

TRUST FUNDS & PARTNER RELATIONS
DEVELOPMENT FINANCE

IMPLEMENTING THE UMBRELLA 2.0 PROGRAM APPROACH: INSIGHTS FROM A SNAPSHOT OF 9 PROGRAMS

KNOWLEDGE NOTE

INTRODUCTION

A key feature of the current phase of the World Bank's Trust Fund reform effort is the Umbrella 2.0 Program — a funding arrangement designed to provide scale and efficiency for enhanced development impact and effectiveness. Umbrella 2.0 Programs reduce the previous fragmentation of trust funds, aligning them more closely with the World Bank's and clients' priorities, strengthen internal oversight and integration with the World Bank's planning processes, and create efficiency through use of common governance, planning and reporting mechanisms. They are the primary way for donors to partner with the World Bank through trust funds. For more information on World Bank trust funds and Umbrella 2.0 Programs, see [Partnering with the World Bank through Trust Funds and Umbrella 2.0 Programs](#).

This note conveys insights on emerging benefits of the Umbrella 2.0 model and highlights how principles underpinning the model (Box 1) are being applied in the particular circumstances of various Programs. It is based on information provided in May 2022 by Umbrella Program Management teams of 9 Umbrella 2.0 Programs formally established as of February 2022. It is not intended as a scientific assessment of the value of adopting the Umbrella 2.0 Program approach. Rather it reflects observations of practitioners and can serve to inform external stakeholders and other Umbrella 2.0 Program teams of insights from the reforms underway as well as inform future trust fund reform efforts. This note:

- Provides background on the Umbrella 2.0 Program model and on reforms and processes that support the transition to an Umbrella 2.0 Program-based trust fund portfolio.
- Gives information on the origins and objectives of each of the 9 featured programs, and where each was in its implementation of Umbrella 2.0 principles at umbrella launch.
- Shares insights from Umbrella Program Management teams on emerging benefits they are realizing through implementing the Umbrella 2.0 approach.
- Discusses experiences of the featured programs in implementing the Umbrella 2.0 principles.

TRANSITIONING TO AN UMBRELLA 2.0 PROGRAM-BASED TRUST FUND PORTFOLIO

During fiscal year 2022 (FY2022), the World Bank continued the transition of its trust fund portfolio to one comprised primarily of Umbrella 2.0 Programs. The transition is an iterative process that began in FY2019 with four pilot programs, the experiences and learnings from which informed the current Umbrella 2.0 Program model. The pilot phase gave way to the launch of full-fledged Umbrella 2.0 Programs in January 2020 and as of June 30, 2022, World Bank Business Units had proposed 70 Umbrella 2.0 Programs spanning a range of thematic and geographic areas of focus. Fifty-nine Umbrella 2.0 Programs were formally established by June 30, 2022, and work was underway on establishing the remaining 11. Annex C of [the 2022 Trust Fund Annual Report](#) shows the inventory and status of the 70 Umbrella 2.0 Programs as of June 30, 2022.

The Umbrella 2.0 Program Model: The Umbrella 2.0 Program model calls for all trust funds in the program to be unified under a common, overarching development objective and operate using the principles summarized in Box 1.

Box 1. Umbrella 2.0 Principles

1. A single governance body, a Partnership Council, that provides strategic guidance and direction on the implementation of all trust fund activities in the Umbrella 2.0 Program
2. Options for donors to express preferences for a specific theme or geographic area
3. A results framework developed in consultation with donors to help monitor and assess how individual activities are contributing to the overall development objectives of the Umbrella 2.0 Program
4. A Communication and Visibility Plan addressing stakeholder analysis, branding and recognition
5. Unified reporting at the Umbrella 2.0 Program level with a strong focus on results

An Umbrella 2.0 Program is typically broad in thematic and/or geographic scope. It has a multi-donor trust fund (MDTF) as its primary funding vehicle — the Anchor MDTF — which reflects the Umbrella 2.0 Program's overarching development objective. Most if not all donors to an Umbrella 2.0 Program contribute to its Anchor MDTF. Donors to the Anchor MDTF may indicate non-binding preferences for the use of their funds within the thematic or geographic scope of the Anchor MDTF, and in support of its development objective. In some cases, the Umbrella 2.0 Program also includes Associated Trust Funds — trust funds separate from the Anchor MDTF — the activities of which contribute to the overarching development objective of the Umbrella 2.0 Program and are within the thematic or geographic scope of the Anchor MDTF. Most Associated Trust Funds now active were set up as trust funds prior to implementation of the current reforms and have been amended to become part of Umbrella Programs as a transitional measure. New Associated Trust Funds can be established only on an exceptional basis when internal budgeting constraints or legislative regulations restrict a donor from contributing to the Umbrella's Anchor MDTF. In all cases, the Anchor MDTF and the Associated Trust Funds operate under common governance, results and reporting arrangements. Figure 1 highlights key components of the Umbrella 2.0 Program's operational and governance structure.

Figure 1

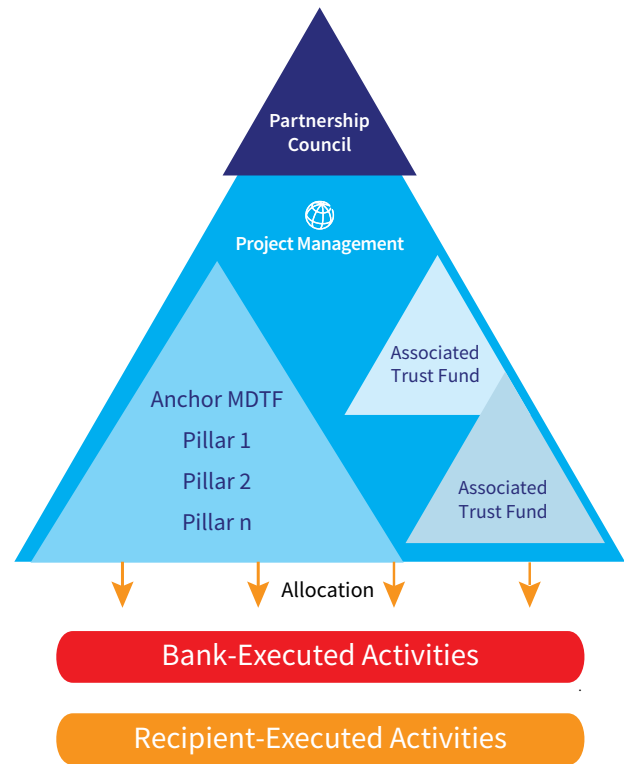
Always organized around a primary multi-donor trust fund, the Anchor MDTF, and based on the principle of “optimal aggregation”.

Retains flexibility to allow Donors to:

- Indicate **non-binding preferences** for their contributions.
- “associate” trust funds, sharing the **same governance and using a common results and reporting framework**, when contributing to the Anchor MDTF is not possible.

Single Governance structure (Partnership Council) focuses dialogue among the World Bank and donors on strategic issues, work programs and budgets. The World Bank decides on allocations of funds to individual activities allowing better integration into planning processes.

“The deal” requires effective communication and reporting of the Umbrella 2.0 Program results and ensuring visibility for donors.



Informing the Umbrella 2.0 Program approach through external and internal engagement: The transition to a World Bank trust fund portfolio based on Umbrella 2.0 Programs continues to benefit from extensive donor and other partner engagement on the Umbrella 2.0 Program approach, generating many valuable insights on addressing the challenges and opportunities going forward. These have included “Deep Dives” with donor agencies, and consultations and events at the World Bank Group–International Monetary Fund (IMF) Annual and Spring Meetings and at the Trust Fund Forum, the main collaborative platform bringing together the World Bank and all of its major trust fund donors.

Internally, systematic engagement with the World Bank’s Global Practice and Regional management and teams has helped maintain internal momentum and enabled continued advancement of [trust fund reforms](#). In FY2022, updated staff training on working with Umbrella 2.0 Programs was rolled out, and a network of Umbrella 2.0 Program Managers was and continues to be convened regularly for peer learning and mutual support. A series of procedural and guidance documents for staff was issued, pursuant to the new Trust Fund Policy that the World Bank’s Executive Board approved in FY2021.

Strategy-driven Fundraising: The Strategic External Funds Framework (SEFF) exercise is an annual internal World Bank exercise designed to support Bank Management in furthering progress on a more strategy-driven approach to fundraising. It is critical to advancing a streamlined Umbrella 2.0 trust fund portfolio architecture. The SEFF provides Bank Management with a comprehensive view of fundraising plans across all Business Units, which in turn allows for confirmation of alignment with priorities, helps to avoid overlaps in fundraising initiatives and in general supports responsible, informed fundraising. The FY2022 SEFF exercise was instrumental in advancing work on the consolidation of the trust fund portfolio architecture and confirmed the FY2023–25 fundraising plan which identified 88 percent of trust fund fundraising to be channeled through Umbrella 2.0 Programs.

Trust Fund Reform, next phase: The composition of the World Bank's trust fund portfolio has undergone a significant change with the establishment as of June 30, 2022, of nearly all planned Umbrella 2.0 Programs. Trust fund reform is now entering its third phase which aims at further improvement of the upstream integration of trust fund resources, including those from trust funds in Umbrella 2.0 Programs, with the World Bank's business and work program planning processes. Starting in FY2023, additional improvements to processes, systems, and guidance aim to increase the strategic alignment, internal transparency, predictability, and efficiency of decision-making on the use of trust fund resources.

ORIGINS AND OBJECTIVES OF THE 9 FEATURED PROGRAMS

The 9 featured programs were at various stages of maturity when they began their Umbrella 2.0 journey. Five of the programs had been under implementation for many years before they transitioned to Umbrella 2.0 Programs and had already been operating with many of the core Umbrella 2.0 principles. Two of them consolidated existing trust funds into new Umbrella 2.0 Programs and 2 were new. The origins and objectives of each are described briefly below. The Attachment sets out the development objective and major thematic areas/workstreams of each of the 9 programs.

The first 5 programs listed below are the continuation or restructuring of an existing trust-funded program — truly transitioning to the Umbrella 2.0 Program approach — including through renaming, redesigning, and/or rebranding of the program in some respects.

1. The [Knowledge for Change Program \(KCP\)](#) is a long-standing legacy program that commenced its operations in 2002, and has supported more than 390 projects on research, data, and analytics. It was formally established as an Umbrella 2.0 Program in 2021 (as KCP phase IV) with the aim of delivering high-impact, policy-relevant research and knowledge products.
2. The [Global Facility for Disaster Reduction and Recovery \(GFDRR\)](#) is also a long-standing legacy program, which began operations in 2006 and transitioned into an Umbrella 2.0 Program in December 2021. It supports developing countries in mainstreaming disaster and climate resilience measures and contributes to country efforts to implement the [Sendai Framework for Disaster Risk Reduction 2015–2030](#), which arose out of the Third UN World Conference on Disaster Risk Reduction in Sendai, Japan, in March 2015.

3. The [Global Financing Facility \(GFF\)](#) is a multistakeholder partnership hosted in the World Bank that supports country-led efforts to improve the health of women, children and adolescents. Since its launch in 2015, the GFF has been partnering with bilateral and multilateral donors, civil society organizations, the private sector, foundations, global and local health partners, and UN agencies to unlock financing, innovation, and policies that strengthen health systems and improve access to quality health services and nutrition, building primary health care that can bridge equity gaps – bringing countries closer to achieving Universal Health Coverage and the Sustainable Development Goals.
4. The [State and Peacebuilding Fund \(SPF\)](#) began in 2008 as a merger of two previous trust-funded programs – the *Post Conflict Fund* and the *Low-Income Countries under Stress Trust Fund* – to consolidate the World Bank’s strategic approach to conflict and fragility and to streamline related processes and procedures. The SPF transitioned into an Umbrella 2.0 Program in January 2022 with objectives that are fully aligned with the [World Bank Group Strategy for Fragility, Conflict and Violence \(FCV\) 2020–2025](#), that is highlighted in Chapter 3 of the main [2022 Trust Fund Annual Report](#).
5. The [Extractives Global Programmatic Support \(EGPS\)](#) is another continuation of an existing trust-funded program. Originally established in 2015, it aims to improve the capacity of current and emerging resource-rich developing countries to use their oil, gas, and mineral resources in a transparent, sustainable, and gender-inclusive manner. It gives preference to lower-income countries and countries affected by FCV.

Two of the 9 featured programs are consolidating previously existing trust funds into new country-level Umbrella 2.0 Programs:

6. **Palestinian Umbrella for Resilience Support to the Economy (PURSE)** which was launched in June 2021, is continuing and expanding the work undertaken through three previous trust funds: the *Palestinian Recovery and Development Plan MDTF (2008–2021)* and the *Norway West Bank and Gaza Support Trust Fund (2014–2021)*, both closed, plus the *Public Financial Management Improvement MDTF*, which started in 2018 with a closing date of December 2022.
7. **Tunisia Economic Resilience and Inclusion (TERI)** was established in March 2021 taking forward support provided previously under three trust funds.
 - *Moussanada*, which was originally established in 2014 with the support of the Swiss Secretariat for Economic Affairs (SECO) to improve public financial management systems and to support a stable financial sector in Tunisia. The United Kingdom, the European Commission, and Swiss Agency for Development Cooperation (SDC) joined in 2017 and the scope of the program was extended to foster good public governance in the fields of decentralization, employment policies and public finance and to support financial stability.
 - *The Compact with Africa Trust Fund*, which was set up in 2019 with contributions from Germany, the Netherlands, and Norway, following the G20 initiative to bolster private investment on the continent; and
 - *The Tunisian Rural and Agricultural Chain of Employment*, which was set up in 2019 in cooperation with Dutch partners to support job creation and economic opportunities in the agricultural and agribusiness sectors and in rural areas.

The last two featured Umbrella 2.0 Programs are entirely new, established in FY2022:

8. [Umbrella Facility for Poverty and Equity \(UFPE\)](#) The UFPE aims to inform and support the design, implementation, monitoring and evaluation of policies and programs to reduce poverty and promote equity. It plans to invest (a) in data and analytics to build the evidence base for policies and programs to promote poverty reduction and equity, and (b) in targeting and monitoring tools and applying behavioral insights for policy and program design and implementation.
9. [Global Facility to Decarbonize Transport \(GFDT\)](#). The GFDT aims to achieve carbon neutrality in transport by 2050 by enhancing the capacity of client countries to decarbonize their transport sectors—both for people and goods—while also making transport modes safer, more resilient, and more inclusive. In its first full year of operation (2022), it has financed 7 projects that support transport decarbonization through (a) improving the design and implementation of pilot projects, particularly those deploying innovative technologies, (b) enhancing research, data, and analytics to help countries identify challenges and solutions, and (c) capacity building programs that help governments modernize policies, regulations, and institutions to catalyze more resources for low-carbon transport.

EMERGING BENEFITS OF THE UMBRELLA 2.0 PROGRAM APPROACH

While still early in implementation of the Umbrella 2.0 Program approach, the 9 featured programs identified a number of areas of emerging benefits.

More strategic fundraising: The process for developing and establishing Umbrella 2.0 programs is leading to *more strategic fundraising*; better alignment with the World Bank's, clients', and donors' strategic priorities; and less overlap with other funding vehicles. For example:

- **GFDT** found that the Umbrella 2.0 approach has led to more efficient and strategic fundraising to address the transport decarbonization agenda at scale and has enabled a more strategic approach for donors and the World Bank to partner and finance their priorities. Other transport trust funds are typically narrower in scope—such as those focused on road safety or logistics. In contrast, the Umbrella 2.0 model enables a more holistic approach where all facets of the issue area—in this case all aspects, beneficiaries, and modes of transport—are considered together as a whole. This integrated, broader approach is helping to raise the profile of the transport agenda with external funders.
- The **UFPE** team found that better organization and coordination of fundraising activities is happening at the global and regional levels, which in turn has improved knowledge flows regarding future external funding.
- The **TERI** team found that the Umbrella 2.0 approach has facilitated more holistic and strategic fundraising, building on the synergies and complementarities among various areas of support and maximizing their impact. For example, supporting resilience to shocks means strengthening capacities at both central and local levels combining disaster risk management and disaster risk financing.

Broader focus and increased flexibility: The broader focus of the Umbrella 2.0 Program and the flexibility to accept donor contributions as preferred contributions is leading to increased interest by donors in participating.

- The **KCP** reports that its broad geographic and thematic coverage allows it to accommodate a range of donor priorities. In the past, multiple trust fund programs would have been set up to accommodate donors' specific interests corresponding to different thematic areas such as on economic geography of growth and development at the subnational level, or issues related to debt, human capital, or technology. Each would have required its own governance structure, program management team, and reporting and communication arrangements. Now these resources are all channeled through the **KCP**, managed under **KCP's** single governance framework, with a streamlined results and reporting framework.
- The **UFPE** and the **GFDT** found that preferencing was an especially important feature to attract donors. For **UFPE**, 3 of its 4 donors, representing 96% of contributions, requested preferencing prior to agreeing to join.
- **PURSE** and **TERI** have consolidated previously existing trust funds into their Umbrella programs and allow preferencing of donor contributions.

Increased efficiency: Consolidating funding into fewer, larger (and typically more broadly focused) Umbrella 2.0 Programs is promoting increased efficiency in management of TF resources and is allowing task team leaders of individual trust-funded activities to spend more time on quality and delivery of content rather than on administration.

- The **PURSE** team observes that the new Umbrella serves as a more streamlined and efficient platform to harness efforts (by donors, the World Bank, and the Palestinian Authority) to more effectively consolidate and prioritize development efforts for Palestinians while maximizing available funds. **PURSE** is designed to collectively address local development challenges, increase efficiencies, enhance the quality and scale of activities, and improve results reporting — when compared to separate standalone MDTFs. **PURSE** acts as a convening arrangement to ensure that efforts are complemented and reinforced rather than fragmented, while being aligned with national priorities. The creation of the **PURSE** has made it much easier for donors to channel assistance through the World Bank—including by reducing the administrative burden.¹
- **UFPE** observes that reduced fragmentation in the trust fund portfolio makes oversight of the portfolio easier for management and less burdensome for task team leaders since coordination and logistics support are provided by the **UFPE** Program Management Team. Task Team Leaders of individual activities have more time to focus on delivery of results since less of their time is needed for donor coordination and trust fund program logistics.
- For **TERI**, consolidation of the three previous trust funds into one Umbrella Program has facilitated synergies across areas covered by the individual trust funds. The Umbrella approach also helped in focusing effort and time on delivery rather than on administrative burden of each trust fund. The Umbrella Program provides thematic continuity with the previous trust funds (now Associated Trust Funds). This allows for a gradual and smooth transition to the umbrella approach and leads to increased efficiency by avoiding duplication.

¹ In October 2022, the EU Support for the Palestinian Economy and Resilience (ESPERE) was established as an Associated TF to channel and manage EU contributions for the Palestinian people in a rapid and efficient way.

Enhanced strategic and technical engagement to address a development issue: Larger, more broadly focused funding vehicles create a platform for donor engagement on a broader range of strategic and technical issues than is feasible with smaller, narrower trust funds.

- **GFDT** encourages all donors to invite other technical level experts to Partnership Council discussions as appropriate. They find that the addition of specialized colleagues in these discussions is appreciated by donors, especially given the many modes and broad reach of the transport topic.
- For **UFPE**, the Umbrella is providing a vehicle for the World Bank to engage strategically with donors on the global poverty and equity agenda.

IMPLEMENTING UMBRELLA 2.0 PROGRAM PRINCIPLES

Streamlined governance arrangements: The core Umbrella principle of a single body (the Partnership Council) serving as the governing body for all trust funds in the program promotes more strategic dialogue. While the 9 programs are at various stages of maturity in their Umbrella 2.0 journey, each has convened its Partnership Council comprising donors to the Umbrella's trust funds, and the World Bank as Chair. Partnership Councils of the country programs **TERI** and **PURSE** include in their membership a senior representative of the client country as co-Chair. Most Partnership Councils allow other stakeholders to attend relevant Council meetings as observers on a case-by-case basis. Observers have ranged from technical experts (including private sector representatives to enhance discussion around technical topics), to client government representatives, civil society representatives, potential donors, and external partner organizations.

Working toward improved Results Management: Each of the 9 featured programs has invested in or is continuing work on developing a common results framework as an integral part of its program design, supported by a robust monitoring and evaluation (M&E) system. Results frameworks are prepared in consultation with the donors contributing to the trust fund and, in the case of country-specific trust funds, representatives of the client countries.

For those programs built on the continuation, consolidation, or merger of existing programmatic trust funds, including those redesigned or rebranded in some respect, the challenge has been to prepare a common results framework for both the Anchor MDTF and Associated Trust Funds – in particular when the Associated Trust Funds are based on trust funds in place prior to establishment of the Umbrella.

- **KCP**, **GFF**, and the **SPF** have updated their previous results frameworks as part of moving to Umbrella 2.0 Programs.
- **EGPS**'s results framework captures both **EGPS**'s development objective-level outcomes and its component-level outcomes, with gender as a cross-cutting feature.
- **GFDRR** worked with World Bank's [Independent Evaluation Group](#) to update its results framework in line with its new strategy.
- The two country-level Umbrellas, **PURSE** and **TERI**, align their results frameworks with country strategies, in consultation with donors and their respective governmental authorities. For **TERI**, the chosen indicators reflect the broad objectives of the Country Partnership Framework, which was co-authored directly with

the Government of Tunisia. Indicators considered for projects funded by the 3 previous trust funds that are being folded into the Umbrella are contributing to the development objectives at the Umbrella program level. The **PURSE**'s theory of change and results framework have been developed in close coordination with the Palestinian Authority and donors. They are in line with the visions of the World Bank Group FY22–25 Assistance Strategy (Country Partnership Framework) to help the Palestinian Authority in implementing its reform agenda.

- The two newest programs, **UFPE** and **GFDT**, have developed program-level results frameworks with clear linkages for how funded activities contribute to program-level results. **UFPE** plans to develop a monitoring and evaluation plan in FY2023. **GFDT** has made sure that its results framework is not only comprised of indicators relevant for the World Bank, but also includes indicators relevant for donors, such as those used to report to their own constituents.

Ensuring efficient, effective reporting. Effective, transparent and reliable information exchange is key to ensuring a long-term and successful engagement among all parties. Progress and completion reports are some of the primary ways that the World Bank communicates with its donors to share progress toward achievement of the development objectives of the Umbrella program. Some Umbrella 2.0 Programs complement this core reporting with progress updates, newsletters, program websites, and publications.

All 9 programs indicated progress on establishing a consolidated Annual Report. For legacy programs, the formal transition to Umbrella 2.0 Programs required the merging of the separate, smaller reports that some had been preparing for (now) Associated Trust Funds into the consolidated Umbrella 2.0 Program progress report.

- Moving from reporting for each MDTF to a unified and comprehensive annual report to all development partners was a challenging transition for the **TERI** program. Now that the transition is made, however, the team is finding that effort and time of the Program Management Team can be focused on strategic actions for more efficient coordination and monitoring. The reporting is improved, and donors' feedback has been positive.

Ensuring effective communications and providing Donor visibility: Effective communications with and providing visibility to donors are essential to continued positive donor engagement and in turn to the achievement of the Umbrella 2.0 Program's development objectives. Every Umbrella 2.0 Program is required to develop a Communications and Visibility Plan (CVP), in consultation with its donors, to facilitate coherent, credible, and memorable messaging; consistent branding; and timely reporting of program activities. Strategic CVPs seek to raise awareness and visibility to support the efforts of client governments and country teams, increase donors' commitments, and disseminate lessons learned internally and across all countries.

As part of implementing their CVP, an Umbrella 2.0 Program can employ a wide a range of communications tools, such as program websites, publications, blogs, infographics, videos, convenings, briefing notes, seminars, and sponsored events and side meetings at high-profile global events.

Each of the 9 featured Umbrella 2.0 Programs has or is in the process of finalizing their CVP in consultation with their Partnership Council. In some cases, they have expanded their communications efforts to promote knowledge management. For example:

- The **EGPS** shares its knowledge, advocacy, and analysis through a wide range of communication channels, including regional and global events, social media platforms, and other online venues. It has a distinct logo and branding guidelines. A CVP was developed and endorsed by its Partnership Council in December 2020 to ensure strategic engagement and clear, effective communications and branding at both the program and project level. A communications work plan and evaluation of the communication activities is presented annually to the Partnership Council creating accountability and ownership of communications activities.
- [Donor Visibility Guidelines](#) developed and implemented by the **SPF** for activities funded from **SPF** resources provide an example of how an Umbrella Program Management team and donors have jointly defined the way in which donors' contributions will be acknowledged by the World Bank in publications, press releases, training material, branding materials, or other written materials.
- **TERI** is working through a rebranding exercise, which is shifting the branding and visibility of its previous trust funds toward the new **TERI** Umbrella identity. A program web page has been created, based on the good practices of other Umbrella 2.0 Programs, creating a digital presence for the **TERI** Umbrella including its Associated Trust Funds. A quarterly newsletter has been launched to ensure continued communication on program results and impacts through short highlights, spotlights, videos, factsheets, or other written materials.



ATTACHMENT

FEATURED PROGRAMS: DEVELOPMENT OBJECTIVES & MAJOR THEMES/WORKSTREAMS

PROGRAM	DEVELOPMENT OBJECTIVES	MAJOR THEMES / WORKSTREAMS
Knowledge for Change Program (KCP)	To deliver high-impact, policy-relevant research and knowledge products	<ul style="list-style-type: none"> • Original research: Producing rigorous and relevant fundamental research in support of evidence-based policy making in international development • Operational relevance: Supporting World Bank Group country operations in the design, implementation, evaluation, and modification of development interventions • Open knowledge: Extending open access to knowledge through sharing, partnerships, and capacity building
Global Facility for Disaster Reduction and Recovery (GFDRR)	To support developing countries to mainstream disaster and climate resilience measures and contribute to country efforts in the implementation of the Sendai Framework for Disaster Risk Reduction 2015-2030	<p>Priority areas:</p> <ul style="list-style-type: none"> • Risk-informed decision-making • Reducing risk and mainstreaming disaster risk management • Financial preparedness to manage disaster and climate shocks • Disaster preparedness and resilient recovery <p>Cross-cutting areas:</p> <ul style="list-style-type: none"> • Inclusive disaster risk management and gender equality • Addressing the disaster-conflict nexus
Global Financing Facility (GFF)	To enhance country and global efforts to (a) improve the health and nutrition outcomes of women, children, and adolescents, and (b) achieve the health and nutrition related Sustainable Development Goals by 2030 to accelerate universal health coverage.	<p>Strategic directions:</p> <ul style="list-style-type: none"> • Bolster country leadership and partner alignment behind prioritized investments in health for women, children, and adolescents • Prioritize efforts to advance equity, voice and gender equality • Protect and promote high-quality, essential health services by reimagining service delivery • Build more resilient, equitable and sustainable health financing systems • Sustain a relentless focus on results
State and Peacebuilding Fund (SPF)	To enhance and expand the frontiers of World Bank engagement in helping countries address the drivers and impacts of FCV and strengthen the resilience of countries and affected populations, communities, and institutions	<p>Focal areas:</p> <ul style="list-style-type: none"> • Preventing violent conflict and interpersonal violence • Remaining engaged during conflict and crisis situations • Helping countries transition out of fragility • Mitigating the spillovers of FCV <p>Cross-cutting priorities:</p> <ul style="list-style-type: none"> • Prioritizing the most disadvantaged and vulnerable, including forcibly displaced populations and host communities • Systematically address gender-based inequalities

PROGRAM	DEVELOPMENT OBJECTIVES	MAJOR THEMES / WORKSTREAMS
Extractives Global Programmatic Support (EGPS)	<p>To improve the capacity of current and emerging resource-rich developing countries to use their oil, gas, and mineral resources in a transparent, sustainable, and gender-inclusive manner</p>	<p>Focal areas:</p> <ul style="list-style-type: none"> Improving sector revenue transparency and efficiency of public management systems Facilitating evidence-based and inclusive sector policies, regulation, and management Enabling shared value at the national and local level Ensuring local community benefits for all and mitigating adverse impacts on local ecosystems Fostering gender equality across all components by leveling the playing field, including women’s voices in decision-making, and promoting equal access to extractive-related benefits
<p>Palestinian Umbrella for Resilience Support to the Economy (PURSE)</p>	<p>To strengthen sustainable recovery, economic reform, and social resilience in the West Bank and Gaza</p>	<ul style="list-style-type: none"> Macro-fiscal stability and public financial management Human capital investment and service delivery Private sector development and job generation Protection to the poor and at-risk populations
<p>Tunisia Economic Resilience and Inclusion (TERI)</p>	<p>To support the Tunisian government in its short-term and long-term strategy in strengthening the country’s economic resilience and inclusion</p>	<ul style="list-style-type: none"> Governance and public sector resilience Sustainable growth and private sector-led job creation Greater levels of social, economic, and regional inclusion
Umbrella Facility for Poverty and Equity (UFPE)	<p>To inform and support the design, implementation, monitoring, and evaluation of policies and programs to reduce poverty and promote equity</p>	<p>Four main funding windows:</p> <ul style="list-style-type: none"> Data for poverty and equity-informed policies Analysis for poverty and equity-informed policies Operational targeting and monitoring tools Behavioral insights for program design and implementation
Global Facility to Decarbonize Transport (GFDT)	<p>To enhance the capacity of countries to decarbonize the transport sector while developing safe, resilient, and inclusive mobility and logistics systems</p>	<p>Pillars:</p> <ul style="list-style-type: none"> Low-carbon and resilient transport Mobility and access Logistics, trade, and connectivity <p>Cross-cutting themes:</p> <ul style="list-style-type: none"> Institutions, policy, and financing Transformative technologies that have the potential to catalyze affordable, effective, and efficient low-carbon transport solutions



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