

2021 TRUST FUND ANNUAL REPORT
SUPPLEMENT

LESSONS FROM THE
UMBRELLA 2.0 TRANSITION

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TRANSITIONING TO UMBRELLA 2.0 PROGRAMS

The transition to an IBRD/IDA trust fund portfolio based on Umbrella 2.0 Programs is an iterative process that began in fiscal year (FY) 2019 with a handful of pilot programs. These helped the World Bank to learn-by-doing and to avoid a one-size-fits-all approach in designing umbrella programs. Then the pilot phase gave way to the launch of full-fledged Umbrella 2.0 Programs so that 48 out of 72 planned programs have now been formally established (Table 3). This compendium features nine recently established programs that are implementing the Umbrella 2.0 principles (Box 1), including governance arrangements, preferencing, results frameworks, reporting, and communications. It draws lessons from their implementation experiences that can help guide the continuing process of transitioning to Umbrella 2.0 Programs.

After discussing the origin and objectives of each of the nine programs, this compendium illustrates how the programs are aligned with World Bank Group's green, resilient, inclusive development (GRID) approach¹ and how each is applying the Umbrella 2.0 principles in practice.

Each Umbrella 2.0 Program is anchored by a primary multi-donor trust fund (MDTF) and, in some cases, may also include associated trust funds (Figure 1). The overarching development objective of an Umbrella 2.0 Program is that of the anchor MDTF, which is a programmatic trust fund with a relatively broad thematic or geographic scope. Development partners may steer their contributions to the MDTF to support a specific theme or geographic area within the overall scope of the anchor MDTF.

BOX 1 | Umbrella 2.0 Principles

1. A single governance structure, 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 development partners to express preferences for a specific theme or geographic area
3. A results framework developed in consultation with development partners 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 program level with a strong focus on results

Situations where development partners are unable to contribute to the anchor MDTF due to their internal policies or regulations are handled by establishing separate associated trust funds, which support activities within the geographic and thematic scope of the umbrella. In all cases, the anchor MDTF and the associated trust funds retain common governance, results framework, and reporting.

FIGURE 1

Umbrella 2.0 Programs provide scale and efficiency while working with development partners' requirements

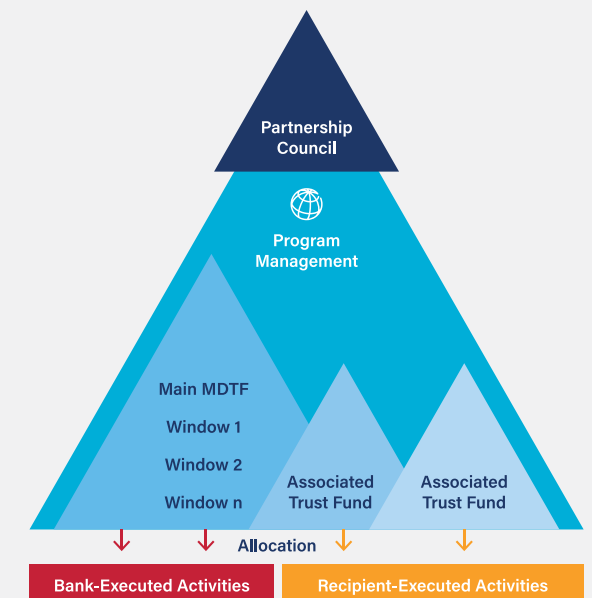
Always organized around a primary multi-donor trust fund and based on the principle of **optimal aggregation**.

Retains flexibility to allow development partners to:

- indicate **non-binding preferences** for their contributions and
- **associate** trust funds, sharing the **same governance and using a common results and reporting framework**, when pooling is not possible.

Single governance structure (Partnership Council) focuses dialogue between the Bank and its partners on strategic issues, work programs, and budgets. The Bank decides on allocation of funds to individual activities allowing better integration into planning processes.

The deal requires effective communication and reporting of umbrella results and ensuring visibility for donors.



The transition to an IBRD/IDA trust fund portfolio based on Umbrella 2.0 Programs has benefited from extensive engagement with internal and external stakeholders and funding partners. Since early 2020 World Bank Management has organized a series of consultations and provided updates to development partners during the Spring and Annual Meetings, which have generated many valuable recommendations for addressing the challenges and opportunities going forward. The benefits of Umbrella 2.0 Programs to the principal stakeholders include:

- **For client countries:** Being more responsive to client country demands and better grounded in country realities; enabling piloting of innovative approaches based on country situations, leading to an increase in policy-relevant knowledge products; and promoting coordination and collaboration among development partners at the country level.

- **For development partners:** Offering options for donors who are interested in supporting a particular thematic or geographic area within the scope of the program; having input into the results framework of the umbrella program and influencing the choice of results indicators.
- **For the World Bank Group:** Creating tighter integration, strengthening complementarity within WBG operations, and increasing managerial effectiveness for optimum impact.

¹ World Bank Group, "From COVID-19 Crisis Response to Resilient Recovery—Saving Lives and Livelihoods while Supporting Green, Resilient and Inclusive Development (GRID)," DC2021-0004, March 20, 2021.

ORIGINS AND OBJECTIVES OF THE NINE FEATURED PROGRAMS

Each of the nine programs began their Umbrella 2.0 journey from a different starting point and each is at a different stage of implementation. Five programs represent the continuation or restructuring of an existing trust-funded program, including renaming, redesigning, or rebranding the program in some respects.

The **Public-Private Infrastructure Advisory Facility (PPIAF)** is a long-standing legacy program that was founded in 1999 to strengthen public and market institutions to enable private participation in infrastructure investments. It helps the public sector to strengthen their governance systems for infrastructure services and to better understand both the trade-offs in options for delivering infrastructure services and the perspective of potential investors.

Two programs represent the continuation of other legacy programs along with the consolidation of related trust funds under a now larger umbrella: the **Rapid Social Response-Adaptive and Dynamic Social Protection (RSR-ADSP)** program and the **Sustainable Urban and Regional Development (SURGE)** program. The RSR program was initially established in 2009 to help the world's poorest countries build effective social protection programs. Since the new RSR-ADSP is largely modeled on the business model of the RSR, the transition has not required significant governance or management overhauls. It is expected that the transformation into an umbrella program will bring about more cooperation and collaboration among the different trustee-level partnerships and window managers of the various thematic areas.

The Sustainable Urban Development Program was established in 2010 as the main source of external support for the World Bank's urban work. It has served as the central vehicle to channel innovation and increase impacts in the urban space, while strengthening the quality of the Bank's analytical and lending portfolios. Placing externally funded urban development activities under a single umbrella is expected to enhance the quality and scale of activities, and increase efficiencies in processing and managing grants and in reporting results.

Three more programs represent the renaming and restructuring of existing programs: the **Human Rights, Inclusion and Empowerment (HRIE)** program, the **Sudan Transition and Recovery Support (STARS)** program, and the **Climate Support Facility (CSF)**.

HRIE, which was formerly called the Nordic Trust Fund, was established in 2009 to build the capacity of the World Bank to support human rights considerations in development. It supports the incorporation of human rights principles in the Bank's work, fosters staff and management understanding of human rights in development, and nurtures internal and external partnerships that influence analyses and operations supported by the HRIE Umbrella.

STARS, which was formerly called the Sudan Multi-Partner Fund, was established in 2014. This has now been restructured to reflect the scaled-up engagement in Sudan since the 2019 political uprising, to broaden the pool of donors, and to extend its lifetime in line with the expected period of Sudan's reintegration into the international community.

The CSF is the successor to both the Climate Resilient and Low-Carbon Development (CRLD) program and the NDC Support Facility, established in 2014 and 2018 respectively. These have been helping countries implement their Nationally Determined Contributions (NDCs), which outline their climate targets, policies, and measures that they have pledged under the 2015 Paris Agreement. The NDC-SF will formally close in December 2022 and any unused funds will be transferred to the CSF at that time.

The **Foundational Learning Compact (FLC)** represents the association of several education multi-donor trust funds (MDTFs) with the Systems Approach for Better Education Results (SABER), which was established in 2011 and is now the anchor for the new Umbrella 2.0 Program. The other programs being associated with the FLC include the Early Learning Partnership (ELP) and the Results in Education for All Children (REACH). The FLC's scope covers early childhood, primary education, and secondary education. It has been designed around three pillars (measurement, policy, and knowledge and implementation capacity building) with an emphasis on cross-cutting themes such as financing, gender, inclusion, technology, and fragility, conflict, and violence (FCV).

PROGREEN and **FoodSystems2030** are new programs with new conceptual frameworks that are building the programs from scratch. PROGREEN was one of four new Umbrella 2.0 Programs that the Environment, Natural Resources and Blue Economy Global Practice initiated in 2018 to redefine its trust fund portfolio in line with its four major business lines: oceans (PROBLUE); forests, landscapes, and biodiversity (PROGREEN); pollution management and the circular economy (PROCLEAN); and natural capital accounting and the economics of sustainability (the Global Program on Sustainability). By bringing forests, natural landscapes, and agricultural production systems into an integrated framework and prioritizing joint work across sectoral boundaries, PROGREEN is a good example of umbrella program innovation. This brings analytical, convening, and investment resources together into a single program that can support both upstream analytical work and downstream investments.

FoodSystems2030 is the sole Umbrella 2.0 Program for the Agriculture and Food Global Practice that will support all aspects of the agriculture and food portfolio. It will promote sustainable food systems that integrate the simultaneous pursuit of health for people, the planet, and the economy, including a One Health approach that explicitly recognizes the interlinkage of human health, animal health, and the health of ecosystems.

TABLE 1 Objectives and Themes of Nine Featured Programs (in descending order of maturity, as explained in the accompanying text)			
Program	Development Objectives	Major Thematic Areas/Workstreams	Alignment with GRID
PPIAF	To help national, sub-national and cross-border entities to strengthen the policy, regulations and institutions that enable private participation in infrastructure	<ul style="list-style-type: none"> Analytical and advisory work to develop policies and regulatory frameworks Strengthen governance of these activities Improve the creditworthiness of public counterparts Support the choices for strategic financing initiatives Deepen the market for infrastructure financing and public-private partnerships (PPPs) 	Helping to strengthen the public sector and market institutions to attract and enable private investors and financial institutions to take into account climate risks while making sustainable investments in infrastructure services
RSR-ADSP	To develop adaptive social protection and jobs (SPJ) programs and systems that help protect individuals and families, especially the poor/vulnerable from shocks and crises, but also the near-poor who risk falling into destitution	<ul style="list-style-type: none"> Nutrition-sensitive, disaster-responsive, and gender-transformative SPJ Urban safety nets Inclusion of persons with disabilities, youth development and SPJ in fragile and conflict-affected areas More flexible and empowering digital payment and service delivery solutions 	Helping to put in place adaptive social protection systems, social safety nets, and social insurance to help protect individuals and families both before, during, and after unexpected from shocks and crises
SURGE	To enable cities and regions in developing countries to function as drivers of sustainable and inclusive economic development	<ul style="list-style-type: none"> Pillar 1: City management, governance and financing Pillar 2: Territorial and spatial development Pillar 3: Sustainable and climate smart cities Pillar 4: Urban poverty and housing Pillar 5: Urban and regional resilience 	
HRIE	To increase and strengthen the understanding and application of human rights principles in the Bank's work	<ul style="list-style-type: none"> Supports human rights being incorporated in analytical products and operations receiving HRIE funding Fosters staff and management understanding of human rights in development Develops internal and external partnerships that influence analyses and operations supported by the HRIE Umbrella 	Applying human rights principles, such as equality and non-discrimination, participation and inclusion, accountability, transparency, and the rule of law to improve the quality and sustainability of development outcomes, especially for marginalized groups

TABLE 1 Objectives and Themes of Nine Featured Programs (in descending order of maturity, as explained in the accompanying text) (cont.)			
Program	Development Objectives	Major Thematic Areas/Workstreams	Alignment with GRID
STARS	To provide fiscal space for an IMF program and other much needed reforms, and to finance an extensive social impact mitigation program (the Sudan Family Support Program) supporting macro-economic reforms	<ul style="list-style-type: none"> Pillar 1: Social protection Pillar 2: Economic revival, and better governance Pillar 3: Peace building, resilience, and basic services Pillar 4: Crisis response <p>Each intervention integrates gender equality, fragility and conflict concerns</p>	Supporting a significant social impact mitigation program alongside macro-economic reforms in the governance, fiscal, and basic service delivery sectors
CSF	To support developing countries in accelerating their transition to low-carbon and climate-resilient development before mid-century and elevate the decarbonization agenda	<ul style="list-style-type: none"> Pillar I (Green Recovery) supports developing countries in sustainably recovering from the socio-economic crisis triggered by the COVID-19 pandemic. Pillar II (NDCs and LTS) supports developing countries with the implementation and enhancement of NDCs and the development of long-term low-carbon and climate resilient strategies (LTS). 	Helping countries to facilitate integration of low-emissions and climate-resilient development in recovery measures and not to rollback or weaken existing climate-related efforts, policies, and targets
FLC	To strengthen policy frameworks as well as system and institutional capacity so that all children everywhere can have access to relevant, quality and equitable early childhood, primary, and secondary education	<ul style="list-style-type: none"> Measurement: improves in-country capacity to measure and monitor key education outcomes and their drivers Policy: informs and supports policymakers in designing evidence-based reforms Knowledge and Implementation Capacity Building: distills and curates the best evidence on what works in education and aims to improve the quality of education bureaucracy 	Advocating for immediate investments to protect hard-fought learning gains in education and to address the risk of children dropping out of school permanently, especially girls, as a result of the pandemic
PROGREEN	To support countries' efforts to improve livelihoods while tackling environmental and climate risks	<p>Priority areas:</p> <ul style="list-style-type: none"> Management of forests and land-based ecosystems Management of land-use changes from agriculture Management of landscapes involving others <p>Cross-cutting issues:</p> <ul style="list-style-type: none"> Engaging communities and vulnerable groups Climate change mitigation and resilience needs Leveraging finance for development 	Helping countries to continue delivering on their national development objectives and global commitments on forests, biodiversity, landscapes, and climate change in an integrated and cost-effective manner

TABLE 1 Objectives and Themes of Nine Featured Programs (in descending order of maturity, as explained in the accompanying text) (cont.)			
Program	Development Objectives	Major Thematic Areas/Workstreams	Alignment with GRID
Food Systems 2030	To build the foundations for sustainable food systems that deliver improved livelihoods and safe, affordable and nutritious diets for all	<ul style="list-style-type: none"> • Actions to improve diets • Interventions to reduce risk of zoonotic diseases • Actions to improve food safety • Actions to reduce net GHG emissions • Interventions to reduce pollution • Actions to improve management of land, water, and chemicals and to reduce food loss and waste • Interventions to promote productivity growth • Interventions to create jobs • Incentives and negotiations to maintain and increase trade flows 	<p>Advocating deep changes to the food system, on both supply and demand sides, as essential to the net-zero climate agenda</p> <p>Promoting increased productivity through sustainable practices across the food system and more effective support for local agricultural value chains</p>

ALIGNMENT WITH GREEN, RESILIENT AND INCLUSIVE DEVELOPMENT

Green, resilient, and inclusive development, or GRID, is the World Bank Group's renewed and refocused approach to support a strong, durable recovery from the COVID-19 crisis that tackles rising poverty and deepening inequality while addressing both the immediate devastation wrought by the crisis and the longer-term challenge of climate change. All nine featured programs are well aligned with the GRID approach. The programs have not had to adjust their strategies as a result of the COVID-19 crisis, since their strategies were already well aligned with GRID themes before the pandemic struck.

The five programs in the Sustainable Development Practice Group understandably have a greater focus on ensuring that policies and investments in climate change mitigation and adaptation remain central to developing countries' recovery from the COVID-19 crisis. Among other things, the CSF is helping countries to facilitate integration of low-

emissions and climate-resilient development in recovery measures and not to rollback or weaken existing climate-related efforts, policies, and targets. PROGREEN is helping countries to continue delivering on their national development objectives and global commitments on forests, biodiversity, landscapes, and climate change in an integrated and cost-effective manner. FoodSystems2030 is advocating deep changes to the food system, on both supply and demand sides, as essential to the net-zero climate agenda. There is no way to deliver on the Paris Agreement, let alone the nature-positive agenda, without structural transformation of the food system, which today generates between 20 to 30 percent of greenhouse gas (GHG) emissions.

However, the focus of these five Sustainable Development programs is not limited to climate action. Gender is also a cross-cutting topic across all Sustainable Development umbrella programs. FoodSystems2030 also promotes increased productivity through sustainable practices across the food system combined with strong social protection programs and more effective support

for local agricultural value chains to help underpin a strong, equitable economic recovery. HRIE contributes to the GRID approach through its focus on marginalized groups and human rights principles, such as equality and non-discrimination, participation and inclusion, accountability, transparency, and the rule of law. Applying these principles not only strengthens the process of economic development but also the quality and sustainability of development outcomes. Deeper engagement with marginalized groups that takes human rights into account also leads to improved contextual understanding and, therefore, to relevant and sustainable project design.

The two programs in the Human Development Practice Group have a greater focus on sustaining and then building on past human development gains during the recovery. FLC is making the case for immediate investments to protect hard-fought learning gains in education and to address the risk of children dropping out of school permanently, especially girls, as a result of the pandemic. Education for girls in particular, along with family planning, reproductive and sexual health, creates better opportunities for women, which accelerates the green, resilient and inclusive dimensions of development. The FLC is also investing in educational technology to help raise education quality and equality, support learning recovery, and help reform the way education is delivered so that learning continues beyond school walls and make education systems more resilient.

RSR-ADSP is focusing on the challenges of an unpredictable world. Adaptive social protection and jobs programs and systems, social safety nets, and social insurance can help protect individuals and families from shocks and crises—not only the poor and vulnerable, but also the near-poor who risk falling into destitution. Social protection is needed not only during and after a crisis but also before, through broad-based poverty reduction, resilience building, and human capital investments in children's health and education, food security, and protecting the aging population.

The one infrastructure program in this group, PPIAF, focuses on strengthening the public sector and market institutions to attract private participation in infrastructure in alignment with countries' overall public investment goals. While governments are broadly aware that infrastructure services need to be sustainable to deliver their benefits to society and economy, private investors and financing institutions are increasingly seeing climate and equity of services as being critical risks to sustainable investments. By helping the public sector to strengthen their governance systems for infrastructure services across many sectors and in various contexts, and by providing expert advice on market structure and regulation of investments, PPIAF is helping both parties direct more investment into green, resilient, and inclusive development.

STARS contributes to the GRID approach by continuing to support a significant social impact mitigation program for macro-economic reforms. It has financed both analytics and technical assistance in the macro-fiscal, governance, and basic service delivery sectors. Implementation of the STARS Umbrella 2.0 Program has also provided an opportunity for the Government of Sudan to sustain the implementation of reforms, as exemplified by the unification of the exchange rate in February 2021, arrears clearance in March 2021, signing of a World Bank Development Policy Operation, re-engagement with IDA and the African Development Bank, and preparation of the Poverty Reduction Strategy Paper. STARS has sustained the satisfactory track record of the previous Sudan Multi-Partner MDTF, which has been vital to remaining on the transition path and reaching the HIPC decision point on June 29, 2021. Sudan thus became the 38th country eligible to receive debt relief under the initiative jointly launched by the World Bank and the IMF in 1996 to ensure that no poor country faces a debt burden it cannot manage.

APPLYING THE UMBRELLA 2.0 PRINCIPLES

GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The principles of one governance arrangement, one results framework, and one report are central to the efficiency gains expected under the Umbrella 2.0 reform. After reaching agreement with the contributing development partners on the strategic direction of each program, the Bank's approval of individual activities facilitates integration into the Bank's planning and budgeting processes, as well as its lending and non-lending operations. The guidance for governance arrangements in umbrella programs emphasizes simplicity for efficiency sake and aims at ensuring a degree of standardization and streamlining across all future umbrella programs. This builds on lessons from existing trust fund programs, including those that will form the basis of Umbrella 2.0 Programs and transition to these simpler arrangements over time.

Most programs have a one-tier governance structure, most commonly called the Partnership Council. The Council typically meets annually, endorses the overall program strategy and subsequent amendments, provides strategic guidance to the program management unit in the Bank, reviews the implementation progress of the trust funded activities, discusses achievements based on a results framework, and may commission periodic evaluations of the program. As required, all Partnership Councils are chaired by a senior Bank official, typically the Director for the responsible business unit. The Partnership Council for STARS—this being a country engagement program—is also co-chaired by the Sudanese Minister of Finance. Based on the decisions and guidance of the Partnership Council, World Bank Management approves grants to finance specific activities, following applicable World Bank procedures and standards, as applied to IBRD or IDA operations.

In addition to its Program Council, PPIAF has a Strategic Oversight Committee that meets on a needs basis. This is not a decision-making body, but rather a sounding board for both the Program Council and the Program Management Unit. It has not needed to be activated recently.

The decision-making members of the Partnership Councils are generally limited to the World Bank and contributing development partners. In the case of country programs such as STARS, the recipient Government is also usually a member.

Most programs have provisions to invite other stakeholders to Council meetings. These can include technical experts, client governments, civil society, future potential donors, and external partner organizations, such as UNICEF, the Global Partnership for Education, and the UNESCO Institute for Statistics for FLC; and the United Nations, the African Development Bank, and non-contributing donors for STARS. CSF is working towards having the NDC Partnership invited to all Council meetings, and currently discussing with its donors inviting other such stakeholders, including UNDP, the World Resources Institute, and the IMF.

The nine programs have adopted various ways to obtain advice from technical experts. **FLC** has multiple technical advisory committees, including one for the Global Education Policy Dashboard (featured in the 2020 World Bank Group Trust Fund Annual Report), the COACH initiative (helping to improve in-service teacher professional development), the Accelerator program, the Early Learning Partnership, and REACH activities. The program is currently exploring how it might realign these committees in light of the umbrella program reforms. Some committees consist of technical experts, some of development partners, and some of both.

HRIE has a technical committee of five human rights experts, its "Pool of Experts," who provide up-to-date technical expertise on human rights and development from a range of perspectives. Two experts come from academia (one South; one North), two from civil society organizations (one South; one North), and one from a Part II (developing) country government. Both the HRIE program management team and the pool of experts assess the technical quality of grant proposals, both of which assessments are submitted to the respective Steering Committees who then make the grant selection.

PPIAF has a permanent Technical Advisory Panel comprised of experts related to private involvement in infrastructure in developing countries, each appointed for periods of up to three years, and renewable. The Panel is responsible for a) reviewing and advising the Council on the PPIAF strategy and the business plan, including draft annual work programs prepared by the PMU, b) evaluating the impact of the PPIAF activities through ex-post evaluation of projects selected by its members, and c) providing advice on specific issues prior to or during Program Council meetings, as requested by the Council.

At the strategic level, **RSR-ADSP** has frequently organized its Donor Partner Meetings (now called the Partnership Council) immediately after its high visibility South-South Learning Forum that has brought together 300–500 development practitioners on social protection and jobs. This has acted like an informal pool of advisors for RSR-ADSP, many of the participants being ministers and other senior decision-makers.

SURGE has specific arrangements to facilitate technical coordination for its associated country programs in Bolivia, Peru, and Serbia. These allow the Bank to coordinate with country-based donor representatives that contribute to the SURGE Umbrella Program to discuss technical aspects with a view to promoting an open and

collaborative dialogue in the client countries. These can be formalized in country-specific coordination mechanisms (National Coordination Committees), comprising the Bank and relevant development partner representatives contributing to SURGE and recipients. Other stakeholders, such as implementing agencies, other bilateral donors, government representatives, or civil society can also be invited upon agreement of all parties. These technical coordination arrangements do not form part of the governance of the SURGE Umbrella Program.

PREFERENCING AND ASSOCIATED TRUST FUNDS

The featured Umbrella 2.0 Programs demonstrate the usefulness of providing options to accommodate development partners' preferences for geographic or thematic areas by offering non-binding preferencing arrangements or by establishing associated trust funds with a narrower focus area. This is one of the most important differences from the Umbrella 1.0 initiative in 2013, which has contributed to more significant expansion of Umbrella 2.0 Programs.

Identifying soft preferences and establishing associated trust funds have proven to be complementary ways for donors to specify their respective priorities. **PPIAF** has historically established a number of trust funds, which are now formally designated as associated trust funds, such as:

- The Sub-National Technical Assistance Program, which helps sub-national entities (such as state-owned enterprises, municipalities, and financing institutions offering sub-sovereign financing) to access market-based financing
- Integrating the Climate Change Agenda with Public-Private Partnerships (PPPs)
- Water and Sanitation in Sub-Saharan Africa
- Non-Core Fund for Middle Income Countries

Four other programs—FLC, PROGREEN, RSR-ADSP, and SURGE—also formally include associated trust funds, in some cases for historical reasons, as they bring these programs under one umbrella. This includes:

- The Early Learning Partnership (ELP) and the Results in Education for All Children (REACH) trust funds for FLC
- Accelerating the Implementation of REDD+ in Africa and the Ethiopia Resilient Landscapes and Livelihoods trust funds for PROGREEN
- Gender-Smart Social Protection and the Republic of Liberia Social Protection System trust funds for RSR-ADSP
- Bolivia Urban Resilience Technical Assistance, Strengthening Sustainable and Resilient Urban Development in Serbia, and Strengthening Urban Cadasters for Urban Governance in Peru trust funds for SURGE

In addition to these associated trust funds, some donors to these umbrellas have specified geographic or thematic preferences in their Administration Agreements. For instance, among RSR-ADSP donors, Australia, United Kingdom, and the Bill and Melinda Gates Foundation have preferenced gender activities, and Australia has preferenced South Asia, East Asia, and the Pacific Island states.

The remaining four programs—CSF, FoodSystems2030, HRIE, and STARS—do not have any associated trust funds, but some donors have expressed their priorities through soft preferences. In HRIE for instance, Canada has expressed a soft preference for Venezuelan migrants in Ecuador, while in STARS, four donors (Canada, European Union, United Kingdom, and the State and Peacebuilding Fund) have expressed a preference for social protection programs, and two donors (Germany and Norway) for social protection and economic revival programs.

Taking into account both the anchor and associated trust funds, Table 2 shows that STARS has been the largest of the featured programs during FY2017–21, followed by PPIAF, FLC, and RSR-ADSP. Most of the programs are primarily disbursing Bank-executed (BE) grants. STARS has had the largest share of recipient-executed (RE) grants (92 percent) followed PROGREEN (67 percent) and FLC (17 percent). STARS disbursed \$95.4 million in RE grants on 27 projects during FY2021, now that it has been restructured from the former SMPF, following the 2019 uprising against the former government.

RESULTS FRAMEWORKS

Each of the featured programs have emphasized and invested in developing a common results framework supported by a robust monitoring and evaluation (M&E) system. Results frameworks and theories of change are an integral part of their program design, and development partner consultations have consistently focused on achievement in relation to the agreed results framework.

The Bank has long required trust funds to have indicative results frameworks at the trustee level. The creation of a results frameworks is an integral part of the concept note that precedes the establishment of a trust fund. This is prepared in consultation with the development partners contributing to the trust fund and, in the case of country-specific trust funds, representatives of the client countries. For Umbrella 2.0 Programs that are 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 and associated trust funds in consultation with the contributing partners.

	Average Annual		Disbursements	
	No. of grants	Disbursements (\$ millions)	Share of RE Activities	Share of BE Activities
STARS	33	21.65	92%	8%
PPIAF	387	15.79	1%	99%
FLC	222	10.87	17%	83%
RSR-ADSP	264	9.72	14%	86%
PROGREEN ^b	32	6.76	67%	33%
CSF	115	6.65	1%	99%
HRIE	101	3.41	0%	100%
SURGE	35	2.00	0%	100%
FoodSystems2030 ^c	4	0.43	0%	100%

^a Disbursements include those from both the anchor MDTF and associated trust funds for each program.

^b For PROGREEN, this is the annual average for FY2019–21 only since the program started disbursing in FY2019.

^c These are the amounts for FY2021, since FoodSystems2030 only started disbursing in FY2021.

For **FLC**, the Umbrella 2.0 Program was created by amending a longstanding MDTF, formerly known as SABER, to become the FLC's anchor MDTF. The overarching development objective for the umbrella and the anchor MDTF are the same, and the key outcome metrics are (a) to reduce learning poverty through targeted actions focused on improving foundational learning and (b) to increase Learning Adjusted Years of Schooling, a key metric from the Bank's Human Capital Index. For those existing trust funds and initiatives within FLC that have pre-existing results frameworks to monitor and report on expected results, the FLC will honor the intent behind these funds and initiatives. Therefore, the results framework for the umbrella will reflect the consolidation of existing results frameworks and will demonstrate how each trust fund/initiative contributes toward the achievement of the FLC's overall objectives. For the associated trust funds (ELP and REACH), their results framework will be a subset of the overall anchor MDTF's results framework, contributing to the anchor MDTF's development objective.

The results framework for **RSR-ADSP** has historically evolved in collaborative discussions with the donors as the program has evolved. Now that RSR has been restructured as RSR-ADSP with two associated trust funds, the program is currently revising its results framework to reflect the new umbrella structure, again in collaboration with the donors.

STARS has revised its results framework, since the program was restructured from the former Sudan Multi-Partner Fund, to align with the themes of the restructured country umbrella: a) social protection, b) economic revival and better governance, c) peace building, resilience, and basic services, and d) crisis response. The program has also consolidated its indicators. The outcomes are now at the theme level, and the outcome indicators are broadly defined to provide flexibility to accommodate future activities indicators.

PPIAF has existed for more than 20 years with multiple donors and windows under a common governance structure and results framework. The effort needed to revise its results framework has been minimal, since much of the work on harmonizing expectations and interest across donors has been done over the years of PPIAF's existence through updating its legal agreements and charter and developing an M&E and data system. An important lesson for M&E system development has been to standardize across various donors and to hold multiple discussions to agree on monitoring indicators fit-for-purpose to PPIAF's business model. PPIAF maintains a specific results framework at the activity level, and has developed a rating system to aggregate this to the portfolio level. A second lesson has been to harmonize the different expectations and preferences of various donors through the work plan and operational procedures rather than through legal agreements.

Among the two youngest programs, **PROGREEN** has developed its results framework building on learning and experience from the closing assessment of the Program on Forests (PROFOR), the Forest Action Plan (FAP 2016–2020), and lessons learned from many forest and landscape engagements in past years, as well as the PROBLUE Umbrella 2.0 Program. This work on results and indicators and consolidation of learning has also contributed to the conceptualization of the emerging Forest and Landscape Approach (ForLand). The results framework includes results measurement for RETF activities using outcome indicators that will be reported in Implementation Status Reports and results measurement for BETF activities based on uptake and influence of knowledge and knowledge products and leverage and contribution to policy reforms. At the stage of initial expressions of interest, task teams are expected to outline how their proposed work delivers outcomes in the context of the results framework. M&E reporting and communication to implementing teams about these requirements is an essential function within the Program Management Team, with both staffing and analytical support budgeted.

FoodSystems2030 has an overarching results framework that is embedded in the program's theory of change and outlines how the program's funding will deliver on the FoodSystem2030 development objective. The results framework is a living document and may be revised at any point in time, in consultation with the Partnership Council, during the implementation of the Umbrella 2.0 Program.

REPORTING AND COMMUNICATIONS

The experience of the nine featured programs shows that effective communication with development partners is key to achieving long term and successful engagement. Progress and completion reports are some of the primary ways that the World Bank communicates with its development partners to share progress toward the development objectives of the trust funds. Some Umbrella 2.0 Programs complement this core reporting with progress updates, newsletters, program websites, and publications.

The World Bank recognizes that improving communications and providing visibility to development partners are essential. Therefore, every umbrella program is required to develop a communications and visibility plan in consultation with its development partners. These efforts are intended to help programs with coherent, credible, and memorable messaging; consistent branding; and timely reporting of umbrella activities.

All umbrella programs must issue annual reports, which may include financial reporting, information on specific grants, and emerging lessons learned. For legacy programs, the formal transition to Umbrella 2.0 Programs will require merging the separate, smaller reports that some are currently preparing for associated trust funds into the combined Umbrella 2.0 Program progress report.

In addition to annual reports, umbrella programs employ a wide a range of communications tools, such as program websites, publications, blogs, infographics, videos, convenings, briefing notes, seminars, and sponsoring events and side meetings at high-profile global events, particularly in relation to climate action. The strategic communications and visibility plans raise awareness and visibility to support the efforts of client governments and country teams, increase development partners' commitments, and disseminate lessons learned internally and across all countries.

Rebranding has been an issue for some programs, such as **FLC**, that are consolidating existing trusts funds under one umbrella. When there is little or no history of individual trust funds having brand recognition, they will be branded as FLC. However, for associated trust funds such as the Early Learning Partnership, that have strong brand-identification, the FLC has chosen to retain the ELP branding, which will now be referred to as "ELP within the FLC." The FLC will also retain Results in Education for All Children (REACH) trust fund branding until July 2022, when this will be dissolved or absorbed by FLC.

In the case of **SURGE**, some of the associated trust funds that have built their own brand and acquired visibility in the past will now enter a transition phase where the visibility of the legacy program can persist, while at the same time they will start to reflect SURGE support and affiliation. As a first step, the annual report will be unified and become a single consolidated annual progress report covering all activities financed by all trust funds under the SURGE Umbrella. Also, websites will make explicit reference to SURGE or be rolled under the website of the umbrella. Any new outputs from the legacy programs will add the SURGE program identifier and future reports will include the SURGE acknowledgement statement.

TABLE 3 List of Umbrella 2.0 Programs as of June 30, 2021		
Practice Group/ Business units	No	Umbrella 2.0 Program*
Equitable Growth, Finance and Institutions Practice Group	1	Competitiveness for Jobs and Economic Transformation (C-JET) ✓
	2	Consultative Group to Assist the Poor (CGAP) ✓
	3	Debt Management Facility (DMF) ✓
	4	Finance for Development
	5	Financial management and Accountability (FM&A) ✓
	6	Financial Sector Reform and Strengthening Initiative (FIRST 2.0) ✓
	7	Fiscal Policy and Sustainable Growth
	8	Global Tax Program (GTP) ✓
	9	Governance and Institutions (G&I)
	10	Procurement for Development (P4D)
	11	Risk Finance
	12	Umbrella Facility for Poverty and Equity (UFPE)
	13	Umbrella Facility for Trade (UFT) ✓
Human Development Practice Group	14	Foundational Learning Compact (FLC) ✓
	15	Global Financing Facility for Women, Children and Adolescents (GFF) ✓
	16	Health Emergency Preparedness and Response Fund (HEPR) ✓
	17	Healthy Lives, Nutrition and Population (HLNP)
	18	Human Capital Umbrella ✓
	19	JOBS Umbrella Partnership ✓
	20	KNOMAD – Migration Umbrella ✓
	21	Rapid Social Response–Adaptive and Dynamic Social Protection (RSR-ADSP) ✓
	22	Tertiary Education and Skills Training (TEST) Umbrella
	23	Umbrella Facility for Gender Equality (UFGE) ✓
	24	Digital Development Partnership (DDP) ✓
Infrastructure Practice Group	25	Enabling Environment and Pipeline Development ✓
	26	Energy Sector Management Assistance Program (ESMAP) ✓
	27	Extractives Global Programmatic Support 2 (EGPS-2) ✓
	28	Global Facility to Decarbonize Transport
	29	Identification for Development (ID4D) ✓
	30	Project Preparation, Structuring and Implementation
	31	Sustainable Infrastructure
	32	Climate Emissions Reduction Facility (CERF)
	33	Climate Support Facility ✓

TABLE 3 List of Umbrella 2.0 Programs as of June 30, 2021 (cont.)		
Practice Group/ Business units	No	Umbrella 2.0 Program*
Sustainable Development Practice Group	34	FoodSystems2030 ✓
	35	Global Facility for Disaster Reduction and Recovery (GFDRR)
	36	Global Partnership on Results-Based Approaches (GPRBA)
	37	Global Program on Sustainability (GPS) ✓
	38	Global Water Security and Sanitation Program (GWSP) ✓
	39	Human Rights, Inclusion and Empowerment (HRIE) ✓
	40	Land 2030 Global Partnership ✓
	41	Partnership for Market Implementation Facility (PMIF) ✓
	42	PROBLUE ✓
	43	PROCLEAN
	44	PROGREEN ✓
	45	Social Sustainability Initiative for All (SSI4ALL) ✓
	46	Sustainable Urban and Regional Development (SURGE) ✓
Development Economics (DEC)	47	Global Data Facility
	48	Impact Evaluation to Development Impact (i2i) ✓
	49	Knowledge for Change Program (KCP) ✓
Fragility, Conflict and Violence	50	State and Peacebuilding Fund 2.0 (SFP 2.0)
Eastern and Southern Africa Region (AFE)	51	Horn of Africa Umbrella ✓
	52	Somalia Country Engagement ✓
	53	Sudan Transition and Recovery Support (STARS) ✓
	54	Zimbabwe Socio-Economic Transformation ✓
Western and Central Africa Region (AFW)	55	AFW Regional Umbrella
	56	Liberia Reconstruction ✓
	57	Nigeria Country Engagement Umbrella ✓
East Asia and the Pacific Region	58	Indonesia Strategic Partnership (ISP)
	59	Myanmar Strategic Partnership (MSP) ✓
	60	Papua New Guinea and the Pacific Islands Umbrella Facility (PPIUF) ✓
	61	Philippines Peacebuilding and Development Initiatives in Mindanao (PPDI)
	62	Timor-Leste Strategic Partnership (TLSP)
Europe and Central Asia Region	63	Strategic European Partnerships Umbrella Program (STEP UP)

TABLE 3 List of Umbrella 2.0 Programs as of June 30, 2021 (cont.)		
Practice Group/ Business units	No	Umbrella 2.0 Program*
Middle East and North Africa	64	Lebanon Financing Facility ✓
	65	MENA Regional Umbrella 2.0 ✓
	66	Palestinian Umbrella for Resilience Support to the Economy ✓
	67	Tunisia Economic Resilience and Inclusion (TERI) ✓
	68	Yemen Resilience, Recovery and Reconstruction Umbrella Program
South Asia	69	Afghanistan Reconstruction Trust Fund (ARTF) ✓
	70	India Country Umbrella ✓
	71	Pakistan@100 Trust fund ✓
	72	South Asia Regional Integration and Cooperation Umbrella (SARRE)

✓ Check mark indicates that the program has been formally established.

*Any changes to proposed Umbrella 2.0 Programs made after June 30, 2021 are not reflected in this table.

World Bank Group
 1818 H Street NW, Washington, D.C. 20433
 202.473.1000
www.worldbank.org
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All queries on this publication should be addressed to portfolioanalytics@worldbank.org

