

UMB REL LA

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UMBRELLAS @WORK

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ABOUT THIS NEWSLETTER

FROM ASPIRATION TO REALITY

The promise of Trust Fund Reform is rapidly becoming reality – and at a pace that owes much to the close collaboration that exists between the Bank team and its key Development Partners.

As of end March 2022, 80% of the planned Umbrella Programs (55 of 69) are established, already channeling over three quarters of signed contributions. There has also been a reciprocal reduction (26%) in standalone trust funds.

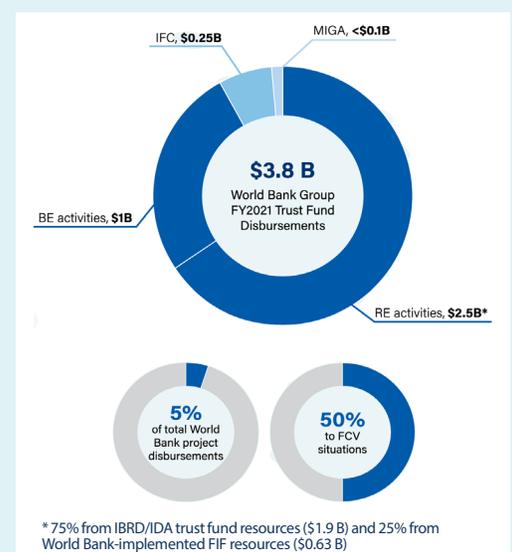
Beyond the numbers, the established Umbrella Programs are rapidly moving into implementation. The articles that follow in this newsletter give a good sense of the progress being made and reaffirm that the Umbrella instrument and the policy framework that has been put in place will indeed deliver on the original vision. The Umbrellas represent a suite of strategically aligned programs that can operate at scale, deliver real measurable results on the ground while fostering and piloting innovative ideas.

This issue provides updates from 13 Umbrella Programs. Not surprisingly, many of these align around the Bank's response to the **COVID-19 pandemic** and the central theme of ensuring a **green, resilient and inclusive recovery**. Stories include the role played by harmonized household data and the importance of improving health systems ahead of future crises. We also explore the need to reset the world's food systems, regional integration in water management, marine planning to safeguard oceans, expanding financial services, green investment and the rollout of digital development strategies. This issue also includes an overview of the Tunisia country umbrella and ongoing efforts to provide the research basis for policy.

Trust Funds are integral to the work of the World Bank Group

Trust funds (TFs) and Financial Intermediary Funds (FIFs) remain an integral part of the World Bank Group's (WBG) development assistance architecture, complementing the core funding of IBRD, IDA, IFC, and MIGA and contributing to development knowledge and operational innovations. Trust Funds support global public goods and allow the WBG to provide development resources to non-member countries, countries in arrears, and non-sovereign entities that cannot receive Bank Group financing. They are also critical in Fragile and Conflict and Violence-affected (FCV) situations. In FY2021, about 50% of total TF disbursements for recipient-executed activities went to FCV-affected countries.

In FY2021, the WBG disbursed \$3.82b in TF resources, with almost 75% going to recipient-executed activities, with IDA countries receiving around 66% of this. On the Bank-executed side, around 63% of the Bank's Advisory and Analytical work was supported by TFs.



This bi-annual newsletter aims to bring you updates on the Trust Fund Reforms of the World Bank. The Reforms are moving to a new phase, with teams from across the institution well into the implementation of their Umbrella Programs. This newsletter will keep you up-to-date on developments on policy and practice and share feature stories drawn from the Programs. We'll also bring updates on new tools and resources, as these move online. If you have questions or suggestions, please email AskTF@worldbank.org



Trust Fund Reform Update



Over 77% of signed contributions are flowing through established Umbrella Programs

The SEFF exercise allowed the first ever IDA replenishment without a blanket fundraising moratorium

“Since 2018 we have taken on the ambitious effort to reform the Trust Fund portfolio by moving towards fewer and larger programs. This is allowing the Bank to bring together all sources of funding in a more strategic way, towards achievement of better development outcomes.”

- Aki Nishio, Vice President, Development Finance Vice Presidency.

“...it is happening... the tanker is turning faster than expected.”

- Dirk Reinermann, Director of Trust Funds and Partner Relations in the Development Finance Vice Presidency.

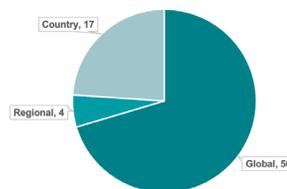
Recent Advances

Substantial progress has been made over the past two years on the WBG’s trust fund reform effort. The Bank Group’s Senior Management is strongly on board and feedback shows broad appreciation for a clearly articulated vision and strategy, the consultative process, and the communication and feedback mechanisms that have been put in place.

The Bank team continues to **develop guidance** and promote harmonization across the Umbrella Programs through the development of **templates, good practices, learning materials**, etc, based on feedback from staff and development partners.

- The team is well advanced in a major **tiered capacity building program** targeting the Bank’s Trust Fund Community, Umbrella Program Managers and their teams through the UPM Network, peer dialogue series, training, and day-to-day advisory support from DFi Client Officers. More on this on Page 3.
- We are supporting teams in the development of **robust results frameworks** and in demonstrating results and promoting **communication and visibility** through the development of comprehensive CVPs.
- Continued engagement with donors is important for feedback and to find solutions that recognize constraints, while maintaining the core principles of the reform. We invite ideas on **how best to engage at the country level**.

Umbrella 2.0 Breakdown by Global, Region, Country



Ensuring Alignment - one of the first and most important outcomes of TF reform, the Bank has mainstreamed strategic fundraising. Bank Business Units submit plans (through the *Strategic External Fundraising Framework (SEFF)* platform) that align their strategies and priorities with planned fundraising activity on a three-year rolling basis. This provides opportunities for management oversight and the upstream identification of any potential overlaps within, and across, Business Units. This process also identifies potential changes to the TF architecture - any additional proposed Umbrellas or Standalone TFs required to support planned activities, in the context of available funding sources including trust funds, IBRD, and IDA.

Sustaining the Momentum - Next Steps

- **Establish and operationalize the remaining Umbrella 2.0 Programs.** As it stands, 55 Umbrellas have been established.
- Based on feedback, **update the existing guidance notes and develop new guidance** ensuring basic harmonization and consistency across the portfolio.
- **Strengthen integration** between the work of the Umbrella Programs and the Bank’s regional and country operations.
- Continue **capacity building and peer-to-peer dialogue events** on identified key topics.

What’s New in the Development Partner Center?

The **DPC** is a single-stop portal for Development Partners that provides access to their WBG financing portfolio (IBRD/IDA TFs, IFC TFs, EFOs, FIFs, and IDA) through a secure and customizable website.

March 2022 - WBG Finance and Accounting is pleased to announce the release of enhanced Trust Fund Financial Reports (TFFR). The new release includes a more modern presentation of the TFFR which provides considerably more detail. TFFRs are now tailored to disclose cost recovery related figures more transparently, in line with terms and conditions established in the Trust Fund Administration Agreement. These include fees charged as a percentage of contributions, fees charged as a percentage of commitments, indirect charges, and program management and administration costs, as applicable, depending on the terms agreed with Donors.

Enhanced TFFRs are available for reporting periods after March FY22 and can be accessed from the Results and Reports Section of the Trustee dashboard in the Development Partner Center (DPC).

Contact us at DPCqueries@worldbank.org

BUILDING A LEARNING & SUPPORT ENVIRONMENT

THE FOUNDATION FOR SUCCESSFUL TF REFORM

Delivering successful change within an organization as large, complex and dispersed as the World Bank depends on a number of factors coming together at just the right time. Naturally, at the top of this list comes management support - at all levels. Unless reforms seem sensible, timely and destined to contribute to the mission, then their chances of success are greatly diminished.

However, beyond management buy-in, successful reforms also require that practioners understand, accept, and can apply, the changes being introduced. For this reason, a robust knowledge and learning (KML) strategy was introduced at the outset of the reforms.

The approach is aimed at ensuring that WB staff that manage TFs at all levels are equipped for change, can influence its direction and feel ownership of the result. The tiered strategy built on a number of existing learning offerings, with these being revised to introduce the new policies and procedures emerging as part of the reform.

The KML strategy recognizes the different audience segments that interact with TFs, and the different levels of expertise these require. This is shown in the Figure, right.

At the lowest level, the long-standing Trust Fund Learning and Accreditation (TLAP) e-learning course was augmented with a "Delta" module, ahead of a comprehensive revamp currently underway. TLAP, now in its third iteration, was one of the first e-learning courses introduced in the Bank (2002) and the only one included as a requirement in a Bank Policy.

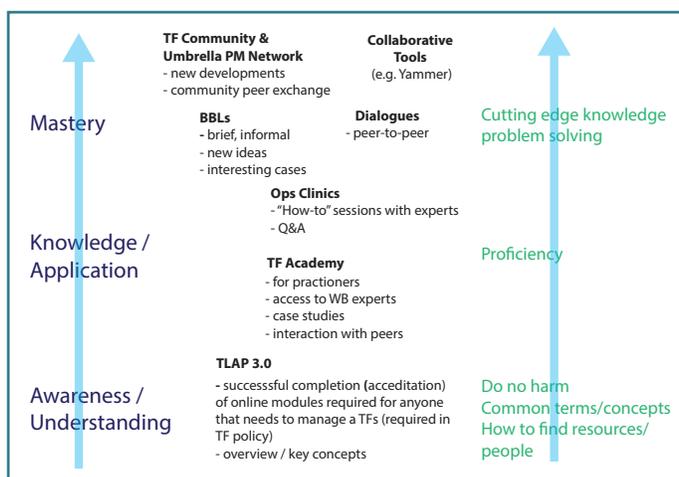
Over 8000 World Bank staff have completed TLAP since inception. TLAP aims to provide staff with an overview of trust funds while reminding them of their fiduciary responsibilities.

Above TLAP, and aimed squarely at practioners - those who actively engage with TFs on a daily basis, is the flagship TF Academy. The Academy is offered face-to-face (post-pandemic) to a cohort of around 50 staff and runs up to 12 times per year. The TF Academy is consistently one of the highest rated courses in the Bank, with participants welcoming the interaction it allows with experts, the depth at which topics are covered, and the opportunity it provides to interact with, and learn from, their peers.

Moving further up the proficiency axis, DFI works closely with Operations Services (OPCS) through the Operations Clinic platform to offer detailed sessions on key elements of TF reform. Most recent sessions include "Managing for Results" and "Reporting Requirements". Over 2,500 staff have benefited from these clinics since 2019.

During the reform period, formal learning offerings have been supplemented by a large number of sessions aimed at introducing TF reform to Bank Business Units and Management Teams. Over 25 such sessions have been held reaching upwards of 1500 staff.

At the top level, a wide variety of formats and approaches are being used to bring cutting edge knowledge to the TF community. These include the "TF Reform and You" Brown-bag lunch (BBL) series, and a new peer dialogue series, where staff from different units share experiences on specific topics. A recent topic in this series focused on "Communication and Visibility Plans: What have we learned so far?". Ironically, the switch to virtual learning during the pandemic has greatly increased the reach of these events, with audiences of 700-900 staff being not uncommon.



Beyond training, we have strengthened the "support environment", with a strong emphasis on peer-to-peer engagement between the practioners developing and implementing the Umbrellas and the large number of staff working to support Bank- and recipient-executed activities at the grant/dispersing level. This tier includes two Communities of Practice (CoPs) centered on the TF Community (500+ staff) and the Umbrella Program Managers Network (200+ staff). These groups benefit from regularly scheduled meetings (where updates on the reforms are introduced and discussed), through clinics and dialogue events. Collectively these aim to maximize the flow of experience across the Umbrellas. These events commonly lead to follow-up actions, whether it be additional training, the development of further guidance, tools and templates.

The CoPs also make use of collaborative tools (mainly Yammer) to ask questions and share materials. These complement the TF Help Desk, online knowledge resources, and the on-going support of the TF Policy Client Officers.

This approach - the development of a comprehensive and inclusive learning environment - is ensuring that Bank staff both own and understand the wealth of changes being brought to their day-to-day work.

WHAT'S NEW?

New Website Launched!

Raising the profile of Umbrella Programs and Trust Funds on the Web

Trust Funds have long been the "poor cousin" to the Bank's [Projects and Operations](#). Two new websites promise to restore the balance over the next two months.

Available now, the new [Trust Funds and Programs](#) site provides an overview of the topic, including TF Reform and the Umbrellas. A phase II upgrade, with access to a wide range of related documents and news stories will be available in the summer.

Also under development, a web portal listing Umbrella Programs will provide live data feeds of selected data items. Future development will focus on deepening the data made available, adding graphics and links to relevant documents.

New Partnership Document released!

The newly released Partnership (or Program) Document (PD) describes the principles and procedures for the day-to-day management and operations of an Umbrella Program related to:

- The Partnership Council
- Technical Engagement
- Program Management & Administration
- Work Plans and Budgets
- Results Frameworks
- Reporting and Evaluation
- Communication and Visibility

Typically developed once the Umbrella is fully operational, the PD is shared with the Partnership Council and can be periodically updated.

The aim of the PD is to clarify expectations and clearly articulate the arrangements that allow the Umbrella to function. The PD also helps ensure that the standardized and harmonized approach so important to the success of TF reform is preserved and owned by participating partners.

Request Refunds DPC Module

The World Bank Trust Funds and Accounting (WFA) team have added a Request Refunds module to the DPC. This allows Development Partners to securely request and track the return of unspent funds.

Watch a [short overview video](#). Questions, please email trustfundrefunds@worldbank.org

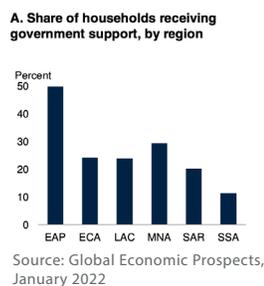
TRACING THE IMPACT OF COVID-19 ON HOUSEHOLDS AROUND THE WORLD

As we enter the third year of the COVID-19 crisis, we are deepening our understanding of the pandemic's impact on poverty and inequality across the globe. One of the many changes prompted by COVID was how we collect data. Conducting household surveys—our main method of data collection before the pandemic—was suddenly not possible in most developing countries, due to social distancing requirements.

High Frequency Phone Surveys (HFPSs), conducted by the World Bank in collaboration with national statistical offices, filled the void. These surveys are leaner than the regular household surveys in format and scope, but they provide a window that enables us to analyze the changes in household welfare when other sources of data are unavailable.

An interactive [COVID-19 High-Frequency Monitoring Dashboard](#) was launched to help us better understand the socioeconomic impacts of COVID-19 on households and individuals from across all developing regions – with data from a growing number of countries (83 to date). The dashboard is a one-stop-shop for easy access to cross-country comparable information on over 155 harmonized indicators, covering 16 key topics such as access to food, changes in employment, income loss, access to vaccines and understanding vaccine hesitancy. Users can explore how COVID-19 impacts vary across countries over time, within countries, and across industries and locations.

The HFPSs have helped inform the World Bank's operational response to COVID-19 relief and recovery efforts in many countries. The data is also now being used to inform broader policy questions. For example, the newly published [Global Economic Prospects](#) Report utilizes HFPS data to estimate the pandemic's impact on poverty and inequality across the globe.



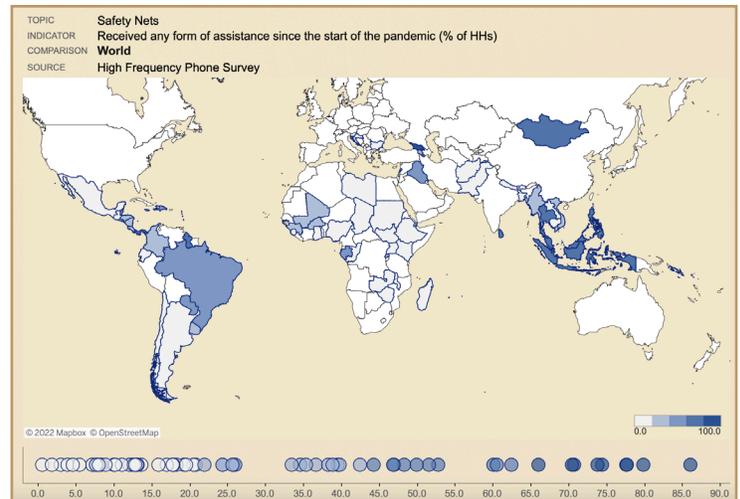
About the Umbrella Facility for Poverty and Equity

The Umbrella Facility for Poverty and Equity (UFPE) is a new global partnership focused on the cross-cutting poverty and equity agenda. The facility is dedicated to (1) building an evidence base for policies and programs that promote poverty reduction and equity through investments in data and analysis, and (2) maximizing the effectiveness of development interventions with the use of behavioral science and targeting and monitoring tools.

The UFPE is led by the Poverty and Equity Global Practice.

Learn More

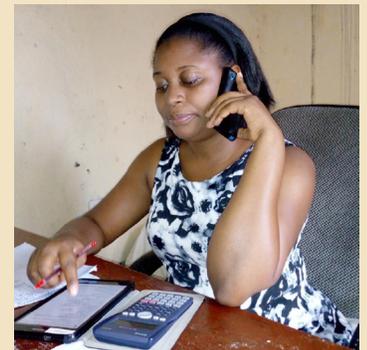
- [Blog] [Tracing COVID-19's impact on households across the world](#)
- [Blog] [The impact of COVID-19 on poverty and inequality: Evidence from phone surveys](#)
- [News Feature] [Tracking the Pandemic's Impact on Families from a Distance](#)



Source: COVID-19 Household Monitoring Dashboard

Household Monitoring by the World Bank

The World Bank has been conducting phone surveys for years, but the method was limited to special situations, when mobility or safety was an issue. They have been deployed in places affected by conflict or by epidemics, such as Ebola in West Africa. COVID-19 has given researchers an opportunity to roll out phone surveys on a large scale — helping them understand their limitations and arrive at ways to address these shortcomings.



Adapting methodologies to the new reality imposed by COVID is crucial because tracking welfare has never been so important. The pandemic has disrupted economic activity in virtually every country, but impacts have varied within economies and between countries. Understanding which groups have been most affected and what kind of assistance has worked can help inform policy responses to support recovery and build resilience.

The successful rollout of phone surveys on a global basis means that the World Bank is likely to keep using this kind of survey as a complement to the more accurate, in-depth household surveys, even when surveyors are able to visit households again. This could lead to shorter intervals between the release of poverty estimates, currently at around two to three years.

For more information, please contact [Jessica Adler](#)



Growing Momentum for Food Systems Transformation



FOODSYSTEMS 2030



Photo: Tavarius/Shutterstock

Resetting our food systems is urgent. Food systems have fed a growing population, but the cost of current practices is unsustainable. Food systems encroach on natural habitats, pollute the planet, exacerbate rural poverty and underlie ill health and disease.

The world is waking up to this. Momentum is gathering to transform food systems, progressing towards both climate action and the Sustainable Development Goals of zero poverty and hunger. The World Bank's Umbrella Multi-Donor Trust Fund, [Food Systems 2030](#), is a key instrument to deliver this change.

Already in its first year, Food Systems 2030 is influencing the global policy agenda on food systems and One Health through the World Bank's convening power. And in 2022 and beyond, it is increasingly prioritizing regional and country programs, producing country-specific analytics that will inform future policy change.

With a new contribution from the Ministry of Foreign Affairs of the Netherlands of \$22 million, **Food Systems 2030** will [increase preparedness against food insecurity and improve the resilience of food systems in West Africa](#), where [82 million people](#) work in the agriculture and food sector. West Africa is one of the world's most vulnerable regions, with frequent and worsening food crises. 16.7 million West Africans require immediate food assistance. The program builds on the World Bank's strong focus on the Sahel region: including its \$5.6 billion commitment to the Great Green Wall and its support to implement climate-smart policies and programs in 20 countries, designed to scale up integrated landscape approaches.



Photo: Flore de Preneuf, World Bank

Food Systems 2030 leverages the financing and experience of the World Bank, the largest financier of agriculture and food in the developing world, with a portfolio of \$25 billion, to mainstream and embed a holistic food systems approach. Food Systems 2030 was established in November 2020 and receives support from five donors: the Bill and Melinda Gates Foundation, Germany, the European Commission, the UK Foreign and Commonwealth Development Office and the Ministry of Foreign Affairs of the Netherlands. It is well-positioned to deliver impact through the World Bank's long-standing relationships with more than 180 countries, with a third of all WBG staff in the field. Transforming food systems is one of the five key

transformations outlined in the [World Bank's Climate Change Action Plan](#), contributing to a green, resilient and inclusive recovery that is balanced and country tailored.

We look forward to working with our partners to progress an ambitious agenda focused on transforming how our food is produced and consumed.

For more information please contact:

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PREPARING RESILIENT HEALTH SYSTEMS FOR FUTURE HEALTH EMERGENCIES

As of 2019, about 55% of countries lack the capacity to prevent health emergencies

COVID-19 has demonstrated that many countries are ill-prepared to respond to disease outbreaks and that health emergency preparedness and response capacity must be dramatically improved.

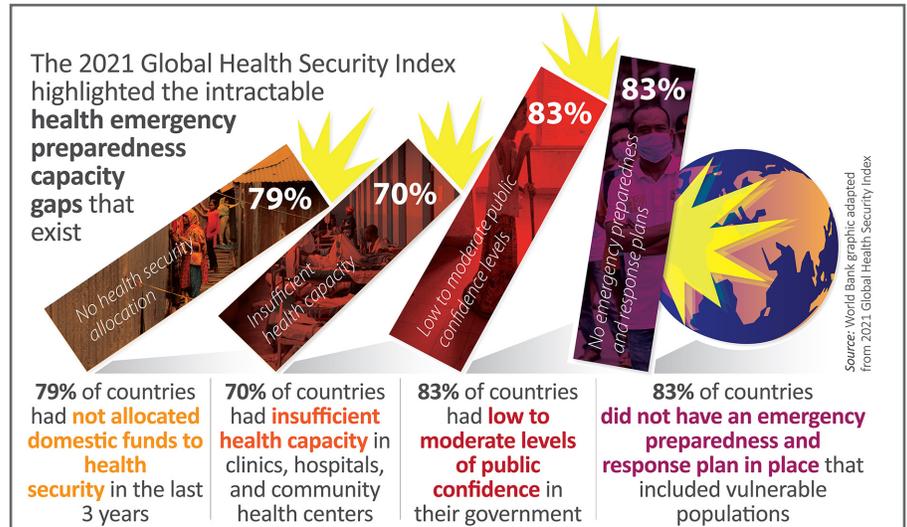
The HEPR (Health Emergency Preparedness and Response) program

These gaps underscore the need for a concerted effort to step up prevention and preparedness especially for low and lower middle-income countries with weaker health systems, and vulnerable populations. And while other World Bank mechanisms acted quickly to provide significant financing for COVID-19 emergency response, critical areas of countries' responses needed additional support—as did country work to strengthen preparedness for future health emergencies. The HEPR program was created to help address those gaps, support countries that are not IDA eligible, and catalyze innovation.

Funded with generous support from the governments of Japan, Australia, and Germany, HEPR is the first and only World Bank trust fund mechanism exclusively dedicated to health emergency preparedness and response. With a mission to catalyze and connect, HEPR provides financing to jump-start critical and innovative work so countries can act fast, spur innovation, and attract other funding.

HEPR in action

To date, HEPR has announced almost \$100 million in grants supporting 29 countries, territories, and regional groupings, working to both fill critical gaps in their immediate COVID-19 response efforts and also to jump-start critical first steps towards better preparedness for the next health emergency—all backed by access to technical support from World Bank experts.



Going forward

With an eye to the importance of starting to work now so countries will be better prepared for the next crisis, HEPR is increasing its support for country and regional partners pursuing essential and innovative preparedness measures in areas such as surveillance and One Health.

Focus on collaboration

Information sharing and collaboration with partners and other funding mechanisms will remain central across its operations in both preparedness and response, and it will continue to seek out and cultivate such exchanges and partnerships. This includes ongoing collaboration with [GDFRR](#) and other World Bank mechanisms, carefully positioning HEPR support for each client within the context of other related efforts to leverage synergies and maximize impact. It also entails close coordination with country partners, support for formal and informal regional groupings working to improve preparedness, and international partners working to support these efforts.



Photo: Nurse Training in Thailand. Athit Perawongmetha / © World Bank

For more information on HEPR, contact mgorgens@worldbank.org

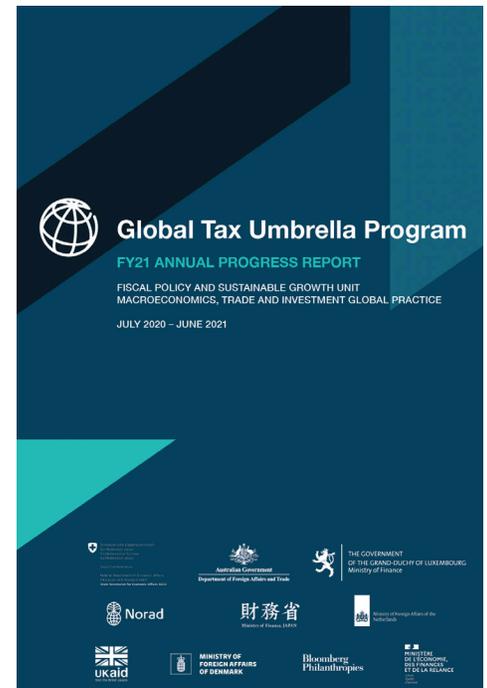


Global Tax Program teams are providing valuable support to countries in their efforts towards economic recovery with sustainable fiscal space



The Global Tax Program (GTP) is a key vehicle in World Bank support to countries in their efforts to raise revenue effectively and equitably for better developmental outcomes.

The [Global Tax Program FY21 Annual Report](#) (covering the period from July 1, 2020 to June 30, 2021) provides an update on the GTP Umbrella Trust Fund with detailed reporting on its activities, the progress made at portfolio and project level during FY21, and the program financials.



[Download the Report](#)

On December 1st, over 200 participants came together for the [launch webinar](#) of the [Tax Treaties Explorer tool](#), co-hosted by the GTP and the International Center for Tax and Development (ICTD). The tool—which is based on a new dataset of almost every tax treaty signed by developing economies—provides a means to compare different treaties in ways that complement analysis of the legal wording.

Join us for the launch of the **Tax Treaties Explorer**

A website that allows you to visualise a new dataset of almost every tax treaty signed by developing countries

Dec 1st 9:00-11:00 EST (14:00-16:00 GMT)



Three recent papers published by the GTP Environmental Tax Reform project team were featured in the seminar [Securing a Sustainable Recovery](#) on November 16. Participants discussed how green investment spending can help lower pollution, boost resilience, and avoid lock-in effects that make it excessively costly for countries to switch to more efficient or cleaner development patterns in the long term. The papers show that shifting the tax burden from labor to carbon emissions can be the best option to mobilize revenues during fiscal consolidation while reducing distortions and environmental externalities.

WORLD BANK BLOGS

- [To raise more tax revenue, first build up taxpayer's trust](#) | February 2022
- [Green or brown: The COVID-19 crisis and the road to recovery](#) | November, 2021
- [Uzbekistan Can Halve Poverty by Creating More and Better Jobs](#) | September, 2021
- [Investments in human capital require bold financing actions for a resilient recovery](#) | July, 2021
- [What role can civil society play in tax administration?](#) | July, 2021
- [Unlocking Tajikistan's economic growth through a more effective tax system](#) | May, 2021

ABOUT THE GLOBAL TAX PROGRAM

The Global Tax Program (GTP) supports developing countries in domestic resource mobilization.

For questions, please contact us at Global_Tax_Program_Secretariat@worldbank.org

To get more news from GTP, please join our mailing list: [Subscribe](#)

Our website: <https://www.worldbank.org/en/programs/the-global-tax-program>



South Asia's Collaborative Journey towards Climate Resilience

South Asia's overall climate vulnerability is grave—750 million people have been affected by one or more climate disasters. Estimates suggest that floods alone could cost the region \$215 billion annually by 2030. No single country can deal with a climate crisis of this scale on its own—a regional approach is imperative.

Over the last decade, the South Asia Water Initiative (SAWI), a \$35 million multi-donor trust fund has helped connect the dots between country-level efforts and the regional approach in transboundary water management and climate resilience. Among various activities, it has supported data and knowledge sharing; built trust among riparian countries via regional dialogues; strengthened regional institutions to produce shared knowledge; and overall reinforced the need for collaborative climate action.



In Bihar, the northern state of India, the Kosi river has a notorious distinction—it is commonly called the “Sorrow of Bihar.” The transboundary river, that flows from Nepal into India, swells up every monsoon season, adding to flood threats in a state where 76% of the population is vulnerable. This year the risks were no different, but the flood risk assessment measures had changed, delivering better speed and accuracy.

With support from SAWI, the Bihar government now has a Mathematical Modelling Centre that provides flood warnings 72 hours in advance, instead of the earlier 24-hour window. The ensemble forecast method uses real-time data from multiple sources to predict flood risks with 90 % accuracy much ahead in time. This is helping about 24 million people make informed decisions and respond appropriately.



The benefits of modernized hydrological and meteorological (hydromet) services are not restricted to Bihar. The model is being scaled to India's National Hydrology Project in the Ganges Basin, where emerging technologies like Google Earth Engine, and real-time automatic data collection networks are used to forecast extreme weather events. Improved hydromet services and data sharing are also strengthening cross-border disaster resilience efforts via the Kosi Flood Forecasting and Early Warning Systems between India and Nepal.

“Climate policy choices of one country impact the needs and vulnerabilities of local riparian communities in another country. Countries can greatly benefit from coordinated and holistic systemwide approaches in the river basins as well as in the region,”

- Cecile Fruman, Director, Regional Integration and Engagement in South Asia

SAWI has laid the building blocks for an integrated regional approach which will have long-term benefits on South Asia's journey toward climate resilience, regional cooperation is and must be a constant companion.

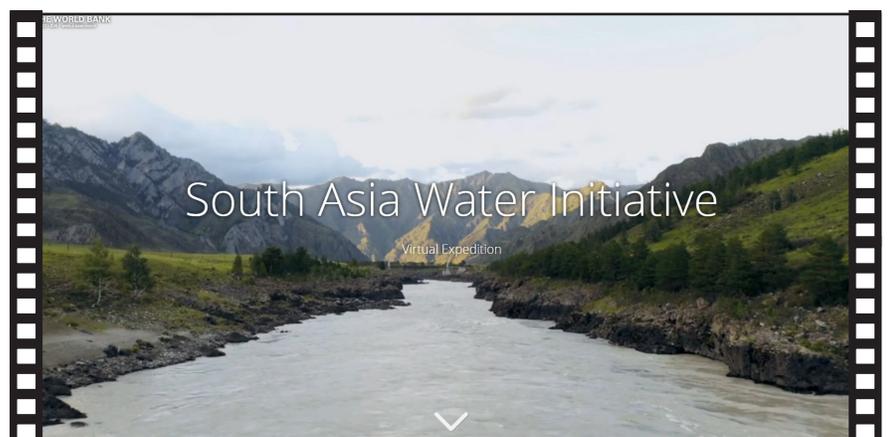
SAWI closed on July 31, 2021 and the lessons learned on transboundary water management and climate resilience are informing the World Bank's transboundary water work and a new Resilient Asia Program, which will be the anchor to the South Asia Regional Integration, Cooperation, and Engagement Umbrella currently under preparation.

Despite travel restrictions, the team were able to lead donor partners on a “virtual journey” during the wrap-up of SAWI. The following multimedia program succinctly captures lesson learned from this ground-breaking program.

Click here to view [“Making an Impact, from Source to Sea”](#) and to learn more about SAWI-supported work.

For more information please contact:

[Janet Minatelli](#) or [Yinan Zhang](#)





Protecting oceans from climate change impacts

On [Ocean Action Day](#) at COP26, government leaders called for the protection and restoration of ocean health. Since the first Ocean Day at COP15 in 2009, global awareness of the importance of oceans has risen, and especially of the need to adopt a Blue Economy approach—defined as the sustainable use of ocean resources for economic growth, improved livelihoods and jobs while preserving the health of marine and coastal ecosystems.

Oceans play an integral role in climate change mitigation, absorbing some 23% of human-caused carbon dioxide emissions and more than 90% of the excess heat created by human-caused greenhouse gases. Despite the potential of oceans to mitigate climate change, only 8 of 192 countries with nationally determined contributions (NDCs) under the Paris Agreement have included quantifiable measurements for marine carbon sequestration; and the NDCs of only two countries (Bahamas and Fiji) refer to ocean-based renewable energy.

Planning to preserve ocean health

Many more NDCs could and should include ocean-specific targets, especially because a stronger focus on the nexus between climate change and oceans is essential to harness the potential of the Blue Economy. The [High Level Panel \(HLP\)](#) for a Sustainable Ocean Economy calls for an approach that includes marine spatial planning, a process that brings together multiple users of the ocean – including energy, industry, government, conservation, and recreation – to make informed and coordinated decisions about how to use marine resources sustainably.

An integrated ocean planning approach helps countries design efficient and effective climate responses and achieve SDG 14, Life Below Water: to conserve and sustainably use the oceans, seas, and marine resources for sustainable development. This involves mapping and identifying the respective roles and interests of different users involved in the oceanic economic sectors, such as tourism, offshore wind power, and commercial fishing. By integrating climate dimensions and supporting adaptation and mitigation measures, integrated ocean planning can also play an important role in helping achieve SDG 13, Climate Action.

Climate-informed marine spatial planning considers current and future climate risks and opportunities to design, plan and implement integrated ocean plans that improve countries' capacity to respond to climate events. Ultimately, the plans also reduce the vulnerability of

ecosystems and coastal communities, enabling countries to address climate change efficiently and effectively.

Integrated ocean planning can help countries reach their climate goals

The World Bank Group's [Climate Change Action Plan \(2021-2025\)](#) sets ambitious targets: 35% of financing must have climate co-benefits, and 50% must support adaptation and resilience. Incorporating climate change in Bank-supported blue economy projects therefore helps developing countries mitigate (e.g., through offshore clean energy) and adapt (e.g., through nature-based solutions) to the impacts of climate change.

Finally, climate-informed marine planning is crucial to achieving the global climate commitments made at COP26 and will help meet national goals and commitments in biodiversity, conservation, and ecosystem restoration. This process can help countries translate their NDCs into investment plans, and, through internalizing future climate risks into planning and implementation, de-risk these investments.

As the momentum around ocean and climate action continues to grow, climate-informed marine spatial planning is more important than ever to develop transformative and actionable solutions. These solutions, in turn, will improve marine and coastal governance and help countries generate sustainable and resilient growth.

[Read the full blog](#)

“Blue Economy” is defined by the World Bank Group as the sustainable and integrated development of economic sectors in healthy oceans



Read the [Factsheet on Climate-informed Marine Spatial Planning](#)



[Download the Report](#)

[PROBLUE](#) was launched in 2018 in part because the world was recognizing the unique role oceans play as engines of development—supporting livelihoods, curbing climate change, and providing biodiversity. In 2021, as countries look for ways to rebuild economies that the pandemic has devastated, sustainable ocean development is more important than ever.



The **Tunisia Economic Resilience and Inclusion (TERI) Umbrella Program** is designed to support the Tunisian government in its goals of strengthening 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 in March 2021.

The Bank was able to rapidly mobilize seed funding through an initial United Kingdom contribution to the Program. This enabled the Bank to respond to the urgent request while maintaining flexibility to respond to Tunisia's changing needs and priorities in what was a challenging and dynamic environment.

What is the main objective of TERI?

TERI was established to support Tunisia's economic resilience & inclusion through: (i) a more effective and resilient public sector for citizens and private sector, (ii) an environment conducive to sustainable economic growth and private sector-led job creation, and (iii) enhancing services to citizens for social, economic, and regional inclusion.

What are some key challenges?

- Designing a broad and flexible Program scope, ensuring continuity with existing MDTFs.
- Ensuring Development Partner alignment with the new Program, overcoming challenges associated with changes to Program scope, governance arrangements, and decision-making.
- Establishing good practices regarding coordination with Global Programs/Umbrellas. These included building on lessons learned from existing MDTFs on communication, results monitoring and reporting.



Photo: Tunisia Ministry of Health

Responding to COVID-19

The Government of Tunisia had already prepared a National COVID-19 Vaccination Strategy to cover 50% 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 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 Evax, and over 1 million first doses and over 370,000 second doses had been administered.

More recently, Tunisia has been selected as one of the six recipients of an mRNA vaccine tech transfer hub. TERI will complement the World Bank's \$120 million Tunisia COVID-19 response project by supporting the nation's vaccine production strategy through (i) a benchmarking exercise on recent international experiences on vaccine production across different dimensions, as well as international actors who can provide technology transfer to Tunisia; (ii) a feasibility study on the implementation of an mRNA production platform, as well as other vaccine production modalities; and (iii) the development of inputs for an action plan for vaccine production in Tunisia on the basis of the benchmarking exercise and feasibility study.

TERI will add value by:

- Creating a strategic partnership involving government and key partners with alignment of support to priorities in the Country Partnership Framework
- Promoting synergies and complementarities between different instruments and programs through a holistic approach
- Offering a coordination platform to support the policy dialogue between the Government, the World Bank, and Development Partners
- Providing flexibility and agility to support future reforms and respond to crises.
- Completing the implementation of on-going economic reforms while also expanding the space of possible reforms

A more effective and resilient public sector to serve citizens and the private sector

Tunisia's public sector's performance has declined since 2010. The post-revolutionary decentralization efforts continue, but local governments do not have adequate resources to promote socio-economic development and improve their preparedness and resilience to natural hazard risks and emerging threats from climate change. The TERI Umbrella Program will support Tunisia's efforts by improving budget and public finance management, by providing enhanced public access to information and statistics, by improving overall performance in service delivery, and by sustaining the on-going decentralization process.

Restoring an environment conducive to sustainable economic growth and private sector-led job creation

The Tunisian economy has been held back since the Jasmine Revolution by multiple factors: a continuing oversized role by state-owned enterprises, limited logistics infrastructure and financial services, and an economic model that favors low-wage and low-value production and services. TERI seeks to counter the current trend by supporting the Government to restore a conducive environment for sustainable growth, private sector job creation – particularly for youth, women and citizens in the lagging regions – and reducing the country's regional disparities.

Enhancing services to citizens for social, economic and regional inclusion

Socio-economic indicators continue to diverge widely by region and social group in Tunisia. Poverty in the country is highly correlated to access to quality basic services such as education, health care, and water supply. There are also important missing provisions in terms of employment and job skills services. TERI will support reforms to expand and enhance key services for citizens and reduce social, economic and regional inequalities in the quality and the outreach of these services, targeting the most vulnerable and disadvantaged populations, particularly in lagging regions.



Building strong partnerships with both the public and private sector to foster the creation and implementation of digital development strategies for our client countries

Over the past year, the [Digital Development Partnership](#) (DDP) has entered its fast acceleration stage. The portfolio has grown exponentially - reaching more than 100 programs, spanning 80 countries around the world. The DDP lending leverage has now reached a record \$9 billion of lending and investment operations – up by almost \$3.5 billion from last year. Browse through the [Annual Review interactive e-book](#) to learn more about the key program’s results and impact stories.



Visit the New Digital Development Partnership Knowledge Platform

Over the years, DDP has seen a tremendous growth in advancing digital transformation globally and developing a significant amount of knowledge, now available for our clients, partners and colleagues with the touch of a button. [Visit the new platform](#) to catch up on impact stories, results, publications, toolkits and e-learning, portfolio information, data tools, news features, videos and more.

DDP Launches Green Digital Initiative

DDP has recently launched the DDP Green Digital initiative to support the Digital and Climate agenda. The initiative aims to enhance global awareness and inspire green digital action, create actionable knowledge on green digital solutions and test green digital approaches and support adoption at scale. [Learn more.](#)

West Africa: Why Aren't More People Using Mobile Internet?

West Africa is one of the poorest areas of the world and digital transformation could transform local economies and reduce poverty. A DDP funded study examined the main drivers and barriers to the adoption of mobile broadband in West Africa and found some fascinating results. Learn more in [English](#) and [French](#).

Digital Skills for Everyone Guidebooks

These Methodological Guidebooks aim to help countries in Africa prepare Digital Skills Country Action Plans for higher education and technical vocational education (TVET), focusing on the rapid development of digital skills amongst young people through coordinated strategies. Materials are available in English and French. [View the resources here](#)



Digital Development Partnership (DDP) offers a platform for digital innovation and development financing. DDP brings public and private sector partners together to advance digital solutions and drive digital transformation in developing countries.

Visit the website: www.digitaldevelopmentpartnership.org

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For questions and comments, please contact Elena Babkova | ebabkova@worldbank.org



[Visit the Human Capital Project Website](#)

Deepening Women's Empowerment - The Gender Innovation and Regional Learning (GIRL) Initiative in Africa

Gender Innovation and Regional Learning (GIRL) is designed to complement the [Sahel Women's Empowerment and Demographic Dividend \(SWEDD\) project](#), which is a regional project financed by the World Bank. SWEDD aims to accelerate the demographic transition through integrated investments that target girls and young women aged 10 to 19 who are vulnerable to early marriage, teenage pregnancy, and early school drop-out, as well as their communities.

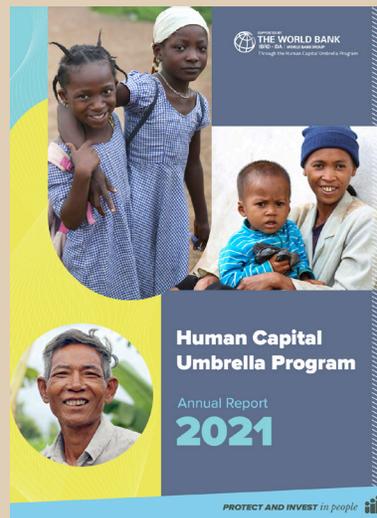
GIRL has been designed to broaden and deepen the women's empowerment agenda and to influence policy making and legal frameworks across and beyond the Sahel in three ways:

- **Provide agile funding that complements government-managed IDA resources** (that is, those received through SWEDD), to develop and pilot new interventions, targeting both girls and their environment (parents, husbands, boys, communities);
- **Contribute toward the global evidence base on girls' and women's empowerment**, by coupling interventions with rigorous and more nimble evaluations; and
- **Assist the dissemination of evidence, reinforce supervision, provide technical assistance, and facilitate peer learning among decision makers** across the region to advance population policies and human development objectives.

Some activities are under way in each of the three components and several others are planned, based on feedback from clients and partners.

- **Childcare interventions** – In Cameroon, a qualitative study to assess preference for childcare has been designed to inform the design of childcare interventions as well as the design of accompanying impact evaluations, which can be financed by the government, leveraging IDA funds.
- **Engagement with religious leaders** – An approach is being developed to accompany Mauritania's initiative for the creation of a training program for male and female religious leaders, with the possibility of opening this up for a regional program across SWEDD countries.
- **A study on COVID-19 and adolescent girls in Sub-Saharan Africa** – This research will shed light on the impacts of COVID-19 on adolescent girls and their households and inform the design of interventions to mitigate the adverse and potentially long-lasting impacts of the pandemic. This activity will complement the efforts under way to put in place an early alert system to identify girls vulnerable to school drop-out and to inform the policy response.

About the Human Capital Umbrella Program



The "Human Capital Umbrella Program" was established in 2021 and currently benefits from support from the Bill & Melinda Gates Foundation and the Government of Canada.

The Umbrella Program is an agile financing mechanism aligned with the development objectives of the [Human Capital Project \(HCP\)](#). It aims to support countries in designing and implementing evidence-based multisectoral initiatives to build, protect and utilize human capital across the lifecycle.

- Download the NEW [Annual Report 2021](#)
- To learn more about the Human Capital Umbrella Program, contact Victoria Strokova at vstrokova@worldbank.org

Human Capital Umbrella Program Supports Research on Infrastructure and Service Delivery in Kenya

An initiative in Kenya supported by the **Human Capital Umbrella Program** shows how [Service Delivery Indicators \(SDI\)](#) data can be used in cross-cutting initiatives to improve the quality of health service delivery by way of infrastructure. Using Kenya's recent health SDI data, an exploratory analysis was conducted to compare and validate administrative and geospatial data on energy, communications, and transportation infrastructure. Further, an in-depth technical note details the relationship between physical capital—and quality of health service delivery in Kenya, primarily in connection with early childhood health.

The findings of the analysis have cross-cutting implications for health, telecommunications, finance, and transportation. These data can be used to infer the differential role of infrastructure in the performance of health care facilities and help shed light on cross-sectoral drivers of service quality. For example, preliminary findings show that access to electricity is associated with more accurate diagnoses, and higher availability of vaccines by enabling access to a working fridge. Analysis of this kind could also provide a potential roadmap for Kenya (and other middle-income and lower-income countries) on how to improve health service quality by not only investing directly in the sector, but also by exploiting the complementarities of investments in infrastructure and technology.

Read more: [Human Capital Project: Year 3 Progress Report](#).



Mobilizing development lending to create more and better jobs

Too many people remain in low productivity, low earning, insecure, or self-employed jobs around the globe. Even before the onset of the COVID-19 crisis, the “jobs challenge” in developing countries was formidable:

- More than 250 million youth – mostly women – were neither in training, working nor seeking work (NEETs).
- In 2019, informality stood at 70% of total jobs across developing countries.
- Gender differences in jobs outcomes – including pay gaps and occupational and sectoral segregation – also remain large. The care burden (for children and the elderly) continue to fall disproportionately on women, limiting their labor market involvement.



Since the pandemic hit, labor market prospects have worsened rapidly, with 108 million workers falling into extreme or moderate poverty, erasing over 10 years of per capita income gains in more than a quarter of developing countries.

Challenges in identifying and measuring the “jobs effects” of operational policies and investment projects have severely undermined efforts to improve labor market outcomes in developing countries. At the World Bank Group (WBG) and across development partners, sectoral interventions rarely maximize the benefits associated with generating more and better jobs, being primarily designed to address other market failures and paying insufficient attention to “jobs implications”. The few projects that set employment outcomes targets typically disregard indirect jobs – that is the larger, economy-wide transformations that define the jobs agenda.

To support the integration of jobs into development lending, the [Jobs Umbrella Multi-Donor Trust Fund](#) (Jobs MDTF) launched the Supporting Effective Jobs Lending at Scale (SEJLS) program in 2019. SEJLS builds on large scale WBG lending operations improving the consistency of design of their jobs-relevant components and estimation of jobs outcomes. This includes clarifying the conceptual framework and “theory of change” and ensuring that the economic analysis incorporates jobs-related externalities and other market failures that can hurt jobs outcomes. Currently SEJLS informs 16 lending operations, with a portfolio that reflects the cross-cutting nature of jobs.

SEJLS is supporting investments from the Finance, Competitiveness and Innovation GP as well as the IFC to strengthen the link between private sector development and jobs. In Madagascar, it is working to improve the impact on and better measure

job creation and jobs quality of the [Integrated Growth Poles and Corridor](#) series of projects, which cumulatively mobilize over 320 million US\$ in support of the private sector. SEJLS is also supporting IFC’s [Women’s Employment Program](#) – providing IFC clients with the tools and resources they need to strengthen gender inclusion within their operations. SEJLS is gathering empirical evidence around the impacts of gender-sensitive policies among firms in developing countries.

In line with the focus on closing the gender gap in jobs outcomes, SEJLS supports the first World Bank [DPL loan solely focused on gender](#). This DPL aims to demonstrate that a strong gender-focused reform program can achieve visible impact. SEJLS is contributing to draw best practices on gender-focused institutional reforms and prepare toolkits that will support replication to other countries.

SEJLS also collaborates closely with the Environment GP on green jobs investments that address environmental and employment challenges at once. In [Cambodia](#) the program supports the protection of the country’s natural resources by promoting opportunities in ecotourism and conservative agriculture. In [Bangladesh](#) SEJLS contributes to reducing pollution discharges and improving workers’ health and safety by identifying viable resource-efficient alternative technologies.

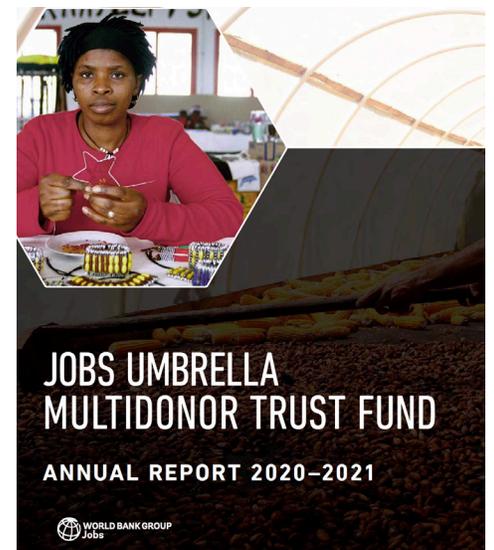
SEJLS has inspired a new workstream designed to address the knowledge gaps that continue to undermine the potential of development interventions to improve

labor market outcomes in developing countries. Two recently launched initiatives supported by the Jobs MDTF are particularly relevant:

- [Jobs and Economic Transformation](#) (JET), which aims to estimate indirect jobs impacts in 20 International Development Association (IDA) countries, and
- [Jobs After Covid innovation challenge](#), which supports diagnoses and solutions to jobs challenges through country-based innovation challenge competitions.

[Visit the Jobs Umbrella MDTF Website](#)

To learn more about the SEJLS Program and the Jobs Umbrella MDTF, contact Federica Saliola (fsaliola@worldbank.org) and Raian Divanbeigi (rdivanbeigi@worldbank.org)



[Download the Annual Report](#)

Financial inclusion driving sustainable development



Whether it's responding to a pandemic, adapting to climate change, or improving gender equality, financial services can be powerful tools for sustainable development. Digital payments are facilitating global responses to crises like COVID-19. Agricultural insurance enables smallholder farmers to overcome natural disasters and gives them the confidence to invest in their farms, increasing production and food security. Innovations in asset finance for households are improving people's access to services like renewable energy and clean water. The impact is often amplified when women use financial services. For example, women are more likely than men to use savings to improve household nutrition and invest in their children's education. These are just a few examples of how improving financial inclusion is helping drive development impact beyond the financial sector.

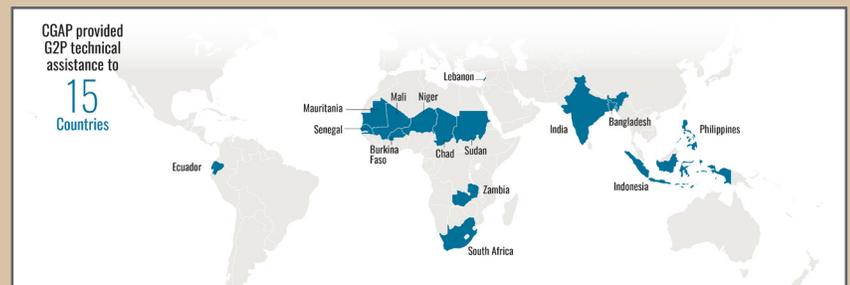


For over 25 years, CGAP has been at the forefront of financial inclusion research. Our past insights helped drive the microfinance movement and catalyze support around mobile money. Today, we are focused on supporting financial solutions that help poor people, especially women, to improve their livelihoods and become more resilient in the face of climate change, pandemics, and other challenges. Often in collaboration with teams across the World Bank Group, we partner with governments, funders, financial services providers, and other market actors to test, learn, and share knowledge that helps build inclusive, responsible financial systems.

By establishing proofs of concept and extracting actionable insights that help our partners take solutions to scale, we influence through evidence. Below are a few examples of our recent work. Visit www.cgap.org and see our [2021 Annual Report](#) to learn more.

Preparing governments for future crises by strengthening government-to-person (G2P) payments systems

COVID-19 has underscored for many countries the need to invest in digital government-to-person (G2P) payment systems. Since the pandemic started, CGAP has leveraged its past G2P research and worked closely with the World Bank to assist 15 countries across Africa, Asia, and Latin America with strengthening their G2P systems for COVID-19 relief and stimulus payments. Longer term, this work positions these countries to respond to future crises and better support poor, excluded groups. Learn more about our G2P work to support the COVID-19 response [here](#).



Expanding poor households' access to off-grid solar energy through innovative asset finance solutions

Pay-as-you-go (PAYGo) financing models have transformed the off-grid solar energy sector in places like Africa and India, enabling poor households to finance home solar systems with zero collateral and flexible repayment schedules. Although PAYGo companies are expanding energy access, this young industry's lack of a standard reporting framework has kept many donors and investors on the sidelines. Together with IFC Lighting Global and GOGLA, CGAP developed the PAYGo PERFORM reporting standards to unlock the investments needed to lift millions more people out of energy poverty. Learn more about our PAYGo work [here](#).



Promoting gender equality in financial inclusion and beyond

Women's financial inclusion is core to CGAP's mission. Our [FinEquity](#) community of practice reaches over 4,000 individuals in 125 countries and works to catalyze knowledge generation, foster best practices, and encourage sector collaboration. Our recent research provides [practical guidance](#) for addressing the gender norms that limit women's ability to access and use financial services.

To learn more about the work of CGAP, please contact [Jahda Swanborough](#)



Research >> Policy

The [Knowledge for Change Program](#) (KCP) is an Umbrella Program that aims at delivering high-impact, policy-relevant research, and knowledge products. Since its inception more than 20 years ago, KCP has supported more than 380 projects on research, data, and analytics. We highlight a few research pieces that offer timely and relevant evidence for development policies and practices.

How to better understand gender disparity in exercising agency?

Despite continued progress in improving women’s rights and opportunities, public actions for greater gender equality are still insufficient. Women’s agency – their ability to make effective choices – matters tremendously for their individual well-being, quality of life, as well as their children’s future behavior. Often times, the disparity in one’s ability to exercise agency is most pronounced at the household level. However, **efforts for a more comprehensive understanding of intra-household inequalities are often hampered by the difficulty in measuring and estimating gender differences in a family.** Traditional measures of poverty at the household level often underestimate poverty differences between men and women. A recent KCP project used an [innovative approach](#) to study the validity of the “equal sharing” assumption embedded in standard poverty estimates. In Bangladesh, for example, by relaxing the equal sharing rule, the gender difference in consumption poverty increases between 8-15 percentage points depending on the age group. A follow-up KCP-supported project will further validate the approach through a randomized survey experiment, and its findings may potentially have large implications for development programs that rely on household-level targeting approaches for beneficiary identification.

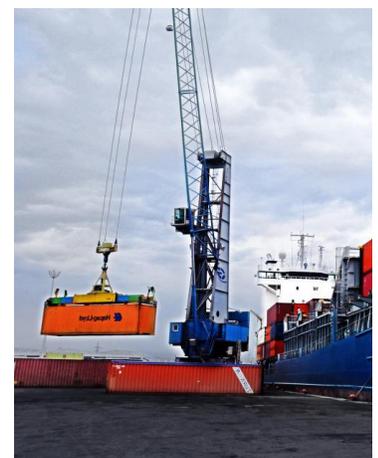


Going beyond basic economic support: what about mental and emotional well-being for forcibly displaced populations?

Being displaced from home can have lasting mental health and other effects on refugees. Understandably, the majority of refugee support programs focus on the provision of basic services and economic interventions. But in the long term, refugees may suffer from mental, emotional, and psychosocial losses, especially children and adolescents, who may be more harshly affected by forced displacement. **Do refugees with better mental health better integrate?** [A KCP-supported project](#) on refugees settling in Australia reveals that diminished mental health reduces the probability of employment by almost 15% and labor income of almost 27%. There was also some evidence that indicates detrimental impacts of refugees’ mental illness on their children’s mental health and educational achievements. Furthermore, **is it possible to cultivate a sense of “home” in refugee camps?** An ongoing KCP project on Rohingya refugees in Bangladesh is designed to understand and potentially address the psychological loss incurred by displaced persons. In 2021, nearly 900,000 Rohingya refugees are being sheltered in refugee camps in neighboring Bangladesh. The project partners with Terre des Hommes (TDH) to evaluate one of the programs that encourage Rohingya children to engage in various activities in mobile, child-friendly spaces in a camp.

Can technological advancements facilitate anti-corruption efforts?

The answer is a qualified yes. A KCP-financed project on performance-based contracting in customs administration in Madagascar revealed a linked, yet tenuous, relationship between technology and fighting corruption. The research team introduced [a new algorithm](#) to help detect corruption between inspectors and brokers in customs transactions. The approach identified potential manipulation of inspector assignment by evaluating whether certain inspectors are paired excessively frequently with certain customs brokers, deviating from what conditional random assignment would predict. This methodology was applied to Madagascar’s main port, Toamasina, and it unveiled that 10% of declarations were handled by inspectors that were not randomly assigned, plausibly because of manipulation of the IT system that assigns them. An intervention to curb corruption by having a third party randomize inspector assignments led to the temporary disappearance of excess interaction between inspectors and brokers. However, it also triggered a novel form of IT manipulation. As the [World Development Report on governance](#) highlighted, new technologies can foster transparency, strengthen accountability, and empower citizens, but other institutional factors, such as credible reform commitments, changes in the expected returns from corruption, and minimization of opportunistic channels of corruption, also considerably affect anti-corruption outcomes. The KCP is currently supporting a new project that will provide evidence on the impact of digital technology adoption on firm growth and demonstrate how to improve tax administration efficacy and tax compliance in Rwanda.



More recent working papers:

- [Mobilizing Parents at Home and at School: An Experiment on Primary Education in Angola](#)
- [Estimating the Impact of Weather on Agriculture](#)
- [Under What Conditions Are Data Valuable for Development](#)
- [Countries and Sectors in Global Value Chains](#)

To learn more about KCP, contact Program Manager Kerina Wang kerinawang@worldbank.org.



How Costa Rica is Investing in a Landscape Approach to Build a Sustainable Future



Photo: Raul Cole / Shutterstock

The World Bank through **PROGREEN** is providing support to help Costa Rica achieve multiple uses and benefits within a given landscape through an integrated landscape management approach.

When you think of Costa Rica, images of lush forests, waterfalls, and diverse wildlife may come to mind. These hallmarks of natural beauty are spot on for the country, given that over half of Costa Rica’s national land area is forested and over a quarter is under some form of state-monitored environmental protection. Costa Rica’s investments in nature and environmental protection have paid off in several ways as the country is recognized internationally as an ecotourism destination and a conservation leader.

However, Costa Rica’s commitment to rehabilitating and conserving forest ecosystems goes well beyond conservation alone, and is fundamental to its development strategy across many sectors. In particular, protection of its rich natural resource endowment underpins the development of the country’s agricultural sector, which both depends on and, at times, adversely impacts, forests, land, water, biodiversity and other natural resources. Maintaining healthy forest ecosystems while promoting sustainable agricultural growth is also core to Costa Rica’s efforts to reduce poverty and improve livelihoods in rural areas where poverty rates can more than double the national average of 20 percent and people depend heavily on agriculture for income.

Successfully balancing forest conservation and other land uses to achieve Costa Rica’s conservation, economic growth, and poverty reduction goals requires collaboration and informed action across different groups of land users and stakeholders. [Read the Full Story.](#)

To learn more about PROGREEN, contact [Laura Ivers \(laivers@worldbank.org\)](mailto:laivers@worldbank.org).



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[Global Tax Umbrella Program \(GTP\)](#)

[Human Capital Umbrella Program](#)

[Identification for Development \(ID4D\) / Digitizing G2P Payments \(G2Px\)](#)

[Jobs Umbrella Multi-donor Trust Fund \(Jobs\)](#)

[PROBLUE](#)

[Umbrella Facility for Gender Equality \(UFGE\)](#)



Useful Resources

Trust Fund Annual Report

- [2021 Trust Fund Annual Report: Toward Greater Resilience](#)
- [2021 Yearbook of Results](#)

Trust Fund and Programs Website (New 2022)

- <https://www.worldbank.org/en/programs/trust-funds-and-programs>

Development Partner Center (DPC)

- <https://ebizprd.worldbank.org/wfa/ccloginpage.html>

Development Partner Guide (Updated 2021)

- [Partnering with the World Bank through Trust Funds and Umbrella 2.0 Programs](#)

Policies & Procedures

- [Bank Policy: Trust Funds \(2021\)](#)

Umbrella Programs Featured in this Issue

- [Consultative Group to Assist the Poor \(CGAP\)](#)
- [Digital Development Partnership \(DDP\)](#)
- [FoodSystems 2030](#)
- [Global Tax Program \(GTP\)](#)
- [Human Capital Umbrella Program](#)
- [Health Emergency Preparedness and Response \(HEPR\)](#)
- [JOBS MDTE](#)
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Contact us:

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