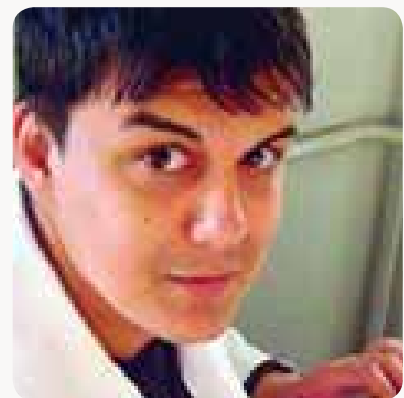
### Examples of Partnership:

#### ■ **Roma Education Fund.** *Created in 2005.*

The Open Society Institute and the World Bank were co-founders of the Roma Education Fund (REF), created in the framework of the Decade of Roma Inclusion. Its mission is to close the gap in educational outcomes between Roma and non-Roma children. REF supports policies and programs that ensure quality education for Roma, including the desegregation of education systems, through grants, advocacy, and research. The REF allocated grant funding for 327 projects between 2005 and 2012.

- \* **Impact:** In 2011, REF projects were helping over 11,000 Roma children receive pre-school education; over 6,000 Roma children complete upper secondary education; 566 Roman students graduate from university; and more than 70,000 Roma parents participate in school activities.
- \* **Partnership:** Through this partnership, the Bank brings deep experience in education systems to expand its Roma-related work, while OSI brings its strong network of partners and experience in outreach and policy dialogue with governments in the region.

Miroslav Angelov grew up in the Romani neighborhood of Sofia, Bulgaria, and studied at the local Roma school. He has wanted to be a doctor since the age of eight—the first in his family. But his dream remained unfulfilled until he started to attend preparatory courses organized by the Roma Health Scholarship Program, which provides support to Romani students for medical studies. Today, Miroslav is a second-year student at the Medical University of Sofia on an RHSP scholarship. “Being a REF beneficiary makes me feel more motivated and responsible in giving my best efforts to become a good physician,” he says. Miroslav plans to specialize in cardiology and to work in Bulgaria and be close to family, friends, and the Romani community. “I hope to be part of a generation that, with its knowledge and efforts, will work for the moral and sustainable development of a better world.”



Miroslav Angelov, Sofia, Bulgaria  
From Roma Education Fund Report 2012

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

This project brings together the World Bank with the International Renaissance Foundation (IRF) based in Kiev, Ukraine—an Open Society Foundation dedicated to promoting rights-based public health policy. The World Bank Ukraine Country Office, the World Bank Institute, and IRF have organized a series of training programs in various regions of Ukraine aimed at enhancing the capacity of CSOs and other community organizations to monitor and evaluate municipal service delivery.

- \* **Impact:** By enhancing community control over the quality, efficiency, and governance of municipal services delivery, the project aims for greater accountability of local governments across Ukraine. Potentially, the project could lead to creating coalitions of CSOs monitoring and evaluating municipal service delivery.
- \* **Partnership:** IRF brings valuable experience working with local CSOs. The World Bank contributes ongoing municipal governance work—in particular, work aimed at increasing accountability in the water and sanitation sector—by using tools such as scorecards and other feedback mechanisms.

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

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

■ **Tropical Disease Research.** *Established 1975. See p. 76.*

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

■ **Global Partnership for Social Accountability (GPSA).** *Launched April 2012. See p. 47.*

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

## ■ **David and Lucile Packard Foundation (Los Altos, CA, USA)**



### **Carol Larsen, President and CEO**

The **David and Lucile Packard Foundation’s** goals are to improve the lives of children, enable the creative pursuit of science, advance reproductive health, and conserve and restore the earth’s natural systems.

The majority of grants are distributed in three areas: conservation and science; population; and children, families, and communities.

### **Example of Partnership:**

■ **Forest Carbon Partnership Facility (FCPF).** *Launched 2011. See p. 29.*

The Packard Foundation is a member of the FCPF, a global partnership focused on Reducing Emissions from Deforestation and forest Degradation, forest stock conservation, sustainable management of forests, and enhancement of forest carbon stocks (REDD+).

## ■ PepsiCo Foundation (Purchase, NY, USA)



**Indra Nooyi**, Chairperson

**Larry Thompson**, President

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).** *Nov. 2012–June 2014.*

There is an emerging gap between the availability of safe water and water demand in many developing and fast-growing economies around the world—a gap expected to be around 40% by 2030 if current water management practices continue. This presents governments with economic, environmental, social, and political challenges.

2030 WRG is a unique public-private-civil society partnership that helps governments at both the state and national levels to address those challenges by accelerating reforms to ensure sustainable water resources management. It seeks to help change a country's political economy for water resource reform, convening a wide range of actors—in particular, the private sector. 2030 WRG looks to add value to existing national water resource programs, platforms, or expert institutions already focusing on such issues. The initiative is currently active in India, Jordan, Mexico, Mongolia, and South Africa. Four more countries, including Peru and Tanzania, will be engaged in the second phase.

The PepsiCo Foundation and other private sector and bilateral donors provide funding to the 2030 WRG, and PepsiCo serves on the Governing Council and Steering Board. IFC, in addition to hosting the WRG, funds the group and serves as Vice Chair of the Governing Council.

- \* **Impact:** The 2030 WRG's efforts have raised awareness about the challenges and risks of water scarcity, and have helped forge public and private partnerships empowered with tools to increase supply by reducing demand.
  - » India: 2030 WRG suggested several measures to state officials for implementing water-use reforms in the State of Karnataka, and are further discussing implementing such measures.
  - » Jordan: 2030 WRG helped shape the national water strategy, now being implemented.
  - » Mexico: 2030 WRG has advised on cost curves and hydro-economic models to shape new national water strategy and advance reforms in the water sector.
  - » Mongolia: 2030 WRG is discussing with the government the priority areas of engagement, including hydro-economic analysis with a focus on solutions to improve the urban water situation and water use in mining.

- » South Africa: 2030 WRG 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 mine waste runoff.
- \* **Partnership:** Together, the PepsiCo Foundation and IFC are able to leverage a unique public-private-civil society network. Both have learned from each other’s water expertise and networks.

## ■ Private Sector Foundation Uganda (Kampala, Uganda)



### Gideon Badagawa, Executive Director

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

#### Example of Partnership:

##### ■ **The Second Private Sector Competitiveness Project (PSCPII).** *Launched 1995.*

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

- \* **Impact:** Specific improvements in the business climate supported by PSCPII include:
  - » Greater private sector access to credit: A new Credit Reference Bureau has more than doubled access.
  - » Improved trading efficiency: The number of trading days has gone from 3 to 5 days a week.
  - » Increased performance of small and medium-size businesses: Better productivity, sales, income, and employment. Some businesses have even gained access to foreign markets.
  - » Reduction in the cost of doing business: The time needed to register a business has decreased from 135 days in 2006 to 2 days in 2012. The time needed to access land records has decreased from 435 days in 2006 to become instantaneous.
  - » Skills training: Over 5,400 people have received training in various trades.

## ■ Rockefeller Foundation, (New York City, NY, USA)



### Judith Rodin, President

The **Rockefeller Foundation’s** historical mission is to promote the well-being of mankind throughout the world.

The Foundation’s current work focuses on areas including: basic survival safeguards (secure food, water, housing, and infrastructure); global health (accessible, affordable, and equitable health services and systems);



urbanization (solutions for fast-growing cities); and social and economic security (stronger safety nets, reinvigorated citizenship, and re-imagined policy framework).

## **Examples of Partnership:**

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

Effective development efforts must be guided by evidence. Through the CLEAR Initiative, the Rockefeller Foundation and the World Bank Group are partnering to help developing countries build their capacities to support a focus on results. CLEAR is a collaborative effort among donors and partner countries to strengthen partner countries' capacities and systems in monitoring and evaluation (M&E) and performance management (PM).

✱ **Impact:** CLEAR supports capacity building in two ways:

- » Regional centers: In South Africa (with partners in Ghana and Kenya), Senegal, China (Shanghai), India (Chennai, with a partner in Pakistan), and Mexico. All (save China) were competitively selected. These regional centers offer a growing menu of high-quality services to clients in the region, including: technical assistance; knowledge and advisory services; workshops; and M&E support.
- » Global learning on M&E and PM through innovative materials, practical knowledge exchange, South-South support, and peer-to-peer learning.

✱ **Partnership:** Rockefeller supports CLEAR with funding and strategic advice, and is a member of CLEAR's Board. The Bank's Independent Evaluation Group (IEG) and Africa region provide technical expertise, staff time, and funding to the management and implementation of the Initiative. Coordinating at the regional and global levels means that these often costly efforts to build capacity are better aligned and resources are less fragmented.

### ■ **Crowdsourcing: Achieving the Health Development Goals.** *(TBC for 2013).*

The World Bank's Health Development Network (HDN) and the Rockefeller Foundation are in talks to crowd-source ideas on what it will take to achieve the health development goals during the next 20 years. This effort will complement the work of the Lancet Commission on Investing in Health and contribute to a special issue of Lancet in December 2013, marking the 20th anniversary of the World Bank's 1993 World Development Report on Investing in Health.

✱ **Impact:** By increasing engagement with the public and private sectors as well as civil society, the project hopes to identify new challenges, innovative solutions, and unexpected analyses on important health themes.

✱ **Partnership:** Each partner brings broad networks and experience to this effort, and the results will help inform global and country dialogues and strategies on health development goals for both institutions.

### ■ **Urbanization Knowledge Platform (UKP).** *Launched in 2011. See p. 78.*

The Rockefeller Foundation is a member of the World Bank-supported UKP, which aims to put the world's best knowledge and data in the hands of policymakers and practitioners to harness urban growth for better development outcome.

### ■ **Health and Economy.** *Sept. 2011–Nov. 2013.*

The World Bank Group and the Rockefeller Foundation are working together to help policymakers and World Bank professionals make better-informed policy decisions by exploring the links between health and economic development. The program focuses on how health policy choices can affect a country's fiscal health (looking at macroeconomic impact, as well as the implications for equity, efficiency, and sustainability) and economic competitiveness (including looking at the impact of health on employment and the employability of workers).

- \* **Impact:** The World Bank has already developed strategic knowledge and tools to enhance its understanding of fiscal space in health and health competitiveness. Tools developed to help policymakers make better health policy decisions include:
  - » A fiscal health database containing information from 249 countries on a broad range of issues that determine health spending.
  - » Macro fiscal factsheets and fiscal space factsheets for 188 countries that provide quickly digestible information about a given country's fiscal health trends over time and benchmark it against income group or regional peers.
  - » Analytical papers that focus on issues pertaining to fiscal health, and health and competitiveness.
  - » A Public Finance Manual for health policy makers who do not necessarily have a background in public finance.

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

This partnership with IFC aims to support development of sustainable and socially responsible private health care in Sub-Saharan Africa. By catalyzing private sector participation in the health sector, HiA hopes to improve access to quality health-related goods and services in Africa, especially for the poorest, and increase financial protection against impoverishment from illness. The initiative offers technical assistance and policy advice to governments for leveraging the private sector in support of national health goals. The Rockefeller Foundation supports HiA with a focus on Ghana. The **Gates Foundation** is also a partner in this initiative.

- \* **Impact:** By the end of 2015, HiA hopes to see measurable improvements in health care in seven African countries, including at least 1 million people each year helped by new or improved health services, as well as improved private sector participation in health in Africa.
- \* **Partnership:** The partnership leverages the complementary strengths and resources of both IFC's HiA and the Rockefeller Foundation's Transforming Healthcare Systems Initiative.

For the last 3 years, Tereza Edwards has been working as a nurse at the Juba Teaching Hospital—the largest hospital in South Sudan. She is now being trained to become one of the country's first 15 certified nurse anesthetists through a public private partnership coordinated by the Health in Africa initiative. The program will train South Sudanese nurses in a private medical institution in neighboring Kenya. When Tereza returns home, she expects to have a significant impact on the quality of life in South Sudan, a country with one of the highest maternal mortality rates in the world. "Thanks to this training," she says, "I will assist in surgery and other emergencies and save lives of my fellow citizens."

Tereza Edwards, Juba Teaching Hospital, South Sudan  
*Emmy Chirchir/Health in Africa Initiative*



■ **The Consultative Group on International Agricultural Research (CGIAR).** *See p. 17.*

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

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

■ **African Center for Economic Transformation (ACET).**

ACET is a Ghana-based organization that provides economic advisory services and capacity building to African governments.

■ **Tropical Disease Research.** *Established 1975. See p. 76.*

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

## ■ Silatech (Doha, Qatar)



### Tarik M. Yousef, CEO

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

### Examples of Partnership:

■ **Youth Enterprise Develop Programs.** *2011 to date.*

Since the Arab Spring, Silatech has expanded its outreach and developed strategic projects with the World Bank's Middle East and North Africa (MNA) region in youth enterprise development and ICT, supporting a number of programs through financial and technical support as well as implementing ICT mobile programs. Examples include:

■ **Tunisia Youth Emergency Project.** *2011 to date.*

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

Monia Ghodbane is from Bouabdallah, a rural village in Tunisia’s northwest region of Siliana. She is 22, and one of thousands of young, rural Tunisians looking for opportunities to work and lift themselves out of poverty. “I want to work; I’m willing to learn and work hard in order to have a decent life,” says Monia. “We are in urgent need of any kind of job opportunity.” The Tunisia Youth Emergency Project is helping young people like Monia learn new skills that can lead to future employment. Along with 40 other women, Monia is learning how to make margoum (a traditional Tunisian type of carpet) as well as how to market and sell the final product.



Monia Ghodbane, Bouabdallah, Tunisia  
World Bank

- \* **Impact:** Target goals have already been met in terms of outreach to young people—and in some areas are being exceeded.
  - » Silatech is financing two ICT platforms, developed with Tunisiana, the largest mobile provider in the country: MobiFluss (which allows traceable cash transfer payments and satisfaction surveys by mobile); and MobiWorks (which is providing job-matching services and employability skills modules). So far, cash transfers have reached 451 young people, a third of them women, and numbers are expected to reach 700 (half women) in 2013. The MobiWorks service has 300,000 users.
  - » To further speed up the transfers, the project will link up with a mobile phone company in Spring 2013.
- \* **Partnership:** The World Bank Group has benefited from Silatech’s ICT knowledge to expand outreach to young people in Tunisia. Silatech has benefited from the World Bank Group’s institutional support base and network in the country.
  - » Silatech is also co-financing the **Tunisia Youth Inclusion ESW** and **Morocco Youth Inclusion ESW**.

## ■ Skoll Foundation (Palo Alto, CA, USA)



### Sally Osberg, President and CEO

Jeff Skoll created the **Skoll Foundation** in 1999 to pursue his vision of a sustainable world of peace and prosperity. Its mission is to drive large-scale change by investing in, connecting, and celebrating social entrepreneurs and the innovators who help them solve the world’s most pressing problems.

The Skoll Foundation seeks to advance innovations that focus on: deforestation; economic well-being and personal dignity; more accountable, transparent, and solutions-oriented aid; reliable, affordable, and appropriate healthcare for the disadvantaged; issues of sustainable productivity; peace and human security; harnessing the capital and consumer markets that drive change; and water management for both people and agriculture.

## ■ Syngenta Foundation for Sustainable Agriculture (Basel, Switzerland)



### Marco Feroni, Executive Director

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

### Examples of Partnership:

#### ■ **BioCarbon Fund (BioCF).** 2007–2017.

The Syngenta Foundation provides funding as a participant in the BioCF, a public-private initiative administered by the World Bank Group that aims to deliver cost-effective emission reductions from land-use projects while promoting many environmental and socio-economic benefits, including biodiversity conservation and poverty alleviation. The portfolio includes projects that generate carbon credits from Afforestation and Reforestation, Reducing Emissions from Deforestation and Degradation, and Sustainable Agricultural Land Management.

- \* **Impact:** The Syngenta Foundation participates in both a compliance and voluntary carbon window of the BioCarbon Fund (Tranche Two).
  - » In the compliance window, the Fund is successfully purchasing carbon credits from seven afforestation/reforestation projects under the Clean Development Mechanism, which has provided incentives for planting trees on over 35,000 hectares of degraded lands.
  - » In the voluntary carbon window, the BioCF's first pilot project, the Kenya Sustainable Agricultural Land Management Carbon Project, has helped 20,000 farmers adopt sustainable agricultural land management practices in 14,000 hectares of agricultural land. This is being rolled out further and should help more farmers and increase the land area covered to 60,000 hectares. The project has also received its first carbon payment, about \$100,000. The project is close to issuing the first-ever Verified Carbon Standard credits for sustainable agricultural land management. Two more sustainable agricultural land management projects are also under development in the BCF with the support of the Syngenta Foundation.
- \* **Partnership:** For both the World Bank Group and the Syngenta Foundation, this partnership supports learning how to harness the carbon market to support sustainable agriculture and land use practices globally.



■ **Global Index Insurance Facility (GIIF) Program: The Kilimo Salama Project in Kenya.** *Nov. 2010–Dec. 2012.*

The GIIF program addresses the scarcity of affordable insurance protection against weather and natural disasters in developing countries by expanding the use of index insurance as a risk management tool in agriculture, food security, and disaster risk reduction. Index insurance offers a promising alternative to traditional agricultural crop insurance against weather-related farming risks, and it can help increase access to financing, including credit and loans. GIIF is managed by IFC and jointly implemented with the World Bank. The facility supports the development and growth of local markets for indexed/catastrophic insurance primarily in Sub-Saharan Africa, Latin America and the Caribbean, and South Asia.

The GIIF provided the Syngenta Foundation with grant funding to pilot an index insurance market in Kenya. In 2012, the Syngenta Foundation launched the Kilimo Salama project to market weather-based, area yield-based, livestock-based, and satellite-based index products to 54,000 farmers. The grant funding also supported the Syngenta Foundation in developing the technology for an SMS-based mobile platform to expand outreach to low-income farmers—the first agricultural insurance program to reach smallholder farmers using mobile technology. The Syngenta Foundation has now expanded its operations into Rwanda.

Christopher Chirchir is a maize farmer in Kenya. He says, “When I was informed about Kilimo Salama, I insured, though I thought it was a way of promoting Seed Co. seeds. When I got the SMS that the weather was not good and we will be compensated, I realized that it was real. I have now approached my neighbors to insure, as it is the best way to go. The SMS they send on farm advice and payouts prove Kilimo Salama is serious.”

Christopher Chirchir, Kenya  
*The Syngenta Foundation*



- \* **Impact:** The Syngenta Foundation’s insurance products just passed the 100,000-farmer mark in terms of coverage in Kenya and Rwanda (April 2013). The project team is now expanding coverage to Tanzania and Uganda.
  - » Kenya: The project launched insurance coverage for six crops, and reached around 54,000 farmers by the end of 2012. It formed a partnership with microfinance institutions and agribusinesses to bundle insurance with loans for the purchase of improved inputs. Over 30,000 Kilimo Salama farmers in Kenya were able to access \$5.5 million in financing because they had insurance. In addition, the project operated a helpline to inform callers about the new products and their coverage, organized on-the-ground training sessions, and broadcast agricultural-themed radio shows in local languages to raise awareness.
  - » Rwanda: 37,000 farmers now have insurance coverage.
- \* **Partnership:** For the Syngenta Foundation, this partnership offered an opportunity to pilot index insurance products and support a nascent market with capacity building and premium support. The Syngenta Foundation is now poised to build a sustainable index insurance market in East Africa. For the World Bank Group, this partnership has helped to demonstrate the importance of insurance as a key risk management tool with a strong development impact.



## ■ The Consultative Group on International Agricultural Research (CGIAR). *See p. 17.*

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

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

## ■ Sir Ratan Tata Trust (Mumbai, India)



### Sir Ratan N. Tata, Chairman

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

### Examples of Partnership:

#### ■ The Consultative Group on International Agricultural Research (CGIAR). *See p. 17.*

The Sir Ratan Tata Trust is a member of CGIAR, a strategic alliance committed to working toward a

food-secure future through high-quality international agricultural research. The Sir Ratan Tata Trust contributes to CGIAR partnership projects with the World Bank, including:

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

### **Tropical Disease Research (TDR).**

*Established 1975*

TDR is a global program of scientific collaboration that has promoted research on neglected tropical diseases for over thirty years. TDR helps coordinate, support, and influence global efforts to combat a portfolio of major diseases of the poor and disadvantaged. TDR is based at the WHO and is sponsored by UNICEF, the United Nations Development Programme, the World Bank, and the WHO.

Foundation members include: **Gates Foundation; Open Society Institute; Rockefeller Foundation; and Wellcome Trust.**

**Impact:** TDR pioneered insecticide-impregnated bed nets against malaria, and a host of other advances in combating tropical diseases.

## ■ TrustAfrica (Dakar, Senegal)



### **Akwasi Aidoo, Executive Director**

**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 currently 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 to minimize reliance on external donors).

- **Global Partnership for Social Accountability (GPSA).** *Launched April 2012. See p. 47.*

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

## ■ United Nations Foundation (Washington, DC, USA)



### Kathy Calvin, President and CEO

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

### Example of Partnership:

#### ■ **Clean Cooking Solutions.** *2010–2012.*

Traditional cookstoves are a threat to both health and security in developing countries, especially for girls and women, as well as to the environment. The Global Alliance on Clean Cookstoves, a public-private partnership administered by the UN Foundation, is helping to address the problem: it aims to disseminate 100 million clean cookstoves by 2020. To support this effort, the World Bank's Energy Sector Management Assistance Program (ESMAP) is working with the Global Alliance to prepare a Global Mapping of Improved Cookstoves Programs—a study to review experiences in distributing clean cookstoves, identify market barriers to adopting improved cookstoves at scale, and discuss various market development approaches.

- \* **Impact:** The study will be published as a joint report by ESMAP and the Global Alliance in June 2013, and will be the latest and most authoritative report on status and trends in the clean cooking market.
- \* **Partnership:** Through this partnership, the World Bank is able not only to leverage the global and technical expertise of the Global Alliance for this report but also to expand the World Bank's ongoing initiatives in the clean cooking sector in East Asia, Bangladesh, Central America, and Sub-Saharan Africa. The Global Alliance has benefited from the Bank's convening power and programming expertise in supporting the clean cooking agenda in several countries and regions.

#### ■ **Global Fund to Fight AIDS, Tuberculosis, and Malaria.** *Established 2002. See p. 47.*

The Global Fund is an international financing institution dedicated to attracting and disbursing resources to prevent and treat HIV and AIDS, TB, and malaria.

## Urbanization Knowledge Platform (UKP)

*Launched in 2011*

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

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

\* **Impact:** The UKP has facilitated city-to-city exchanges in every World Bank region, convening a total of 800 city leaders and 4,000 other urban stakeholders. The UKP has also produced a number of collaborative research projects to provide guidance to city leaders, and launched the Global Lab on Metropolitan Strategic Planning that brings together planners and city leaders from the world’s mega- cities to work together toward finding solutions to urban challenges. The World Bank is actively managing the Global Lab as a partnership between the Bank, the World Bank Institute (WBI), and the Regional Plan Association of New York.

## ■ Wellcome Trust (London, U.K.)



### Sir Mark Walport, Director

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 U.K., the Wellcome Trust has a particular focus in Africa (Kenya, Malawi, South Africa, and Tanzania), Southeast Asia (Thailand, Vietnam, and Laos), and India.

### Examples of Partnership:

■ **Partnership for Child Development (PCD).** *Established 1992. See p. 19.*

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

■ **The Consultative Group on International Agricultural Research (CGIAR).** *See p. 17.*

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

Infection Dynamics and Disease Burden of East African Cattle. 2006-2013. The study looks at over 80 different infections to consider their effects as a whole. It will generate data on thousands of cases of infection, records of the clinical signs shown by infected animals and of any impact on their health and growth,

together with information on genetics, immunity, and nutritional status. Data will be used to rank different infections in order of their importance to identify factors which predispose some cattle to a high burden of infectious diseases, and will also be used to develop practical tools for diagnosing infections in the field.

■ **Tropical Disease Research.** *Established 1975. See p. 76.*

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

- Aga Khan Development Network, 5–6, 10, 19, 47
- Alianza Educación para la Construcción de Culturas de Paz, 7–8
- AVINA Foundation, 8
- Bernard Van Leer Foundation, 10, 19, 25, 50
- Bertelsmann Foundation, 10–11
- Bill & Melinda Gates Foundation, 17, 19, 31–47, 49, 61, 70, 75–76, 78
- Bloomberg Philanthropies, 11–13, 78
- Blue Moon Fund, 13
- BP Foundation, 14
- Calouste Gulbenkian Foundation, 48
- Carnegie Corporation of New York, 14–15
- Children’s Investment Fund Foundation, 10, 15–16, 46
- ClimateWorks Foundation, 18, 29
- Conrad N. Hilton Foundation, 10, 19, 25, 50–51
- Council on Foundations, 20
- David and Lucile Packard Foundation, 29, 66
- Dynasty Foundation, 22
- East Meets West Foundation, 22–23
- ELMA Philanthropies Services, 10, 24–25, 50
- Eurasia Foundation of Central Asia, 25–26
- European Foundation Centre, 26
- Fondazione CRT, 26–27
- Ford Foundation, 17, 27–29, 47, 78
- FUNCATE, 30
- Fundación Internacional y para Iberoamérica de Administración y Políticas Públicas, 51–52
- Fundación Mi Sangre, 57
- German Marshall Fund, 45, 47
- Gordon and Betty Moore Foundation, 29, 58–59, 62
- Hindustan Unilever Foundation, 51
- Jacobs Foundation, 52–53
- John D. and Catherine T. MacArthur Foundation, 54–55, 62
- King Baudouin Foundation, 8
- Kresge Foundation, 53
- La Fundación Fútbol con Corazón, 30–31
- MasterCard Foundation, 17, 55–56
- Michael & Susan Dell Foundation, 17, 21–22
- Mo Ibrahim Foundation, 52
- Nand & Jeet Khemka Foundation, 53
- Nike Foundation, 59–61
- Oak Foundation, 62
- Omidyar Network, 17, 63
- Open Society Foundations, 47, 65–66, 76
- Paul G. Allen Family Foundation, 8
- PepsiCo Foundation, 67–68
- Private Sector Foundation Uganda, 68
- Rockefeller Foundation, 17, 42, 68–71, 76, 78
- Silatech, 71–72
- Sir Ratan Tata Trust, 17, 75–76
- Skoll Foundation, 72–73
- Syngenta Foundation for Sustainable Agriculture, 17, 35, 73–75
- Tony Elumelu Foundation, 25
- TrustAfrica, 47, 76
- TY Danjuma Foundation, 21
- United Nations Foundation, 29, 76–77
- Wellcome Trust, 17, 19, 76, 78–79
- William and Flora Hewlett Foundation, 16, 19, 47–50
- William J. Clinton Foundation, 11, 20, 44, 62







**Foundations Program**  
**The World Bank Group**  
foundationsinfo@worldbank.org  
www.worldbank.org

