



**IDA14**

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**Strengthening the Private Sector in IDA Countries:  
World Bank Group's Collaboration with External Partners**

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## Acronyms

AFD	Agence Française de Développement
AfDB	African Development Bank
AFUR	African Forum for Utility Regulation
APDF	African Project Development Facility
AsDB	Asian Development Bank
AUSAID	Australian Agency for International Development
BEEPS	Business Environment and Enterprise Performance Survey
BIDFacility	Balkans Infrastructure Development Facility
BNPP	World Bank-Netherlands Partnership Program
BNWP	World Bank-Netherlands Water Partnership
CGAP	Consultative Group to Assist the Poorest
CIDA	Canadian International Development Agency
DAC	Development Assistance Committee
DANIDA	Danish International Development Agency
DEC	Development Economics Group
DFID	Department for International Development
EAPIRF	East Asia and Pacific Infrastructure Regulatory Forum
EBRD	European Bank for Reconstruction and Development
EC	European Commission
EFG	Environmental Finance Group
ESMAP	Energy Sector Management Assistance Program
FIAS	Foreign Investment Advisory Services
FMTAAS	Funding Mechanism for Technical Assistance and Advisory Services
FSAP	Financial Sector Assessment Program
GBO	Grassroots Business Organizations
GBSN	Global Business School Network
GEF	Global Environment Facility
GFPTT	Global Facilitation Partnership for Transportation and Trade
GGFR	Global Gas Flaring Reduction
GPOBA	Global Partnership for Output-Based Aid
GTZ	Gesellschaft für Technische Zusammenarbeit
GVEP	Global Village Energy Partnership
HDM-4	Highway Development and Management Tools
HIPC	Heavily Indebted Poor Countries
IBRD	International Bank for Reconstruction and Development
ICA	Investment Climate Assessment
IDA	International Development Association
IFAD	International Fund for Agricultural Development
IFC	International Finance Corporation
IFUR	International Forum for Utility Regulation
ILO	International Labour Organization
IMF	International Monetary Fund
INCaF	IFC-Netherlands Carbon Facility
KCP	Knowledge for Change Program
KfW	Kreditanstalt für Wiederaufbau
NEPAD	New Partnership for Africa's Development

NORAD	The Norwegian Agency for Development Cooperation
NTF-PSI	Norwegian Trust Fund for Private Sector and Infrastructure
OBA	Output-Based Aid
OECD	Organization for Economic Cooperation and Development
PIDG	Private Infrastructure Development Group
PPIAF	Public-Private Infrastructure Advisory Facility
PPP	Public-Private Partnerships
PRSC	Poverty Reduction Support Credit
PRSP	Poverty Reduction Strategy Papers
ROSC	Reports of the Observance of Standards and Codes
SAFIR	South Asian Forum for Infrastructure Regulation
SBAP	Sustainable Business Assistance Program
SDC	Swiss Agency for Development and Cooperation
SGBI	Strengthening Grassroots Business Organizations Initiations
Sida	Swedish International Development Corporation
SME	Small and Medium Enterprises
SSATP	Sub-Saharan Africa Transport Policy Program
TATF	Technical Assistance Trust Fund
UNCDF	United Nations Capital Development Fund
UNDP	United Nations Development Program
USAID	United States Agency for International Development
WBG	World Bank Group
WDR	World Development Report
WSP	Water and Sanitation Program

## **Private Sector Development in IDA Countries: World Bank Group's Collaboration with External Partners**

### **I. Introduction**

1. At the IDA14 meeting in Washington D.C. in October 4-6, 2004, Deputies welcomed the increased attention being paid to the private sector development in IDA countries. They requested an update on the World Bank Group's efforts to strengthen outreach to and joint work with external partners.<sup>1</sup> This paper responds to that request.

2. The World Bank Group's client country governments are its primary partners in development. However, in recent years, the Group has also involved a wide range of other public and private stakeholders in all aspects of its work. The World Bank Group has built and continues to strengthen partnerships with other multilateral development banks, United Nations agencies, bilateral donors, the private sector, as well as with non-governmental organizations.

3. This note is a supplement to an IDA14 paper entitled "*Strengthening the Private Sector in IDA Countries (September 2004)*." This paper describes, in greater detail, the ongoing collaborative efforts between the World Bank Group and its external development partners in promoting private sector development in client countries. Section II outlines joint efforts between the World Bank Group and its external partners in investment climate work. Partnerships with other donors and international institutions in programs for improving provision of infrastructure and for promotion of sustainable private sector development are discussed in sections III and IV. Access to financing from the Group's private sector partners is discussed in section V. Section VI is a brief description of a partnership initiative in the area of donor effectiveness. Finally, section VII offers some concluding remarks on the prospects and challenges in the period ahead for collaboration with external partners.

### **II. Partnerships in Investment Climate Work**

4. The World Bank Group's external partnerships in investment climate work can be divided into three categories: (a) partnerships with other donors in financing technical assistance and advisory activities; (b) partnerships with other international institutions as well as private agencies on investment climate diagnostic work; and (c) partnerships that facilitate policy dialogue between all development stakeholders, in particular the private sector.

#### **II A. Co-financed Technical Assistance and Advisory Activities**

5. **IFC Donor-Funded Technical Assistance Programs.** Improving the investment climate of client countries is one of IFC's main activities as described in its articles of association. Investment climate-related technical assistance at IFC has become a vital instrument for delivering IFC's mission of identifying and removing constraints to private investment.

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<sup>1</sup> A companion paper "*Strengthening the Private Sector in IDA Countries: Status of World Bank Group Collaboration (November 2004)*," discusses the ongoing efforts to strengthen and improve collaboration among the institutions of the World Bank Group.

6. **IFC's Technical Assistance Trust Funds (TATF)** program was initiated by IFC in 1988 and is funded by bilateral and multilateral donors. It currently receives funding from 25 donors, including the IFC itself. TATF provides funding to many one-time technical assistance projects. At the same time, TATF also allows IFC to use donor funding to initiate activities and do more work in frontier-market countries. Of the technical assistance programs approved in FY04, 97 percent were in low-income and lower middle-income countries. Sixty-one percent of these programs were in countries with very high-risk ratings. These technical assistance projects often allow IFC to invest in these countries at a later date.<sup>2</sup>

7. Other donor-funded programs, such as small and medium enterprise (SME) facilities,<sup>3</sup> address broader issues such as improving investment climate in certain sectors, regions, and countries, while using the knowledge and experience IFC has acquired through its investment operations. Donors have continued to show strong support for SME facilities, and about 75 percent of new commitments in FY04 from the donors went to these facilities (Table A.1). The facilities operate predominantly in IDA-eligible countries, covering 70 of the 81 IDA borrowers.

8. Funds provided by donors also assist work carried out by the joint IFC-World Bank Foreign Investment Advisory Services (FIAS).<sup>4</sup> Of the 60 projects completed by FIAS in FY04, half were in IDA-eligible countries.

9. To allow IFC to fulfill its financial commitments to its donor partnership programs in a reliable and stable manner, IFC's Board has approved the creation of the Funding Mechanism for Technical Assistance and Advisory Services (FMTAAS). Each year that IFC's net operating income exceeds an agreed level, a portion of the retained earnings will be designated for FMTAAS. The approved amount designated for FY05 is US\$225 million, which will be partially used with matching donor funding, to sustain project development facilities and other IFC activities focusing on SMEs, environmental and social programs, and corporate governance initiatives, as well as technical assistance that complements project development costs in frontier markets.

10. **Norwegian Trust Fund for Private Sector and Infrastructure (NTF-PSI).** In 2002 the Norwegian Ministry of Foreign Affairs established a trust fund to support the World Bank Group's Private Sector Development (PSD) strategy. Three thematic windows are targeted for support: (a) Investment Climate and Governance; (b) Infrastructure Service Delivery to the Poor; and (c) Existing Global Programs. Within the first window, Norway has indicated a preference for activities that address:

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<sup>2</sup> See *"IFC Donor-Supported Technical Assistance Programs: 2004 Report to the Donor Community"* for more details.

<sup>3</sup> During FY04, one new facility to promote SMEs was launched (Private Enterprise Partnership for the Middle East), and another was approved (Iraq Small Business Financing Facility), thus increasing the total number of SME facilities to 12.

<sup>4</sup> Over the past four years, FIAS has received contributions from Canada, Ireland, Italy, Luxembourg, Netherlands, Norway, Spain, Sweden, Switzerland, and the United Kingdom, as well as contributions from the World Bank Group. FIAS has also received contributions for regional activities from Australia, New Zealand, and Switzerland.

- Corporate governance, the role of public sector in sustainable systems, institutional development and capacity building – including legal and regulatory frameworks, and the enabling environment;
- Private sector development in rural areas;
- Assistance efforts emphasizing strategic partnership and promoting cooperation with UN agencies and other external institutions.

11. The legal agreement with Norway requires that 50 percent of the funds go to work on Sub-Saharan Africa. The Trust Fund is limited to financing activities in countries included in the lowest three categories of Part 1 of the Development Assistance Committee (DAC) list of aid recipients: (a) Least Developed Countries, (b) Other Low Income Countries, and (c) Lower Middle Income Countries and Territories. Preference is given to projects in IDA countries. Table A.2 provides a list of recent investment climate and governance activities funded by NTF-PSI.

12. Norway has also channeled funding for investment climate work of the World Bank Group through the Existing Global Programs window of NTF-PSI. In particular, the IFC African Project Development Facility (APDF) and FIAS have been beneficiaries of this fund.

13. **World Bank-Netherlands Partnership Program (BNPP).** The Netherlands is providing important support for the World Bank Group's private sector development agenda through the BNPP. In 2004, BNPP approved a US\$251,000 project aimed at expanding and strengthening the treatment of investment climate issues in Poverty Reduction Strategy Papers (PRSPs). The proposed program is designed to: (a) facilitate sharing of knowledge, expertise and experience among key people and institutions, who are involved in the PRSP process, in order to improve the understanding of reform processes, business environment policies, and their link to poverty reduction strategies; (b) through dialogue, help gather knowledge and build capacity particularly in World Bank country teams and in client countries to analyze investment climate issues that matter most to the poor, and help client country constituents on investment climate issues engage in the PRSP process; (c) enable stakeholders to help develop a global repository of knowledge: an analytical framework and knowledge base on investment climate issues and poverty reduction that will lead to appropriate interventions; (d) help build broad-based awareness of linkages between investment climate and poverty reduction; and (e) secure coordination with rural investment climate programs under the BNPP. Expected outputs and results include:

- Development of an investment climate-poverty toolkit;
- Web site on investment climate-poverty issues;
- An annual conference and training course on investment climate-poverty linkages;
- Development of six distance-learning seminars and training to be delivered from Washington, D.C.;
- Organization of institutions in client countries that represent the private sector, such as business associations;
- Pilot mainstreaming of investment climate issues in PRSPs;
- A global investment climate-poverty network consisting primarily of people involved in the PRSP process across the globe.

14. For 2005, BNPP has created a specific window for private sector development, allocating US\$550 million to efforts that support global and regional activities in IDA-eligible countries, with particular attention to Africa. A similar level of support is expected for 2006.

15. **Knowledge for Change Program (KCP).** The World Bank's Development Economics (DEC) Vice Presidency and donor countries (including Canada, Finland, Norway, Switzerland and the United Kingdom) created the KCP in 2002 as a way of scaling up, leveraging and broadening dissemination of the Bank's research and analysis to member governments and the development community worldwide. There are two trust funds under the program. One is for investment climate and trade and the other is for poverty dynamics and basic service delivery. KCP funds are targeted towards activities concerning IDA countries and the poorest groups in IBRD countries, with priority for Africa and South Asia (Table A.3).

## **II B. Collaboration on Investment Climate Diagnostic Work**

16. The World Bank Group has been pursuing collaboration with partners in a number of areas involving the development and use of diagnostic tools for the assessment of investment climates in client countries.

17. The **Doing Business Report** project produces data, comparable across countries and updated annually, about specific business regulations and their enforcement. The dataset currently covers 145 countries, including 56 IDA countries. About 3,300 local experts, including judges, lawyers, accountants, credit registry representatives, business consultants, and government officials from around the world have participated in the Doing Business surveys.<sup>5</sup> They have participated on their own time without charging any fees, making the preparation of the report a truly collaborative effort.

18. **Investment Climate Assessments (ICAs)** involve consultation and collaboration with both private and public sectors, as well as other donors. They feed into the Country Assistance Strategies of the Bank and the development strategies of client countries. Thus far, collaborative efforts with other development agencies include joint World Bank and Asian Development Bank (AsDB) ICAs in two IDA countries, Indonesia and Sri Lanka. Joint World Bank-AsDB ICAs are planned for FY05 in Laos and Vietnam.

19. Investment Climate Surveys are business establishment surveys aimed at generating the statistical information required for ICAs. They provide information that helps quantify investment climate obstacles and their impact on firm productivity, employment and investment. In 1999, and again in 2002, one such set of surveys was developed jointly by the World Bank and the European Bank for Reconstruction and Development (EBRD) and conducted in the transition economies of Eastern Europe and Central Asia. The Business Environment and Enterprise Performance Survey (BEEPS) comprises the results of interviews with firm managers and owners in 26 transition countries on a wide range of issues relating to their businesses, including the business environment, corruption, lobbying, financial system, legal system, regulation, public services, and firm performance.

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<sup>5</sup> The names of the Doing Business Report's external partners are listed in the Contributor's section of the report, as well as on the Doing Business web site at <http://rru.worldbank.org/DoingBusiness/>.

## **II C. Mechanisms for Dialogue with the Private Sector in Client Countries**

20. **Public-Private Business Fora.** The World Bank Group and the IMF, as a way to encourage investment climate reforms in developing countries, are supporting government-business consultation mechanisms. In Spring of 2001, in response to a request by senior government officials in Africa for assistance in improving the investment climates in their respective countries, the World Bank Group and the IMF proposed the formation of small, high-level investor councils. Investor councils are comprised of business leaders and key ministers, under the chairmanship of the country president, who prioritize and take action on issues to remove obstacles to investment. Pilot investor councils were launched in Ghana, Senegal and Tanzania (2001), Mali and Uganda (2004).

21. Similar initiatives have been taken in East Asia. IFC and Canada have been involved with the Vietnam Business Forum since 1999. The Forum has succeeded, among other reforms, in amending the Law on Business Companies to streamline licenses and approvals. The Cambodia Private Sector Forum, set up in 2002 and supported jointly by IFC and AUSAID, has led a nation-wide survey on agro-business and agro-processing with small farmers. Other achievements of the Forum include high-level consultation on investment and tax law, the introduction of private sector monitors within the Customs Department, improved labor standards, and negotiations on cost reductions for a major road concession. These partnerships are key to the policy making process. They ensure a voice to the stakeholders by facilitating a dialogue between the government, development agencies, and the private sector to better understand the business environment constraints.

22. **Poverty Reduction Strategy.** At the Annual Meetings of the World Bank Group and the IMF in September 1999, it was agreed that nationally owned and participatory poverty reduction strategies should provide the basis for all World Bank and IMF lending and for debt relief under the enhanced Heavily Indebted Poor Countries (HIPC) Initiative. This approach, building on the principles of the Comprehensive Development Framework, would be reflected in the development of Poverty Reduction Strategy Papers (PRSPs) by country authorities. PRSPs outline a country's macroeconomic, structural and social policies and programs to promote growth and reduce poverty, as well as associated external financing needs. Five core principles underlie the development and implementation of poverty reduction strategies. The strategies should be: (a) country-driven, involving broad-based participation by civil society and the private sector in all operational steps; (b) results-oriented, focusing on outcomes that would benefit the poor; (c) comprehensive in recognizing the multidimensional nature of poverty; (d) partnership-oriented, involving coordinated participation of development partners (bilateral, multilateral, and non-governmental); and (e) based on a long-term perspective for poverty reduction.

23. PRSPs are a key mechanism by which private sector development issues can be addressed in country development strategies. The ICA findings for Cambodia are extensively incorporated into the Cambodia PRSP. On the operations side, the ICA findings are used in Ethiopia and Nepal Poverty Reduction Support Credits (PRSC). ICAs are a significant part of pipeline PRSCs for Honduras, Mozambique, Nicaragua, Senegal, and Tanzania. The World

Bank Group has submitted a proposal to the World Bank-Netherlands Partnership Program (BNPP) for a program designed to strengthen the treatment of private sector development issues in the PRSP process (Section II.A). The program is expected to be launched in FY05.

### III. Global Partnerships to Improve Infrastructure Services

24. The World Bank Group is home to a number of global technical assistance facilities that involve partnerships working towards improving provision of infrastructure services in developing countries. In particular, a large variety of public-private partnerships (PPP) have been established to facilitate this.

25. The **Public-Private Infrastructure Advisory Facility (PPIAF)** is a multi-donor<sup>6</sup> technical assistance facility aimed at helping developing countries improve the quality of their infrastructure through private sector participation in the financing, ownership, operation, rehabilitation, maintenance, or management of eligible infrastructure services. Eligible infrastructure services comprise roads, ports, airports, railways, electricity, telecommunications, solid waste, water and sewerage, and gas transmission and distribution. Currently there are 93 approved or ongoing PPIAF projects in IDA countries, representing 63 percent of PPIAF's active portfolio in value terms.

26. The **Global Partnership for Output-Based Aid (GPOBA)** is a multi-donor trust fund set up by the United Kingdom's Department for International Development (DFID) and the World Bank. The goal of GPOBA is to provide increased access to reliable basic infrastructure and social services to the poor in developing countries through the wider use of output-based aid (OBA) approaches. The primary outputs of GPOBA are pilot projects and related activities to identify and disseminate lessons of experience in the design and implementation of OBA schemes, including the targeting of eligible beneficiaries, definition of performance requirements, the determination of payment structures, and the design of monitoring arrangements. About 68 percent of GPOBA's portfolio in value terms is in projects in IDA countries (Table A.4).

27. **DevCo** is a multi-donor facility that supports IFC's privatization advisory work in infrastructure. It was established in June 2003 through a Memorandum of Understanding signed between IFC and DFID. DFID has agreed to contribute US\$10 million over three years (FY04-FY06), and the Netherlands Ministry of Foreign Affairs has agreed in principle to make a US\$1 million contribution to DevCo in FY05. In addition, IFC has also agreed to contribute US\$0.75 million to DevCo over three years (FY04-FY06). The facility has been established under the umbrella of a broader portfolio of work being developed in association with the Private Infrastructure Development Group (PIDG), a group of donors seeking to increase private sector investment in infrastructure of developing countries. Other non-PIDG donors are also expected to contribute. DevCo supports the development and implementation of infrastructure projects in water, electricity, sanitation, telecommunications-ICT, and transport at both the municipal and national level in developing countries, as well as other services such as housing, solid waste handling, and other physical infrastructure services. Eligible countries are those in the lowest

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<sup>6</sup> PPIAF's donors include the AsDB, Canada, France, Germany, Italy, Japan, the Netherlands, Norway, Sweden, Switzerland, UNDP, the United Kingdom, the United States, and the World Bank Group.

three categories of Part 1 of the DAC list of aid recipients: 1) Least Developed Countries, 2) Other Low Income Countries, and 3) Lower Middle Income Countries and Territories.

28. The **Balkans Infrastructure Development Facility (BIDFacility)** is a technical assistance initiative that is being set up by IFC in the Balkans together with the USAID and European and Nordic donors. The BIDFacility will help public sector entities in South Eastern Europe to attract private sector participation and investments in infrastructure, primarily in energy, transport, and water and sanitation sectors. The Facility covers, among others, IDA eligible countries such as Albania, Bosnia and Herzegovina, and Serbia and Montenegro.

29. **Other collaborative as well as trust-fund** programs for improving access to infrastructure services with components that support public-private partnerships include the World Bank-Netherlands Water Partnership (BNWP), the Cities Alliance, the Energy Sector Management Assistance Program (ESMAP), the Global Facilitation Partnership for Transportation and Trade (GFPTT), the Global Village Energy Partnership (GVEP), Highway Development and Management Tools (HDM-4), Information for Development (InfoDev), the Infrastructure window and the Existing Global Programs window of the Norwegian Trust Fund for Private Sector Development and Infrastructure (NTF-PSI),<sup>7</sup> Sub-Saharan Africa Transport Policy Program (SSATP), and the Water and Sanitation Program (WSP). See Table A.5 for more details.

30. Provision of support to infrastructure regulators in developing countries is also an important area where the World Bank Group and its partners are contributing to the enhancement of infrastructure services. The following are some of the specific programs and partnerships in this area.

31. **International Training Program on Utility Regulation and Strategy** is an innovative mechanism for promoting improved utility regulation through training and knowledge sharing. The program was first launched in 1997 as the first major initiative of the International Forum for Utility Regulation (IFUR). The two-week training program – developed jointly by the World Bank and the University of Florida – is offered twice per year, and has so far been attended by more than 1,300 regulators from over 120 countries. Ongoing learning and networking is also supported by the publication of a Directory of Utility Regulatory Agencies that is updated regularly.

32. The **South Asian Forum for Infrastructure Regulation (SAFIR)** was launched in 1999 with support from the World Bank to provide more focused learning and networking opportunities for regulators in that region. Supported by a local administrative partner and guided by a steering committee of experienced regulators from the region, SAFIR has a regular newsletter, web-based resources, and holds regional training programs. Four two-week courses and several workshops have been held to date, involving some 400 participants. SAFIR participants recently formalized their network through the creation of a membership-based association.

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<sup>7</sup> The existing global programs window of NTF-PSI provides funding for The Energy Sector Management Assistance Program (ESMAP), the Public-Private Infrastructure Advisory Facility (PPIAF), and the Water and Sanitation Program (WSP).

33. The **African Forum for Utility Regulation (AFUR)** was launched in 2000 as a framework for supporting regulators across the region. It has held four major meetings to date, with each including a workshop aimed at sharing knowledge and experience on a particular theme. AFUR has also developed a newsletter, a web site, and measures to support particular training activities. Meetings have involved representatives from 40 regulatory agencies from around 30 countries. AFUR has been incorporated into the New Partnership for Africa's Development (NEPAD) regional initiative and participants recently agreed to further institutionalize the network through the creation of a membership-based association.

34. The **East Asia and Pacific Infrastructure Regulatory Forum (EAPIRF)** was launched in 2003 with support from the World Bank, the AsDB and PPIAF. The objective of the Forum is to promote good regulatory practices in infrastructure in the region by creating a cross-sectoral and cross-country platform in which regulators can learn from each other's experiences and knowledge. In April 2004, more than 70 officials representing infrastructure regulators from 20 East Asia and Pacific countries met in Manila as part of the second EAPIRF meeting. Regulators came from all infrastructure sectors. The role of infrastructure regulators in protecting consumer rights and involving consumers in the regulatory decision-making process was discussed and debated in Manila. Participants acknowledged that sustained efforts are required to execute the Forum's activities in the near future and, with assistance from the Bank, are now in the process of establishing a small Secretariat to assist in implementation of the Forum's activities.

#### **IV. Sustainable Private Sector Development**

35. The World Bank Group is committed to sustainable development in all aspects of its activities. The following are some of the partnerships that the World Bank Group is involved in to address sustainable private sector development.

##### **IV A. Environmental and Social Facilities**

36. **Sustainable Business Assistance Program (SBAP).** In July 2002, IFC created three donor-funded<sup>8</sup> facilities to help the private sector in emerging markets manage the social and environmental requirements of a sustainable development. Together, these facilities are called the Sustainable Business Assistance Program (SBAP). They enable IFC to promote corporate social responsibility in IFC client companies (Corporate Citizenship Facility); enhance the environmental and social impact of financial intermediaries (Sustainable Financial Markets Facility); and finance innovative projects that promote local environmental benefits (Environmental Opportunities Facility). Nearly half of the SBAP's completed, ongoing, and pipeline projects as of the end of FY04 are in IDA-eligible countries.

37. **Global Environment Facility (GEF).** IFC's Environmental Finance Group (EFG) acts as a private sector window for the GEF. Established in 1991, GEF helps developing countries fund projects and programs that protect the global environment. GEF grants help support

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<sup>8</sup> SBAP is funded by IFC as well as donors, including Austria, Italy, the Netherlands, New Zealand (FY05), Norway, and Switzerland.

projects related to biodiversity, international waters, land degradation, the ozone layer, and persistent organic pollutants. The activities of the GEF, which are funded by US\$7 billion in commitments from the member countries, are implemented by the World Bank, the United Nations Development Program and the United Nations Environment Program. Other executing agencies include the regional development banks and a number of UN Specialized agencies. IFC acts as a primary private sector interface for the GEF, operating through the World Bank. The Environmental Finance Group (EFG) within the Environment and Social Development Department is responsible for IFC's GEF activities. To date the EFG has developed US\$125 million of GEF-eligible projects.

38. **IFC-Netherlands Carbon Facility (INCaF).** This is an innovative partnership under which IFC will purchase greenhouse gas emission reductions on behalf of the Government of Netherlands using the "Clean Development Mechanism" of the Kyoto Protocol. The Netherlands will use these emission reductions to help meet its commitments under the Kyoto Protocol. The Netherlands has allocated about US\$ 47 million for this Facility that will provide additional revenues to eligible projects that generate emission reductions in developing countries.

39. **Global Gas Flaring Reduction (GGFR) Partnership.** This is a partnership initially set up by the World Bank Group in collaboration with the Government of Norway. It supports national governments and the petroleum industry in their efforts to reduce the flaring and venting of gas associated with the extraction of crude oil by improving the framework for private sector investments. Apart from the World Bank, GGFR currently comprises the Governments/National Oil Companies of Algeria (Sonatrach), Angola, Cameroon (SNH), Chad, Ecuador, Nigeria, Norway and the USA as well as the international oil companies BP, Chevron Texaco, Exxon Mobil, Norsk Hydro, Shell, Statoil and TOTAL.

40. **The Extractive Industries Review.** In 2004 the World Bank Group concluded a comprehensive assessment of its activities in the extractive industries sector through an independent stakeholder consultation process. The World Bank Group has considered the recommendations of the Extractive Industries Review and consulted with many stakeholders, including shareholder governments, civil society, and industry. The World Bank Group is already in the process of implementing many of the recommendations and continues to be a leading provider of resources to developing countries for environmental protection and other sectors that are related to the extractive industries.

41. **IFC Against AIDS Program.** Since its inception in 2000, IFC Against AIDS has worked with many clients, providing guidance toward the successful implementation of HIV/AIDS workplace programs. So far the program has been implemented mainly in IDA-eligible countries in Africa, the Caribbean, and South Asia. One notable example of the program is in Angola where Odebrecht, the Brazilian construction company, earmarked US\$1 million of the US\$280 million IFC corporate loan extended to them in 2002 to support efforts related to the fight against AIDS. Together, IFC and Odebrecht launched an education, prevention and care program targeted at 30,000 people in the communities of Odebrecht's Angolan operations (Table A.6).

42. The **Global Business School Network (GBSN)**. This is an IFC initiative designed to strengthen the institutional capacity of business schools in developing and transition countries. The Network brings together top global business schools with business schools in the emerging markets.

43. **Strengthening Grassroots Business Organizations Initiative (SGBI)**. The goal of “grassroots business organizations” is to help the poor and disadvantaged participate in sustainable business opportunities. However, most grassroots business organizations (GBOs) are too small, have a high cost structure, and have limited business capabilities. GBOs also often lack access to private financing, markets, and outside technical assistance. Therefore, most GBOs tend to remain small, inefficient, donor-dependent, and far too limited in reaching the poor and disadvantaged. The SGBI would initially provide a group of six GBOs with well-designed and carefully delivered programs of technical assistance to support business improvement and scaling up. The group includes companies in Bolivia, Cambodia, India, Kenya, Tanzania and Nigeria. The SGBI would be initially funded equally by IFC and the World Bank (via the Development Grant Facility). DGF funds would be channeled directly to GBOs as grants, to be managed by the GBOs themselves. Additional donor funds will be mobilized for the future phases. Several technical and strategic partners are already working with IFC and the Bank on this initiative, including consulting firms, specialized firms that promote or invest in GBOs, web-based retailers, NGOs from developed countries, and local organizations.

## **IV B. Corporate Governance**

44. Good corporate governance is important for long-term private sector growth in developing countries. The joint IFC-World Bank Corporate Governance Group collaborates with external partners in several areas to help companies and countries improve standards of governance for corporations, focusing on shareholder and stakeholder rights, board member duties, disclosure, and effective enforcement.

45. **Reports of the Observance of Standards and Codes (ROSC)** are summary assessments of the observance of selected standards relevant to private and financial sector development and stability. ROSCs are joint products of the IMF and the World Bank Group. The IMF has taken a lead in 9 out of 12 areas, including data dissemination and fiscal transparency. The financial sector assessments (monetary and financial policy transparency, banking supervision, securities market regulation, payment systems, and deposit insurance) are mostly derived as by-products from a parallel Bank-IMF Financial Sector Assessment Program (FSAP). The World Bank Group has taken the lead in three areas covered by ROSCs: (a) corporate governance, (b) accounting and auditing, and (c) insolvency regimes and creditor rights. ROSC modules for about 30 IDA countries have been prepared to date, of which five have been corporate governance assessments.<sup>9</sup>

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<sup>9</sup> ROSCs have been completed by the IFC-World Corporate Governance Group for Georgia, India, Indonesia, Moldova, and Zimbabwe.

46. The **Global Corporate Governance Forum** is a multidonor trust fund<sup>10</sup> founded by the World Bank Group and the Organization for Economic Co-operation and Development (OECD) to promote global, regional, and local initiatives that aim at improving the institutional framework and practices of corporate governance.

## V. Partnerships with the Private Sector

47. **Syndication and Resource Mobilization.** IFC provides a range of products and services for clients, including loans, equity, quasi-equity, structured finance, and risk management products that are funded through IFC's own financial resources. IFC also syndicates participations in its loans to international financial institutions. Through its B-loan program, the Corporation maintains an active business relationship with leading commercial banks around the world, enabling it to mobilize additional resources for its clients. IFC's committed syndicated loan portfolio as of June 30, 2004 was US\$5.5 billion in 204 projects, of which 49 projects worth close to US\$1 billion were in IDA-eligible countries.

48. **Partnerships with Private Foundations.** In 1996, World Bank President, James D. Wolfensohn, called on Bank staff to "strengthen the development impact of assistance in member countries by working with foundations to identify new forms of operational partnerships, strengthen the Bank's own process of learning, mobilize external technical and financial resources, identify business process innovations, and build a broader constituency for global interdependence." As of September 2004, there are about 66 corporations and 45 foundations that have collaborated with the World Bank in a variety of areas. Table A.7 provides details on 18 such programs where over 20 private foundations are collaborating with the World Bank in sectors ranging from agricultural research to education and social development, environment and natural resources management, and health and other social services.

## VI. Aid Effectiveness

49. **Donor Peer Reviews.** Early in 2002, the Consultative Group to Assist the Poorest (CGAP) joined with DFID and other ministries and agencies to launch a unique aid effectiveness initiative: Microfinance Donor Peer Reviews. A total of 17 bilateral and multilateral agencies have signed on to the review exercise.<sup>11</sup> The Donor Peer Reviews have focused on what donor agencies could most directly influence: their own procedures, practices, processes and systems.

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<sup>10</sup> Donors include India, Luxembourg, the Netherlands, Norway, the Organization for Economic Co-operation and Development (OECD), Switzerland, Sweden, the United Kingdom, the United States, and the World Bank Group.

<sup>11</sup> African Development Bank (AfDB), Agence Française de Développement (AFD), AsDB, Canadian International Development Agency (CIDA), Danish International Development Agency (DANIDA), Department for International Development (DFID), European Commission (EC), Gesellschaft für Technische Zusammenarbeit (GTZ), International Labour Organization (ILO), International Fund for Agricultural Development (IFAD), Kreditanstalt für Wiederaufbau (KfW), Netherlands Development Corporation System, Norwegian Agency for Development Cooperation (NORAD), Swedish International Development Corporation (Sida), Swiss Agency for Development and Cooperation (SDC), United States Agency for International Development (USAID), United Nations Development Program (UNDP) and United Nations Capital Development Fund (UNCDF).

The reviews have identified success factors and constraints to good practices in microfinance and provided concrete recommendations for each agency. CGAP has facilitated and documented the reviews on behalf of donors, and provided follow-on technical support.<sup>12</sup>

## **VII. Prospects and Challenges for the Period Ahead**

50. Recent years have witnessed a major intensification of the World Bank Group's collaboration and a multiplication of its partnerships with external development partners. These relationships have been instrumental in mobilizing financial and technical assistance for the promotion of private sector development in IDA countries. This collaboration has allowed the World Bank Group to reinforce its own efforts for the benefit of client countries. Notwithstanding this progress, major challenges still lie ahead in strengthening the business environment and promoting private sector development in IDA countries. These challenges provide an opportunity to continue strengthening the partnerships that have already been forged, as well as building new partnerships in order to move forward the implementation of the investment climate agenda.

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<sup>12</sup> The full-text of letters by each participating agency to their management are available on the "Donor Effectiveness – Donor Peer Reviews" section of the CGAP website ([www.cgap.org](http://www.cgap.org)) along with several papers on the peer reviews and an update on actions agencies are taking to improve their effectiveness.

**Table A.1: IFC Project Development Facilities  
Donor Commitments for the Current PDF Cycle (US\$ millions)  
as of September 30, 2004**

<b>Donor</b>	<b>APDF</b>	<b>CPDF</b>	<b>LACP</b>	<b>MPDF</b>	<b>NAED*</b>	<b>PEDF</b>	<b>PENSA</b>	<b>PEP</b>	<b>PEP-MENA*</b>	<b>SEDF</b>	<b>SEED</b>
IFC	10.1	5.0	10.0	5.5	2.0	2.1	5.0	5.8	20.0	5.0	5.5
AsDB				0.3		0.1				0.8	
AfDB	2.2										
Australia		1.5		0.9		2.3	2.8				
Austria								1.0			2.3
Belgium	0.1				0.6						
Canada				3.1			3.7			6.0	1.4
Denmark	2.7										
European Community										11.9	
Finland				0.4				0.2			
FMO a/	2.4	1.1									
Greece											0.3
GTZ	0.8										
Italy					1.8						
Japan				0.7		2.2	0.5	0.6			
Netherlands	3.7		0.9	1.3			2.9			2.4	5.0
New Zealand				0.6		1.0					
Norway	3.2			2.5						7.2	3.2
Portugal	1.5										
Slovenia											0.2
Sweden	2.9		3.0	2.9				3.6			2.2
Switzerland	3.1	2.3		4.1	3.5		3.7	8.2			4.0
UK	1.0	3.4		2.7						6.0	0.9
USA	0.4							0.6			
<b>Total</b>	<b>34.1</b>	<b>13.3</b>	<b>13.9</b>	<b>25.1</b>	<b>7.9</b>	<b>7.7</b>	<b>18.6</b>	<b>20.0</b>	<b>20.0</b>	<b>39.3</b>	<b>25.0</b>

\* IFC is currently working with PEP-ME and NAED to merge these two facilities into PEP-MENA. PEP-MENA may receive commitments from other donors at a later date.

APDF – African Project Development Facility; CPDF – China Project Development Facility; LACP – Latin American & the Caribbean SME Facility; MPDF – Mekong Project Development Facility; PEP-MENA – Private Enterprise Partnership for the Middle East and North Africa; NAED – North Africa Enterprise Development; PEDF – Pacific Enterprise Development Facility; PENSA – Program for Eastern Indonesia SME Assistance; PEP – Private Enterprise Partnership; SEDF – South Asia Enterprise Development Facility; SEED – South East Europe Enterprise Development Facility.

a/ FMO – The Netherlands Development Finance Company

Source: IFC staff.

**Table A.2: Norwegian Trust Fund for Private Sector and Infrastructure:  
Portfolio of Investment Climate and Governance projects**  
(In US\$ thousands)

<b>Activity</b>	<b>Fiscal Year</b>	<b>Commitment Amount</b>
Financial Bank-FINADEV	03	450.0
First Micro-Finance Bank of Afghanistan	03	550.0
Institutional Capacity Bldg of SME Bank in Tanzania (EXIM)	03	200.0
Investment Climate & Capacity Building for Small Business Development	03	300.0
Global Credit Bureau Program	03	300.0
Building Capacity for Extractive Industries	03	300.0
Improving the Investment Climate in Rural Areas	03	200.0
Investment Climate Assessments	03	900.0
Pilot Rural Communities and Global Markets Linkages	03	50.0
Post Conflict Support for Angola: Enterprise Bank	04	325.0
Establishment of Pan-African Municipal Finance Company	04	200.0
African Red Tape Reduction program	04	150.00
Products, Markets and Investment Climate: the Costs of Logistics Constraints	04	350.00
Sustainable Financial Markets Facility	03	400.00
Corporate Citizenship Facility	03	250.00
Environmental Opportunities Facility	03	300.00

Source: See <http://wbln0018.worldbank.org/infrastructure/ntfpsi.nsf>

**Table A.3: Knowledge for Change Program:  
Allocations for Investment Climate, as of July 31, 2004  
(In US\$)**

<b>Project</b>	<b>Geographic Focus</b>	<b>Regional Distribution</b>	<b>IDA</b>	<b>Allocations</b>
Surveys and Assessments in Low-income Countries and Regions	Bangladesh, Brazil, Ethiopia, India, Mozambique	Global	X	295,000
Investment Climate Surveys	Eastern & Central Europe & Central Asia, Honduras, India, Nicaragua, Tanzania, Uganda, Vietnam	Africa, East Asia, Europe and Central Asia, Latin America and Caribbean, South Asia	X	620,000
Emerging Trends in Industrial Competitiveness in East Asia	Indonesia	East Asia	X	38,000
Micro Indicators of Financial Development	Global	Global		120,000
Ramping Up Investment Climate Surveys	Global (Bulk to Africa, Cameroon/Senegal)	Africa, Other	X	320,000
World Development Report 2005: Investment Climate, Growth and Poverty	Global	Global		712,000
Investment Climate Extension	Guyana, Vietnam	East Asia, Latin America and Caribbean	X	150,000
Access to Finance and Poverty Alleviation	Global	Global		90,000
<b>Total</b>				<b>2,345,000</b>

Source: See <http://research.worldbank.org/kcp/>

**Table A.4: Portfolio of the Global Partnership on Output-Based Aid**

<b>Region/Country</b>	<b>Project</b>	<b>Date of Approval</b>	<b>Amount (US\$)</b>
<b>Africa</b>			
Democratic Republic of Congo	Contractual Approaches for improving health services delivery	3/25/2004	47,790
Mozambique	OBA for Rural Electrification Expansion	6/4/2003	160,000
Uganda	OBA for Health services	5/5/2003	25,000
Madagascar/Chad/Tanzania/Cape Verde	OBA in Road Network Management and Maintenance	3/5/2004	599,800
Uganda	Uganda UEDC Transition Tariff support	3/30/2004	400,000
<b>East Asia</b>			
Cambodia	Water Access with Small-scale providers	6/11/2003	430,000
<b>Latin America</b>			
Bolivia	Bolivia Rural Access with small-scale providers	6/9/2003	200,000
Bolivia	Supplemental funding for Bolivia Rural Access with small scale providers	3/30/2004	103,000
Nicaragua	Off-grid Rural Electrification	11/19/2003	400,000
<b>South Asia</b>			
Bangladesh	Multi-sector Project for basic services in Rural Areas	6/11/2003	170,000
<b>Global</b>			
Fiscal Support for OBA projects	Multi-sector	11/11/2003	25,000
Designing OBA where there is an Incumbent supplier	Multi-sector	5/12/2003	23,750

Source: See <http://oba.worldbank.org>

**Table A.5: Global Programs and Trust-Fund Partnerships to Improve Infrastructure Services**

<b>Program</b>	<b>Inception Date</b>	<b>Sector/ Theme</b>	<b>Purpose</b>	<b>Founders</b>	<b>Members who have joined since inception</b>
World Bank - Netherlands Water Partnership ( <b>BNWP</b> )	2002	Water and Sanitation	A new program to improve delivery of water supply and sanitation services to the poor	World Bank, Netherlands	AsDB Cooperation Fund for the Water Sector, Global Water Partnership, IDB-Netherlands Water Partnership Program (INWAP), International Water Association, International Water and Sanitation Centre (IRC), UNESCO-IHE Institute for Water Education, World Bank Institute (WBI), Water and Sanitation Program (WSP), Water Supply and Sanitation Collaborative Council (WSSCC)
Cities Alliance	1999	Urban	A global coalition of cities and their development partners committed to tackling urban poverty reduction as a global public policy issue	Canada, European bilateral donors (7), World Federation of United Cities (FMCU-UTO), United Cities and Local Governments (UCLG), Japan, UN Habitat, USA, World Bank	AsDB, Australia, Denmark, EC, Finland, ILO, UCLG, Spain, UNDP, UNICEF, FMCU-UTO
Energy Sector Management Assistance Program ( <b>ESMAP</b> )	1983	Energy	Promotes the role of energy in poverty reduction and economic growth in an environmentally responsible way	Canada, European bilateral donors (9), UNDP, World Bank	France, Italy, Japan, Poland, UK, USA (+ 22 partners)
Global Facilitation Partnership for Transportation and Trade ( <b>GFPTT</b> )	2003	Transportation and Trade	Aims at pulling together all interested parties, public and private, national and international, who want to help achieve significant improvements in transport and trade facilitation in WB member countries	World Bank	Over 150 public and private firms, national and international organizations
Global Village Energy Partnership ( <b>GVEP</b> )	2003	Rural Energy	A partnership that brings together developing and industrialized countries, and others in an effort to ensure access to modern energy services by the poor	ESMAP, US Dept. of Energy National Renewable Energy Laboratory (NREL), Winrock, World Bank, UNDP, USAID	Over 200 organizations are partners
Highway Development and Management Tools ( <b>HDM-4</b> )	1993	Roads	The HDM-4 project has been developing new knowledge and technology for planning investments in road infrastructure	AsDB, Swedish National Road Authority, UK Department for International Development, World Bank, World Road Association (PIARC)	
Information for Development ( <i>infoDev</i> )	1995	ICT	A program supporting, innovative activities demonstrating the opportunities offered by new technologies in information and communications	European bilateral donors (12), EU, IBM, Motorola, Telecom Italia, World Bank	Australia, Canada, CISCO, Colombia, El Salvador, Ireland, USA
Norwegian Trust Fund for Private Sector	2002	Private Sector and	Provides grant resources for activities in the private sector and in infrastructure	World Bank, Norway	

<b>Program</b>	<b>Inception Date</b>	<b>Sector/ Theme</b>	<b>Purpose</b>	<b>Founders</b>	<b>Members who have joined since inception</b>
Development and Infrastructure (NTF-PSI)		Infrastructure	for the World Bank Group, including IFC. The NTF-PSI fund concentrates on the poorest countries, and half the funds are earmarked for Africa		
Sub-Saharan Africa Transportation Policy Program (SSATP)		Transportation	An international partnership to facilitate policy development and related capacity-building in the transport sector of sub-Saharan Africa by sponsoring research, publications, and conferences, and by providing advice on transport policy development	Belgium, Canada, Denmark, European Union, Finland, France, Germany, Iceland, Ireland, Italy, Japan, the Netherlands, Norway, Sweden, Switzerland, United Kingdom, United States, and the World Bank	United Nations Economic Commission for Africa (UNECA), West African Economic and Monetary Union (UEMOA), Common Market for Eastern and Southern Africa (COMESA) Economic Community of West African States (ECOWAS), Southern Africa Transport and Communications Commission (SATCC), International Labour Organization Advisory Support Information Services and Training project (ILO/ASIST), International Forum for Rural Transport and Development (IFRTD), Solidarité Internationale sur les Transports et la Recherche en Afrique Sub-Saharienne (SITRASS), Afribike, Lalana
Water and Sanitation Program (WSP)	1978	Water	To help poor people gain sustained access to safe water and sanitation	UNDP, World Bank	AsDB, Australia, Belgium, Canada, Denmark, Netherlands, Finland, France, Germany, Japan, Italy, Sweden, Switzerland, UNDP

Source: <http://www.worldbank.org/html/fpd/infrastructure/partnerships/partnershipportfolio.htm>

**Table A.6: IFC Against AIDS Program**

Country	Sector	Company	Year	Project description
Angola	Engineering, construction, and Mining	Odebrecht	2002 – present	With IFC support, Odebrecht earmarked US\$1 million of an IFC US\$280 million corporate to efforts related to the fight against AIDS in Angola. In August 2002, IFC and Odebrecht launched an education, prevention, and care program focused on the workforce of the company, but also reaching systematically the communities throughout the country.
Bangladesh	Cellular telephony	Grameen Phone	2003	Grameen Phone is the largest cellular telephone provider in Bangladesh. As part of a possible new investment in the company, the IFC investment team is discussing with the client the risks that HIV/AIDS poses for the country and will explore the possibilities of developing a program with the employees of the company or in association with its community organizations.
Chad	Oil pipeline	Chad-Cameroon Pipeline	2002	In association with the Linkages Program of the World Bank Group's SME department, IFC Against AIDS offered a seminar to program officers and NGOs present in Chad about the risks and vulnerabilities to HIV/AIDS of micro finance institutions and SMEs. The seminar also discussed what companies could do in relation to AIDS prevention and care, using real-life examples of completed IFC Against AIDS projects.
Dominican Republic, Haiti	Textile and garment manufacturing	Grupo M	2003	In the earliest stages of a transaction between Grupo M and the IFC, IFC Against AIDS has provided a range of options for designing and implementing education, prevention and care programs in support of Grupo M employees and their communities.
Ghana	Gold Mining	Newmont	2003 – 2004	At the beginning of January 2003, Newmont and IFC discussed a new project in Ghana. IFC Against AIDS has participated in the preliminary meeting with the client, highlighting the business case for action and proposing a Roadmap for action against AIDS in the workplace and communities of the new mine.
Kenya	Tea	KTDA	2002	In 2002, IFC Against AIDS provided the terms of reference for a technical assistance project financed by IFC's Corporate Citizenship Facility to help KTDA develop an HIV/AIDS awareness prevention and care program for its communities of small out growers in Kenya. IFC Against AIDS subsequently provided guidance on an action program for the company.
Madagascar	Mining	QIT Madagascar Minerals	2003	QIT Madagascar Minerals is a subsidiary of the Rio Tinto Group, a UK/Australian-based mining company. Rio Tinto has been studying the possibility of establishing a mining project near the town of Fort-Dauphin. As a contribution to the company's design phase for an HIV/AIDS prevention program, IFC Against AIDS prepared a Country Partnerships List that summarizes studies on the impacts of the epidemic on the local economy and the private sector - hence giving evidence of the business case for action in the area of HIV/AIDS. The partnership list also provides details on potential partners (governmental and non governmental organizations) of relevance for the different interventions that QIT might envision as part of its action plan.
Malawi, Tanzania, Zambia, Zimbabwe	Coffee and Tea	African Plantations Corporation	2002	IFC Against AIDS gave the senior and operational management of APC two seminars on the urgency for action against AIDS in their operations. Subsequently, a full package, with observations on the HIV/AIDS assessment mission in three of APC's countries of operation, was sent to the company's management. The package included suggestions for an action plan, list of potential partners, and "quick wins."
Malawi, Uganda, Zambia	Cellular Telephony	MSI	2003	IFC Against AIDS is working with MSI at the corporate level to help them refine their HIV Policy and develop an AIDS Action Plan to address HIV/AIDS in the workplace.
Mozambique	Aluminum smelter	Mozal	2000 and 2003	In 2000, IFC Against AIDS supported with US\$100,000 the continuation of an initiative undertaken by the Mozal Community Development Trust (MCDT): an innovative awareness and prevention program in the community, reaching 100,000 people. In 2003, in association with the Linkages Program of the SME department, IFC Against AIDS made an assessment to leverage the MCDT's activities in the areas of women's health and voluntary HIV counseling and testing. IFC Against AIDS aimed at helping the MCDT establish a strategy for the prevention of mother-to-child transmission of HIV (PMTCT) in one of its community clinics. The strategy will be implemented as part of the MCDT's work at its antenatal clinic and

Country	Sector	Company	Year	Project description
				in cooperation with the existing public programs for PMTCT.
Nigeria	Beverages	Promasidor	2003	IFC Against AIDS gave Promasidor's management an overview of the impacts of HIV/AIDS on businesses and examples of companies that have established programs for their employees. IFC Against AIDS provided guidance to the client on formulating an HIV policy, and an AIDS Action Plan to address HIV/AIDS in the workplace and in the surrounding communities in Nigeria.
Zambia	Cotton production	Dunavant	2003	In 2003 IFC Against AIDS reviewed the draft AIDS policy of Dunavant, as well as the remedial HIV plans and the HIV/AIDS prevention strategy. The company will contract an external organization, the Zambia Health Education and Communications Trust (ZHECT). In addition to this resource, IFC Against AIDS provided a list of potential partners in each of the prevention and care interventions that might be adopted by the company's AIDS committee, in order to supplement the work of ZHECT.
Zambia	Mining	Konkola Copper Mines	2003	IFC undertook an "AIDS in the workplace" training for 23 of their contractors.

Source: IFC Against AIDS at <http://www.ifc.org/ifcagainstaids>

**Table A.7: World Bank Group and Partnerships with a Selection of Private Foundations**

<b>Name of Project/Program</b>	<b>Foundations Involved</b>	<b>Sector</b>	<b>Region</b>	<b>Year Begun</b>	<b>Closing Date</b>	<b>Description</b>
Community Foundation Initiative	Ford Foundation, The John D. and Catherine T. MacArthur Foundation, Charles Stewart Mott Foundation	Social Development	Global		Ongoing	To build the Bank's international capacity for working with community foundations and to consider the feasibility of initiating community foundation demonstration projects.
Market-Based Incentives to Strengthen Biodiversity Conservation	The John D. and Catherine T. MacArthur Foundation	Environment and Natural Resources Management	Global		Ongoing	With the financial support of the MacArthur Foundation, the Development Marketplace has established a separate award fund for Market -Based Incentives to Strengthen Biodiversity Conservation. Development Marketplace (DM) is a World Bank program that promotes innovative development ideas through early -stage seed funding. DM links social entrepreneurs with poverty fighting ideas to partners with resources to help implement their vision.
Early Child Development Capacity-Building Initiative (ECDCI)	Brazil ECD Millennium Fund, Bernard van Leer, Johnson & Johnson Foundation, Mauricio Sirotsky Sobrinho	Education	Africa, East Asia and Pacific, Latin America and Caribbean, Middle East and North Africa	2004	2007	The building of capacity regionally and locally will support effective expansion of quality ECD programs in the developing world.
Gender Research and Training Network for Arab and Farsi Speaking Countries	Rockdale Foundation	Multisectoral	Middle East and North Africa		2010	To advance the policy agenda on gender in the MENA Region
Global Fund to Fight AIDS, Tuberculosis and Malaria (GFATM)	United Nations Foundation, Non-profits and other Foundations	Health and Other Social Services	Global	2002	Ongoing	To Fight AIDS, Tuberculosis and Malaria
Global Partnership for Disability and Development	Kennedy Foundation, other Foundations	Multisectoral	Global	2005	2007	Global Partnership for Disability and Development
Global Program to Eradicate Poliomyelitis	Bill and Melinda Gates Foundation, United Nations Foundation, Rotary Foundation	Health and Other Social Services	Global		Ongoing	IDA will work with the following countries that have been identified by IDA in collaboration with the World Health Organization ("WHO"): Afghanistan, Angola, Bangladesh, Democratic Republic of Congo, Ethiopia, India, Nigeria, Pakistan as well as any other country that may be identified by IDA in collaboration with WHO and the Foundations to determine the country's interest in receiving an IDA Credit with special terms to support polio eradication activities, focusing on the use of oral polio vaccine

Name of Project/Program	Foundations Involved	Sector	Region	Year Begun	Closing Date	Description
Grassroots Trading Network	Carnegie Endowment for International Peace: Trade, Equity, and Development Project	Multisectoral	Global	2004	Ongoing	The project will aid poor producers reach markets around the world in order to generate secure incomes and livelihoods
Millennium Science Initiative	The David and Lucile Packard Foundation, Rockefeller Foundation, Vietnam Education Foundation, Andrew W. Mellon Foundation, Kellogg Foundation, Bill and Melinda Gates Foundation	Multisectoral	Global	2005	2005	This global partnership seeks to sustain and expand the Millennium Science Initiative, which demonstrates that building capacity in modern science and technology can contribute to a country's sustainable development
Partnership for Child Development: Supporting EFA/FTI with more effective ECD, School Health and Nutrition, and HIV/AIDS awareness programs	National Science Foundation (United States), Wellcome Trust, MacArthur Research Networks, United Nations Foundation, Verelst, William Hewlett Foundation	Education	Africa, Europe and Central Asia, South Asia		2007	Support countries in attaining their "Education for All" goals which is central to the Bank's poverty reduction strategy
Partnership on Sustainable Strategies for Girls' Education	Rockefeller Foundation, Nike	Education	Middle East and North Africa, Latin America and Caribbean, South Asia	1999	2003	Careful analysis of the critical issues involved in effective implementation of girls' education strategies. Central task is to better understand the process of effective policy implementation in girls' education so that it can be applied in support of policies and strategies beneficial to girls' education. (MNE/ Egypt; LAC/ Peru, Bolivia, Ecuador, Bolivia SAP/ India)
Research and Development in Human Reproduction	Bill & Melinda Gates Foundation, Rockefeller Foundation, David and Lucille Packard Foundation	Health and Other Social Services	Global			Support and evaluate international research and development related to human reproduction
Roma Education Fund	Open Society Institute/SOROS Foundation Network	Education	ECA	2005	Ongoing	Improve education completion and performance for Roma in 8 Central and Eastern European Countries
Special Program for Research and Training in Tropical Diseases (TDR)	Bill & Melinda Gates Foundation, Open Society Institute/SOROS Foundation Network, Wellcome Trust	Health and Other Social Services	Global	2003	Ongoing	Special Program for Research and Training in Tropical Diseases (TDR)
Stop Tuberculosis Initiative	Bill & Melinda Gates Foundation, Open Society Institute/SOROS Foundation Network, Rockefeller Foundation	Health and Other Social Services	Global	1999	Ongoing	Aims to improve coordinated and effective action against the global tuberculosis epidemic that is worsening with nearly 2 million death and 8 million new cases each year, with most of the affected persons in their most reproductive years.
Targeted Research and Capacity Building for Coral Reef Management	National Science Foundation (United States)	Agriculture, Fishing, Forestry	Africa, East Asia and Pacific, Latin	2004	2009	Establishment of a global network of coral reef scientists working together in coral reef ecosystem dynamics

Name of Project/Program	Foundations Involved	Sector	Region	Year Begun	Closing Date	Description
			America and Caribbean			
The African Program for Onchocerciasis Control (APOC)	Gulbenkian Foundation	Health and Other Social Services	Africa	2002	Ongoing	The African Program for Onchocerciasis Control (APOC)
The Global Exchange for Social Investment (GEXSI)	Open Society Institute/SOROS Foundation Network, The Schwab Foundation for Social Entrepreneurship, Charities Aid Foundation, GIVE India Foundation	Multisectoral	Global	2004	2006	The Global Exchange for Social Investment (GEXSI)
Zambezi Forum on Higher Education (ZFHE)	Carnegie Corporation of New York, Ford Foundation, The John D. and Catherine T. MacArthur Foundation, Rockefeller Foundation	Education	Global	2004	2007	Improve capacities for leadership and change management within the higher education institutions of Southern Africa Development Community (SADC)

Source: World Bank staff