



A Guide for Development Partners

# Partnering with the World Bank through Trust Funds and Umbrella 2.0 Programs

October 2020

Trust Funds and Partner Relations  
Development Finance

## About the World Bank Group

The World Bank, comprising the [International Bank for Reconstruction and Development \(IBRD\)](#) which lends to governments of middle-income and creditworthy low-income countries and the [International Development Agency \(IDA\)](#) which provides financing on highly concessional terms to governments of the poorest countries, is one of the largest sources of development finance and expertise globally. Working across almost all thematic and sectoral international development issues, it made development commitments of more than \$58 billion in its fiscal year 2020 (July 2019 – June 2020).

The World Bank is headquartered in Washington, DC, USA and has offices in 145 countries around the world. In fiscal year 2020, the World Bank employed more than 12,000 staff and a further 5,500 full time staff equivalent short-term consultants/temporaries. Ninety-six percent of Country Directors/Country Managers and 46 percent of staff are based in countries within each of the seven geographical regions.

The World Bank organizational structure is designed to support the delivery of its strategy and programs. Under this model, technical staff are organized in four Practice Groups and seven Regional Vice Presidency Units. The Practice Groups — Human Development, Equitable Growth, Finance and Institutions, and Sustainable Development and Infrastructure — house Global Practice units (technical areas of expertise). Country Management Units are in the Regional Vice Presidencies – Eastern and Southern Africa, Western and Central Africa, East Asia and Pacific, Europe and Central Asia, Latin America and Caribbean, Middle East and North Africa, and South Asia. Technical staff are professionally mapped to a Practice Group and organizationally assigned to one of the seven Regional Vice Presidency Units. These units are supported by units delivering corporate services and functions.

## Our Mission

To end extreme poverty and promote shared prosperity in a sustainable way.

## About this Guide

This Guide provides a brief overview of World Bank Trust Funds<sup>1</sup> – what they are, what they fund, and the operating environment in which they are managed — and introduces the Umbrella 2.0 Program, an approach for organizing and managing Trust Funds for increased development impact.

This Guide also highlights and provides links to key policies underpinning the implementation of activities carried out by the World Bank or by recipients of its funds — policies that apply equally to activities funded by trust fund contributions.

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1 - It does not address Financial Intermediary Funds (FIFs) or Trust Funds managed by the International Finance Corporation (IFC). Those Trust Funds are administered using their respective policy frameworks.

# 1. Introduction

The complexity and urgency of the world's challenges require meaningful collaboration among members of the development community and other stakeholders to realize the goals of ending extreme poverty and promoting shared prosperity.

The World Bank works with a growing number of Development Partners<sup>2</sup> from around the world to help deliver on its strategy ([Forward Look – A Vision for the World Bank Group in 2030](#)) and contribute to the achievement of the [Sustainable Development Goals](#). From the international coalition of donors and clients that constitute IDA, through engagement with UN agencies, international non-governmental organizations, foundations and civil society, to an increasing focus on leveraging private capital, the World Bank recognizes the transformative power of partnership when new ideas, perspectives and experiences are combined the necessary financial resources.

## Partnerships through Trust Funds

Partnering with the World Bank is enabled through a variety of financial instruments and coordination mechanisms. The appropriate partnering approach is selected based on the objectives of the initiative, the nature of the activities being supported, and the role(s) of the World Bank and its partners.

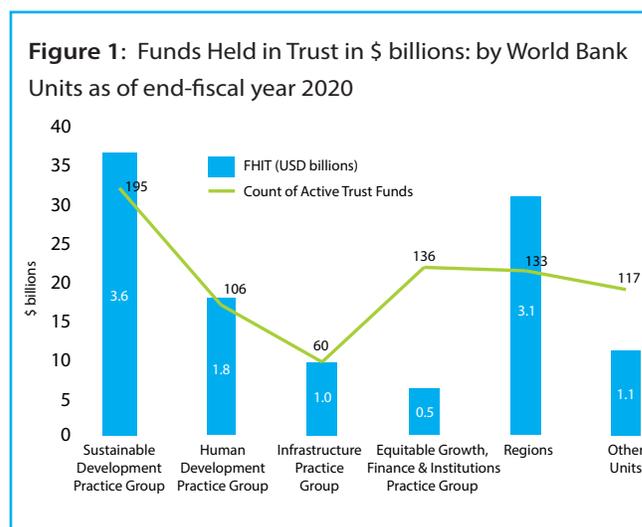
Trust funds, and the Umbrella 2.0 Programs through which they can be organized, are the most commonly used funding vehicles for partnerships in which the World Bank, Development Partners, and other stakeholders work together to tackle a specific development issue or find new ways to approach problems at the global, regional, or country level.

Trust funds are essential to a stronger, better, more flexible World Bank. Trust fund resources complement World Bank operations, expanding their scope and reach and supporting their quality. They promote increased development effectiveness and enable the World Bank to provide assistance when its ability to lend is limited, including in fragile and emergency situations and for countries in arrears and non-member countries. Trust Funds also contribute to the World Bank's knowledge agenda by financing close to two-thirds of its advisory services and analytics products as well as technical advisory services for clients. Trust Funds attract new sources of finance and promote innovative financial solutions in support of the global public

goods agenda, including combating climate change and addressing the challenges of fragility, conflict, violence, forced displacement and pandemics.

**In fiscal year 2020, cash contributions to World Bank Trust Funds totaled \$3.7 billion and disbursements totaled \$3.5 billion. Funds held in trust were \$11.2 billion, of which 32% (\$3.6 billion) were for activities in Sustainable Development (See Figure 1).**

Trust Funds as a partnering mechanism have been in place for decades and have been instrumental in leveraging both Development Partner and IBRD and IDA resources. Through recent Trust Fund reform efforts aimed at enhancing the efficiency, effectiveness and strategic alignment of activities funded, the Umbrella 2.0 Program was introduced as



2 - "Development Partner" and "Donor" are terms used interchangeably and have the same meaning throughout this document.

an approach for consolidation and optimization of the Trust Fund portfolio.

An Umbrella 2.0 Program-based Trust Fund portfolio promotes strategic alignment of donor preferences and development goals with the World Bank's own priorities and resources and elevates the dialogue between and among Development Partners and the World Bank on shared priorities. For clients, Umbrella 2.0 Programs offer streamlined alignment of trust funded activities with country priorities and increased complementarity with IBRD and IDA

operations – maximizing the impact of both. See Box 1 for more information on Trust Fund process improvements and reforms and pages 7-10 for more on Umbrella 2.0 Programs.

As part of the overall partnership universe, the World Bank manages global funds and innovative financing funds referred to as Financial Intermediary Funds (FIFs) for which the World Bank provides a specific set of administrative, financial and/or operational services. See Box 2 for more information.

### Box 1: Continuous Improvement through Reform

As early as the 1960s, Trust Funds have been used to enhance the financial support available to members by providing co-financing of IBRD and IDA operations or direct funding of technical assistance. However, this role has evolved dramatically during the last few decades, and the World Bank has undertaken initiatives and reforms to promote continuous improvement of the efficiency, strategic alignment and robust oversight of trust fund resources and the activities they support. Reforms have enabled significant progress in transitioning Trust Funds to World Bank operational, financial and administrative controls, including implementation of the Trust Fund fiduciary framework, which is now fully mainstreamed into regular business processes. Following the development of these controls, successive reforms have improved the integration of trust funded activities into operational and administrative processes and sought to reduce costs, and better manage risks.



Designed to address a persistent challenge of a large and fragmented Trust Fund portfolio (many small funds with highly customized features), the Umbrella 2.0 Program was introduced in January 2020. Umbrella 2.0 Programs strengthen the link between funding and the strategic priorities of the World Bank, its clients and partners, and promote impact at scale. A Trust Fund portfolio grounded in Umbrella 2.0 programs means fewer, larger, more strategically aligned funding initiatives. The design of the Umbrella 2.0 Program built on a piloting phase involving diverse units in the World Bank experienced in managing trust fund resources and was informed by lessons from existing programs as well as from the previous Umbrella model (1.0). It also benefited from active Development Partner support and engagement through a series of consultations organized by the World Bank over two years.

### Box 2: Financial Intermediary Funds

Financial Intermediary Funds (FIFs) are a type of Trust Fund supported by World Bank through tailored administrative, financial, legal or operational services. FIFs are an important tool in the development finance toolbox, offering customized financing platforms for partnership programs and special financing mechanisms. Typically focused on vertical themes and launched at high-level, multilateral forums, FIFs provide the global development community with mostly independently governed multi-contributor collaboration platforms, often in support of global public goods. Consistent with its feature of adaptability, the FIF portfolio is a highly diverse.

For more on Financial Intermediary Funds, please see the [FIF trustee website](#) and the [FIF Brochure](#).

## 2. Trust Funds, The Basics

### What is a Trust Fund?

A Trust Fund is a financing arrangement established by the World Bank with contributions from one or more Donors and, in some cases, from a World Bank Group Institution<sup>3</sup>.



Consistent with the overall purposes of IBRD and IDA set out in the [Articles of Agreement](#), the World Bank establishes and administers Trust Funds as a complement to IBRD and IDA financing to promote development and aid effectiveness by leveraging its capacity and development knowledge. In administering a Trust Fund and holding the trust fund resources, the World Bank acts in a fiduciary capacity in accordance only with the provisions of the agreement concerning the Trust Fund.

*The World Bank promotes Trust Funds that draw on its operational role, reinforce country capacity and ownership, foster harmonization and alignment of aid modalities, and include contributions from more than one donor.*

### What are the Criteria for accepting Trust Funds?

For each intended Trust Fund, the World Bank decides whether to accept the roles and responsibilities proposed, based on the following criteria:

- **Consistency with the World Bank's Purposes and Mandate.** Activities financed from the Trust Fund are in keeping with the Articles of Agreement.
- **Strategic Relevance.** Activities financed from the Trust Fund are aligned with the World Bank's priorities.
- **Risk Management and Controls.** The risks arising from the Trust Fund, including those arising from any conflicts of interest or any

restrictions on its use, are explicitly considered and are judged to be acceptable and manageable by the World Bank.

- **Governance.** The World Bank has decision-making authority on the use of the funds adequate to fulfill its roles in administering the specific type of Trust Fund.
- **Nationality Restrictions on Procurement.** The World Bank does not accept any contribution to a Trust Fund that imposes nationality restrictions on procurement.
- **Operational Efficiency and Sustainability.** Trust Funds are of a sufficient size and scope as determined by management from time to time to ensure efficient administration and portfolio consolidation. The World Bank recovers the costs of performing agreed roles in administering Trust Funds, taking into account benefits associated with such funding.

### Who contributes to Trust Funds?

Over 200 organizations and entities partner with the World Bank through Trust Funds, the majority of which are sovereign entities. The World Bank's Development Partners, including World Bank's member countries as well as multinational agencies, foundations, nongovernmental organizations (NGOs), and private organizations, finance Trust Funds.

The World Bank contributes to some Trust Funds from its own budget or from the IBRD's surplus or net income.

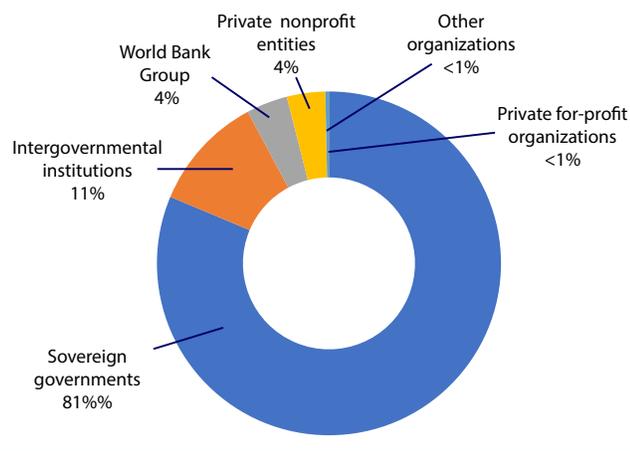
See Figure 2 for the share of cash contributions in fiscal year 2020 by Development Partner type and Figure 3 for the cash contributions of the top ten Development Partners for fiscal years 2019 and 2020.

### Who may contribute to a World Bank Trust Fund?

Prospective donors to World Bank Trust Funds

<sup>3</sup> - The five institutions of the World Bank Group are: International Bank for Reconstruction and Development (IBRD), International Development Agency (IDA), International Finance Corporation (IFC), Multilateral Investment Guarantee Agency (MIGA) and International Centre for Settlement of Investment Disputes (ICSID).

**Figure 2: Share of World Bank Trust Fund Cash Contributions by Development Partner Type, fiscal year 2020**



must meet certain minimum eligibility criteria. Due diligence<sup>4</sup> is conducted on donors to assess their record of integrity, including whether there is evidence that they may have engaged in fraud, corruption, bribery, money-laundering, tax evasion or other criminal activities. The World Bank’s due diligence process

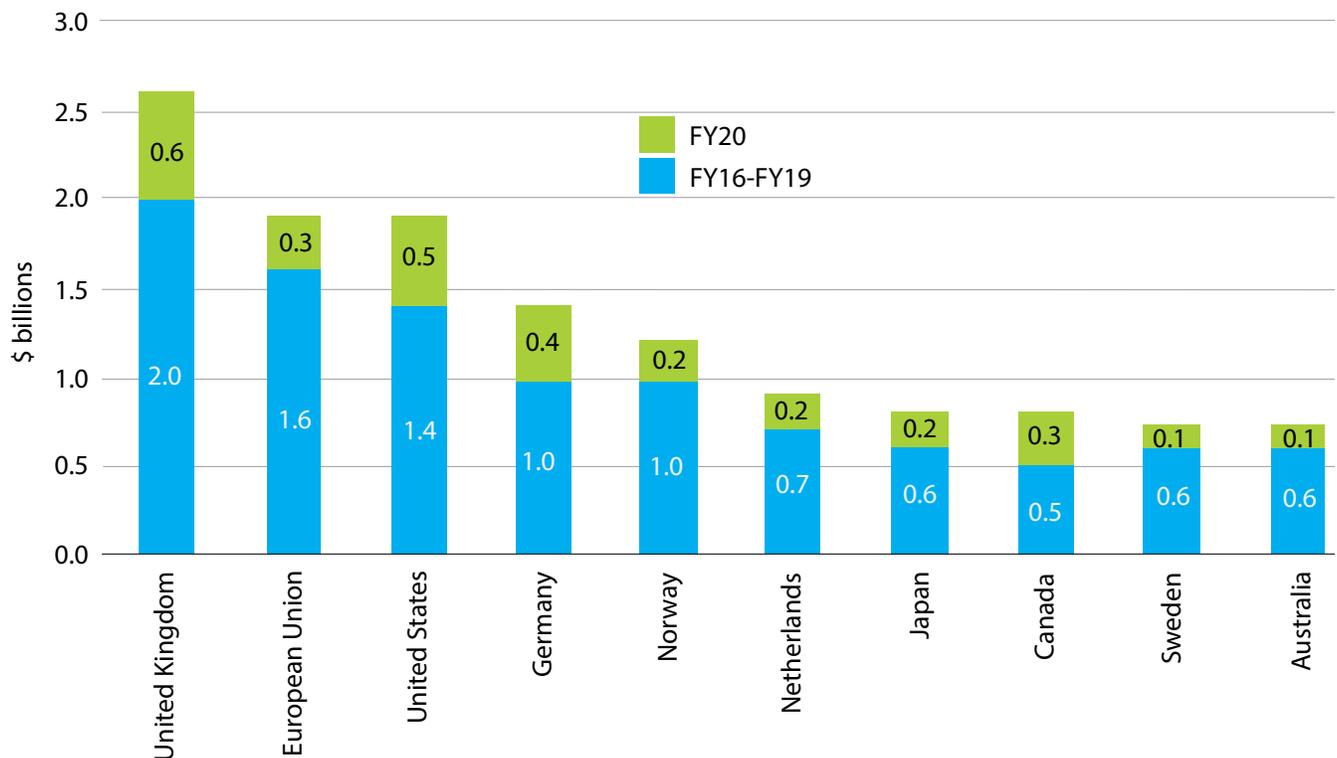
also helps to identify other donor-specific risks, e.g., potential conflict of interest, lack of alignment with the World Bank’s mission and values, poor record in the environmental, social and governance areas, and non-transparent corporate structures or association with politically exposed persons. Among the goals of due diligence is identification of any suspect donor motivations or controversies (including the conduct of the donor’s leadership) which could harm the World Bank’s reputation.

### Why do Development Partners contribute to Trust Funds?

Trust funds can create partnerships and platforms for financial, knowledge, and other forms of collaboration among Development Partners, client countries, and other stakeholders, at the global, regional, and country levels.

Development Partners work with the World Bank through Trust Funds for the following reasons:

**Figure 3: World Bank Trust Funds: Cumulative Cash Contributions by Top 10 Development Partners, fiscal year 2019–2020**



4 - These criteria and due diligence assessments apply equally to prospective donors to Financial Intermediary Funds and Externally Financed Outputs (EFOs). For more on EFOs, see page 17.

- To align and leverage scaled up funding support with other Development Partners within agreed strategic frameworks, including for global public goods.
- To leverage the World Bank’s convening power, at both the international and country level, to maximize coordinated action and achieve impact at scale.
- To benefit from the World Bank’s extensive technical expertise, country experience and supervision capacity, its financial control framework and its ability to monitor and report on results.
- To provide grant funding in fragile, conflict-affected and other complex situations enabling the World Bank to engage and provide critical assistance where traditional instruments are not well-suited or are unavailable.
- To support innovative or emerging policy areas, which partners view as a priority.

## How are Trust Funds Classified?

Each World Bank Trust Fund is identified with a number of classifications, among them:

- **Whether it is part of an Umbrella 2.0 Program**

A Trust Fund that is part of an Umbrella 2.0 Program is either an *Umbrella Anchor Trust Fund* or an *Umbrella Associated Trust Fund*. See pages 7 to 10.

A Trust Fund that is not part of an Umbrella 2.0 Program is a *Standalone Trust Fund*. See page 10.

- **Geographic Scope**

A Trust Fund that supports activities within or for the benefit of a single country is a *Single Country Trust Fund*.

A Trust Fund that supports activities within or for the benefit of several countries within a region is a *Regional Trust Fund*.

A Trust Fund that supports activities within or for the benefit of several countries across multiple regions is a *Global Trust Fund*.

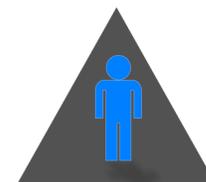
- **Whether contributions are from one or more than one Development Partner**

A Trust Fund that involves contributions from more than one Development Partner is a *Multi-Donor Trust Fund*.



Multi-donor Trust Fund (MDTF)

A Trust Fund that involves contributions from one Development Partner exclusively is a *Single-Donor Trust Fund*. A Trust Fund that is established as a *Single-Donor Trust Fund* cannot be converted into a *Multi-Donor Trust Fund*.



Single-donor Trust Fund (SDTF)

## What do Trust Funds Finance?

World Bank Trust Funds provide support, typically on a grant basis, to activities that complement IBRD and/or IDA programs, are consistent with the World Bank’s strategy, and are delivered through World Bank products and services (see Box 3)<sup>5</sup>. Activities supported are either Recipient-executed or Bank-executed depending on the role played by the World Bank in the delivery of the activity. Most often, Trust Funds are used for financing projects or programs including co-financing to bridge funding gaps of IBRD and IDA operations. In fiscal year 2020, Recipient-executed activities accounted for around 70 percent (\$2.43 billion) of total disbursements from World Bank Trust Funds and Bank-executed activities represented the balance of 30 percent (\$1.06 billion).

**Recipient-Executed activities** are activities for which the World Bank passes on funds typically

5 - Trust Funds can also be used provide financial assistance to members of the World Bank to facilitate debt reduction.

### Box 3: World Bank Products and Services

The World Bank offers a range of financing instruments and advisory products to its clients including the following:

**Investment Project Financing (IPF)** provides IBRD loan, IDA credit/grant and guarantee financing to governments for activities that create the physical/social infrastructure necessary to reduce poverty and create sustainable development. IPF is used in all sectors, with a concentration in infrastructure, human development, agriculture, and public administration. IPF is focused on the medium to long-term (5- to 6-year horizon) and supports a wide range of activities including capital-intensive investments, agricultural development, service delivery, credit and grant delivery (including micro-credit), community-based development, and institution building.

Unlike commercial lending, World Bank IPF not only supplies borrowing countries with needed financing but also serves as a vehicle for sustained, global knowledge transfer and technical assistance. This includes support to analytical and design work in the conceptual stages of project preparation, technical support and expertise (including in the areas of project management and fiduciary and environmental and social activities) during implementation, and institution building throughout the project.

**Program-for-Results (PforR)** financing links disbursement of funds directly to the delivery of defined results, helping countries improve the design and implementation of their own development programs and achieve lasting results by strengthening institutions and building capacity. PforR's unique features include using a country's own institutions and processes and linking disbursement of funds directly to the achievement of specific program results.

**Development Policy Financing (DPF)** provides IBRD loan, IDA credit/grant and guarantee for budget and/or balance of payments support to a government or a political subdivision for a program of policy and institutional actions to help achieve sustainable, shared growth and poverty reduction. DPF provides rapidly disbursing financing to help a borrower address actual or anticipated development financing requirements. DPF aims to support the borrower in achieving sustainable, shared growth and poverty reduction through a program of policy and institutional actions, for example, strengthening public financial management, improving the investment climate, addressing bottlenecks to improve service delivery, and diversifying the economy. DPF supports such reforms through non-earmarked general budget financing that is subject to the borrower's own implementation processes and systems. The World Bank's use of DPF in a country is determined in the context of the Country Partnership Framework.

**Advisory Services and Analytics (ASA)** are non-lending activities that help external clients or audiences advance a development objective. The World Bank provides ASA to support design or implementation of better policies, strengthen institutions, build capacity, inform development strategies or operations, and contribute to the global development agenda. ASA outputs include analytical reports, policy notes, hands-on advice, and knowledge-sharing workshops or training programs.

under Grant Agreements to recipients while playing an operational role (i.e. appraising and supervising activities supported by the funds). The World Bank's operational policies and procedures apply to the delivery of such activities in the same way they apply to the operations funded by the World Bank's own resources. Recipient-executed activities are generally implemented by governments.

**Bank-Executed activities** finance technical assistance provided by the World Bank, and for the World Bank's operational work program in the areas of advisory services and analytics; knowledge development and sharing; project identification, appraisal and supervision; capacity building; and research. Products range from reports on key economic and social issues, to policy notes, to

knowledge-sharing workshops and conferences. Bank-executed activities also include Program Management and Administration of Trust Funds and Umbrella 2.0 Programs. Bank-executed activities are administered in accordance with World Bank's Administrative and Human Resources policies and procedures that also apply to the use of the World Bank's administrative budget.

### How does the World Bank recover indirect costs associated with Trust Funds (Cost Recovery)?

While costs directly associated with implementation, supervision and management and administration of a Trust Fund (e.g. personnel and travel) are charged to the Trust Fund, the World Bank recovers a share of Trust Fund-related indirect costs, such as information technology, human resources, legal services, and accounting through application of a common cost recovery framework.

The cost recovery framework itself is subject to periodic review and may change from time to time based on analysis of actual costs of establishing and administering Trust Funds. The current Cost Recovery Framework can be found [here](#).

### Is Trust Fund Information Public?

The World Bank's [Access to Information Policy](#), effective July 1, 2010, applies equally to Trust Fund-related information as to all other World Bank-related information. Underlying the policy is the principle that the World Bank will disclose any information in its possession that is not on its list of exceptions. Trust Fund related information such as fully executed Administration Agreements and approved implementation and completion reports are publicly accessible. The list of exceptions and other resources on the World Bank's policy on Access to Information are available [here](#).

## 3. Umbrella 2.0 Programs

The Umbrella 2.0 Program is a flexible approach to trust fund organization and management that enables Development Partners and the Bank to partner and finance mutual priorities. It is the primary way to partner with the World Bank through trust funds and is designed to channel the vast majority of donor contributions. Umbrella 2.0 Programs provide scale and efficiency for enhanced development impact and effectiveness.

Umbrella 2.0 Programs promote:

- **A more strategic way to partner** with the World Bank and to finance priorities.
- **Increased access to the World Bank's senior management** in the context of high-level policy and strategy dialogue.
- Opportunities to **collectively address global and local development challenges** and achieve meaningful results at scale.
- **Improved narrative and results reporting** and greater attention to **communications and visibility** for Development Partners.
- Increased access to **knowledge sharing opportunities** on key development issues.

Umbrella 2.0 Programs are made up of Trust Funds and as such, all features of Trust Funds mentioned in this Guide apply to Trust Funds in Umbrella 2.0 Programs.

Figure 5 summarizes key features of Umbrella 2.0 Program principles and structure. Box 4 provides examples of active Umbrella 2.0 Programs.

### Umbrella 2.0 Program Principles

Umbrella 2.0 Programs are designed based on the following guiding principles:

- **A single governance structure** – a Partnership Council (PC) – that provides strategic guidance and direction on the implementation of

all trust fund activities in the Umbrella 2.0 Program. For more on governance see the [Guidance Note – Governance in IDA/IBRD Trust Funds](#).

- **Options for Development Partners to express preferences** for a specific theme or geographic area. For more on donor options see the [Guidance Note – Options for Managing Development Partner Preferences in Umbrella 2.0 Programs](#).
- A **Results Framework** developed in consultation with Development Partners to help monitor/assess how individual activities are contributing to the overall development

objectives of the Umbrella 2.0 Program. For more on results frameworks, see [Guidance Note – Managing Trust Funds for Results](#).

- A **Communication and Visibility Plan (CVP)** addressing stakeholder analysis, branding and recognition. For more on communications and visibility see [Guidance Note – Communications and Visibility in Umbrella 2.0 Programs](#).
- **Unified reporting** at the program level with a strong focus on results. For more on unified reporting for Umbrella 2.0 Programs see [Guidance Note – Trust Fund Reporting for Development Partners](#).

#### Box 4: Selected Umbrella Program Briefs

##### **Responding to the COVID-19 Pandemic: Health Emergency Preparedness and Response Trust Fund (HEPRTF) Umbrella**

The World Bank Board approved the HEPRTF with a projected size of \$500 million in June 2020. The HEPRTF will complement the World Bank's support to countries and provide further resources for health emergency preparedness and response for COVID-19 and future epidemics. The HEPRTF was established to (a) provide incentives to IDA-eligible countries to increase investments in preparedness, for example, by offering co-financing grants that encourage the use of their IDA allocations for better health emergency prevention, detection and response; (b) enable low-income countries to quickly and effectively respond to major disease outbreaks at an early stage, complementary to IDA's Crisis Response Window; and (c) support the immediate COVID-19 response in countries and territories which do not have access to financing through the World Bank's COVID-19 Fast Track Facility.

##### **The Global Program for the Blue Economy (PROBLUE).**

The [PROBLUE](#) Umbrella 2.0 program, a key part of the World Bank's Blue Economy program, provides the World Bank with a vehicle to deliver catalytic funding to formulate and scale up support to client countries for sustainable and integrated development of marine and coastal resources in healthy oceans. PROBLUE builds on the World Bank's comparative advantage to coordinate regional and global action, within and outside of the institution, across four areas of focus or Pillars: (1) Improved Fisheries Governance; (2) Marine Litter and Pollution Management; (3) Blueing Oceanic Sectors; and (4) Integrated Seascapes. Development Partners played an active role in the conceptualization and design of PROBLUE and have pledged more than \$110 million. PROBLUE also leverages funding from the Global Program on Fisheries (PROFISH).

##### **STARS (the restructured Sudan Multi-Partner Fund)**

The Sudan Transition and Recovery Support Trust Fund (STARS) is an umbrella coordination platform for World Bank engagement in Sudan, supporting the Government of Sudan's economic and peacebuilding transition. STARS partners include European Union, Germany, Ireland, Netherlands, Norway, Saudi Arabia, Sweden, State and Peacebuilding Fund, and United Kingdom. The indicative size of STARS is about \$1.9 billion. STARS will have an immediate focus on funding a social impact mitigation program – the Sudan Family Support Program (SFSP). The project aims to deliver cash transfers and improve safety net systems for Sudanese families affected by expected economic reforms and other short-term shocks. SFSP is led and implemented by the Sudanese government.

**Figure 5 - Key Features of the Umbrella 2.0 Program**

An **Umbrella 2.0 Program** is an approach to organizing and managing Development Partner trust funds in support of one or more shared strategic priority areas. The Umbrella 2.0 Program's broad scope and clear strategic focus elevates the dialogue with partners around shared priorities and mutually desired outcomes, while accommodating partners' interests.

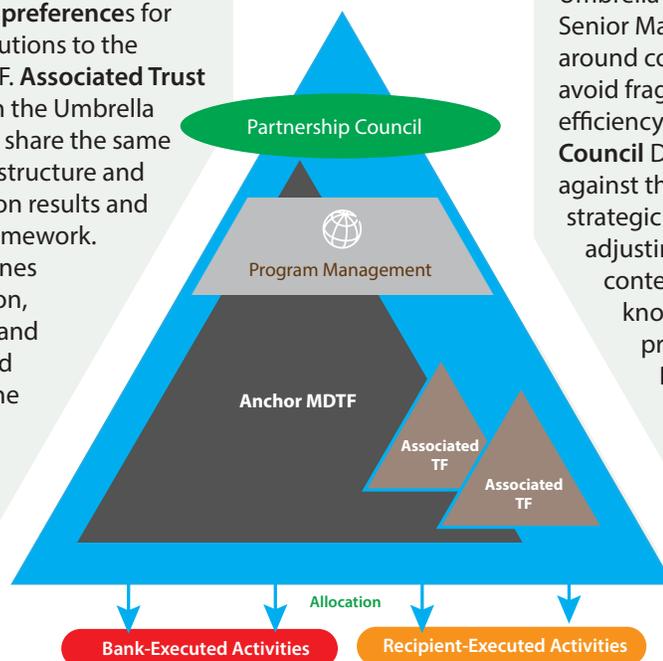
**A flexible approach for aligning and managing development resources for results.**

The Umbrella 2.0 Program's **Results Framework** is developed in consultation with Development Partners. It covers activities funded by all Trust Funds in the Umbrella 2.0 Program (Anchor MDTF and Associated TFs). The Results Framework is the key monitoring tool to help assess how individual activities are contributing to the Umbrella 2.0 Program's overall development objectives. Results progress reporting is provided at the Umbrella 2.0 Program level and may highlight contributions from Associated trust funds in a comprehensive report.

Each Umbrella 2.0 Program has an Anchor MDTF as its primary funding instrument, which reflects its overall scope. Partners interested in a specific theme or geographic area covered by the Umbrella 2.0 Program's scope have the option to indicate **nonbinding preferences** for their contributions to the Anchor MDTF. **Associated Trust Funds** within the Umbrella 2.0 Program, share the same governance structure and use a common results and reporting framework. This streamlines administration, governance, and reporting, and maximizes the impact of partner resources.

**Greater opportunities for Development Partners and the World Bank to work together strategically and efficiently and deliver better results for clients.**

A single **governance structure** for all funds in the Umbrella 2.0 Program brings the World Bank's Senior Management and partners to the same table around common development objectives, helps avoid fragmentation of resources, and increases efficiency. Through participation in the **Partnership Council** Development Partners review progress against the unified results framework; provide strategic advice on setting priorities, including adjusting to changes in the local or global context; and collaborate in and benefit from knowledge-sharing activities. This strategic, program-level dialogue allows the World Bank and partners to work together to help advance policy dialogue and to ensure that individual activities are aligned around common outcomes. Partnership Council endorses the Umbrella 2.0 Program's annual work program and budget after which the World Bank allocates program resources to individual activities.



**Ensuring wide communication and dissemination of activities and results achieved, highlighting the support provided by all Development Partners.**

Umbrella 2.0 Programs develop **Communication and Visibility Plans (CVP)** that are discussed with the Partnership Council. The CVP ensures that the strategic communication needs of the Umbrella 2.0 Program are considered and implemented — for example stakeholder analysis, audience segmentation, key messaging and channel selection and how these can support the overall program goals and drive for results. The CVP also ensures appropriate branding of the Umbrella 2.0 Program, of the participating Development Partners and of the World Bank.

## Umbrella 2.0 Program Structure

An Umbrella 2.0 Program is “anchored” in a Multi-Donor Trust Fund (the **Anchor MDTF**) with a broad thematic and/or geographic scope. The overarching Development Objective of the Umbrella 2.0 Program is the Development Objective of the Anchor MDTF. An Umbrella 2.0 Program is global, regional or single country in scope and supports one or more Priority Areas of a Global Practice or Region as set out in its business plan.

In many cases, the Umbrella 2.0 Program will simply consist of the Anchor MDTF. However, a Development Partner’s interests or need to support a narrower thematic or geographic scope (within the scope of the Anchor MDTF) can be accommodated by the establishing one or more Associated Trust Funds, which could be Single- or Multi-Donor and/or by nonbinding “preferencing” of their contribution.

**Associated Trust Funds** support the Umbrella 2.0 Program Development Objective and contribute to the overarching Results Framework of the Umbrella 2.0 Program. They have a thematic and geographic scope that is within the scope of the Anchor MDTF.

## Options for Donors to express preferences under Umbrella 2.0 Programs

**Nonbinding “preference”:** A Development Partner can express its preference to finance specific a sector, theme, or geographic area of the Anchor MDTF<sup>6</sup>. Since Development Partner funds are comingled in the Anchor MDTF, the World Bank cannot provide customized financial reporting on preferenced contributions or guarantee that these contributions will be used to address the preferences, but it will make a good-faith effort to accommodate the preferences.

**Earmarking by “Association”:** An Associated Trust Fund may be established in cases where a Development Partner is unable to pool its contribution in the Anchor MDTF, because, for example, the Development Partner’s own internal

policies or regulations require dedicated financial reporting (“tracking” of their contributions to their area of preference).

## Umbrella 2.0 Program Management and Administration

Umbrella 2.0 Programs are supported in the World Bank by an **Umbrella Program Management Team**. The team is led by an Umbrella Program Manager (who is also the Anchor MDTF Program Manager) and is comprised of technical and administrative staff of the World Bank who are subject to World Bank’s policies and procedures.

## 4. Standalone Trust Funds

In some limited circumstances the World Bank may establish Standalone Trust Funds. Standalone Trust Funds are Trust Funds that operate outside of Umbrella 2.0 Programs. They can be considered when :

- activities are aligned with development priorities but **cannot be accommodated in an existing Umbrella 2.0 Program**.
- activities support innovations or emerging topics for which **no Global or Regional Umbrella 2.0 Program exists**, and which do not align with a Country Umbrella if there is one, and when these topics may later become priorities.

When Standalone Trust Funds support a program of activities, they generally have governance arrangements. In those cases, a Steering Committee is established that will be comprised of DPs contributing to the TF and the Bank. When activities to be financed are agreed upfront by the World Bank and the Development Partners and these are reflected in the Administration Agreement, or when the Development Partners and the World Bank agree that Development Partners will not be involved in the decision-making of the TF, no governance arrangements are needed.

The most common use of a Standalone Trust Fund is when a Trust Fund is established to co-finance

<sup>6</sup> - Non-binding preference is also available under Standalone MDTFs.

an IDA or IBRD project – although some Global or Regional Umbrella 2.0 Programs can also support co-financing. Box 5 provides a brief description of a Standalone Trust Fund — the Co-financing Mozambique Trust Fund.

## 5. The Trust Fund Lifecycle

This Section highlights the major stages in the Trust Fund Lifecycle. World Bank units in charge of managing Trust Funds and activities supported by Trust Funds are responsible for observing internal management controls and following procedures to ensure that Trust Fund programs and activities they finance are supervised, audited, and evaluated, and that reporting requirements are met. They also ensure the Trust Funds they are managing are aligned with regional and country strategies and included in reviews of their operations portfolio. In addition, they ensure that: (a) adequate management and control structures are maintained for proper implementation and oversight of trust funded activities; (b) there is sufficient administrative and budgetary support for these tasks; (c) all trust-funded activities are included in the budget and work plans of the managing units to ensure full transparency; and (d) that trust fund resources are not used inappropriately to cover the costs of activities or staff time unrelated to the Trust Fund.

### Planning

On an annual basis, Business Units across the World Bank (Regions, Global Practices and Corporate Units) prepare business plans defining their medium-term work program priorities, including priorities for external funding and plans for their Trust

Fund portfolio structure. This forms the basis for mobilization and use of all external funds, including through Umbrella 2.0 Programs, and for managing the evolution of the Trust Fund portfolio.

### Engaging

To facilitate transparency and coordination of fundraising activity across the World Bank, Business Units share information on their pipeline of active fundraising initiatives. This process promotes early collaboration among Business Units, facilitates consolidated fundraising and minimizes the establishment of small, overlapping Trust Funds in related topics.



### Designing

Once the decision is taken to move forward with establishment of a Trust Fund, World Bank staff prepare a Concept Note for internal review and endorsement. The Concept Note reflects inputs received from Development Partners. The Concept

#### Box 5: Co-financing Mozambique Trust Fund

This Single-Donor, Standalone Trust Fund supports the achievement of the Program-for-Results (PforR) operation — the Mozambique Primary Health Care Strengthening Program, with a Program Development Objective to improve the utilization and quality of reproductive, maternal, child and adolescent health and nutrition services, particularly in underserved areas. The project is financed by IDA (\$80 million) and the Global Financing Facility TF (\$25 million). The UK Foreign, Commonwealth and Development Office (FCDO) is the donor to this Trust Fund and provides co-financing in the amount of \$3.2 million.

Note goes through a formal internal review process, where guidance and agreement are sought on issues and approach, scope, activities to be financed, risks and potential mitigation measures, resource estimates, and schedule. At this stage, the World Bank coordinates with relevant stakeholders including recipients and beneficiaries.

## Establishing

After approval by World Bank management of the concept and design of the Trust Fund, the Trust Fund is established through the execution of an Administration Agreement concerning the Trust Fund.

**Administration Agreement:** The Administration Agreement is a written legal instrument signed by the World Bank with each donor to the Trust Fund. It sets out the description of the Trust Fund, including its objective, activities and any governance arrangements, standard provisions for the administration of the Trust Fund, and the terms of the donor's contribution to the Trust Fund (such as contribution amount and currency, schedule of payments and End-Disbursement Date).

Administration Agreements are signed within the World Bank and countersigned by the donor by authorized signatories. The World Bank signs legal agreements electronically through the DocuSign platform. Signed Administration Agreements are made available to the public according to the World Bank's [Access to Information policy](#).

**Trust Fund Activation and Call of Funds:** Upon receipt of a fully executed (signed and countersigned) Administration Agreement, the World Bank establishes and activates the Trust Fund. Activation allows the donors to remit contributions according to the schedule included in the Administration Agreement.

Contributions are paid-in based on a **Call of Funds**, which is initiated by World Bank staff and sent to the donor. The Call of Funds package includes the official invoice with all the depository banking details

necessary for the donor to remit the contribution, along with the amount being requested in the currency set out in the Administration Agreement. Once the Trust Fund is under implementation, subsequent Call of Funds packages also include a copy of the latest Trust Fund Financial Report for the donor.

*The World Bank does not request funds from donors via manual invoices or share banking information outside of the Call of Funds system and donors should not attempt to deposit funds in advance of receipt of a Call of Funds package.*

**Treatment of Contributions Received:** Funds received from donors for Trust Funds are commingled with other contributions of the same currency in accounts owned by the World Bank. Funds on deposit are invested and reinvested pending their disbursement. They may be freely exchanged into other currencies to facilitate their disbursement for eligible expenses.

**Basis of Commitment (BoC) of Funds:** Once the Trust Fund has been established and funds have been received, the World Bank starts making financing commitments in order to implement activities. In the case of Recipient-executed activities, this involves signing grant agreements, and in the case of Bank-executed activities, this involves hiring consultants and staff, booking travel and committing other expenses.

The standard Basis of Commitment<sup>7</sup> for determining the amount of funding available for commitments – referred to as Cash only — is the total amount of unqualified cash contributions received plus investment income credited to the Trust Fund to date minus applicable cost recovery fees.

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7 - On an exceptional basis, a non-standard BoC may be utilized. Those options include a) cash plus promissory notes held but not yet encashed and b) cash, promissory notes plus future Development Partner receivables.

## Implementing and Supervising Activities funded by Trust Funds

Once a Trust fund is established, and activities to be funded are selected, World Bank staff proceed to implement (in the case of Bank-executed activities) or supervise implementation of (in the case of Recipient-executed activities) the trust funded activities.

In a Recipient-executed activity, where the Trust Fund will be used to provide a grant for the purpose of financing a development project or program, the World Bank enters into a Grant Agreement with a Recipient to extend such grant.

**Grant Agreement:** The Grant Agreement is a written legal instrument between the World Bank and a Recipient for the purpose of providing a grant to assist with financing a project or program. It describes the project or program and its objective, sets out the terms of the financing, and the Recipient's obligations in relation to the project or program.

The World Bank has a fiduciary responsibility to ensure that funds received are used in accordance with the Administration Agreement and World Bank policies and procedures. Resources provided through Trust Funds are subject to the same control principles as other World Bank resources, including those applied by the World Bank Group's accountability mechanisms (see Annex 1). In addition, the administration of Trust Funds is subject to real-time compliance and quality reviews through the Trust Fund specific controls and quality assurance exercises.

The World Bank's Board has approved a [Policy](#) on Trust Funds, which is supplemented by Directive and Procedure documents for World Bank staff. World Bank staff assigned to manage Trust Funds are required to become accredited to do so.

**Results, Monitoring and Reporting:** The World Bank's fiduciary responsibility for Bank- and Recipient-executed activities funded by Trust Funds includes monitoring and evaluation of activities, outputs, and outcomes. The process

begins with a results-oriented design of the Trust Fund, reflected in a results framework that is developed in consultation with donors. It continues with regular monitoring and evaluation to assess progress towards achieving the development objectives of the activity/project and to confirm that the funds are being used in conformity with the Administration Agreement and, if applicable, with any grant agreements. Narrative progress reports are prepared on an annual basis for both Bank-executed and Recipient-executed activities.

**Financial Reporting and Audits:** The World Bank provides donors with up-to-date Trust Fund financial information through its secure Trust Fund website — the "Development Partner Center" (see Box 6). The World Bank also provides donors within six months following the end of each World Bank fiscal year an [Annual Single Audit Report](#) in respect of all cash-based Trust Funds. The single audit provides Trust Fund donors with assurance that the World Bank's overall control framework surrounding Trust Funds provides reliable financial reports in place of individual externally audited Trust Fund financial statements. The single audit report is comprised of a) a management report together with an audit opinion from the World Bank's external auditors concerning the adequacy of internal control over cash-based financial reporting for all cash-based Trust Funds as a whole; and b) a combined financial statement for all cash-based Trust Funds together with the World Bank's external auditor's opinion thereon.

**Implementing Bank-executed Activities:** Bank-executed trust funded activities are administered and carried out in accordance with the World Bank's policies and procedures for Advisory Services and Analytics products and applicable Administrative policies and procedures. Bank-executed products are included in a Business Unit's management oversight responsibility.

**Supervising Implementation of Recipient-executed Activities:** The policy framework for supervising implementation of Recipient-executed activities seeks to promote achievement of the activity goals while supporting risk management

## Box 6: Development Partner Center (DPC)

The Development Partner Center (DPC) is a single-stop portal for Development Partners to access their World Bank Group financing portfolios. The portal offers users access to financial and operational information on IBRD/IDA Trust Funds, IFC Trust Funds, Financial Intermediary Funds, Externally Financed Outputs and IDA. DPC provides daily updated financial data and gives Development Partners access to a range of reports on Trust Funds they are contributing to, including the monthly Trust Fund Financial Reports, signed Administration Agreements, Result Frameworks, Indicative Budgets and Progress Reports. DPC also provides access to other types of information such as: Summary of contributions to the World Bank; IBRD/IDA Country Lending Summaries; Disbursement details of Recipient and Bank Executed Grants; and Country specific World Bank documents, and news. DPC offers analytical features that allows users to slice-and-dice financial information in a customizable and downloadable format. *Note: Financial reports provided to Development Partners in the DPC are organized by relevant accounting expense categories, rather than by Trust Fund activity or component.*

The DPC can be accessed via: <http://dpc.worldbank.org/>. Please write to [dpcqueries@worldbank.org](mailto:dpcqueries@worldbank.org) for specific questions on access to information in DPC.

during activity implementation. Included in the policy framework are:

- **Environmental and Social Framework (ESF).** The ESF enables the World Bank and Borrowers, and third-party grant recipients to better manage environmental and social risks of projects and to improve development outcomes. The ESF offers broad and systematic coverage of environmental and social risks (see Box 7). It makes important advances in areas such as transparency, non-discrimination, public participation, and accountability—including expanded roles for grievance mechanisms. It brings the World Bank’s environmental and social protections into closer harmony with those of other development institutions. Go [here](#) for details on the content of the ESF and on the ten Environment and Social Standards.
- **Financial Management:** Recipients are required to maintain adequate financial management systems, prepare annual financial statements in accordance with accounting standards acceptable to the World Bank, and to have these statements audited by independent auditors acceptable to the World Bank. Recipients are also required to submit interim financial reports acceptable to the World Bank. Each recipient-executed operation involves a World Bank Financial Management Specialist who assesses financial management risk and performance, and reviews financial management compliance of the recipient.
- **Procurement:** Under World Bank Procurement Framework and Regulations, the World Bank screens, as part of its due diligence procedures, all contracts subject to prior review before signature, and all payments and disbursement activities. World Bank borrowers and grant recipients are required to screen, prior to contract award, all suppliers, consultants and contractors through STEP, the World Bank’s online procurement planning and tracking tool. At the project level, a Procurement Specialist or Procurement Accredited Staff member must be engaged to prepare a capacity assessment of the grant recipient, prepare a procurement plan, design supervision arrangements, provide input on fiduciary aspects of the grant agreement, clear the actual procurement under the grant, and supervise procurement.
- The World Bank’s **Risk Framework** represents a set of institutional systems in place for the management of risk in World Bank operations, including trust funded recipient-executed activities. The Risk Framework pillars include

## Box 7: Environmental and Social Risks

**Environment-related:** The World Bank Group is globally committed to environmental sustainability, by helping Borrowers and third-party grant recipients manage environment-related risks in World Bank-financed and trust funded projects and by promoting stronger collective action. All economies, particularly developing ones, need to grow, but they need to do so sustainably, so that income producing opportunities are not pursued in ways that limit or close off opportunities for future generations. At the project level, the global aspiration of environmental sustainability translates into enhancing development opportunities for all, particularly the poor and vulnerable, and promoting the sustainable management of natural and living resources. Within the parameters of a project, the World Bank seeks to: (i) avoid or mitigate adverse impacts to people and the environment; (ii) conserve or rehabilitate biodiversity and natural habitats, and promote the efficient and equitable use of natural resources and ecosystem services; (iii) support climate change mitigation and adaptation, recognizing this as essential in a world of finite natural resources. Climate change is a fundamental threat to development in our lifetime: therefore the World Bank-financed projects aim to reduce their impact on the climate by choosing alternatives with lower carbon emissions. The World Bank is committed to supporting its client countries to manage their economies, to decarbonize and invest in resilience, while ending poverty and boosting shared prosperity.

**Social risks** are defined broadly under the ESF and include Gender-Based Violence, Sexual Exploitation and Abuse and Sexual Harassment (SEA/SH), threats to human security and impacts on the health, safety and well-being of workers and project-affected communities, among others. The World Bank uses specific guidance and tools, including a Gender Based Violence risk screening and risk rating tool, to help staff identify SEA/SH risks during project preparation, and a good practice note for World Bank staff on addressing these risks in projects involving major civil works. Given that child survivors require specific protection measures and can often trigger mandatory reporting laws the World Bank Group has also issued specific guidance on how to assess, prevent and respond to SEA/SH involving child survivors.

the Systematic Operations Risk-Rating Tool (SORT), a risk rating tool which rates eight dimensions of risk (Environmental and Social, Fiduciary, Institutional Capacity; Macroeconomic; Political and Governance; Sector Strategies and Policies; Stakeholders; and Technical Design) on a four-point scale (high, substantial, moderate or low) depending on the likelihood that risk will materialize and the expected severity of its impact if it does.

- **Other Applicable Policy Areas**

**Anti-Money Laundering and Countering Financing of Terrorism (AML/CFT):** The World Bank has an obligation to follow decisions of the Security Council under Articles 41 and 42 of the United Nations Charter, in carrying out their payments and disbursement activities. In addition, the World Bank is also required to avoid doing business with entities or individuals that have been debarred or

suspended under the World Bank Group's own sanctions system. The suppliers under World Bank-financed projects, the investee companies in IFC projects, the MIGA guarantee holders, corporate vendors, commercial banks for transferring funds, as well as payments to beneficiaries are screened against the external sanction lists and the internal debarment and suspension lists. The World Bank Group entities' AML/CFT and Sanctions screening processes and procedures define the types of entities/persons subject to screening and additional relevant details.

**Anti-Corruption: Investigations, Sanctions, Prevention and Compliance:** The Anti-Corruption Guidelines and applicable World Bank procurement regulations provide that the World Bank may impose administrative sanctions on firms and individuals found to have engaged in corrupt, fraudulent, coercive, collusive or obstructive practices

in connection with the use of the Trust Fund grant proceeds, including (but not limited to) in the course of procurement or the selection of consultants, or in the execution of contracts financed by the Trust Fund grant. There are five possible administrative sanctions: Debarment, Debarment with Conditional Release, Conditional Non-Debarment, Public Letter of Reprimand, and Restitution. In the event that the World Bank determines that there are credible allegations of fraud, corruption, collusion or coercion in relation to Recipient-executed and/or Bank-executed activities financed by the Trust Fund that result in the World Bank opening an investigation into such allegations the World Bank will, in accordance with its applicable policies and procedures, take appropriate measures to address such allegation, convey information to Development Partners on a confidential basis, take actions to recover funds as appropriate and refund any funds depending on the investigation's outcome.

For more information please refer to the World Bank's [Anti-Corruption Guidelines](#) and the [World Bank Group's Sanctions System](#).

## Restructuring and Canceling

**Restructuring:** In the course of implementation, if changes to the Trust Fund are necessary to modify its development objective, activities, governance, or to extend its End Disbursement Date, a restructuring process is initiated. The restructuring of a trust fund requires approval by World Bank management and is carried out by amending the Administration Agreement(s) between the World Bank and the donor(s) concerning the Trust Fund. The restructuring of a Multi-Donor Trust fund requires the agreement of all the donors to the Trust Fund.

**Canceling a Development Partner Contribution:** With three months' prior written notice, a Development Partner or the World Bank can cancel all or part of a Development Partner's pro rata share of any contributions (paid and not yet paid) to a Trust Fund that are not committed pursuant to any agreements or contracts between the World Bank

and any consultants and/or other third parties, including any Grant Agreements, prior to the receipt of such notice. In the event of a cancellation, the World Bank returns the Development Partner's pro-rata share in the holding currency, unless otherwise agreed between the World Bank and the Development Partner.

## Closing a Trust Fund

**Completion Reports:** Within six months from the Trust Fund's End Disbursement Date, World Bank staff prepare a Completion Report for the donors. The completion report summarizes the Trust Fund's (or Umbrella 2.0 Program's) development objective(s), aggregated results and outcomes achieved, and lessons learned. A completion report also includes a description of risks and challenges encountered and how they were managed and mitigated and any major deviations in planning and budget during the life of the Trust Fund or Umbrella 2.0 Program.

**Donor Balance Accounts:** Once the Trust Fund account has been closed, unless otherwise agreed in writing between a donor and the World Bank, the World Bank will transfer the remaining fund balance to the donor's Donor Balance Account pending notification from the donor on how they want process refunds. In the case of funds in a Multi-Donor Trust Fund, funds are transferred on pro-rata basis according to their cumulative paid-in contributions. A Donor Balance Account is an administrative 'pass through' account the World Bank establishes on behalf of an individual donor agency to temporarily hold funds pending transfer to another Trust Fund account or return to donor or to be used for purposes as agreed with the donor.

## 6. Other Financing Arrangements

### Externally Financed Outputs (EFOs)

The EFO is a streamlined instrument for receiving contributions of up to US\$2 million to support the World Bank's own work program over a maximum initial timeframe of 24 months. An EFO cannot fund Recipient-executed activities and cannot be programmatic. EFOs have a standard legal agreement and use standard simplified progress and completion reporting. Financial reporting is not provided to the contributor. The World Bank's corporate procurement rules apply, and eligible expenditures are the same as those eligible under the World Bank's budget. As of July 2020, new cost recovery measures to fully recover the indirect costs associated with EFO have been implemented.

### Project Co-financing Arrangements

Under project co-financing arrangements, donors provide financing directly to a recipient to finance activities within the scope of an IBRD or IDA project. No Trust Fund arrangement is involved. Supporting documentation involves a Project Co-lenders Agreement (between the World Bank and co-financier) and a Financing/Loan Agreement (between each financier and the recipient). The World Bank has overarching Co-financing Framework Agreements (CFAs) and/or Procurement Framework Agreements (PFAs) in place with several co-financing partners, which can facilitate expedited agreement on project co-financing arrangements. For more on project co-financing, please contact the World Bank's co-financing team: [WB\\_Co-Financing@worldbank.org](mailto:WB_Co-Financing@worldbank.org)

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## Annex 1: World Bank Group Accountability

The World Bank Group holds itself accountable through institutional mechanisms—both within and independent of the World Bank—that monitor operational performance, manage institutional risks, address concerns and grievances, and ensure transparency in the work. They provide guidance and recommendations to promote maximum development effectiveness and adherence to the highest accountability standards. Highlighted below are some of the World Bank Group units responsible for overseeing feedback and accountability mechanisms and for tracking progress on results and effectiveness. Go [here](#) for more on World Bank Group Accountability mechanisms.

### Inspection Panel

The [Inspection Panel](#) is an independent complaints mechanism for people and communities who believe that they have been, or are likely to be, adversely affected by a World Bank-funded project. The [Board of Executive Directors](#) created the Inspection Panel in 1993 to ensure that people have access to an independent body to which they can express their concerns and seek recourse.

The Panel is an impartial fact-finding body, independent from the World Bank management and staff, reporting directly to the Board. The Inspection Panel process aims to promote accountability at the World Bank, give affected people a greater voice in activities supported by the World Bank that affect their rights and interests, and foster redress when warranted.

### Independent Evaluation Group

The [Independent Evaluation Group \(IEG\)](#) evaluates the development effectiveness of the World Bank Group. It provides evaluative evidence to help the World Bank Group deliver better services and results to its clients. IEG generates lessons from past experience and accountability to shareholders and stakeholders at large. IEG is independent of the Management of the World Bank Group and reports directly to the Executive Board.

### Integrity Vice Presidency

The [Integrity Vice Presidency \(INT\)](#) is an independent unit within the World Bank Group that investigates and pursues sanctions related to allegations of fraud and corruption in World Bank Group-financed projects. INT supports the main business units of the World Bank Group and external stakeholders, mitigating fraud and corruption risks through sharing investigative findings, advice, prevention and outreach efforts. INT reports directly to the President of the World Bank Group institutions and is under the oversight of the Audit Committee of the Executive Board.

### Group Internal Audit

[Group Internal Audit \(GIA\)](#) is an independent, objective assurance and advisory function that provides a view on whether processes for managing and controlling risks to achieve the World Bank Group's goals, and overall governance of these processes, are adequately designed and functioning effectively.

GIA brings a systematic and disciplined approach to assess these risk management, control, and governance processes, advising management in developing control solutions and monitoring the implementation of management's corrective actions.

GIA works across all the World Bank Group institutions, covering all operational corporate functions as well as IT systems and processes. GIA's work is carried out in accordance with the [Institute of Internal Auditors \(IIA\) International Professional Practices Framework](#).

## Ethics and Business Conduct Department

The World Bank Group's [Ethics and Business Conduct Department \(EBC\)](#) promotes the development and application of the highest ethical standards by staff members in the performance of their duties. EBC is committed to integrity, impartiality and independence in its work and reports to the Managing Director and World Bank Group Chief Administrative Officer and has direct access to the President whenever the situation or subject matter requires.

EBC focuses on four key areas:

- Standard setting through the design and stewardship of ethical policy, practices, decisions, and behavior, including administering Declarations of Interest Programs to ensure public confidence.
- Outreach and training to strengthen World Bank Group values, foster a culture of respect and integrity, and build bridges between scientific research and practice in ethical development.
- Advice to staff and clients by sharing ethics expertise and spotting trends—providing counsel on conflicts of interest and compliance-related issues as needed.
- Addressing misconduct by reviewing concerns, recommending actions, and facilitating resolutions.

## Annex 2: Active and Proposed Umbrella 2.0 Programs by World Bank Practice Group/ Business Unit as of June 30, 2020

Practice Group / Business Unit	No	Umbrella 2.0 Program
<b>Equitable Growth, Finance and Institutions</b>	1	Financial Sector Reform and Strengthening (FIRST 2.0)
	2	Risk Finance 2.0 Umbrella
	3	Finance for Development Umbrella
	4	Umbrella Facility for Trade (UFT)
	5	Competitiveness for Jobs and Economic Transformation (C-JET)
	6	Governance and Institutions (G&I)
	7	Financial Management and Accountability (FMA)
	8	Global Procurement Partnership (GPP)
	9	Debt Management Facility (DMF)
	10	Global Tax Program (GTP)
	11	Umbrella Facility for Poverty and Equity (UFPE)
	12	CGAP – Consultative Group to Assist the Poor
	13	Fiscal Policy Umbrella
<b>Human Development</b>	14	Foundational Learning Compact (FLC) Umbrella Program
	15	Tertiary Education and Skills Training (TEST) Umbrella
	16	Umbrella Facility for Gender Equality (UFGE)
	17	Human Capital Umbrella
	18	Health Preparedness and Response Umbrella
	19	Healthy Lives and Population Umbrella
	20	Global Financing Facility for Women, Children, and Adolescents (GFF)
	21	Adaptive and Dynamic Social Protection (ADSP) Umbrella Partnership
	22	JOBS Umbrella Partnership
	23	Migration Umbrella Partnership
<b>Infrastructure</b>	24	Digital Development Partnership (DDP)
	25	Identification for Development (ID4D)
	26	Extractives Global Programmatic Support 2 (EGPS-2)
	27	Energy Sector Management Assistance Program (ESMAP)
	28	Sustainable Infrastructure Umbrella
	29	Enabling Environment and Pipeline Development Umbrella
	30	Global Sustainable Mobility Action Program
<b>Sustainable Development</b>	31	Food Systems 2030
	32	Climate Support Facility
	33	Partnership for Markets and Innovation (PMIF)
	34	Climate Emissions Reduction Facility (CERF)
	35	Global Facility for Disaster Reduction and Recovery (GFDRR)
	36	PROBLUE
	37	PROGREEN
	38	PROCLEAN

**Annex 2: Cont'd - Active and Proposed Umbrella 2.0 Programs by World Bank Practice Group / Business Unit as of June 30, 2020**

<b>Practice Group / Business Unit</b>	<b>No</b>	<b>Umbrella 2.0 Program</b>
<b>Sustainable Development, cont'd</b>	39	Global Program on Sustainability (GPS)
	40	Human Rights, Social Inclusion and Empowerment
	41	Social Cohesion and Resilience
	42	Sustainable Urban Development (SUD)
	43	Global Partnership on Results-Based Approaches (GPRBA)
	44	Land 2030 Global Partnership
	45	Global Water Security and Sanitation Program (GWSP)
<b>Development Economics</b>	46	Knowledge for Change Program (KCP)
	47	Global Data Facility
	48	Impact Evaluation to Development Impact (i2i)
<b>Fragility, Conflict and Violence</b>	49	State and Peacebuilding Fund (SFP) 2.0
<b>Regions</b>	50	Liberia Reconstruction Trust Fund – AFR
	51	Somalia Country Engagement – AFR
	52	Sudan Multi-Partner Fund – AFR
	53	Zimbabwe Reconstruction Fund (ZIMREF) – AFR
	54	Nigeria Country Umbrella Program – AFR
	55	Horn of Africa Regional Umbrella – AFR
	56	Indonesia Strategic Partnership (ISP) – EAP
	57	Timor-Leste Strategic Partnership (TLSP) – EAP
	58	Myanmar Partnership Umbrella Program – EAP
	59	Multidonor Umbrella Facility for Papua New Guinea and the Pacific Islands (PF5) - EAP
	60	Vietnam Strategic Partnership (VSP) – EAP
	61	Philippines Peacebuilding and Development Initiatives in Mindanao (PPDI) - EAP
	62	MNA Regional Umbrella 2.0 – MNA
	63	Mashreq CMU Forced Displacement Sub-Regional Umbrella Trust Fund (MSCUTF) – MNA
	64	West Bank Gaza CMU Umbrella TF – MNA
	65	Tunisia Country Umbrella Program – MNA
	66	South Asia Regional Integration and Cooperation Umbrella – SAR
67	Afghanistan Reconstruction Trust Fund (ARTF) – SAR	
68	Pakistan @100 Partnership – SAR	
69	India Country Umbrella – SAR	
70	Strategic European Partnerships Umbrella Program (STEP UP) – ECA	



