

2021 TRUST FUND ANNUAL REPORT SUPPLEMENT

2021 YEARBOOK OF TRUST-FUNDED RESULTS

Trust Funds & Partner Relations
Development Finance



WORLD BANK GROUP

TABLE OF CONTENTS

● HEALTH	6
Afghanistan: Accelerating Sustainable Transformation of Health Service Delivery	7
Cambodia: Pro-poor Approach to Quality Health Services	8
Haiti: Providing Solar Energy to Priority Healthcare Facilities Responding to the COVID-19 Crisis	9
Liberia: Protecting Gains for Women, Children, and Adolescents amid COVID-19	10
Tunisia: Ensuring an Effective Roll-Out of COVID-19 Vaccines	11
● CLIMATE ACTION	12
Colombia: Fostering Resilience and Low-Carbon Development in the Amazon	13
Ethiopia: Advancing Strategies and Ambitions for a Green Economy	14
Tuvalu: Investing in Climate Resilient Infrastructure	15
Uzbekistan: Scaling Solar Energy	16
Africa: Building Markets for PAYGO Solar	17
Sahel: Building Climate Resilience with Adaptive Social Protection	18
Southeast Asia: Managing the Rising Costs of Disaster Shocks	19
Global: Repurposing Agricultural Policies for More Resilient and Sustainable Food Systems	20
● GENDER	21
Kenya: Promoting Industry and Entrepreneurship	22
Mauritania: Engaging Women and Vulnerable Economic Operators in the Nouadhibou Free Zone	23
Nepal: Developing an Integrated Platform for Gender-Based Violence Prevention and Response	24
Pakistan: Advancing Gender Equality through Women in Business Law Reforms	25
Sri Lanka: Boosting Women's Participation and Business Productivity in the Private Sector	26
East Africa: Making Digital Finance More Accessible to Women in Agriculture	27
Global: Getting to Equal in Oil, Gas, and Mining	28
Global: Advancing Gender Equality in Public-Private Infrastructure Partnerships	29
● SOCIAL PROTECTION & JOBS	30
Greece: Reducing Inequalities through Social Protection	31
Philippines: Launching a Digital ID System during COVID-19	32
Somalia: Improving the Business Environment for Private Sector Investment	33
Sudan: Supporting Sustainable Livelihoods and Youth Entrepreneurship	34
Zambia: Putting Cash in the Hands of the Poor to Change Lives	35
Middle East and North Africa: Building the Capacity of SMEs to Navigate COVID-19	36
West Africa: Developing the Tourism Sector	37
Global: Supporting Artisanal and Small-Scale Mining Communities Impacted by the COVID-19 Crisis	38
Global: Helping the Financial Inclusion Community Weather the COVID-19 Crisis	39

● DEBT MANAGEMENT

Colombia: Helping Colombian Cities during the COVID-19 Pandemic

Georgia: Building a Framework for Greater Fiscal Resilience

Kyrgyz Republic: Tax Reform Technical Assistance

Global: Navigating the Impact of the COVID-19 Crisis on Public-Private Partnerships

● GLOBAL PARTNERING

Improving the Quality of Publicly Available ESG Data

Convening Partners Around a Whole-of-Government Approach to Public Sector Modernization

Refreshing the Principles on Identification for Sustainable Development

From Assessment to Action: Improving Public Procurement Systems Globally

Harnessing Knowledge, Shared Policy Priorities, and Resources for Stronger Institutions

40

41

42

43

44

45

46

47

48

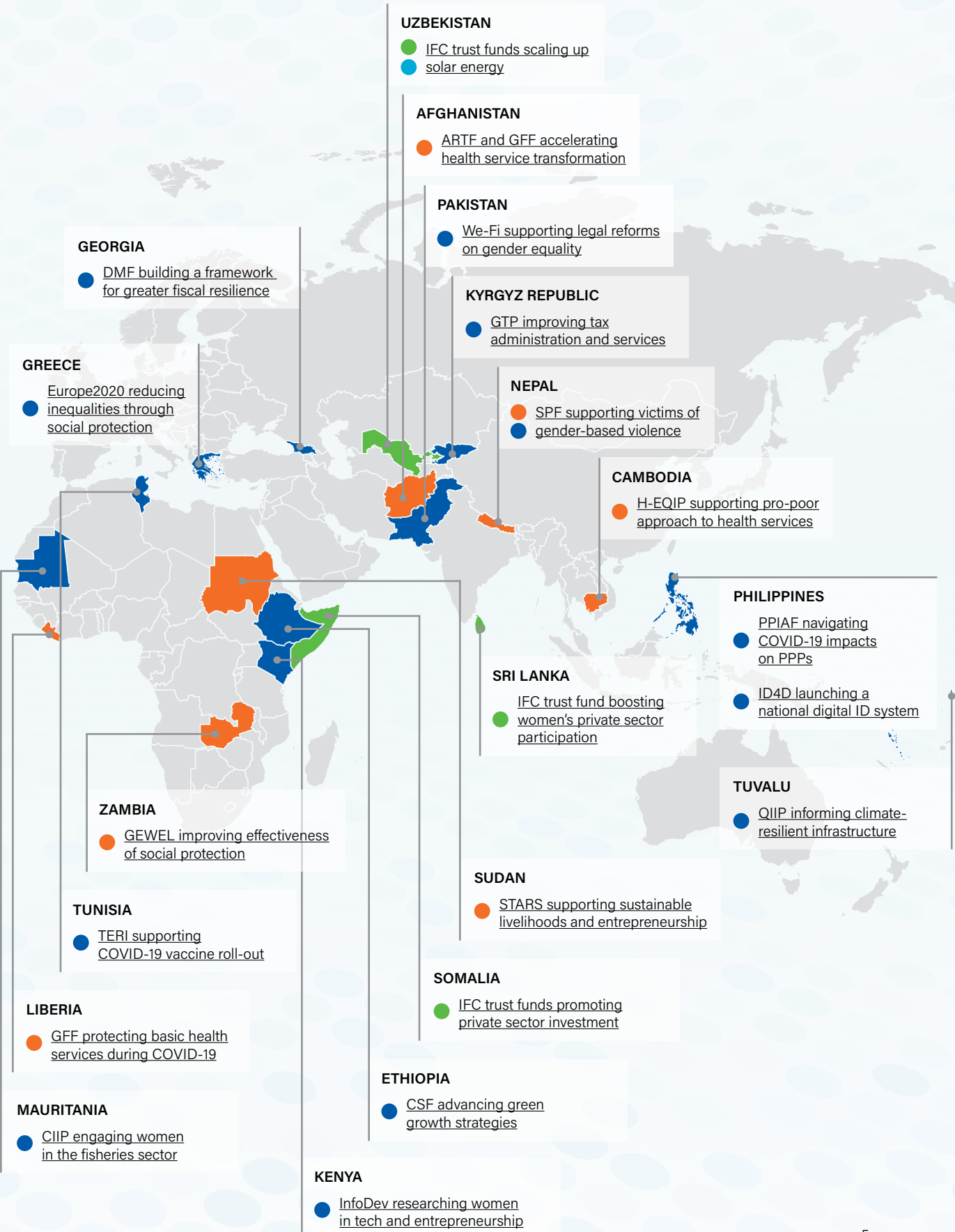
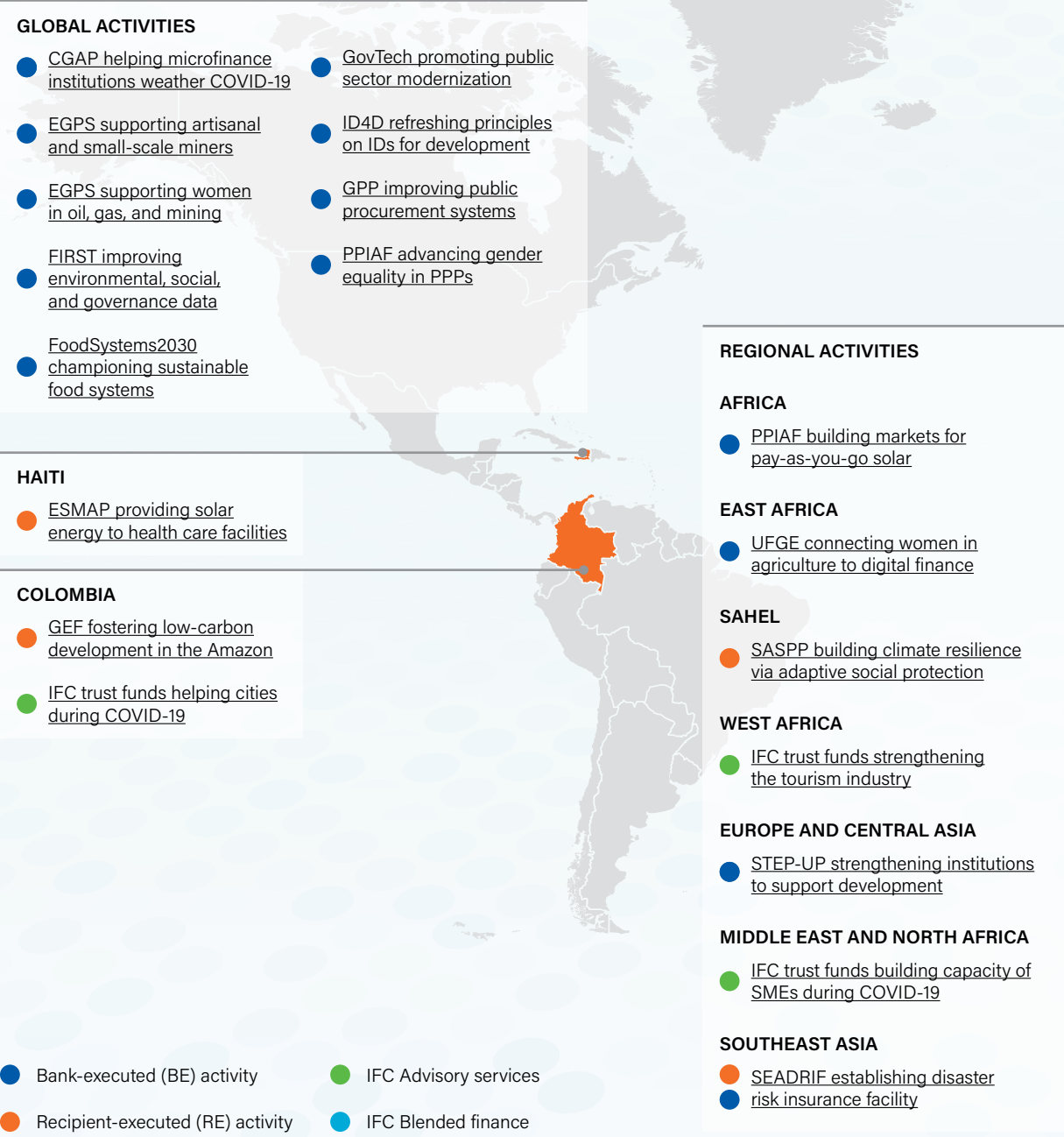
49

50



TOWARD GREATER RESILIENCE AROUND THE WORLD

This compendium explores in greater depth the trust-funded activities highlighted in the [2021 World Bank Group Trust Fund Annual Report: Toward Greater Resilience](#). These 39 stories reveal the diversity and strategic value of trust-funded activities, with a focus on health, climate action, gender, social protection and jobs, and debt management—all essential building blocks for greater resilience. The World Bank Group also brings knowledge, experience, and global convening power to trust fund partnerships, adding even greater value to action on the ground. These public and private sector activities date from fiscal year 2017 to 2021 and touch on COVID-19 responses and long-term resilience building at the local, national, regional, and global levels.





HEALTH

Quality, affordable health care is the foundation for people to lead productive and fulfilling lives and for countries to have strong economies. Trust funds and FIFs play a strategic role in pursuing systemic and sustained improvements in resilient health systems that reach everyone.

PHOTO CREDIT:
Victor Idrogo / World Bank

AFGHANISTAN

Accelerating Sustainable Transformation of Health Service Delivery

Umbrella 2.0 Programs

Afghanistan Reconstruction Trust Fund (ARTF)
Global Financing Facility for Women, Children and Adolescents (GFF)

Type of trust-funded activity

Two recipient-executed grants
co-financing an IDA project

Contributing development partners to the programs

ARTF: Australia, Bahrain, Belgium, Brazil, Canada, Czech Republic, Denmark, Estonia, European Union, Finland, France, Germany, India, Iran, Islamic Republic of, Ireland, Italy, Japan, Korea, Republic of, Kuwait, Luxembourg, the Netherlands, New Zealand, Norway, Poland, Portugal, Russian Federation, Saudi Arabia, Spain, Sweden, Switzerland, Turkey, United Kingdom, United States, UNDP

GFF: Canada, Denmark, Germany, Japan, the Netherlands, Norway, Qatar, Sweden, United Kingdom, United States, Gavi, Laerdal Global Health, Merck Sharp & Dohme Corporation, Aliko Dangote Foundation, Bill and Melinda Gates Foundation, Rockefeller Foundation, Susan Thompson Buffett Foundation

The World Bank, the Afghanistan Reconstruction Trust Fund (ARTF), and the Global Financing Facility for Women, Children and Adolescents (GFF) have supported health care reform efforts in Afghanistan through the [Sehatmandi project](#), a \$600 million investment over three years to improve the delivery and quality of health, nutrition, and family planning services in 34 provinces across the country. Sehatmandi is Afghanistan's first-ever investment case for women's, children's and adolescent health, working to align on- and off-budget resources from donors and partners across the health sector to address the country's key health priorities.

The project has helped the government to strengthen accountability and efficiency in the health sector and nurture a culture of data use to inform decisions. A first-ever resource mapping and expenditure tracking exercise for the provinces has enabled the government to better understand the impact of investments on the quality of basic health services and to identify funding gaps to improve alignment of external resources around health priorities.

Efforts are also underway to scale up existing innovations in health services, including for example, high-impact interventions to prevent post-partum hemorrhage, reduce the incidence of neonatal sepsis, and support contraception.

The project has helped the Ministry of Public Health adopt a new performance-based system for managing service provider contracts. Service provider payments are now linked to performance in delivering 11 key

health services, such as immunization, skilled birth attendance, family planning visits, and growth monitoring of infants and children. The new system has improved oversight, strengthened efficiency, and helped accelerate improvements in health, nutrition, and family planning services. Moreover, the volume of services delivered under the Sehatmandi project has increased for 10 out of 11 payment indicators. For example, the number of couple-years of contraceptive protection provided by Sehatmandi facilities increased by 49 percent between 2018 and 2019, and the number of women giving birth at a health facility increased by 21 percent over the same period.



CAMBODIA

Pro-poor Approach to Quality Health Services

Trust Fund Program

Cambodia Health Equity and Quality Improvement Program (H-EQIP)

Type of trust-funded activity

Two recipient-executed grants co-financing an IDA project

Contributing development partners to the program

Australia, Germany, Korea



Saroeun Bou / World Bank

The Cambodia Health Equity and Quality Improvement Program (H-EQIP) MDTF supports a program of the same name that is helping the Cambodian government improve nationwide access to better quality, affordable health services. Despite dramatic reductions in poverty and improved health outcomes (especially in maternal and child health), socio-economic and rural-urban health inequalities persist in Cambodia. About one quarter of the population remains vulnerable to small economic shocks, and out-of-pocket expenditures on health care are around 60 percent—one of the highest rates in the world.

To improve service quality and help poor households overcome the cost barrier, [H-EQIP helped launch service delivery grants](#), which are regular payments to health facilities based on performance, and health equity funds (HEFs), which purchase health services on behalf of registered households so that they can access care free of charge.

These platforms are now predominantly funded by the government, and strong national ownership is assured by the Payment Certification Agency (PCA), an independent public entity that verifies reimbursements to health facilities. The PCA provides a cost-efficient and

sustainable mechanism for managing the HEF system and is well placed to play a central role as Cambodia progresses toward universal health coverage.

Service delivery grants now flow to all health facilities on time, and the PCA is fully staffed and operational. HEFs operate at all public health facilities in the country, and H-EQIP performance monitoring tools were digitized in 2019 to ease tracking of service quality. These and other measures have helped to reduce the proportion of households vulnerable to high health care costs by 43 percent from 2015 to 2020.

An important moment for H-EQIP came in 2020 when its Contingent Emergency Response Component (CERC) was activated. This enabled immediate mobilization of \$14 million for Cambodia's COVID-19 response without interrupting continuity in the delivery of core health services.

"H-EQIP is driving reform across the health sector and beyond, thanks to its effective approaches to performance-based and decentralized financial management, its use of information and communications technology, and governance reforms."

Sarah Wadley, First Secretary, Department of Foreign Affairs and Trade, Australia, and Chair, H-EQIP Multi-Donor Trust Fund Management Committee

HAITI

Providing Solar Energy to Priority Healthcare Facilities Responding to the COVID-19 Crisis

Umbrella 2.0 Program

Energy Sector Management Assistance Program (ESMAP)

Type of trust-funded activity

Recipient-executed grant alongside IDA and CIF financing

Contributing development partners to the program

Austria, Denmark, European Union, France, Germany, Iceland, the Netherlands, Norway, Spain, Sweden, Switzerland, United Kingdom, Climate Works Foundation

Access to reliable electricity is a significant challenge in Haiti that is compounding the COVID-19 crisis. The lack of reliable electricity in hospitals is constraining COVID-19 testing, the safe storage and distribution of vaccines, and the use of life-saving equipment, such as oxygen concentrators.

In August 2020, Energy Sector Management Assistance Program (ESMAP) approved \$2.9 million in grant financing to be used alongside \$4.5 million from IDA and the Climate Investment Funds (CIF) to support solar hybrid electricity systems for prioritized healthcare and water facilities.

The first phase of the project has identified sites, such as Les Cayes, that are connected to an unreliable regional grid operated by the national utility and have large hospitals and COVID-19 testing laboratories. The second phase will target towns that are or will be connected to a mini grid operated by the private sector.

The solar-hybrid electricity systems to be installed are a rapidly deployable and reliable source of electricity that are projected to provide approximately one million people with improved access to healthcare services and clean water. Large hospitals that currently rely on costly backup diesel generators to bridge grid blackouts will save an estimated \$3,000–\$4,000 per month on energy costs, an amount roughly equal to the salaries of up to 10 full-time nurses. Regional COVID-19 testing laboratories are also expected to benefit from the improved electricity supply.

The project will fund procurement, installation, and 24 months of operations and maintenance for electricity systems at 10 to 15 health facilities, two regional testing laboratories, and 10 to 15 water systems that provide access to clean water.

Umbrella 2.0 Program

Global Financing Facility for Women, Children and Adolescents (GFF)

Type of trust-funded activity

Recipient-executed grant co-financing an IDA project

Contributing development partners to the program

Canada, Denmark, Germany, Japan, the Netherlands, Norway, Qatar, Sweden, United Kingdom, United States, Gavi, Laerdal Global Health, Merck Sharp & Dohme Corporation, Aliko Dangote Foundation, Bill and Melinda Gates Foundation, Rockefeller Foundation, Susan Thompson Buffett Foundation

The Global Financing Facility for Women, Children and Adolescents (GFF) has been working with the Government of Liberia since 2016 to help close gaps in health service delivery and outcomes for women and children in areas where progress has lagged the most. The government has targeted resources in six counties with the lowest outcomes, focusing on emergency obstetric and neonatal care, adolescent health, emergency preparedness, civil registration and vital statistics, and community engagement and data-use for decision making. This effort has contributed to a six-fold increase in the number of women attending postnatal visits in those counties. Nationally, 20 percent more children have been immunized, and assisted deliveries have increased by 24 percent.

In 2020, these gains were put at risk as COVID-19 disrupted delivery of essential services and put millions of women and children at risk of dying or enduring lifelong impacts. A data analysis from over 770 health facilities in GFF countries showed that during the months of April and May, about 35 percent fewer children were vaccinated, outpatient consultations for children under five years old fell 35 percent, and the number of women who attended all four recommended medical visits during pregnancy dropped by 20 percent.

The government's COVID-19 response plan, which initially focused solely on responding to the pandemic, has since prioritized the continuation of routine maternal and child health services with support from the GFF. To further encourage a rebound, the GFF has adapted its grant financing for the World Bank's Liberia Health System Strengthening Project to focus on strengthening community health channels, addressing low service demand, adapting the delivery of routine health services to COVID-19, and increasing the capacity of frontline health care workers. The existing results-based program on maternal and child health has also been adapted to address emergency needs.

Umbrella 2.0 Program

Tunisia Economic Resilience and Inclusion (TERI)

Type of trust-funded activity

Bank-executed technical assistance

Contributing development partners to the program

European Commission, Germany, the Netherlands, Norway, Switzerland, United Kingdom



The Tunisia Economic Resilience and Inclusion (TERI) is a new Umbrella Program that incorporates some existing MDTFs to support the Tunisian government in its short-term and long-term strategy to strengthen the country's economic resilience and inclusion.

The World Bank's MENA Region and Tunisia Country Management Unit had been preparing the Umbrella Program for more than a year when the pandemic took hold in 2020. In response to an urgent request from the Tunisian government to support vaccine deployment, the Bank picked up the pace, and set up and activated the TERI Umbrella 2.0 Program in record time in March 2021. The Bank mobilized relevant funds in a very short period of time through an initial United Kingdom contribution to the program. This enabled the Bank to respond to the urgent request with flexibility for potentially changing needs and priorities from the government side in a challenging and dynamic context.

The Government of Tunisia had already prepared a National COVID-19 Vaccination Strategy to cover 50 percent of its population by the end of 2021, starting in February 2021 with the deployment of initial Pfizer doses to health workers. Given the phased roll-out of the vaccine deployment, it was crucial to put in place a fully digital end-to-end management and information system for managing and tracking the deployment of the vaccines in an orderly, sequential fashion.

The Bank and the Tunisian government worked closely and quickly to design and develop the Evax platform. By mid-June 2021, 2.5 million people were registered on the Evax platform, and over 1 million first doses and over 370,000 second doses had been administered.

“That the World Bank team was able to design a program and move it to implementation and transition to operating under the new Umbrella Trust Fund, is testament to the strong team and the great relationship they have with us and Government of Tunisia partners.”

Ianto Jones, Head, Prosperity and Programmes, British Embassy, Tunis



CLIMATE ACTION

Trust funds and FIFs are helping pave the way toward climate-smart economies that can unlock short term gains—jobs and economic growth—as well as deliver longer-term benefits for people, including decarbonization and climate resilience.

PHOTO CREDIT:
GEF

COLOMBIA Fostering Resilience and Low-Carbon Development in the Amazon	
Trust Fund Program Global Environment Facility (GEF)	Type of trust-funded activity A series of stand-alone recipient-executed activities
Contributing development partners to the program Argentina, Australia, Austria, Bangladesh, Belgium, Brazil, Canada, China, Côte d'Ivoire, Czech Republic, Denmark, Egypt, Finland, France, Germany, Greece, India, Indonesia, Ireland, Italy, Japan, Republic of Korea, Luxembourg, Mexico, Netherlands, New Zealand, Nigeria, Norway, Pakistan, Portugal, Russian Federation, Slovak Republic, Slovenia, South Africa, Spain, Sweden, Switzerland, Turkey, United Kingdom, and United States	

Since 2015, the Forest Conservation and Sustainability in the Heart of the Colombian Amazon Project has played a critical role in reducing deforestation, conserving biodiversity, and fostering climate resilience in the Amazon. It represents long-term commitment and cooperation among donors, the government, and community organizations, with co-financing from government resources, bilateral cooperation agencies, and three rounds of FIF funding from the Global Environment Facility (GEF) implemented by the World Bank, the most recent of which was approved in 2021.

Investments are helping to strengthen the management of protected areas—including the Serranía de Chiribiquete National Park, the world's largest national tropical rainforest protected area at 4.3 million hectares—and assisting national and subnational public institutions to mainstream environmental criteria into different areas of agriculture, mining, infrastructure, and land-use planning. Colombia's forest and carbon monitoring systems are also being supported.

[The project is enhancing the capacity of Indigenous and rural communities](#) to undertake sustainable landscape management practices. Participatory community land-use planning processes have led to increased ecosystem connectivity and strengthened climate resilience in target areas. To date, rural households have signed 558 conservation agreements to preserve standing forests, restore degraded areas, and develop agroforestry activities on over 48,000 hectares, conserving more than 40 percent of their farmland. In parallel, the government and research institutions are helping rural communities increase incomes and food security through climate-smart livelihood alternatives that also strengthen low-carbon development and restore productive natural resources.



The local planning approach has proven so successful that the government has expanded it to reach 12,000 households in the Amazon region as outlined in the National Development Plan. Newly approved GEF financing will help scale up efforts to strengthen management and financial sustainability of additional protected areas, and it will build on the results of local community agreements to expand the area under sustainable community forestry practices.

“Community agreements are important not only for the forest and preventing deforestation, but also for the future of our children, community, and generations to come.”

María de los Ángeles Gaitain, member of the Vereda La Tortuga community, San José del Guaviare

ETHIOPIA Advancing Strategies and Ambitions for a Green Economy	
Umbrella 2.0 Program Climate Support Facility (CSF)	Type of trust-funded activity Bank-executed activity indirectly supporting IDA and other projects
Contributing development partners to the program Australia, Austria, France, Germany, Italy, the Netherlands, Norway, Sweden, Switzerland, United Kingdom, IFC, Millennium Challenge Corporation, USAID	

For Ethiopia, its Climate Resilient Green Economy (CRGE) Strategy and its nationally determined contributions (NDC) signal climate resilience as a top priority in the country’s development plan, with emphasis on developing robust emission reduction pathways and targets, and on improving tracking of mitigation actions. Grant financing of \$500,000 from the Climate Support Facility (CSF) enabled the World Bank to contribute to analytical work and multi-sectoral planning activities that have advanced these strategies and will inform five other Bank co-financed climate change projects in Ethiopia totaling almost \$1 billion in financing, including from IDA, the Green Climate Fund, Norway, and Canada.

CSF funding supported an assessment of the CGRE Strategy from 2011–2019 and Ethiopia’s 2015 NDC, as well as a draft technical report that will contribute to revising Ethiopia’s enhanced NDC ahead of the 26th UN Climate Change Conference of the Parties (COP26) in November 2021. This work has led to the CGRE Strategy being fully incorporated into Ethiopia’s new 10-year Perspective Development Plan and Addis Ababa’s City Development Plan, which sets out specific actions for managing solid waste and promoting a green economy.

The CSF grant also funded a gap analysis for land-use planning and policy processes and development of climate and disaster tools tailored to Ethiopia’s national context. It supported the Bank’s engagement with the private sector to develop financing instruments for implementing the CRGE Strategy to advise policy reforms in the forestry sector. The CSF grant was provided as part of the Climate Action Enhancement Package, an initiative led by the NDC Partnership (of which Ethiopia and the World Bank are members) to deliver targeted, fast-tracked support to enhance the quality and ambition of countries’ NDCs.

TUVALU Investing in Climate Resilient Infrastructure	
Trust Fund Program Quality Infrastructure Investment Partnership (QIIP)	Type of trust-funded activity Bank-executed activity supporting an IDA project
Contributing development partners to the program Japan	



Tuvalu is regularly called the “canary in the coal mine” when it comes to climate change. The country comprises three reef islands and six coral atolls with a maximum elevation of three to four meters above sea level, which is rising five millimeters every year.

Tuvalu’s Funafuti International Airport, located on one of the three islands, is critical to the country’s economy, and a series of IDA grants have financed aviation infrastructure investments in Tuvalu since 2011. Operations were impacted when the runway began to deteriorate due to pressure build-up beneath the surface, caused by a combination of very high “king” tides and increased

rainfall. Built on porous coral, the runway pavement began to fail as the fluctuation of tides pushed air and moisture toward the surface. Within six months of repaving, areas of the pavement began to blister and vent cracks formed, which led to pavement heaving.

With its mandate of addressing climate impacts on critical transport infrastructure, the Quality Infrastructure Investment Partnership (QIIP) funded [a study to investigate the airport’s runway issue](#). The study also provided technical specifications and engineering solutions now being undertaken with \$8.75 million in additional IDA financing.

Trust Funds

Austria-Financial Support of IFC Advisory Services in ECA
 Switzerland Financial Support for Advisory Services in ECA
 Dutch Climate Advisory Partnership (CAP)
 BMZ PPP Advisory Fund for Infrastructure Investment in Developing Countries
 SECO - IFC Europe and Central Asia (ECA) Advisory Services Trust Fund
 Canada-IFC Blended Climate Finance Program

Type of trust-funded activity

IFC Advisory Services, IFC
 Blended Finance

Contributing development partners to the programs

Austria, Canada, Germany, the Netherlands, Switzerland

Uzbekistan's energy sector is responsible for almost 90 percent of the country's GHG emissions. It is almost entirely state-owned and heavily dependent on natural gas. Nearly 40 percent of the power generation assets are past or near the end of their operating life.

The Government of Uzbekistan has set ambitious goals to increase its generating capacity from renewable energy sources by 20 percent. In 2018, the government partnered with IFC to launch the [Uzbekistan Solar Project](#) to attract an independent power producer to construct and operate a pilot 100-megawatt (MW) solar photovoltaic (PV) project. This would represent a series of firsts: the first large-scale solar PV project in Uzbekistan, the first competitively tendered PPP project in the country, and IFC's first Scaling Solar project outside of Africa. IFC's Scaling Solar is a one-stop-shop offering relevant World Bank Group services to deliver competitively priced solar energy from private power producers.



IFC advised the government on the necessary legal, financial, and technical requirements and helped to structure and tender the competitive bid process, which was won in 2019 by United Arab Emirates-based Masdar. The company committed to supplying power for 25 years at just under 2.7 US cents per kilowatt hour—the lowest tariff for solar energy in Central Asia to date. The project will produce 270 gigawatt hours per year of electricity from solar energy resources, enough to power more than 31,000 households and prevent the release of 156,000 metric tons of GHG annually.

The project will mobilize an expected \$80 million in private sector investment and has resulted in a complementary financing package from international financial institutions, including the World Bank and IFC.

The success of the pilot project has spurred the Government of Uzbekistan to tender two additional solar PV projects that will add another 900 MW of solar generation capacity to country. It has also set a precedent as a commercially viable model that can be successfully replicated to attract new private players to the market.

"We are convinced that this landmark project will be the first example of a successful public-private partnership in Uzbekistan."

Sardor Umurzakov, Deputy Prime-Minister, Minister of Investment and Foreign Trade of Uzbekistan

Umbrella 2.0 Program

Public-Private Infrastructure
 Advisory Facility (PPIAF)

Type of trust-funded activity

Bank-executed activity supporting
 an IFC project

Contributing development partners to the program

Australia, Austria, France, Germany, Italy, the Netherlands, Norway, Sweden, Switzerland, United Kingdom, IFC, Millennium Challenge Corporation, USAID

Pay-as-you-go (PAYGO) solar is a fast-growing business model for off-grid lighting and electricity solutions. It is particularly effective for low-income households that grid electricity services have yet to reach, including large populations in Africa.

PAYGO solar has made electrical power affordable to people currently spending \$8 per week on transitional technologies, like kerosene fuel lighting or phone charging services provided by diesel generators. It has also catalyzed the expansion of solar energy services by making larger solar home system kits more affordable, including solar TVs, radios, lights, and fans.

While PAYGO solar has achieved a strong foothold in more developed solar markets in East Africa where mobile money is widely used, PAYGO companies have hesitated to enter new markets due to uncertainties about the enabling environment and a lack of market intelligence.

The Public-Private Infrastructure Advisory Facility (PPIAF) and IFC have pioneered a PAYGO Market Attractiveness Index to help inform market entry strategies for PAYGO operators interested in undeveloped markets. Covering a number of Sub-Saharan African markets,¹ the index provides businesses with a tool to assess demand,

supply, and enabling factors at a country-by-country level. Policymakers can use it to identify gaps and opportunities for policy interventions and reforms.

First published in [2018](#), a second extended version of the index followed in [2019](#) based on the strong uptake of the first edition. Another update in 2021 is expected to catalyze further market development. PPIAF is also supporting efforts to develop a toolkit to help governments address key policy and regulatory issues identified through the index.

"The Market Attractiveness Index is very useful, and we are using it as the primary tool for go or no-go decisions as we expand into new markets in Africa."

Jacob Okoth, Africa Managing Director of d.light Solar

¹ Côte d'Ivoire, Democratic Republic of Congo, Ethiopia, Madagascar, Malawi, Mozambique, Nigeria, Senegal, Zambia, and Zimbabwe, with possible expansion to Angola, Cameroon, and Ghana

SAHEL Building Climate Resilience with Adaptive Social Protection	
Trust Fund Program	Type of trust-funded activity
Sahel Adaptive Social Protection Program (SASPP)	A series of recipient-executed grants alongside IDA financing
Contributing development partners to the program	
Denmark, Germany, United Kingdom, Agence Française de Développement, the Wellspring Philanthropic Fund	



In the Sahel region, adaptive social protection has emerged as a critical tool to help poor and vulnerable households and communities become more resilient to shocks and stresses, particularly the impacts of climate change which contribute to worsening fragility and long-term development prospects. Adaptive social protection provides a combination of cash transfers and assistance to strengthen knowledge and behavioral change to promote sustainable and diversified livelihood opportunities.

[The Sahel Adaptive Social Protection Program](#) (SASPP) is supporting six Sahelian countries (Burkina Faso, Chad, Mali, Mauritania, Niger, and Senegal) in strengthening adaptive social protection systems. Effective since 2014, the program is now in its second phase until 2025, with the objective of making government-led adaptive social protection systems more robust and expanding their reach. The program is funded by the SASPP MDTF and supported by donor contributions of \$230 million.

The SASPP has been an incubator of new ideas and operational lessons on adaptive social protection by supporting governments in piloting innovative programs to help poor and vulnerable households adapt to climate

change. For example, the program has piloted an early drought response mechanism that uses satellite data to trigger cash transfers to at-risk households in Mauritania and Niger. In Senegal, authorities were able to provide swift cash-transfer support to 15,000 households impacted by floods in 2020, enabled by system innovations like a large social registry and mobile payments spearheaded by the SASPP over several years.

In 2020, the Sahel was hit hard by COVID-19, which exposed existing climate vulnerabilities and undermined inherent coping capacities, and prompted the SASPP to help countries use their adaptive social protection systems to shield households from the economic consequences of the pandemic. Niger, for example, was able to use IDA and SASPP support to expand its adaptive social protection system from 30,000 regular beneficiary households to provide emergency cash transfers to 400,000 households. Building on lessons from the COVID-19 experience, the SASPP will support governments in expanding social registries, in advancing digital and mobile cash payments, and in enhancing livelihood support programs.

SOUTHEAST ASIA Managing the Rising Costs of Disaster Shocks	
Trust Fund Program	Type of trust-funded activity
Southeast Asia Disaster Risk Insurance Facility (SEADRIF) Program	Bank-executed and recipient-executed technical assistance activities
Contributing development partners to the program	
Japan	

Developing countries across Southeast Asia lack institutions and instruments to efficiently manage the rising costs of disaster shocks in the face of increasing climate risks. They rely either on contingency budget or delayed budget reallocations after a shock happens, which disrupts planned development, or on unpredictable international assistance to support recovery and reconstruction. COVID-19 has further exacerbated the disaster protection gap, as governments, firms, and households face depleted fiscal and financial resources.

Over the past five years, the Southeast Asia Disaster Risk Insurance Facility (SEADRIF), implemented by a trust fund program of the same name, has helped countries in the Association of Southeast Asian Nations (ASEAN) plus China, Japan, and South Korea build their climate resilience. Established through a combination of financing, technical, and convening support, SEADRIF is a first-of-its-kind facility in Asia that leverages financial markets to provide members countries with technical and financial solutions for better protection against disasters and climate shocks.

The SEADRIF Program helped establish facility-related institutions, including the SEADRIF governance structure in 2019 and a Singapore-regulated insurance company in 2020, providing member countries with unprecedented access to international reinsurance markets’ financial capacity and technical expertise.

The SEADRIF insurance company has since developed its first insurance product: a regional catastrophe risk pool for SEADRIF beneficiary countries. This was launched in early 2021 and reinsured to international financial markets, helping governments safeguard national budgets and protect the lives of their citizens against disaster impacts. Lao PDR became the first country insured by the company in February 2021.

This first product was designed with lessons learned in other World Bank trust-funded initiatives in other regions and underpinned by the first regional near-real-time flood monitoring platform and risk model. This combines cutting-edge satellite technology and ground measurements developed in partnership with the European Space Agency and specialized service providers in Europe to enable the market-based catastrophe risk pool while simultaneously providing governments with rapid, reliable, and relevant information to make better risk-informed decisions before, during, and in the aftermath of flooding.

Umbrella 2.0 Program

FoodSystems2030

Type of trust-funded activity

Bank-executed advisory services and analytics

Contributing development partners to the program

European Commission, Germany, United Kingdom, Bill and Melinda Gates Foundation

The global food system is no longer fit-for-purpose. It simultaneously sustains life while contributing to unhealthy diets and adverse health outcomes. It is one of the largest private sector enterprises in the world—connecting 600 million farms to eight billion consumers via millions of intermediaries—but also one of the sectors with the most government involvement, inadvertently contributing to natural resource degradation and GHG emissions. Food production is both a principal driver and casualty of climate change, leading to under-achievements in agricultural productivity and alarming levels of food insecurity in the poorest regions of the world.

The World Bank and partners in the FoodSystems2030 Umbrella Program are now working to reorient government policies to fix the food system and deliver the triple win of healthy people, healthy economy, and healthy planet. The program builds on the World Bank Group’s unique ability to share global experience while engaging with governments and other stakeholders in national level analysis to make the case for better policies and expenditures.

Interest in the repurposing agenda has grown exponentially since the Bank presented the initial policy note to COP24 in December 2018. It is one of the critical elements for food finance architecture at the UN Food System Summit in September 2021 and a key lever for mobilizing action toward more sustainable agriculture under the cross-cutting theme on Nature at COP26 in November 2021. Collaborating with the Just Rural Transition (JRT), launched at the UN Climate Action Summit in 2019, the Bank has subsequently convened several international roundtables to garner a sense of urgency for the repurposing agenda among key stakeholders. This culminated in a commitment by 76 countries at the Global Forum for Agriculture 2021 to repurpose their agricultural policies.

“When it comes to repurposing agricultural support, farmers don’t just want to be invited to the dinner table. They want to be in the kitchen, helping to prepare the meal.”

Theo De Jager, President, World Farmers Organization



GENDER

No economy can achieve its potential or meet the challenges of the 21st century without the full and equal participation of women and men, girls and boys. Trust funds and FIFs are helping to narrow the gender gap at home, at school, and at work.

PHOTO CREDIT:
Stephan Gladieu / World Bank

KENYA Promoting Industry and Entrepreneurship	
Trust Fund Program	Type of trust-funded activity
InfoDev Multi-Donor Trust Fund	Bank-executed activity supporting the preparation of an IDA project
Contributing development partners to the program	
Finland, South Korea, Italian Agency for Development Cooperation, Norwegian Agency for Development Cooperation, Swedish International Development Cooperation Agency	

The Kenya Industry and Entrepreneurship Project (KIEP) is a \$50 million lending project that aims to increase innovation and productivity in select private sector firms. The Kenya Industry and Entrepreneurship Project (KIEP) is a \$50 million lending project that aims to increase innovation and productivity in select private sector firms. KIEP is the Bank's first operation in 14 years with Kenya's Ministry of Industrialization and Enterprise Development and the first project in Africa supporting the Digital Economy for Africa (DE4A) initiative.

Prior to the KIEP launch in 2018, InfoDev provided catalytic support to shore up client capacity, knowledge, and exposure, as well as to reduce the risk of innovative approaches through piloting. This helped the World Bank and government counterparts identify ways to support women in technology and small businesses founded and led by women. Consultations focused on obtaining feedback from potential women beneficiaries, including entrepreneurs, students, and women in technology. Key outputs financed by InfoDev included the following:

- Designing and customizing a diagnostic tool to assess incubators and accelerators. The testing and validation of the diagnostic process leveraged best practices to ensure it would be useful for a diverse set of intermediaries as it helped adapt key indicators to the local ecosystem.

- Synthesizing key lessons from the diagnostic exercise in a best practice study, “Applying Best Practices in Government-Led Incubator and Accelerator Support to the Kenyan Ecosystem”
- Reviewing and adapting global industry-academia platform models to the Kenyan context to ensure a context-appropriate design

These activities informed the KIEP project design and will continue to contribute to a better understanding of Kenya's women in the business landscape and prepare a foundation for future gender-focused interventions in the country.

MAURITANIA Engaging Women and Vulnerable Economic Operators in the Nouadhibou Free Zone	
Trust Fund Program	Type of trust-funded activity
Competitive Industries and Innovation Program (CIIP)	Two Bank-executed activities supporting IDA project
Contributing development partners to the program	
Austria, European Union, Norway, Switzerland	



Vincent Kienzler / World Bank

The development of fisheries in Mauritania's coastal city of Nouadhibou has long been hindered by poor urban management, limited and outdated port landing facilities, an unskilled workforce, and uncompetitive firms that lack the capacity to guarantee and certify quality to foreign markets. Since 2016, the Nouadhibou Eco-Seafood Cluster

Project has strived to improve the investment climate, drive infrastructure investments for fish processing and fresh fish exports, boost competitiveness and firm performance, and foster dialogue. The Competitive Industries and Innovation Program (CIIP) is a key contributor to the project, which has worked closely with the Nouadhibou Free Zone Authority, the public agency governing the zone, on engaging the private sector through workshops and on developing and implementing the Eco-Seafood Cluster Strategy and Seafood Taskforce.

The taskforce has successfully enacted three major reforms and facilitated public financing of essential infrastructure, including a new deep-water port, wastewater treatment and desalinization plants, and a cold storage area in Nouadhibou airport. CIIP support helped the government to define cluster parameters and inform public and private financing for infrastructure undertakings that could contribute to the vertical integration of fisheries value chains. It also helped catalyze the private sector's willingness to embrace sustainability and inclusion in the seafood sector. CIIP also contributed to establishing the first functional public-private dialogue platform in Mauritania, with well-articulated private sector advocacy and the involvement of key public and civil society players.

CIIP backed preliminary studies on supporting women in fisheries in the Free Zone and on launching a community radio for artisanal fishermen. Women's entrepreneurship has become an important focal point for the private sector and government alike, who have emphasized the need to build women's skills in the artisanal processing sector.

By 2018, the project had generated \$86.4 million in private investment in Nouadhibou and facilitated the creation of more than 937 new jobs, predominantly on the labor-intensive, processing side of the industry. The Free Zone was exporting more than six times more fresh fish since the project was launched, connecting small-scale fishermen and informal processors and traders (generally, women) to the value chain.

NEPAL Developing an Integrated Platform for Gender-Based Violence Prevention and Response	
Umbrella 2.0 Program State and Peace Building Fund (SPF)	Type of trust-funded activity Two recipient-executed activities and one Bank-executed activity
Contributing development partners to the program Australia, Denmark, France, Germany, the Netherlands, Norway, Sweden, Switzerland, United Kingdom	

Despite Nepal's considerable progress in ensuring equal rights and protection for women, it still faces significant challenges in addressing gender equality, non-discrimination, and social justice. Nepal ranks 118 out of 160 countries in the Gender Inequality Index. The country is deeply entrenched in patriarchal values, fueling incidence of gender-based violence (GBV). In 2017, one in five women in Nepal reported experiencing physical violence, and one in four married women reported experiencing spousal violence

In 2016, the State and Peacebuilding Fund (SPF) helped pilot the Integrated Platform for Gender-based Violence Prevention and Response in four districts of Nepal. This sought to improve the quality and reach of services for GBV survivors through [a tollfree helpline](#), to raise GBV awareness among key stakeholders, and to strengthen the capacity of project implementer, the National Women Commission (NWC). Since then, the NWC has taken ownership of the project and expanded services nationwide, including allocating the cost of the helpline in its regular annual budget.

The project provides multi-sectoral GBV services to women and girl survivors through a walk-in facility and a 24-hour tollfree helpline, #1145 *Khabar Garau* (Inform Us). The helpline is linked with shelter, psychosocial support, legal aid, and child support services provided by civil society organizations (CSOs). Trained helpline staff use an advanced, comprehensive directory of GBV service providers to refer survivors to relevant services across the country.

The helpline has provided nearly 13,500 integrated services to over 21,000 clients. As of October 2020, partner CSOs had provided legal aid to 1,082 cases, psychosocial support to 590, shelter support to 155, and child protection services to 173.

The effectiveness of the project is evident from survivors' feedback indicating the services provided were significant in their journey toward healing and justice. According to the Annual Monitoring Survey (June 2020) carried out by the project, 91 percent of helpline users were satisfied with services they received over the phone and face-to-face and 90 percent of respondents reported increased knowledge of support services for survivors of violence.



PAKISTAN Advancing Gender Equality through Women in Business Law Reforms	
Trust Fund Program Women Entrepreneurs Finance Initiative (We-Fi)	Type of trust-funded activity Bank-executed advisory services and analytics
Contributing development partners to the program Australia, Canada, China, Denmark, Germany, Japan, the Netherlands, Norway, the Russian Federation, Saudi Arabia, Republic of Korea, the United Arab Emirates, the United Kingdom, and the United States	

Pakistan, like many other countries in South Asia, must overcome challenges in addressing women's economic advancement, especially in women's participation in the economy. A combination of regulatory gaps and cultural norms constrain women's access to good jobs and start-up opportunities, resulting in women making up only 22 percent of the country's labor force. In Pakistan's private sector, only 10 percent of workers are women. This wide employment disparity is far greater than in other economies in South Asia.

According to the World Bank's Women, Business and the Law (WBL) 2021 index, women in Pakistan still face legislative barriers, such as industry restrictions and no mandate for equal pay for work of equal value. Pakistan's index score of 55.6 is below the average of the eight countries of the South Asia Region (63.7), the global average (76.1) and the average for lower-middle income economies (70.8).

Pakistan is working toward change. Driven by a recent wave of reforms designed to empower women, Pakistan passed in 2020 an amendment to the Companies Act to equalize the procedure of opening a business between women and men. The amendment lifted the requirement for women entrepreneurs to provide the name of their father or husband during the company incorporation process, including the submission of the company memorandum and articles of association.

The reforms are a result of a partnership between the Government of Pakistan and the World Bank Group's WBL Advisory Program, supported by the World Bank Group's Doing Business Pakistan Project and the Women Entrepreneurs Finance Initiative (We-Fi). IFC and the World Bank are also working to catalyze outreach and investments in early-stage, high-impact women and tech start-ups through the We-Fi program.

SRI LANKA Boosting Women's Participation and Business Productivity in the Private Sector	
Trust Fund	Type of trust-funded activity
DFAT-IFC Global Advisory Services Trust Fund	IFC Advisory Services
Contributing development partners to the program	
Australia	

When IFC started its five-year Women in Work (WIW) program, in partnership with the Australian government, in Sri Lanka in 2017, the country had already reached gender parity in secondary education. Yet this had not translated into equal participation in the workforce. Only 34 percent of women were actively employed—half as many as men.

As part of WIW, IFC launched the two-year [SheWorks Sri Lanka Partnership](#), which collaborated with 15 leading companies employing more than 170,000 people across different industries to boost women's participation and business productivity in the private sector. SheWorks helped companies to identify and implement gender-smart business solutions through workshops, tools, good practice examples, and peer learning opportunities.

When the partnership concluded in April 2020, 12,000 more women were employed across the 15 companies, the share of women on Boards of Directors had increased by one-third, more women were employed in non-traditional roles, and 14 companies had implemented family friendly policies or childcare solutions—thereby addressing one of the core reasons women had been leaving employment. Companies reported cost savings due to greater staff retention, improved retention of women in middle management and executive levels, and a 21 percent increase in the share of women in leadership roles. Post-SheWorks, 65 companies expressed interest in joining a similar partnership, which led to the launch of the “Together We Can” initiative with Sri Lankan firms in 2021.

In response to COVID-19, the SheWorks companies came together for a series of webinars on how to support employees, especially women, during the pandemic. They reported that the family-friendly policy frameworks like flex-work and remote working that had been put in place due to SheWorks enabled them to seamlessly transition to work from home during COVID-19 related lockdowns. Their input supported an IFC COVID-19 study that has led to two new IFC projects, one focusing on capacity building of small businesses and the other focused on addressing the COVID-19 impacts on employment.

“The business organizations participating in SheWorks have provided the proof that commitment to gender diversity is good for their businesses.”

H.E. David Holly, Australian High Commissioner to Sri Lanka and the Maldives

EAST AFRICA Making Digital Finance More Accessible to Women in Agriculture	
Umbrella 2.0 Program	Type of trust-funded activity
Umbrella Facility for Gender Equality (UFGE)	A series of Bank-executed activities generating new knowledge products
Contributing development partners to the program	
Australia, Canada, Denmark, Finland, Germany, Iceland, Latvia, Netherlands, Norway, Spain, Sweden, Switzerland, United Kingdom, United States, Bill and Melinda Gates Foundation	

Agriculture is the largest source of employment for women in developing countries, with women representing more than 60 percent of the agricultural labor force in some parts of Asia and Africa. Yet, women farmers have significantly less access to productive assets, including financial services. Digital financial services, accessed largely through mobile devices, have expanded the availability of financial products to smallholder farmers and represent a safe and convenient way to save, obtain loans, and make or receive payments. However, in low- and middle-income countries, women are 36 percent less likely than men to own mobile money accounts.

The Umbrella Facility for Gender Equality (UFGE) is supporting efforts to promote greater financial inclusion. It funded an assessment, [Mobile Technologies and Digitized Data to Promote Access to Finance for Women in Agriculture](#), and follow-on technical assistance to help three digital financial service providers better understand the needs of women in agriculture and develop more targeted financial products and marketing. Lessons learned and recommendations from the three pilot programs were consolidated and captured in a 2021 report, [Women in Agriculture: Using Digital Financial Services](#).

Fenix (now Engie Energy Access), an off-grid solar home system provider in Uganda, invested in new tools to better gather feedback from its women clients. It has since adapted the tools for other markets and is using them in countries like Benin.

Safaricom's Digifarm, a digital platform that offers financial and non-financial services to smallholder farmers in Kenya, partnered with a commercial bank to offer savings products better tailored to the financial needs of women involved in agriculture. It also engaged with women's groups to build trust and understanding of financial products. Women now account for 48 percent of clients for multiple Digifarm products, a 10 to 15 percent increase since technical assistance began.

MyAgro, a social enterprise that offers bundled services to farmers in Tanzania, also adopted new marketing mechanisms. It engaged influential women in leadership to encourage others to enroll in programs, and it created marketing products with images and terminology familiar to local women involved in agriculture. MyAgro also made services more accessible by reducing the minimum package size and associated prices.

GLOBAL Getting to Equal in Oil, Gas, and Mining	
Umbrella 2.0 Program	Type of trust-funded activity
Extractives Global Programmatic Support Program (EGPS)	Bank-executed advisory services and analytics
Contributing development partners to the program	
Australia, Belgium, Canada, European Union, Finland, France, Germany, the Netherlands, Norway, Switzerland, United Kingdom	

Unprecedented digital disruption and automation is reshaping the opportunities available to men and women working in the global oil, gas, and mining sector. The economic fall-out of the COVID-19 pandemic has stalled progress on women's participation with gendered impacts on job loss, income reduction, and transition education. How to navigate this rapidly changing landscape influenced the theme of the [Second Gender Oil, Gas and Mining Conference](#), "Getting to Equal in a Changing World," organized by the Extractives Global Programmatic Support Program (EGPS) and the Inter-American Development Bank.

Over 800 people from governments, academia, industry, and civil society attended the virtual conference held in March 2021 to discuss issues like: Where does gender equality fit into a rapidly shifting global oil, gas, and mining landscape? What impacts are the global crisis and recession having on progress towards gender parity? What needs to be done to improve women's economic opportunities in the oil, gas, and mining sector.

The discussions highlighted the importance of creating an enabling environment for women to thrive. They emphasized how technology, accompanied by education, can be a lever to enhance women's participation in the sector. The conference also discussed the progress made by various stakeholders since the [first Gender in Oil, Gas and Mining Conference](#) in June 2018.

The World Bank's Energy and Extractives Unit committed to building organizational capacity of women in extractive industries and to improving gender-related data on oil, gas, and mining.

GLOBAL Advancing Gender Equality in Public-Private Infrastructure Partnerships	
Umbrella 2.0 Program	Type of trust-funded activity
Public-Private Infrastructure Advisory Facility (PPIAF)	Bank-executed knowledge product
Contributing development partners to the program	
Australia, Austria, France, Germany, IFC, Italy, Millennium Challenge Corporation, the Netherlands, Norway, Sweden, Switzerland, United Kingdom, USAID	

Gender inequity remains a defining reality of infrastructure projects. The availability of infrastructure does not generally improve equity outcomes on their own because broader social power structures, norms, and the legal and regulatory environment affect how women and men benefit from infrastructure services.

Several years ago, the Public-Private Infrastructure Advisory Facility (PPIAF) and IFC began a modest initiative toward thinking through gender equity considerations within PPPs in infrastructure, in the light of the World Bank's 2015–2023 Gender Strategy. This culminated in the publication of a primer on [Gender Equality, Infrastructure and PPPs](#) in May 2019. This knowledge product was a first step toward highlighting where and how to consider gender issues in the PPP project cycle, and then to design strategies to help close persistent opportunity gaps between men and women. The primer has sought to do the following:

- Ground the reader in key concepts related to gender equality and infrastructure
- Provide an understanding of how to ensure that infrastructure projects not only “do no harm” to women and men, but also create positive benefits for women

- Provide practical guidance on how to incorporate issues, such as women's employment, entrepreneurship, voice, agency, and safety, into projects and frameworks

Today, the primer is playing a key role in moving PPP practitioners in development banks and client countries toward a more systematic integration of gender considerations in PPP projects. The full toolkit has been downloaded nearly 5,000 times from the PPP Knowledge Lab since its original publication.

“The first conference was a game changer for me, who was trained as a well-site geologist, and expected to just do administrative work behind the desk. I am now attending this second conference from offshore, with my work vest on, just to show everyone how far we’ve come.”

Yijofmen Fienmaih Janè, Chief of Service, Hydrocarbon Exploitation Ministry of Mines, Industry and Technological Development, Cameroon



SOCIAL PROTECTION & JOBS

Social protection systems help the poor and vulnerable cope with crises and shocks, find jobs, invest in the health and education of their children, and protect the aging population. Trust funds and FIFs bring important resources and knowledge to these programs.

PHOTO CREDIT:
Orlando Barria / World Bank

GREECE

Reducing Inequalities through Social Protection

Trust Fund Program

Europe2020 Programmatic Trust Fund

Type of trust-funded activity

Bank-executed technical assistance

Contributing development partners to the program

European Commission

Greece suffered heavily from the aftermath of the Eurozone crisis and lacked a well-targeted welfare system to support the most vulnerable. The World Bank provided technical assistance to the Government of Greece in the design and implementation of a national Guaranteed Minimum Income (GMI) program. Financed by the European Commission, the World Bank brought critical global knowledge and hands-on support to the task of implementing a social safety net program.

World Bank technical assistance supported the design and implementation the GMI's parameters and all its business processes, as well as training packages for central and local government officials responsible for the implementation of the program. This also supported the design, development, and maintenance of the GMI program's management information system. Two process evaluations of the program and a quantitative impact evaluation based on household level and nationally representative data collected were also carried out.

These activities contributed to the implementation of the first national means-tested and poverty-targeted program in Greece. In June 2019, the GMI program managed resources equivalent to nearly half a percentage point of GDP, in line with the program's budgetary allocation, and reached about 320,000 households throughout the country, or approximately 650,000 people - 6.5 percent of the population.

Furthermore, the evaluation of the program demonstrated that the GMI program is highly effective in identifying poor households. About two-thirds of the benefits go to households in the first decile, and almost 85 percent of the program's resources reach poor households. GMI benefits represent about 69 percent of the aggregate income of households in the first decile, and about one third of the aggregate income of the poor. The program is also functioning as an unemployment assistance scheme, particularly for the long-term unemployed. The uptake and view of the GMI program, from both beneficiaries and municipal staff, was overwhelmingly positive and all beneficiaries stressed the importance of continuing the program.

Support to Greece's GMI program has led to related reimbursable advisory services in Italy and generated approaches applied in Russia, Argentina, Turkey, and a globally available and applied toolkit for practitioners.

PHILIPPINES

Launching a Digital ID System during COVID-19

Umbrella 2.0 Program

Identification for Development (ID4D)

Type of trust-funded activity

Bank-executed advisory services and analytics

Contributing development partners to the program

Australia, France, United Kingdom, Bill and Melinda Gates Foundation, Omidyar Network

The Philippines is one of 23 countries in the world without a foundational ID system accompanying their civil registry. Filipinos must use a combination of driving licenses, passports, and other transaction-specific IDs to prove their identity, resulting in exclusion.

In August 2018, the Philippine Identification System (PhilSys) Act was signed into law, providing a mandate for the Philippine Statistics Authority (PSA) to design and implement the PhilSys and accelerate the Philippines' transition to an inclusive and resilient digital economy, society, and government. Throughout 2019 and 2020, pilots and procurements were conducted, and a dedicated PhilSys Registry Office was established. Mass registration was launched in October 2020, with the aim of registering more than 90 million Filipinos over the age of five by June 2022.



Philippines Statistics Authority / World Bank

example, a diagnostic in early 2018 was instrumental in shaping key design decisions, and a qualitative survey with marginalized populations and civil society informed registration strategies and processes.

ID4D also helped the PSA re-design the registration approach in light of COVID-19 to adhere to health protocols and prioritize low-income households who would benefit most from a digital ID to access social protection and financial services. Banking agents are also co-located at registration centers so people can open a bank account on the spot.

The involvement of the global ID4D team and its extensive knowledge and networks has enabled best practices and lessons from across the world to be translated into the Philippines context, including application of ID4D tools for ID ecosystem assessments, qualitative surveys, legal reviews, costing, standards, and procurement best practices.

"I hope to use my new digital ID to open my first bank account so I don't have to go to the municipal hall to receive my pension every few months."

Pensioner and new PhilSys registrant, Laguna Province

The Identification for Development (ID4D) program has helped every step of the way, bringing together a multi-sectoral team from across the World Bank to support the PSA, the Department of ICT, the National Privacy Commission, and other PhilSys stakeholders. Technical assistance has helped to integrate best practices for inclusion, privacy and security, and impact into the legal framework, implementation strategy, technical architecture, and to operationalize priority use cases. For

SOMALIA

Improving the Business Environment for Private Sector Investment

Trust Funds

Somalia Private Sector Development (PSD)

Private Sector Development in Somalia Program Trust Fund

Type of trust-funded activity

IFC Advisory Services

Contributing development partners to the programs

Denmark, European Commission, United Kingdom

IFC has been working to expand and strengthen the private sector in Somalia since 2015 through targeted legal and regulatory improvements. In November 2020, IFC signed its first national-level agreement with the Federal Government of Somalia to provide a road map for the development of the country's private sector. The agreement includes IFC advisory support on legal reforms to encourage private investment and address the business regulatory environment and help foster trade transparency.

The World Bank Group, United Nations, and Somali government agencies [surveyed 550 businesses across five cities in Somalia](#) in the summer of 2020 to identify the impact of COVID-19 on the private sector. The survey showed the extent and depth of the damage inflicted on firms by the pandemic, with sales decreasing an average of 32 percent from the year before. Ninety percent of firms experienced decreased liquidity and cash flow and reported having to delay payments to suppliers, landlords, or tax authorities.



"IFC's advisory support will help Somalia tackle bottlenecks in the business environment and enable us to attract more investment from both domestic sources and the Somali diaspora, which is a national priority."

Gamal M. Hassan, Minister of Planning, Investment, and Economic Development, Somalia

A second-round survey conducted in December 2020 involved interviews of 498 of the 550 previously interviewed businesses. This indicated that business disruption in key performance areas eased somewhat after July 2020. Fewer businesses reported suspending operations since July 2020 compared to the pre-July 2020 level, and the average duration of such suspensions was half of pre-July 2020 level. Still, it is too early to label this trend a recovery.

The survey also showed that companies were optimistic for the future. Most respondents expected sales and workforce levels to return to normal in a few months' time. IFC's work in Somalia aims to leverage this optimism and ensure that, moving forward, companies are not doing it alone, but have the institutional framework to help support them to operate their businesses.

Umbrella 2.0 Program

Sudan Transition and Recovery Support (STARS)

Type of trust-funded activity

Recipient-executed grant providing additional financing for an SPF project

Contributing development partners to the program

Canada, European Union, Finland, France, Germany, Ireland, Italy, Netherlands, Norway, Saudi Arabia, Sweden, United Kingdom, State and Peacebuilding Fund

In 2020, Sudan Transition and Recovery Support (STARS) program provided additional financing of \$500,000 and a one-year extension (to January 2021) for the ongoing Sustainable Livelihoods project (SLDP-II). Initially financed by the State and Peacebuilding Fund (SPF), the project aimed to strengthen the capacity of local stakeholders, including state authorities, displaced persons, and vulnerable host communities, to plan and implement improved livelihoods and natural resource management practices.

The additional financing supported activities to promote youth entrepreneurship, including technical support and financing for young entrepreneurs to pursue small business endeavors through partnerships with incubators, universities, social enterprises, and microfinance institutions. The project helped establish a permanent incubator, the Inventors Development Center (IDC), to gather and train inventors and creators from all over Sudan. It sponsored IDC operations by funding sophisticated machinery, raw materials, salaries, and gasoline for a backup generator.

Partnerships with institutions were also developed to leverage resources and maximize the project's outcomes. They included Imam Alhady College, University of Khartoum, Ministry of Youth, Zakat, and the Academy of Engineering and Medical Sciences, which worked with the IDC to establish a laboratory to train innovators in specialized areas, such as medicine, engineering, electronics, and information technology.

The IDC also held a competition that selected 10 young entrepreneurs (from 37 applicants) to develop their project proposals. They were able to use the IDC laboratory's machinery to actualize their project ideas. These young entrepreneurs seek to design and develop locally electronic automation control systems and various mini-robots to implement industrial tasks more efficiently, resulting in significant price reductions.

A diverse group of governmental and non-governmental entities participated in the implementation of SLDP-II, bringing various levels of support and expertise to the project. They tested culturally innovative approaches, such as drama, songs, and competitions to exceed the project's initial target of 1,000 beneficiaries.

A total of 1,048 youth beneficiaries (70 percent of whom were women) received technical and vocational skills training, while 1,595 beneficiaries were supported with equipment and materials. Home cultivation training was delivered to 1,390 women and partnerships with technical and financial partners in Khartoum and Kassala State provided additional support to young entrepreneurs.



Limya Abdelaziz Mohamed Ibrahim / World Bank

Trust Fund Program

Zambia Girls' Education and Women's Empowerment and Livelihoods (GEWEL MDTF) Multi-Donor Trust Fund

Type of trust-funded activity

Recipient-executed activity co-financing an IDA project

Contributing development partners to the program

Irish Aid, Swedish International Development Agency, United Kingdom



Carlyn Hambuba / World Bank

The objective of the Girls' Education and Women's Empowerment and Livelihood (GEWEL) MDTF is to support the Government of Zambia in improving the effectiveness of its social protection system. Working through the GEWEL project, the trust fund helps increase women's access to livelihood support and make secondary education more accessible to disadvantaged adolescent girls in extremely poor households in selected districts. [It also supports cash transfers for poor and vulnerable households](#) through the Social Cash Transfer (SCT) Program.

The SCT is making a positive impact on many people lives. Bi-monthly SCT payments are helping families pay for school fees, cover medical and food expenses, and

invest in small-scale businesses to boost incomes. To expand the program, the Zambian government secured funding from the World Bank and other partners through the GEWEL MDTF.

In November 2020, payments began to flow to over 370,000 beneficiaries in 67 districts across the country prioritized based on poverty rates and size of SCT caseloads, among other factors. Additional World Bank financing will expand coverage to a total of 750,000 households in 2021 and 994,000 households by 2022. This support will enable timely and predictable disbursements of cash transfers to 30 percent of the Zambian population and 50 percent of the poor by 2022.

A 2019 impact evaluation showed that the SCT program is contributing to increased human capital and productivity, both key to enhancing greater resilience. Households were found to have increased the land they operate by 18 percent, maize production by 8 percent, and livestock by 21 percent. Households also increased their ability to meet the material needs of children (clothes, shoes, blankets) by 30 percent and increased the number of children attending primary school by 10 percent.

"My life has improved since I started receiving SCT payments. The money helps me pay for my husband's medical bills and school fees for the orphaned children I look after."

Sylvia Banda, head of household and social cash transfer beneficiary, Zambia

MIDDLE EAST AND NORTH AFRICA Building the Capacity of SMEs to Navigate COVID-19	
Trust Funds Financial Inclusion and Jobs for MENA Micro Small and Medium Enterprises 2 MDTF MENA Micro Small and Medium Enterprises 2.0 MENA Micro, Small and Medium Enterprises 2.0 – Morocco Trust Fund Creating Markets for Local Advisory Services Providers (CMLASP) Partnership for Resilient Efficient and Sustainable SMEs (PRESS) Facility	Type of trust-funded activity IFC Advisory Services
Contributing development partners to the programs Luxembourg, Norway, Sweden, Switzerland, United Kingdom	

When IFC conducted its 2018 Advisory Services Client Survey, clients identified skills training as the most anticipated need for the coming years. COVID-19 only heightened this need. Many micro, small, and medium enterprises (MSMEs), especially those with weak financial and business management skills, are finding it difficult to navigate and exit the COVID-19 crisis on a strong footing. MSMEs in the Middle East and North Africa (MENA) region, in particular, have been slower to digitize their operations and move to online sales and e-commerce than in other regions. COVID-19 lockdown measures forced many MSMEs to suspend activities entirely.

IFC launched the [Grow Learn Connect project](#) in 2020 with support from several trust funds. Recognizing that financial institutions play an important role in enabling their MSME clients to mitigate business financial risks and maintain access to finance, the Grow Learn Connect team developed an interactive webinar series for MSMEs, focused on increasing business resilience and delivered through financial institutions. It covered topics such as how to access financing during crises, doing business online, and communicating with stakeholders during crises. In partnership with seven financial institutions, IFC delivered the webinar series to more than 1,100 participants in six countries.

IFC will also work directly with financial institutions to create awareness about the benefits of offering nonfinancial services to MSMEs, such as business development services and access to information and markets, to complement and increase uptake of their financial services. Although the program was born out of a need to respond to COVID-19, IFC's work in building skills and knowledge for financial institutions and MSMEs in MENA will benefit both types of institutions and result in companies that are better equipped to navigate the post-COVID-19 world.

“Participants benefitted from support and advice on how to cope with the pandemic—how to adapt their business plans, to access finance, to do business and market their goods and services online, and to communicate with stakeholders during crises.”

Mehdi Chahed, IFC-certified master trainer and COVID-19 webinar facilitator for MSMEs in Tunisia and Morocco

WEST AFRICA Developing the Tourism Sector	
Trust Funds IFC Support for G-20 Compact with Africa Initiative (ISCA) Trust Fund to facilitate USAID access to IFC Advisory Service's Expertise and Services	Type of trust-funded activity IFC Advisory Services
Contributing development partners to the programs Germany, Netherlands, Norway, USAID	

In 2018, IFC launched a program focusing on [developing the tourism sector in West Africa](#). The program aimed, among other goals, to identify new destinations and markets for tourists in Senegal and strengthen the local tourism value chains and supplier bases in Côte d'Ivoire. The program was well placed to support the sector when the COVID-19 pandemic hit.

West Africa lost more than 29 percent of tourism-related jobs in 2020, translating into 7.2 million jobs, more than any other region in the world. This halted private investments in tourism in Senegal, and drastically reduced sales opportunities for small and medium enterprises working in tourism supply chains in Côte d'Ivoire. It also revealed the region's over-dependence on foreign travelers for travel and tourism spending. In Africa, domestic tourism accounted for just 55 percent of spending in 2019, compared with 83 percent in North America and 74 percent in Asia-Pacific.

IFC shifted its focus to support companies in accessing additional sources of financing and identifying alternative markets. IFC provided coaching assistance to 18 supplier companies and worked with the Côte d'Ivoire State Private Sector Consultation Committee to develop an online platform to help affected companies identify and apply for loans, grants, subsidies, and tax exemptions or deferrals. Nearly 2,500 users visited the platform between its launch in July 2020 and December 2020. In Senegal, the Ministry of Tourism has requested that IFC provide support to develop local tourism firms, using the earlier tourism market assessments to identify opportunities to build its local and sub-regional tourism markets.

COVID-19 has exposed the risks of relying on single markets and supply chains in single industries such as tourism. The post-pandemic recovery must focus on building more resilient industries, which, in tourism, means strengthening local supply linkages and domestic tourism segments.

“We are a front-line sector, so we are suffering first before it reaches the other industries. We have to reinvent ourselves to deal with the new situation. Those who can do that will survive.”

Mossadeck Bally, Founder and CEO of the West African Azalai Group of hotels

GLOBAL Supporting Artisanal and Small-Scale Mining Communities Impacted by the COVID-19 Crisis	
Umbrella 2.0 Program	Type of trust-funded activity
Extractives Global Programmatic Support (EGPS)	Bank-executed emergency response facility
Contributing development partners to the program	
Australia, Belgium, Canada, European Union, Finland, France, Germany, the Netherlands, Norway, Switzerland, United Kingdom	



Artisanal and small-scale mining (ASM) directly employs over 44 million people worldwide. The informality of the sector and the often-precarious working conditions leave artisanal miners, especially those in remote areas, particularly vulnerable to the COVID-19 pandemic.

In April 2020, Extractives Global Programmatic Support (EGPS) worked with 17 partners across 22 countries to coordinate a [systematic data collection exercise](#) to understand how COVID-19 has affected ASM communities. The research found that miners had encouragingly high levels of COVID-19 health awareness and were relatively confident of getting access to health support, if needed. But an overwhelming number faced food insecurity due to cost-inflation of basic goods and reduced income resulting from temporary mine closures, a drop in mineral prices, and disruptions in the trade chains of materials sourced from ASM.

Informed by these findings, EGPS established a \$5.2 million emergency response facility in June 2020, with funding from Belgium, Germany, and Switzerland, to provide short-term assistance to a range of international, regional, national and local organizations providing relief to ASM communities. As of the end of fiscal year 2021, the facility has supported over 26 COVID-19 response activities in 20 countries, including a) improving access to clean water, sanitation, and health information campaigns; b) supporting social protection measures for laid-off miners and their children; c) assisting with alternative livelihood assistance for miners leaving ASM, and d) mitigating the vulnerability of women to job loss and income reduction.

This emergency response builds on the World Bank's work to promote the formalization of ASM through long-term engagement and government-owned policy reforms.

“Some of the poorest and most vulnerable people work in artisanal and small-scale mining, and we are deeply concerned by the effects of COVID-19 on their lives and livelihoods. EGPS is well-placed to provide significant and concerted support.”

Monica Rubiolo, Head of Trade Promotion, Swiss State Secretariat for Economic Affairs

GLOBAL Helping the Financial Inclusion Community Weather the COVID-19 Crisis	
Umbrella 2.0 Program	Type of trust-funded activity
Consultative Group to Assist the Poor (CGAP)	Bank-executed advisory services and analytics
Contributing development partners to the program	
Australia; Canada; Denmark; France; Germany; Italy; Japan; Jersey, Channel Islands; Republic of Korea; Luxembourg; the Netherlands; Norway; Sweden; Switzerland; United Kingdom; United States	

The COVID-19 pandemic has severely affected poor people's livelihoods, limiting their ability to earn income and meet their basic needs. As a major convener and knowledge resource center to the financial inclusion community, the **Consultative Group to Assist the Poor (CGAP)** responded swiftly to the pandemic in early 2020. It has focused on four priority areas: a) supporting the microfinance sector; b) sharing best practices on digital government-to-person (G2P) payments and distribution networks; c) understanding the impact of COVID-19 on low-income customers; and d) facilitating knowledge exchange within the financial inclusion community.

CGAP has provided guidance to microfinance institutions (MFIs) on navigating the crisis and improving their resilience to future shocks, and to governments on improving G2P payment systems. Working with the World Bank, the largest funder of G2P programs, CGAP has helped accelerate policy reforms in countries that had not invested in digital systems and were struggling to distribute relief payments. CGAP support to Ecuador, Indonesia, Lebanon, Pakistan, Philippines, Sudan, and Zambia, among others, has resulted in reforms being implemented in a few months that would normally take years.

CGAP conducted a pulse survey of more than 400 MFIs covering the period from March to December 2020, to assess the impact of the pandemic on their financial health. Using its knowledge platforms, [CGAP.org](#) and [FinDev Gateway](#), CGAP has kept the financial inclusion community abreast of fast-moving development and policy responses during the pandemic so that economic growth and job creation can be restored as soon as possible.

“Stakeholders appreciated CGAP for swiftly identifying the microfinance sector as requiring support and focusing on data gathering via the pulse survey.”

“CGAP’s work on G2P payments organically built on ongoing project work and catalyzed policy reforms. It looked to apply lessons from India to countries such as the Philippines and Peru.”

Comments from a confidential evaluation of CGAP’s COVID-19 response



DEBT MANAGEMENT

Trust funds and FIFs are helping countries manage their debt and mobilize domestic resources in a transparent manner to avoid debt stress and fiscal pressure and to promote growth and a favorable investment climate.

PHOTO CREDIT:
World Bank

COLOMBIA

Helping Colombian Cities during the COVID-19 Pandemic

Trust Funds

Korea-IFC Partnership Program
Korea Green Growth Trust Fund
IFC SECO Latin America and the Caribbean Advisory Services Trust Fund
Project Development Facility to Support Infrastructure to Build Resilience
PPIAF Sub-National Technical Assistance Program

Type of trust-funded activity

IFC Advisory Services

Contributing development partners to the programs

Australia, France, Italy, Korea, Switzerland, United Kingdom, Rockefeller Foundation

Cities around the world are experiencing reduced local revenues from taxes and deferral of utility payments combined with higher operating expenses, resulting in budget deficits. In Latin America and the Caribbean, cities were already struggling to meet the needs of their rapidly growing populations. COVID-19 further exacerbated these challenges and may have reduced revenues by as much as 15 to 25 percent.

Since 2019, IFC has been working with Colombia's three largest cities, Bogota, Medellin, and Cali, through the Latin America and the Caribbean Cities Platform to catalyze investments and sustainable solutions in urban infrastructure projects. This support has already resulted in the financing of two transportation projects in Bogota, expected to benefit more than 2.1 million residents, as well as facilitating the city's first public-private social infrastructure partnership for a new hospital. IFC also mobilized \$11 million in private investment for the procurement of electric buses in Cali and advised the city of Medellin on a waste-to-energy solution.

With the onset of the pandemic, the shortage of working capital has put a halt to many construction and infrastructure projects as cities have focused on pandemic emergency control and recovery measures. In balancing a desire to reopen economies with the need to protect citizens and slow the spread of the virus, cities need to assess the effects of control measures and the ways residents use and interact with city initiatives to support decisions and policy design going forward.

"The strategic partnership with IFC-World Bank has been crucial to strengthening these best practice work methodologies that will allow us to carry out our projects in a better way."

Maria del Pilar Grajales, Manager of Land Acquisitions Office, Bogota Institute of Urban Development

IFC has refocused its work in Colombia to support cities and regional governments in these initiatives. In 2020, IFC supported the city of Bogota to define and collect data on the impact of the quarantine on women, which will be used to inform a data-driven gender-sensitive policy response. IFC is now preparing advisory packages covering smart city transformation, urban mobility, waste and water solutions, COVID-19 policy response, environmental and social management, and knowledge sharing tailored to the needs of each city.

GEORGIA Building a Framework for Greater Fiscal Resilience	
Umbrella 2.0 Program Debt Management Facility (DMF)	Type of trust-funded activity A series of Bank-executed technical assistance activities starting in 2013
Contributing development partners to the program African Development Bank, Austria, European Union, France, Germany, Japan, the Netherlands, Norway, Switzerland, the United Kingdom, the United States	

The COVID-19 pandemic has triggered a steep increase in public debt across the world, including in Georgia. The government had to borrow substantially to finance stringent health measures, fiscal stimulus packages, and the deficit due to falling tax revenues. Hence, Georgia increased domestic debt issuance and, with additional support from development partners, the country was able to meet its government’s financing needs at a time when capital markets were in turmoil. Fortunately, [Georgia had already built a framework for greater resilience](#), with support from the Debt Management Facility (DMF), prior to the pandemic.

The DMF started providing technical assistance to Georgia in 2013 with an initial Debt Management Performance Assessment followed by a reform plan and several support missions for domestic debt market development. The assessment identified several areas of weaknesses in government debt management processes and procedures, as well as in the structure of debt and guarantees management.

Through the assessment, reform plans, and training opportunities, the DMF catalyzed significant progress in Georgia’s debt management and assisted the country in reducing vulnerability to financial shocks. DMF training opportunities also improved the analytical capacity of debt management experts in the Ministry of Finance to conduct debt sustainability analysis and debt portfolio analysis, and to formulate debt management strategies.

Since the initial DMF engagement in 2013, Georgia has improved debt management transparency with the publication of a semi-annual public debt statistical bulletin, monthly debt statistics, and annual debt sustainability analysis. The government has also developed and published debt management strategies, which provide guidance for borrowing operations and lay out measures for domestic market development. Cash management has also improved with the establishment of a cash management unit in the Ministry of Finance and the introduction of weekly and daily cash flow forecasts and active investment of surplus cash.



“I am using the knowledge and experience that I gained in the Debt Manager’s Practitioner Program to develop the domestic debt market in Georgia.”

Irakli Katcharava, Head of Domestic Public Debt Instruments’ Development Division, Ministry of Finance, Georgia

KYRGYZ REPUBLIC Tax Reform Technical Assistance	
Umbrella 2.0 Program Global Tax Program (GTP)	Type of trust-funded activity Bank-executed activity indirectly supporting an IDA project
Contributing development partners to the program Australia, Denmark, France, Japan, Luxembourg, Netherlands, Norway, Switzerland, and United Kingdom	

The Kyrgyz Republic Tax Reform Technical Assistance Project, funded by the Global Tax Program (GTP), has provided critical support to the State Tax Service (STS) since December 2018. The project supports the implementation of the Strategy for Tax Administration Reform with the aim of improving its effectiveness and reducing the compliance burden for taxpayers.

In fiscal year 2020, the Bank provided advice on the government’s proposed tax policy and tax administration, namely the draft Anti-Crisis Plan and the draft Consolidation Plan, as well as on ways to improve taxpayer communications and outreach in response to the COVID-19 crisis. The technical assistance helped the STS move forward with several recommended measures, such as expanding the capacity of the STS call center. The STS also endorsed the Bank’s recommendations to transform the existing issuance of paper-based tax certificates into e-services. The knowledge generated by this technical assistance will feed into the \$35 million Tax Administration and Statistical System Modernization Project.

Since the onset of the COVID-19 pandemic, the World Bank has provided support to the government and the STS on tax policy and tax administration in response to the crisis. The Bank’s support has contributed to important improvements in business processes and taxpayer services in three key areas:

- Advice on the government’s proposed tax policy and tax administration, namely the draft Anti-Crisis Plan and the draft Consolidation Plan
- Advisory support on strengthening taxpayer communications and outreach in response to the COVID-19 crisis. The technical assistance helped the STS move forward with several recommended measures, such as expanding the capacity of the STS call center and using social media platforms (WhatsApp, Telegram, Facebook, and Twitter) to provide real-time updates to taxpayers.
- Recommendations to redesign business processes and transform the existing issuance of paper-based tax certificates into e-services, by training five key staff members and introducing changes to the IT system

The knowledge generated by this technical assistance will guide and feed into the implementation of the \$35 million Tax Administration and Statistical System Modernization Project.

Umbrella 2.0 Program

Public-Private Infrastructure Advisory Facility (PPIAF)

Type of trust-funded activity

Bank-executed advisory services and analytics

Contributing development partners to the program

Australia, Austria, France, Germany, IFC, Italy, Millennium Challenge Corporation, the Netherlands, Norway, Sweden, Switzerland, United Kingdom, USAID

PPPs involve long-term contractual agreements in which service standards and risk-bearing are allocated between the public and the private sector. When the COVID-19 crisis depressed the demand for transport infrastructure services (such as airports, toll roads, and public transport) and added costs to infrastructure operators to reinforce health and safety, swift action was needed to adjust operations and contractual conditions to avert the unravelling of infrastructure projects delivered through PPPs.

Jointly implemented by PPIAF and the World Bank's Infrastructure Finance, PPPs and Guarantees (IPG) Global Practice, the program has brought global financial, fiscal, technical and legal expertise to eight countries and one regional engagement during its first year of operation, including Peru and the Philippines.

- In Peru, PPIAF provided the basis of a Ministry of Economy and Finance issuance on how the government proposed to deal with the \$38.5 billion of PPPs in operation.
- In the Philippines, PPIAF reviewed their existing system for handling and quantifying fiscal commitments and contingent liabilities coming from PPPs and the system's impact to overall government accounts.
- At the global level, the program has compiled benchmarks of policy actions taken by different governments to provide lessons and insights to others in the similar situations.

"PPIAF provided us deeper understanding of PPP fiscal impacts and best practices for managing such impacts. I also appreciate the anecdotes and lessons shared."

Ferdinand A. Pecson, Executive Director of the Public-Private Partnership Center of Philippines

In March 2020, the Public-Private Infrastructure Advisory Facility (PPIAF) launched the [COVID-19 PPP Rapid Response Program](#) to provide just-in-time, targeted technical advice to help governments navigate the impact of COVID-19 on their PPP programs. The program has aimed to help public authorities get ahead of negative developments that could mean far greater fiscal, financial, and social costs by conducting rapid assessments of their portfolios to identify risks, estimate their costs, and inform decision makers on options and actions.



GLOBAL PARTNERING

When the Bank Group engages as a partner in a trust-funded program, it is not simply a contractor for hire that provides services for the contributing donors. Rather, it brings all its institutional capacities to bear to achieve shared objectives more efficiently than one partner could achieve by itself.

Improving the Quality of Publicly Available ESG Data	
Umbrella 2.0 Program Financial Sector Reform and Strengthening Initiative (FIRST)	Type of trust-funded activity Bank-executed knowledge product
Contributing development partners to the program Germany, Luxembourg, the Netherlands, Switzerland, United Kingdom, International Monetary Fund	

With more than \$400 trillion in global assets, the financial sector—ranging from banks and insurance companies to pension and other investment funds—has a key role to play in allocating capital for sustainable development. Although private investors have long been aware that environmental, social, and governance (ESG) information is relevant and critical for their investments, especially in developing countries, investors have found it challenging to make well-informed decisions aligned with sustainable development due to the lack of transparent sustainability performance information, particularly at the country level.

In early 2019, the Financial Sector Reform and Strengthening Initiative (FIRST) joined the Global Program on Sustainability and several other trust funds at the World Bank to create the [Sovereign ESG Data Portal](#) to help investors make better informed decisions and direct their capital to the countries, companies and projects where it is needed to meet the Sustainable Development Goals (SDGs) and the Paris Climate Accord targets. Launched in October 2019, the Sovereign ESG Data Portal is a free, open, and easy-to-use online platform that provides users with sovereign-level ESG data for all World Bank countries. It enables investors to better engage sovereign issuers on ESG criteria and policies to improve sustainability. The portal supports the World Bank’s role as one of the main and most trusted sources of national sustainability data and analysis.

The Sovereign ESG Data Portal is comprised of 17 themes that provide a balanced picture of policy performance and country conditions, given data availability. The initial set of 67 indicators covering all 17 SDGs is based on both current market and World Bank usage of these criteria.

“This ESG data portal will improve the quality, scope, transparency, and timeliness of publicly available ESG data. It will improve and enhance the quality of investment decisions of our asset managers.”

Hiro Mizuno, Executive Managing Director and Chief Investment Officer, Government Pension Investment Fund (GPIF), Japan



Convening Partners Around a Whole-of-Government Approach to Public Sector Modernization	
Umbrella 2.0 Program GovTech Global Partnership	Type of trust-funded activity Bank-executed advisory services and analytics
Contributing development partners to the program Austria, Republic of Korea, Switzerland	

GovTech is a whole-of-government approach to public sector modernization that promotes simple, efficient, and transparent government with the citizen at the center of reforms. At the frontier of digital government transformation, the GovTech approach focuses on three major aspects: citizen-centric public service delivery, citizen engagement, and core government systems. It also supports GovTech enablers, such as change management, capacity building, and ensuring a trusted regulatory environment.

Since 2019, the World Bank Group and partners have been working to advance the GovTech approach through the GovTech Global Partnership. It connects aspiring GovTech countries with governments leading in the digital governance landscape to help them benefit from good practices and lessons learned. Key contributors also include technology companies; academia, CSOs, and development partners that play an important role in defining program strategy, priority areas of action, and mobilizing financial and in-kind resources.

The partnership is supporting GovTech readiness assessments and new GovTech strategies in a range of countries, including Afghanistan, Guatemala, and Indonesia. It is helping to enhance digital public service delivery in Kenya and Mongolia, as well as develop GovTech solutions. This includes a platform for local public administration in Moldova and a community-driven development procurement platform developed in Brazil,

both of which are global public goods transferable to other countries. Policy guidance, the eLearning GovTech Academy, and the GovTech Maturity Index are other global public goods helping to advance GovTech readiness.

The GovTech approach is setting the global agenda on how to use technology to boost the effectiveness of government and improve service delivery. GovTech is a key element of the digital economy, and by bringing governments into the digital age, it is also creating new economic opportunities.

“The GovTech Global Partnership is at the forefront of advancing the use of government technology solutions for sustainable development and showing how we, as development partners, can make a difference.”

Elisabeth Gruber, Head of Department for International Financial Institutions, Ministry of Finance, Austria



Refreshing the Principles on Identification for Sustainable Development

Umbrella 2.0 Program

Identification for Development (ID4D)

Type of trust-funded activity

Bank-executed advisory services and analytics

Contributing development partners to the program

Australia, France, United Kingdom, Bill and Melinda Gates Foundation, Omidyar Network

An estimated one billion people worldwide lack official proof of their identity. They are typically the most marginalized and vulnerable groups of society. Others have forms of ID that are insecure or untrusted, or they live in countries where these systems are ill-equipped to support service delivery, are used in ways that compound inequalities, or fail to adequately protect personal data. Improving the accessibility, quality, and governance of ID systems is critical for inclusive development.

In 2017, a broad group of development partners, UN agencies, and the private sector created a shared vision for “good” ID systems in the [Principles on Identification for Sustainable Development](#). The World Bank played an essential role in this process as a facilitator, convener, and global thought leader on the role that identification can play in development. These principles have since been incorporated into global norms and policy, and have served as a guiding framework for endorsing organizations. Through its cross-sectoral Identification for Development (ID4D) Initiative, the World Bank has infused the principles into its support for civil registration and ID systems globally, including analytical work, technical assistance, and over \$1.5 billion in World Bank Group financing.

In 2020, the drafters revisited the principles to ensure that they continue to reflect new realities and good practices. This process revealed that the original principles remain as relevant and important as they did in 2017. The update published in 2021 emphasizes strengthening the language on safeguards to protect data and ensure non-discrimination, building people-centric ID systems that are inclusive by design and address people’s real needs and concerns, and continuously engaging with the public and civil society to achieve better ID systems.

“The ID4D group has emerged as the center of gravity for all things related to the identity agenda and how it can help people better their lives through inclusion, empowerment, equity and fairness. ID4D is helping make the world’s invisible people, visible.”

A senior program officer at the Gates Foundation

From Assessment to Action: Improving Public Procurement Systems Globally

Umbrella 2.0 Program

Global Procurement Partnership (GPP), forthcoming Procurement for Development (P4D) Umbrella Program

Type of trust-funded activity

Bank-executed advisory services and analytics

Contributing development partners to the program

European Commission, France, the Netherlands, Switzerland

Representing half of most countries’ public expenditures, public procurement is critical to safeguarding valuable resources in health, infrastructure, education, and many other sectors. Effective public procurement can improve the socioeconomic policy environment, including promoting small business participation, strengthening financial inclusion, promoting sustainability, boosting innovation, and enhancing trade and competitiveness.

Since 2016, the Global Procurement Partnership (GPP) has supported innovative activities for procurement reforms at the global and country levels, including the Methodology for Assessing Procurement Systems (MAPS). Initially developed by a joint World Bank–OECD/DAC initiative that started in 2003, this universal diagnostic tool for public procurement systems assesses the accountability, integrity, and transparency of the public procurement system in a given country or jurisdiction, including the legal, regulatory, and institutional frameworks and market practices.

Through the GPP and country MAPS activities, the World Bank supports collaboration in borrowing countries by convening different development partners around a common vision for public procurement reforms. The GPP has funded the implementation of 15 MAPS assessments across five regions, including eight IDA countries and five FCV-affected countries, and has supported follow-up action plans and reforms in some of these countries. It was instrumental in achieving the IDA18 commitment to deliver MAPS assessments in five IDA countries, with a total of nine delivered to date.

GPP grants also contribute to ambitious reform operations. In Bangladesh, MAPS results informed priority areas for a procurement system reform operation supported by \$40 million of additional IDA financing. The forthcoming Procurement for Development (P4D) Umbrella 2.0 Program will build on these gains and provide clients expanded support on a broader range of procurement reform areas.

“The MAPS diagnostic offers a baseline to assess progress in achieving reform objectives and provides guidance to countries aiming to increase the overall efficiency of their public finances. Such a public procurement blueprint helps us better target our support.”

Rosmarie Schlup, Head, Macroeconomic Support Division, SECO

Harnessing Knowledge, Shared Policy Priorities, and Resources for Stronger Institutions

Umbrella 2.0 Program

Strategic European Partnerships Umbrella Program (STEP-UP)

Type of trust-funded activity

Bank-executed technical assistance

Contributing development partners to the program

European Union (European Commission)

The European Union (EU) and the World Bank are critical partners in Europe and Central Asia (ECA), given the EU's role in regional integration, policy coordination, and finance and the Bank's technical expertise, global experience, and ability to structure and deliver large-scale operations. The EU-ECA partnership has focused on a) developing relevant knowledge and expertise, b) ensuring shared policy priorities for institutional strengthening, and c) leveraging areas of complementarity between EU resource priorities and the Bank's operational priorities.

The Bank developed its first strategy for working with the EU in 2010—the Strategy for ECA's Partnership with the EU (STEP-EU)—and completed the latest iteration in June 2021. It sets strategic directions for developing the Strategic European Partnerships Umbrella Program (STEP-UP) to streamline trust fund management and refine governance and reporting mechanisms. STEP-EU also takes stock of the last 10 years under the EU's key ECA trust fund programs—EC-World Bank Partnership Program (EEPP) and Europe 2020 (EU2020)—finding that partnership activities are most effective when designed

- to leverage Bank lending programs, such as in Georgia and Kosovo, or to take on critical development challenges central to both World Bank and EU missions, such as in Turkey:
- Georgia: Technical assistance from both EU2020 and EEPP, in close engagement with EU partners, enabled the design and implementation of the World Bank's €90 million support in 2020 for Georgia's program of reforms to sustain rapid growth, and ensure greater inclusion, job creation, and resilience.
 - Kosovo: The EU and the World Bank have supported Kosovo's development of an evidence-based policy framework for education and skills development, as well as the country's efforts to reduce energy consumption and fossil fuel use in public buildings through investments and enhancing the policy and regulatory environment for renewable energy and energy efficiency.
 - Turkey: The World Bank has partnered with the EU's Facility for Refugees in Turkey (FRiT) to ensure that the needs of refugees and host communities are addressed in a comprehensive manner through humanitarian assistance, education, migration management, health, municipal infrastructure, and socio-economic support.



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