

A photograph of two young girls sitting on a swing set. They are wearing traditional, colorful clothing. The girl on the left is wearing a pink cardigan over a yellow top with a red sash and a patterned skirt. The girl on the right is wearing a yellow top with a patterned collar and a floral skirt. They are both smiling and looking at each other. The background shows a swing set and some outdoor structures.

ANNUAL REPORT

2015



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2015

Supporting the delivery of basic services in developing countries

A web form of this Annual Report can be found on the GPOBA website at:
<http://2015ar.gpoba.org>

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Acronyms & Abbreviations

ADB	Asian Development Bank	SE4ALL	UN Sustainable Energy for All
BA	Beneficiary Assessment	SHS	solar home systems
BPKP	Indonesia Finance and Development Supervisory Board	SIB	social impact bond
C4D	Collaboration for Development	Sida	Swedish International Development Cooperation Agency
CAR	Central Africa Republic	SIP	service improvement plan
CCSA	Cross-Cutting Solutions Area	SSA	Sub-Saharan Africa
CPS	Country Partnership Strategy	SWM	solid waste management
CPF	Country Partnership Framework	SWMTSC	Solid Waste Management Technical Support Center
CoE	Center of Expertise	TA	technical assistance
CoP	Community of Practice	TTL	Task Team Leaders
DCSA	Development Challenges/Solutions Approaches	W1	Window 1 – Technical Assistance
DFAT	Department for Foreign Affairs and Trade	W2	Window 2 – Dissemination
DFID	Department for International Development	W3	Window 3 – Subsidy
DLI	Disbursement Linked-Indicator	WBG	World Bank Group
ESMAP	Energy Sector Management Assistance Program	WSP	Water and Sanitation Program
EU	European Union		
FCS	Fragile and Conflict-Affected Situations		
FCV	Fragility		
FY	Fiscal Year		
GAMA	Greater Accra Metropolitan Area		
GOP	Government of the Philippines		
GPOBA	Global Partnership on Output-Based Aid		
GPSURR	Social, Urban, Rural and Resilience Global Practice		
GRM	Grant Reporting and Monitoring		
IAWP	Indicative Annual Work Plan		
ICR	Implementation Completion and Results Report		
ICT	information and communication technology		
IDA	International Development Association		
IFC	International Finance Corporation		
PoE	Panel of Experts		
PPP	public-private partnership		
RBF	results-based financing		
RERED	Rural Electrification and Renewable Energy Project		
SAMR	Semi-Annual Monitoring Report		
SDGs	Sustainable Development Goals		

Message from the Senior Director

SOCIAL, URBAN, RURAL AND RESILIENCE GLOBAL PRACTICE WORLD BANK GROUP



**Ede Jorge
Ijjasz-Vasquez**

Senior Director

I am pleased to present the Annual Report for the Global Partnership on Output-Based Aid (GPOBA) for the fiscal year 2015 (FY15). GPOBA is marking the close of its first full year associated with the World Bank Group's Global Practice for Social, Urban, Rural and Resilience (SURR). Our goal at this Global Practice is to build sustainable, inclusive, and resilient communities in support of the Bank's twin goals of ending extreme poverty and promoting shared prosperity. GPOBA is committed to using results-based approaches to provide access to basic services for the poor – a necessary foundation for economic and human development within communities.

Leveraging partnerships for greater development impact is key to the work of the World Bank Group. GPOBA is an excellent example of linking relationships, resources, and results to deliver increased services for the poor. This partnership also demonstrates how to work effectively across the World Bank Group, as GPOBA projects constitute nearly half of the Bank's 14 global practices and selected units of the International Finance Corporation (IFC). Through building partnerships within the World Bank Group, as well as with governments, the private sector, and communities, GPOBA has now provided access to basic services for more than eight million people around the world.

Since 2006, GPOBA has been implementing projects focused on reaching marginalized populations, with 82 percent of its work currently taking place in the world's poorest countries.

As we move into 2016, the recently approved Sustainable Development Goals (SDGs) will be an important platform for GPOBA's work. The SDGs focus on partnerships and the interconnection of social, economic, and environmental issues, and several include indicators linked to accessing basic services in sectors covered by GPOBA.

Due to climate change, the challenges and disasters facing societies around the world will become more frequent and extreme in the coming years. A critical part of our Global Practice is strengthening resilience and preparedness among our clients, who are among the most vulnerable for the natural disasters of today, and those of tomorrow expected to be stronger and more frequent due to climate change. GPOBA will play a key role in this work, supporting governments and development partners in expanding services to the poor enhancing their resilience to disasters and climate change.

The creation of SURR's Partnership and Resource Mobilization Unit in FY15 is recognition of the importance of partnerships to achieving our goals. Carmen Nonay, formerly manager of GPOBA, leads this unit as practice manager, with GPOBA coming under her strategic management as one of our largest partnership programs.

We expect to leverage even further the work across partnership programs, and deepen our strategic engagement with development partners in the public, private and philanthropic sectors.

Message from the Program Management Unit

The Global Partnership on Output-Based Aid (GPOBA) has had a year of important transition and growth, as we continue to expand our reach and development impact. With support from our donors and through partnerships with 18 governments and 33 service providers, we have now delivered basic services to over eight million people. This achievement is a significant milestone for GPOBA, and represents a 14 percent increase from fiscal year 2014.

The Annual Report for fiscal year 2015 (FY15) details GPOBA's work toward fulfilling its mandate to fund, design, demonstrate, and document OBA approaches to service delivery. During FY15, we balanced our ongoing commitment to deepening the impact of OBA in tested sectors with exploring the applicability of OBA in new sectors and environments. GPOBA's \$228 million subsidy portfolio now comprises 44 projects in seven sectors in 28 countries, with cumulative disbursements of \$116.3 million. Three of the five grant agreements signed were scale-ups of successful OBA projects in the energy and water sectors, including the \$15 million renewable energy scale-up in Bangladesh, which underscores GPOBA's commitment to clean energy.

GPOBA continued to expand technical assistance and knowledge activities, key to our work as a Center of Expertise. FY15 saw disbursements of \$4.8 million for these activities, with 18 new projects, bringing the total TA and knowledge portfolio to 177 projects for over \$28 million.

Activities included project structuring advice to development partners and governments; three major studies on the Universe of Results-Based Financing, which developed a baseline of information on RBF actors, trends, and instruments, a global study on Results-Based Financing for Municipal Solid Waste, and a major education scoping study; as well as many convening and knowledge events, both face-to-face and through an increasing web presence, the Community of Practice and new knowledge-sharing platform.

Cultivating and maintaining a culture of partnership is critical to GPOBA's work. GPOBA is proud to be part of SURR's new Partnership and Resource Mobilization Unit, headed by Carmen Nonay. Carmen continues to lead the overall strategic direction of GPOBA, and in FY15 was joined by Catherine Commander O'Farrell, first as deputy manager and then as head of GPOBA operations.

The year's accomplishments are possible thanks to the financial and strategic support of our donors. As GPOBA moves into FY16, it remains committed to developing and supporting results-based solutions in both new and untested sectors and to convening development partners, practitioners, and governments to share knowledge and experience on OBA/RBF. We look forward to continued work together to deliver basic services to poor populations, supporting social inclusion and enabling participation in wider economic growth.



Carmen Nonay

Practice Manager,
Partnerships
and Resource
Mobilization,
GPSURR



Catherine Commander O'Farrell

Head, GPOBA

1 Overview



Our Value Added

Increasing access to basic infrastructure and social services is critical to reducing poverty. Too often, there is a gap between the cost of delivering a service and what potential users are able to pay. As a result, service providers lack incentives to serve poor communities, and millions of people go without access to clean water, electricity, healthcare, and other basic services. Over the last two decades, there has been increasing recognition among donors, development partners, and governments that these development challenges require alternative approaches to service delivery (see Figure 1). GPOBA was created to explore output-based approaches to these challenges, with results and lessons generated over 12 years' experience as reflected in our portfolio of subsidy projects, technical assistance, knowledge activities and evolution as a Center of Expertise.

Output-based aid (OBA) is an innovative results-based financing (RBF) mechanism for improving access to basic services for poor populations.

Unlike traditional aid, which disburses money against expenditures or contracts, OBA makes disbursements against demonstrated and independently verified 'outputs', such as the installation of solar home systems, the connection of households to water supply systems, or the provision of solid waste services. In an OBA project, service delivery is contracted out to a third party – a government or private sector entity – who pre-finances the project and, upon output verification, receives a subsidy to complement or replace user fees. OBA subsidies can be once-off, transitional, or ongoing, depending on the sector, project, and circumstances. By linking subsidies to performance, OBA can increase service quality, accountability, and transparency amongst service providers.

Whether GPOBA projects are stand-alone, or complementing traditional aid by working as part of larger schemes, they always use specific pro-poor targeting mechanisms. By bridging the gap between service cost and what users can pay,

Development Challenges

FIGURE 1
*Development
Challenges*

1

Poor people in urban, peri-urban, and rural areas **lack access to basic services.**

2

Public and private service providers **lack incentives to serve the poor.**

3

There is a "gap" between **the cost of service and the user's ability to pay.**

4

No accountability for results.

GPOBA subsidies encourage service providers to expand services to poor households or areas where otherwise no clear market incentive exists.

Since its inception, GPOBA has built up a subsidy portfolio of 44 projects in 28 countries (see Figure 2), totaling \$228 million, and has provided access to basic services for **over eight million people** (see Figure 3). GPOBA's portfolio also contains 177 OBA/RBF technical assistance and knowledge-related activities totaling \$28 million. Subsidy projects and technical assistance activities take

place in seven sectors, with the bulk of GPOBA's work being in the energy and water sectors.

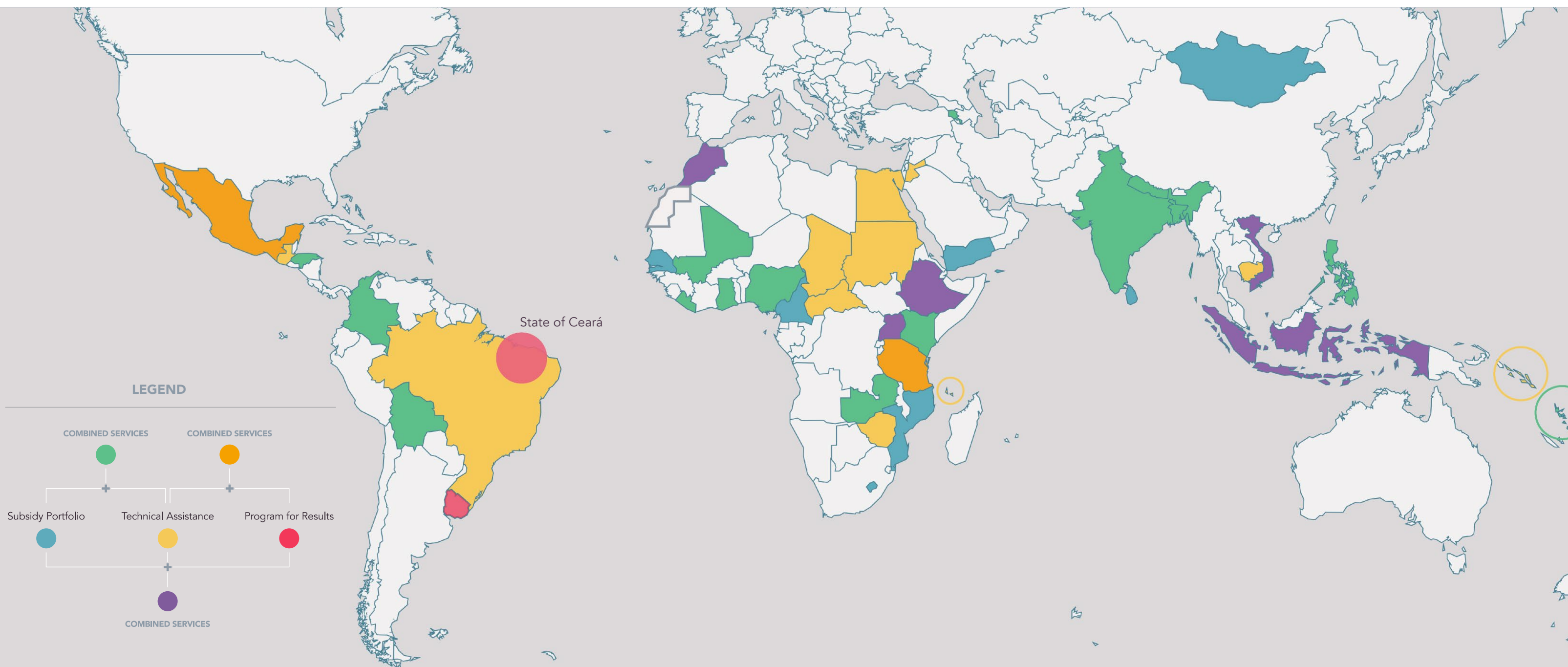
GPOBA's work demonstrates that OBA is one of a range of development finance tools that can deliver results in a transparent and accountable manner. Through its direct experience in project implementation and its knowledge activities, GPOBA plays an important part in the growth of results-based approaches to international development and in the ongoing discussion about innovative mechanisms for service delivery.

FIGURE 2
GPOBA's Global Reach

The Role of GPOBA

GPOBA is a global partnership created in 2003 by the United Kingdom's Department for International Development (DFID) and the World Bank, and administered by the World Bank. Originally designed to help prepare OBA projects and document and disseminate lessons learned, GPOBA began funding subsidy projects in 2006 through additional donor contributions. OBA projects have been implemented in urban, peri-

urban, and rural areas, using public and private operators, public-private partnerships (PPPs), non-governmental organizations (NGOs), and community organizations as implementing agencies and service providers (see Figure 4 and inside back cover of this annual report). GPOBA continues to develop as a Center of Expertise (CoE), building on the knowledge and experience acquired through project design and



implementation, monitoring and evaluation, as well as knowledge exchanges that share lessons and best practices with development partners, practitioners, and governments that inform future projects, policies and activities.

This report reviews GPOBA's progress towards its objectives during the last fiscal year, July 1, 2014 through June 30, 2015.

FIGURE 3
GPOBA's Development Impact

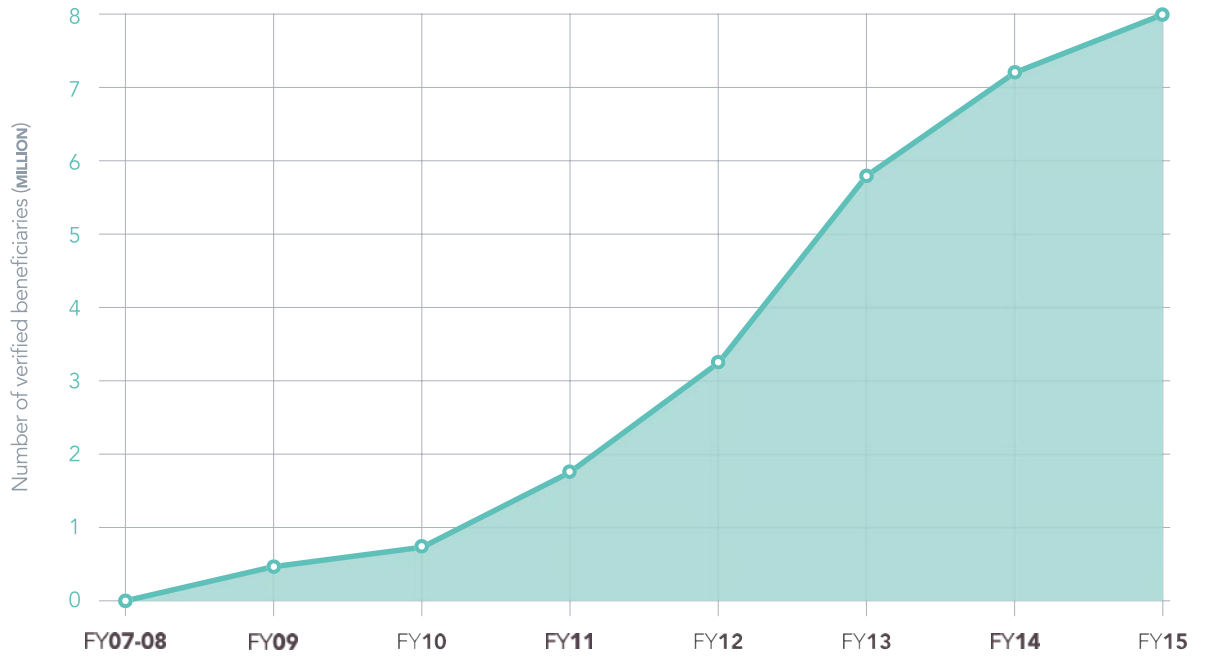


FIGURE 4
GPOBA Project Partners



Support from Donors

Since the creation of GPOBA, donors have provided a total of \$338 million in funding. In fiscal year 2015 (FY15), GPOBA received new funding of \$10.5 million from the Swedish International Development Cooperation Agency (Sida). As well as Sida and DFID, GPOBA's donors include the Dutch Directorate-General for International Cooperation

(DGIS), the International Finance Corporation (IFC), and the Australian Department of Foreign Affairs and Trade (DFAT). GPOBA also received a one-time contribution from the European Union of \$2 million in 2009 through its Water Facility for the African, Caribbean, and Pacific countries (see Appendix A for donor contributions).



Photo: charity: water

2

Our Portfolio

Results, Composition, and Performance



Grant funding is a critical element of GPOBA's mission, serving as the catalyst for design and implementation of OBA projects. GPOBA grants provide operational support for subsidy projects, technical assistance (TA), and knowledge dissemination. Monitoring and evaluating project performance is a key part of the team's work, with project completion reports, evaluations, and assessments all informing the design of future pilot projects and contributing to GPOBA's development as a Center of Expertise on the use of OBA/RBF.

FY15 RESULTS ACHIEVED

FY15 was a strong year for GPOBA, with five new grant agreements signed for subsidy projects, eight TA activities initiated in support of OBA/RBF projects, and ten new knowledge dissemination activities. There was a focus on scaling up successful OBA projects and mainstreaming OBA approaches in cooperation with governments and other development partners. Highlights of the year include:

- As of June 2015, the GPOBA cumulative subsidy portfolio consists of **44 grant agreements in seven sectors, totaling \$228 million**. Three projects closed in FY15, bringing to 28 the number of closed projects in GPOBA's subsidy portfolio from which valuable lessons are being drawn.
- **GPOBA disbursed a total of \$10 million in FY15 for subsidy projects**, bringing cumulative disbursements since 2006 to \$116.3 million.
- **Five new grant agreements were signed¹** for a total of \$50 million, including three scale-ups of successful GPOBA pilots in Bangladesh, Kenya, and Uganda.
- **Eight new TA activities were initiated**, totaling \$1.4 million.
- **Ten new knowledge dissemination activities** were undertaken for \$1.7 million.

Details of GPOBA's complete portfolio and disbursements to date can be found in the Appendices section of the report.

¹ This figure does not include a \$4.9 million project signed at the close of 2014 for increasing access to grid electricity in Vanuatu.

Portfolio Composition

With the addition of five new grant agreements signed in FY15, GPOBA's portfolio of subsidy projects grew to 44. The subsidy portfolio focuses on provision of basic services to the poor, with 82 percent of funding going to IDA countries and 8 percent to IDA blended countries.² There are sixteen active projects under implementation, with a total of \$106.5 million in commitments.

Access to energy and water are crucial in alleviating extreme poverty, and the energy sector currently receives the largest share of GPOBA subsidies, with 43 percent of the project portfolio. Water is the second largest sector in the portfolio, followed by health. Solid waste management is a growing sector for GPOBA. Geographically, sub-Saharan Africa has the largest share of funding,

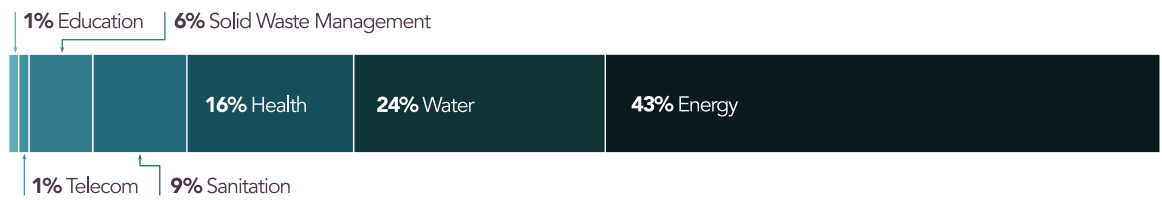
followed by South Asia (see Figure 5).

GPOBA also has a significant cumulative portfolio of TA and knowledge activities, with 177 projects totaling \$28 million. TA support for RBF activities is wide ranging and includes work with the World Bank's Program for Results (PforR), which links disbursement of funds to governments to the achievement of specific program results. GPOBA has provided TA for five PforR operations: Ethiopia (urban), Tanzania (education), Brazil (multi-sectoral), Mexico (water and sanitation) and Uruguay (transport), the latter four projects were active in FY15. GPOBA's RBF activities have indirectly benefitted approximately 3 million people. Both TA and knowledge activities are reported in more detail throughout this report.

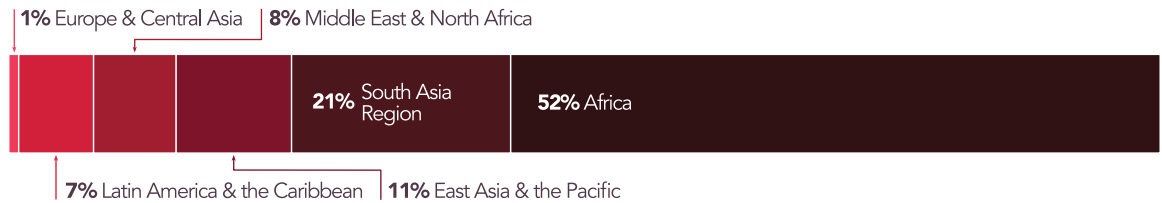
² The International Development Association (IDA) is the World Bank's fund for the poorest. Countries that lack the creditworthiness needed to borrow from the International Bank for Reconstruction and Development (IBRD) and those with per capita gross national income below \$1,175 are eligible for IDA support. Countries that are IDA-eligible based on per capita income levels and are also creditworthy for some IBRD borrowings are referred to as 'blend' countries.

BY SECTOR

FIGURE 5
Share of Funding by
Sector and Region



BY REGION



Portfolio Performance

GPOBA achieved a major milestone in FY15, reaching eight million people with access to basic infrastructure and services. Disbursements for subsidy projects in FY15 totaled \$10 million, bringing cumulative disbursements to \$116.3 million since the inception of the subsidy program in 2006. Three subsidy projects were completed in FY15—Solar PV Systems in Ghana, Bangladesh Solar Home Systems, and Extending Telecommunications in Rural Indonesia—raising the number of successfully completed subsidy projects to 28. Demonstration effects are not limited to closed projects and this is well illustrated by an ongoing project with the Kenya Power and Light Corporation GPOBA project that is successfully delivering safe, legal electricity connections to households in Nairobi’s informal settlements (see Box 1).

Each of the GPOBA subsidy projects completed in FY15 has contributed to the country’s experience in using results based approaches to solve critical national development issues and all are implementing additional projects using an OBA approach. These include projects with GPOBA and the World Bank for sanitation in Ghana and additional off grid clean energy and irrigation in Bangladesh; and, with other development

partners for water in Indonesia. These follow-on projects illustrate the powerful demonstration effect of initial OBA subsidy projects for the delivery of basic services.

One of GPOBA’s priorities for the year was to provide operational support to existing subsidy projects that faced serious external challenges including an earthquake, the Ebola outbreak, localized political tensions, and significant fluctuations in local economic conditions. Many of these challenges arose in already fragile and conflict-affected situations (FCS) (see Box 2). These important project support efforts focused on working with teams to understand the short, medium and long term effects of these events and adapt as needed to adjust or resume services as quickly as possible. Seven projects facing impediments to implementation. The projects were located in Kenya, Liberia, Nepal, the Philippines, Sri Lanka, Uganda, and the West Bank. Operational support was wide-ranging, and included project adaptation, restructuring, capacity-building of municipalities and independent verification agents, and even reconstructing healthcare facilities in the Philippines that had been destroyed by Typhoon Yolanda the previous year.

Monitoring, Evaluation and Reporting

Monitoring and evaluation (M&E) of projects is a crucial part of GPOBA's ongoing commitment to documenting the effectiveness of OBA. GPOBA regularly tracks the progress of each project toward intermediate outcomes and project objectives, integrating M&E findings into future project design, reporting and sharing best practices with other project teams, OBA practitioners, and development partners.

This year GPOBA produced a range of assessments that supported learning and knowledge-sharing

and that reinforced strong coordination between operations and knowledge management. Two Semi-Annual Monitoring Reports analyzed the progress of subsidy projects, TA and dissemination activities. Four Implementation Completion Reports (ICRs)³ were produced – for the Nigeria Pre-paid Health Scheme, the Yemen Safe Motherhood Voucher projects, and OBA for Coverage Expansion in the water sectors in Mozambique and Cameroon. The GPOBA component of the larger IDA-funded Bangladesh Rural Electrification and Renewable Energy Project

3. <http://www.gpoba.org/icrs>

BOX 1

Power for Kenya's Urban Poor

When people imagine energy poverty they tend to picture rural villages and remote areas, but in many parts of the world energy poverty is an urban issue. In Nairobi, an estimated two million people live in informal settlements, many below the poverty line. One of the factors keeping people in poverty is a lack of electricity. Markets are unable to trade after dark, clinics cannot provide basic services, and children are unable to study at night. The unlit streets are unsafe. Many people rely on illegal electricity connections, buying power from local cartels at inflated prices. These connections are unreliable and unsafe, and fires and electrocutions are common.

A program implemented by the Kenya Power and Lighting Company (KPLC), with support from the World Bank, GPOBA, and the Energy Sector Management Assistance Program (ESMAP) has succeeded in connecting 150,000 households to safe, reliable and affordable electricity. ESMAP brought in

experts from other parts of the world who were experienced in bringing electricity to informal settlements. A grant from GPOBA subsidized the start-up cost of the connections, making them affordable for new customers. Once the connection is installed, customers pay for electricity as they go, buying chits at local shops. The output-based aid approach, in which grant money is only disbursed once results have been achieved and independently verified, meant that communities could see firsthand that the program worked and could be trusted. This helped to foster a sense of ownership among the community, which was key to the project's success.

In a video⁴ documenting the ways in which the project addressed electricity access challenges in informal settlements, residents and representatives of KPLC discuss the benefits of safe and reliable power.

4. <http://www.gpoba.org/Video.Kenya.Slum.Electrification>

'Illegal electricity has many problems. It makes you uneasy. You always worry that your business will burn down. [The KPLC connection] has helped me as a shopkeeper. Now I have a security light and a fridge which I use to make ice cream. For me it has been good.'

- JAMES NADI, RESIDENT, MATHARE SETTLEMENT



BOX 2

Output-Based Aid in Fragile and Conflict-Affected Situations

Throughout the world, poverty is increasingly concentrated in countries and regions affected by fragility and conflict. There are now 33 countries and territories on the World Bank's list of Fragile Situations, and it is estimated that the share of global poor living in fragile and conflict-affected situations (FCS) will at least double by 2030. Fragility and conflict can range from domestic or cross-border violence to vulnerability to extreme weather events related to climate change, such as flooding or droughts.

The provision of basic services has the potential to support stabilization and lessen the impact of fragility and conflict, and GPOBA is committed to exploring the use of OBA and RBF in delivering services in these difficult environments. It has built up a significant FCS subsidy portfolio, with active and closed projects now totaling almost \$42 million and with an expected 2.4 million beneficiaries. GPOBA also has a portfolio of almost \$4 million of technical assistance activities in FCS.

Flexibility is key to designing and implementing projects in FCS. For instance, the West Bank solid waste management project has been affected by unpredictable restrictions on movement resulting from fluctuating political tensions. The project design includes a catch-up mechanism, so that if municipalities fail to meet their targets during one period due to these restrictions, they can make up the deficit in a succeeding period. Flexibility has also been utilized with regard to the transfer of risk. Risk

transfer to the service provider is a key component of OBA projects, but in FCS, service providers are sometimes unable to carry the full pre-financing risk. In Liberia, for example, a project expanding electricity access required no pre-financing from Liberia Electricity Corporation. Instead, the corporation is operating under a management contract with an international private operator, Manitoba Hydro International.

In FY15, as part of the World Bank Group's Fragility, Conflict and Violence Global Forum in February, GPOBA convened specialists in several sectors for a panel on Efficient Basic Services Delivery in FCS. Panelists shared experience from projects in Africa and Asia on how OBA/RBF can be used to expand access to basic services in FCS. GPOBA also produced an OBA Approaches document on OBA in FCS (https://www.gpoba.org/OBA47_FCS), which is published on the GPOBA website.

Experience with OBA in FCS has shown that fragility factors are not necessarily the best indicators of a project's eventual success. Quality of design, flexibility, and targeted technical assistance have proved stronger predictors. OBA is most likely to be effective in FCS showing signs of recovery, where government institutions are relatively stable and increasing in legitimacy. When such an enabling environment exists, OBA and RBF mechanisms can contribute to broader efforts at breaking cycles of fragility and violence.

was analyzed as part of the ICR undertaken by the World Bank Group. The ICRs, which are all published on GPOBA's website, provide a detailed account of the performance and results of each operation in relation to project objectives, design and implementation. For subsidy projects under \$5 million, Grant Reporting and Monitoring (GRM) reports are prepared. GPOBA finalized a GRM for the Indonesia telecommunications project, and also produced four project completion reports for water sector projects in Kenya, Uganda, and Indonesia.

A socio-economic impact assessment, which included a gender component, was prepared for the GPOBA Electrification Access project in Ethiopia. The study tracked how electricity provided by this project had changed living patterns in households by freeing up time in the evening for men and women, and also showed

that electricity resulted in the number of boys and girls who study in the evening increasing by 15-20 percent.

As a component of GPOBA's scoping study on education, a Beneficiary Assessment of the Vietnam education project was completed, drawing on qualitative data collected through interviews and focus group discussions, but also incorporating secondary data. The OBA project disbursed subsidies on achievement of pre-approved indicators related to student attendance and educational attainment. Results showed that beneficiaries were on the whole very positive in their assessment of the project, and that overall the project had met its goals of improving enrollment, attendance, and academic performance of poor students in upper-secondary education.





3

Projects, Scale-ups, and Technical Assistance

In FY15, GPOBA focused on moving the pipeline of existing projects forward, while also testing the applicability of OBA in new sectors, and scaling up successful OBA projects in sectors where it has considerable experience. Technical assistance continued to be an important part of GPOBA's work, with eight new TA activities initiated in FY15. Two scoping studies were launched or completed on the use of OBA/RBF

in new sectors — urban transport and education (see Box 3) — and OBA approaches were tested and monitored throughout the year in fragile and conflict-affected situations. Together, these newly initiated and ongoing activities help to build GPOBA's knowledge bank of best practices and lessons learned, reinforcing the crucial flow between project operations and knowledge.

Grant Agreements and Scale-ups

Over the years, OBA projects have utilized a range of approaches, each one with a unique design and financial model, and incorporating lessons learned from previous experience. All new project proposals come before an independent Panel of Experts (PoE) at two stages of their preparation:

Eligibility: An initial assessment to ensure that the project meets GPOBA's eligibility criteria, which include the country and sector, project sustainability, and the number of poor people expected to receive services.⁵

Commitment: A review of the project to determine whether it is ready for implementation and that, in its final form, it continues to meet the eligibility criteria. Since GPOBA is administered by the World Bank, projects going to commitment undergo fiduciary reviews with respect to financial management and procurement, along with assessments of environmental and social impacts, in accordance with World Bank policy.

ZAMBIA RURAL ELECTRIFICATION

Increasing electricity access in Zambia: This project will bring access to grid-based electricity for 22,000 low-income households and 5,000 micro and small enterprises in urban and peri-urban areas of Zambia, benefitting 140,000 residents. The \$4.95 million subsidy is funded by Sida. It is GPOBA's first project in Zambia, and builds on the ongoing Increased Access to Electricity Services (IAES) project, co-financed by the World Bank Group and the European Commission.

GHANA: GAMA URBAN SANITATION

Sustainable sanitation facilities in Ghana: This project will partially subsidize the cost of toilet facilities for 6,600 households in low-income areas of the Greater Accra Metropolitan Area (GAMA), Ghana's largest metropolitan region. Funded by a \$4.85 million grant from DFID, the project is part of a larger IDA-financed scheme to increase access to improved water and sanitation in the GAMA.

⁵ A full list of the eligibility criteria can be found in GPOBA's Operating Principles, available at <http://www.gpoba.org/gpoba/governance>

Grant Amount:
\$4.95m

Donor:
Sida

Project Total:
\$7.3m

Est. Beneficiaries:
140,000



Grant Amount:
\$4.8m

Donor:
DFID

Project Total:
\$8.8m

Est. Beneficiaries:
132,000



**Grant Amount:**

\$11.84m

Donor:

Sida

Project Total:

\$18m

Est. Beneficiaries:

150,000

KENYA WATER OBA FUND SCALE-UP

Scaling up access to water in Kenya: This project is a scale-up of a successful financing mechanism piloted with community water projects in Kenya. The project will help county water services providers access loan finance from local commercial banks to fund subprojects to improve access to water and sanitation services in low-income areas. A GPOBA grant of \$11.84 million, funded by Sida, will benefit 30,000 low-income households under this initiative.

**Grant Amount:**

\$13.3m

Donor:

Sida

Project Total:

\$13.6m

Est. Beneficiaries:

132,400

UGANDA REPRODUCTIVE HEALTH VOUCHER PROGRAM SCALE-UP

Improving maternal health in Uganda: This scale-up project builds on the successful reproductive health voucher pilot program launched in 2007, which assisted in the safe delivery of 65,590 babies and provided reproductive health care services to more than 136,000 women in rural Ugandan communities. The new five-year project, funded by a \$13.3 million grant from Sida, will use vouchers to subsidize the cost of maternal and reproductive health care for poor women. It will be implemented by Uganda's Ministry of Health, and is expected to contribute to over 132,000 safe deliveries. The project builds national capacity to mainstream the safe delivery voucher scheme in the health sector.

**Grant Amount:**

\$15.0m

Donor:

DFID

Project Total:

\$75.6m

Est. Beneficiaries:

1.21m

BANGLADESH RURAL SOLAR HOME SYSTEMS SCALE-UP

Expanding access to clean energy in Bangladesh: Building on a highly successful pilot program concluded in 2015, which benefitted over 2.2 million poor people in Bangladesh through SHS installation, this scale-up expands access to renewable energy to include mini-grids, solar irrigation pumps, and biogas plants, in addition to SHSs. The project, supported by a \$15 million grant from DFID, as well as the World Bank Group, the Government of Bangladesh, and other development partners, will target poor households in remote areas. Project implementation will be gender-inclusive, with service providers targeting local women in marketing strategies and customer trainings, and consulting them during the installation process.

BOX 3

Scoping Study in the Education Sector

Scoping studies are a key part of GPOBA's commitment to testing the applicability of OBA/RBF in new sectors and environments. These studies help to determine how and where OBA/RBF interventions might be most effective, and whether they align strategically with GPOBA's objectives and capacities. In FY15, GPOBA completed a major scoping study in education. This study situated OBA within the broader context of RBF in education to determine how OBA approaches can increase access to quality education in developing countries. The study included early childhood development, primary, secondary, post-secondary, non-tertiary, and lifelong learning, with particular emphasis on the education of poor populations, girls, and disadvantaged groups.

Based on an in-depth analysis of 24 projects that have applied an OBA approach, the study identified key factors that support successful OBA interventions in education and made recommendations for GPOBA involvement in the sector. The study showed that OBA is a versatile tool that can address issues in education related to access, quality, and system inefficiencies. Government support and buy-in are important to a project's potential for sustainability, and engagement with government is therefore key to project success. In the education sector, where the overall evidence base on the effectiveness and impact of results-based approaches remains relatively limited, projects should ensure that evaluations are incorporated into design and implementation.



Technical Assistance

Technical Assistance (TA) continues to be a critical component of GPOBA's work, testing the applicability of OBA/RBF in new sectors and environments, laying the foundation for project design, building capacity among partners and governments, and supporting the mainstreaming of OBA approaches. The insights and experience gained from TA initiatives feed back into GPOBA's knowledge on OBA/RBF approaches and are shared with other practitioners.

In FY15, GPOBA disbursed \$4.8 million for TA activities, discussed here, and knowledge sharing and dissemination (presented under the Center

of Expertise section). Support was provided for 16 active TA initiatives in the water, sanitation, energy, education, health, transport and telecom sectors, as well as for capacity building for independent verification. During the fiscal year, eight new TA activities in support of OBA/RBF projects were initiated, totaling \$1.4 million and supporting work in the education, solid waste, water, and energy sectors. One activity is multi-sectoral, and supports the development of a beneficiary feedback system in Brazil for results-based aid and management, as part of a World Bank PforR project.



4 Building a Center of Expertise

GPOBA continues to develop as a Center of Expertise. The aim is ensure that knowledge and experience gained through the design and implementation of OBA subsidy projects and TA activities feeds back into GPOBA's own operations and is shared with donors, governments, and other development partners to support the use of OBA/RBF and to demonstrate proof of concept.



Working with Donors, Other Development Partners, and Governments

GPOBA works with other development partners, governments, and the World Bank Group to mainstream OBA approaches. Technical and advisory initiatives supporting the design and implementation of projects, awareness building, and knowledge management were key elements of the mainstreaming effort during this fiscal year.

As part of an ongoing collaboration with the Asian Development Bank (ADB) and Sida, GPOBA participated in a workshop organized by the ADB in Thailand to share operational knowledge on the application of OBA financing in the energy sector. The workshop was attended by representatives of government institutions and utilities from Asian

countries. In Washington, DC, GPOBA and the World Bank Group organized training sessions for staff of the Millennium Challenge Corporation (MCC) on OBA core concepts and lessons learned from design and implementation of OBA projects for grid and off-grid energy access. Future areas of cooperation discussed with MCC included GPOBA support for MCC operations in the energy and water sectors. Sida hosted in-depth discussions in Stockholm with its results-based approach project team and GPOBA, during which GPOBA presented findings from its recent study on the current RBF context, players and instruments. In addition, GPOBA presented to a general Sida audience on OBA/RBF and project experience.



GPOBA worked with select governments in FY15 to scale-up successful pilots and mainstream OBA approaches. This included grant agreement signings with the governments of Bangladesh, Kenya, and Uganda for expanding successful OBA pilots, and ongoing work with the governments of Nepal and the Philippines for OBA facilities in energy and water.

In addition, GPOBA and the World Bank's Leadership, Learning and Innovation group held a workshop on OBA/RBF and Social Impact Bonds for the Polish, Czech and Lithuanian governments.

The workshop built participants' understanding of OBA and results-based initiatives in order to develop project concepts for increasing access to basic services, including clean energy, education, and employment training for marginalized communities. GPOBA also provided technical training in Indonesia for the Local Government and Decentralization Project to strengthen the verification component of the program, which uses an output-based disbursement approach (see Box 4).

Working with the World Bank Group

From its location in the Global Practice for Social, Urban, Rural and Resilience (GPSURR), GPOBA has continued to support urban and rural projects in which OBA and RBF offer viable solutions to access challenges, often as part of larger sector programs. Cross-practice collaboration is strongly

emphasized under the new World Bank structure, and GPOBA is exemplifying this approach, supporting nearly half of the Bank's new global practices, and working particularly closely with the energy and water practices. GPOBA provides support for both operations and knowledge

BOX 4

Supporting Independent Verification in Indonesia

One of GPOBA's largest TA activities to date is the support for the Independent Verification Agent (IVA) in the World Bank's Local Government and Decentralization Project (LGDP) in Indonesia. The LGDP includes an output-based disbursement approach, in which a portion of the Indonesian government's specific purpose grants for infrastructure sub-sectors is reimbursed following verification of specified outputs. The IVA in this case is the Indonesian National Government Internal Auditor (BPKP).

The GPOBA grant provides (i) capacity building and technical assistance to the IVA to strengthen monitoring and evaluation of outputs using GPOBA methodological materials, and (ii) technical assistance to strengthen municipal management and raise citizen awareness of government accountability. So far,

213 BPKP staff have been trained. To ensure that knowledge is retained and disseminated within BPKP offices, it is planned that the training methodology will be institutionalized within BPKP's training center curriculum, which will enable the replication of the technical training for wider audiences. An important output from this TA is the development of two verification handbooks for BPKP and local government that make clear the quality required in infrastructure in order to pass IVA inspection.

Through this TA, GPOBA is piloting an approach in which government auditors are converted to IVAs, supported and monitored by civil society. GPOBA plans to apply the experiences and lessons learned from this project to other projects and sectors in Indonesia and in other countries.

activities, as it works to integrate OBA and RBF into infrastructure and development projects (see Figure 6). The image below shows the World Bank's Global Practices and Cross-cutting Solution Areas, highlighting those with which GPOBA collaborates regularly.

Support to GPSURR: GPOBA delivered a number of knowledge-building presentations to GPSURR. These included a briefing presentation to GPSURR management and a briefing book for the Senior Director, as well as a presentation on OBA and service-provider behavior change during a town hall meeting. GPOBA took part in GPSURR collaborative platforms and developed a protocol on information flow from GPOBA to the GPSURR portal. GPOBA participated very actively in the organization of the GPSURR 2015 Forum, with the theme Building Sustainable Communities, delivering two OBA/RBF awareness sessions in Istanbul and Washington.

Contributions to the World Bank's Program for Results (PforR): Since the PforR program began three years ago, GPOBA has supported ten PforR projects with funding, conducted joint reviews, project design meetings and GPOBA trainings that include PforR project leaders. This fiscal year, GPOBA supported three ongoing PforR operations. Activities included development of disbursement-linked indicators in the water and sanitation sector in Mexico; support to the Ministry of Transport and Public Works in Uruguay on a road rehabilitation and maintenance program; and work in the education sector in Tanzania. A new TA initiative in FY15 supports a multi-sector PforR project to develop a beneficiary feedback system in Ceará, Brazil for results-based aid and management.

Supporting RBF activities: GPOBA provided technical assistance to two ongoing World Bank RBF initiatives during the fiscal year – one in Indonesia, building capacity for verification of

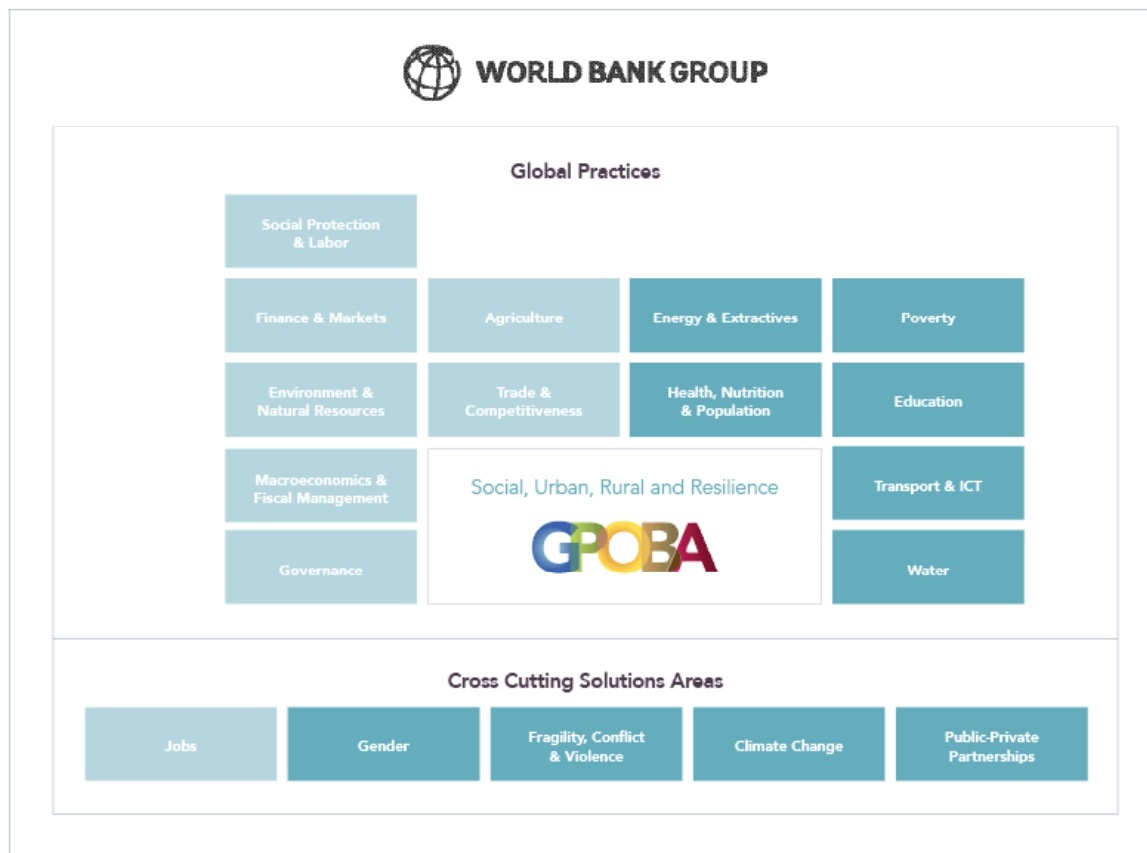


FIGURE 6
*Collaboration with
 Other GPs/CCSAs*

outputs by central and local governments (see Box 4), and another in Zimbabwe, supporting the roll-out of RBF health vouchers. Two new TA activities for RBF were initiated in FY15: support to the World Bank Group Urban Team on an assessment of the solid waste sector in African cities and the development of an RBF mechanism and policy recommendations to improve services for the poor in these cities, and an initiative supporting the WEvolve program in South Asia, exploring opportunities for OBA/RBF to improve basic working conditions in the garment industry, an untested sector for GPOBA.

Working with IFC: Building on the 2014 irrigation scoping study recommendations to implement OBA in irrigation through the private sector, GPOBA worked with IFC to explore potential for a joint project in the irrigation sector. IFC had previously conducted a study on irrigation for smallholders in Burkina Faso, Zambia and India, and IFC and GPOBA teams scoped possibilities for a project that could benefit from both an OBA subsidy and IFC advisory services. GPOBA also worked to identify a pipeline of PPP projects in which OBA could be applied.

BOX 5

The Growth of Results-Based Financing

Since the late 1990s, when results-based financing pilots began in the form of conditional cash transfers and performance-based contracting, the world of RBF has been expanding with new actors and approaches. In shifting the focus of development from inputs to outputs, so that financial disbursements depend on verified results, RBF has been changing the conversation on aid effectiveness. There are several types of RBF – including OBA, performance-based financing, and carbon financing – but the main feature of all forms is that performance criteria are specified up front. This allows performance to be measured, and increases transparency and accountability in the use of funds. GPOBA currently supports 19 RBF activities, totaling \$3.6 million, in areas such as developing and monitoring verification protocols and disbursement-link indicators, scoping new RBF/OBA opportunities, and providing institutional and financial backing.

As part of its commitment to being a Center of Expertise, and to improving its own operational effectiveness, GPOBA produced a study, the Universe of Results-based Financing. Completed in FY15, the study aimed to develop a baseline of information on RBF, identifying and mapping major RBF actors, trends, and international events. It produced a database of RBF practitioners, highlighting respective areas of expertise. A scoring method gauged the relative importance of RBF actors based on such factors as portfolio size and regional and

sectoral coverage. To date, the World Bank Group, USAID, and DFID have deep and long-standing RBF portfolios. A number of organizations have expertise in more than one kind of RBF (e.g., KfW, DFAT, Sida), while others, such as the African Development Bank, are just beginning to experiment with RBF. The study also presented a typology of RBF instruments, highlighting which RBF mechanisms are gaining the most traction, and identifying the actors leading the use of these instruments.

Building on the scoring and mapping methods presented in the study, GPOBA will continue analyzing key actors according to its own strategic criteria. This will help GPOBA to determine with whom it should develop or strengthen collaboration. The tools will also serve as important references for project team leaders looking for practitioners with experience in a particular sector, region, or RBF instrument. GPOBA will build on the study's RBF typology in order to focus on the most relevant mechanisms – for instance, exploring where and how Public Private Partnerships (PPPs) might be most effective.

As GPOBA continues to play a key role in supporting OBA/RBF approaches for the delivery of basic services to the world's poorest people, it will build on the insights gained from work such as the Universe of RBF study to deepen its knowledge base and to generate opportunities to collaborate with and learn from other RBF practitioners.

Knowledge Management

GPOBA's knowledge management activities support the close relationship between operations and knowledge. The team works to capture and facilitate knowledge flows, develop new knowledge tools, and disseminate knowledge products in order to reach interested practitioners and the wider development community.

Current publications draw on experience gained from GPOBA's portfolio of projects, presenting information that informs future investments and operations. The OBAApproaches series discusses OBA design and implementation, either through individual projects or through a thematic focus. In FY15, GPOBA produced five OBAApproaches:

- *Mali Rural Electrification Hybrid Project*
(http://www.gpoba.org/OBA45_MaliEnergy);
- *Philippines Public Health Project*
(<http://www.gpoba.org/Philippines.PublicHealth>);
- *OBA and Solid Waste Management*
(http://www.gpoba.org/OBA46_SolidWaste);
- *Scaling up Blended Financing of Water and Sanitation Investments in Kenya*
(<http://www.gpoba.org/Kenya.WS.Scaleup>);
and
- *OBA in Fragile and Conflict-Affected Situations*
(http://www.gpoba.org/OBA47_FCS).

The Lessons Learned series is based on findings following project completion. Five issues were produced in FY15:

- *Vietnam Rural Water*
(http://www.gpoba.org/LL07_VietnamWater);
- *Bangladesh Solar Homes Systems*
(http://www.gpoba.org/LL10_BangladeshEnergy);
- *Ethiopia Electricity*
(http://www.gpoba.org/LL09_EthiopiaElectricity);
- *Nepal Biogas*
(http://www.gpoba.org/LL08_NepalBiogas); and
- *Mumbai electricity*
(http://www.gpoba.org/LL06_MumbaiElectricity).

The Mumbai note, which explained the challenges faced in implementing the electricity project, won the GPSURR award for Best Documentation of Failure. GPOBA also contributed to the World Bank report, *Surge in Solar-Powered Homes: Experience in Off-grid Rural Bangladesh* (<http://www.gpoba.org/Solar.Home.Projects>), which detailed on the positive effects SHSs have had on health outcomes, study hours, and security.

Other knowledge management work in FY15 included the Universe of RBF study, which developed a baseline of information on RBF actors,



trends, and instruments. As well as expanding GPOBA's knowledge of RBF, the study generated opportunities for GPOBA to collaborate with and learn from other RBF practitioners (see Box 5). GPOBA and the World Bank published a global study, *Results-Based Financing for Municipal Solid Waste* (<https://www.gpoba.org/MSW.Report>). The study analyzed projects in eight countries that applied RBF approaches in the solid waste management sector, including two GPOBA-funded pilots in the West Bank and Nepal (see Box 6). The 'Options Paper for Water Sector Regulation' in the Philippines was also produced. This paper resulted from TA provided to the Government of the Philippines (GoP) in the water sector under

the Unified Financing Framework (see Box 7). It considered models of regulation in the sector and made recommendations to the GoP on which forms of regulation would be appropriate in the Philippine context and including OBA subsidies to connect poor households.

Ongoing knowledge work also includes activities related to GPOBA's Community of Practice (CoP). Fostering the larger OBA/RBF community is an important component of GPOBA's mission and vision, and the CoP provides a space for OBA/RBF practitioners to share best practices through peer learning, knowledge exchange, cross-sectoral collaboration, and networking. GPOBA expanded

BOX 6

RBF in the Solid Waste Management sector

With rapid urbanization, population growth, and new economic activity, municipal solid waste is growing at alarming rates. In low and lower middle income countries, it is expected to triple by 2025¹. At the same time, solid waste management (SWM) systems in most developing countries are critically underfunded. Municipalities are unable to improve services unless they can increase fee collection rates, while residents are unwilling to pay for inadequate services. The enormous amount of uncollected or improperly disposed of waste negatively affects public health, the environment, economic development, and quality of life, with the urban poor suffering the most, as they are more likely to live near unsanitary dumpsites.

Since 2000, the World Bank has maintained a significant portfolio in the SWM sector. However, a global shortfall of \$40 billion in financing for the sector has persisted. In response, the Bank began to explore the use of innovative financing instruments to improve SWM services for the poor, including results-based financing. In contrast to traditional financing – which tends to invest in capital assets, such as sanitary landfill construction, but often neglects to support the whole SWM system – RBF focuses on interventions all along the supply chain, from waste generation through collection, recycling, disposal, and energy recovery. Funding is contingent on achievement and verification of specified targets, and aims to incentivize behavior changes – individual, community and municipal efforts to reduce and recycle waste – necessary to improve SWM.

GPOBA has funded a range of projects and activities in the SWM sector. In FY15, GPOBA and the World Bank launched a joint report, *Results-Based Financing for Municipal Solid Waste* (<https://www.gpoba.org/MSW.Report>), a global study of RBF approaches in SWM projects in eight countries. The report includes two active GPOBA-funded projects, in the West Bank and Nepal, which use subsidies to improve financial sustainability of services by increasing user fee collection while improving waste collection services. Following the launch of the study, GPOBA hosted a webinar bringing together SWM experts for continued discussion of challenges and best practices in the sector. A new TA activity initiated by GPOBA in FY15 focuses on RBF for SWM in Africa, supporting the World Bank Group Urban Team's assessment of the SWM sector in selected African cities. The aim is to develop an RBF design, as well as policy, investment and institutional recommendations, to improve SWM in these cities.

Experience is showing that in the SWM sector, which faces budget constraints but also demonstrates demand for good service, RBF/OBA can be valuable mechanisms for ensuring transparent use of funds, and for jump-starting services in fragile and conflict-affected situations where the private sector may be reluctant to engage. A range of tools, technologies, and human resources already exists in SWM, and low-cost interventions utilizing these, combined with support for behavior changes, can bring about real enhancements in SWM.



Photo: COWI Denmark

its CoP activities by moving to an *online space* (<https://collaboration.worldbank.org/groups/output-based-aid-cop-oba-cop>) on the World Bank's Collaboration for Development (C4D) platform in order to increase external participation among development practitioners, with the result that 44 percent of CoP members are now external to the World Bank.

Webinars are another important GPOBA knowledge activity. Webinars bring together experts, strategic partners, and thought leaders in OBA/RBF, for dialogue and knowledge-sharing. They enable the in-depth exchange of experience and ideas, and are living knowledge tools retained for continued reference. *Four webinars* ([http://](http://www.gpoba.org/webinars)

www.gpoba.org/webinars) were held in FY15, focusing on the water, irrigation, energy, climate change, and solid waste sectors.

An initiative led by the World Bank Group, the Development Challenges/Solutions Approaches (DCSA), links knowledge and operations through the DCSA solutions platform, providing clients and decision-makers with interactive, timely project approaches and potential solutions. GPOBA contributed a DCSA, 'How can countries incentivize public and private providers to extend basic services to the urban and rural poor?' drawing on lessons from Uganda health, Morocco water and sanitation, and Kenya community water projects.

BOX 7

Philippines Water Supply and Sanitation Unified Financing Framework

In 2015, a financing framework for water and sanitation in the Philippines was finalized and delivered to the Government of the Philippines (GoP). The 'Philippines Water Supply and Sanitation Unified Financing Framework' was led by the World Bank's GP for Water and co-financed by GPOBA and the Australian government. It reviews the main challenges in the sector, existing financial resources, and the needs of water and sanitation providers. It also draws on lessons from innovative financing strategies in other countries to propose a framework

for increasing financing and water service coverage in the country. The framework proposes commercial financing for investment in utilities and water districts, supported by grants for a viability gap fund and OBA subsidies to connect poor households. The proposal has been discussed with the GoP, and is to be reviewed by the National Economic and Development Authority (NEDA). The World Bank intends to support the rollout of the UFF once the GoP has selected implementation modalities.

Knowledge and Learning

GPOBA's knowledge and learning (K&L) program continues to expand through a range of online and face-to-face training activities, building awareness about the use of OBA/RBF approaches and supporting practitioners. Since its inception, the K&L program has helped GPOBA to reach a total of 3,913 people through 116 training and awareness-building activities. Participants have included development professionals from the World Bank Group, donors, government representatives, and local service providers. In FY15, GPOBA delivered 11 new training activities, reaching 603 people. The activities took place both internationally and within the World Bank, in partnership with WSP, ESMAP, and the World Bank Group's Urban team. OBA trainings transitioned from the original two-day workshops to more targeted project concept clinics and other innovative session styles, in line with current knowledge management practices and approaches.

GPOBA held seven in-country workshops for the World Bank Group, development partners, government officials, and clients in field offices. The focus of the workshops included building the technical capacity of independent verifiers in Indonesia; the application of OBA in the energy sector in Mali and Thailand; leveraging climate change related finance through RBF initiatives in Ethiopia; and training in Poland for governments on developing project concepts for OBA/RBF for increasing access to basic services for marginalized

communities. In Kenya, a utilities reform workshop discussed challenges that water utility managers face in delivering sustainable water supply and sanitation services, and in Bangladesh, a workshop for the main actors in the garment industry explored how RBF/OBA can help address issues of gender-based violence and improved working conditions in the garment sector.

GPOBA took part in World Water Week in Stockholm, hosting a session highlighting OBA as an innovative financing solution for water and energy access. At the World Bank's Water Week, GPOBA delivered two joint presentations with WSP. Trainings were also delivered on Reaching the Urban Poor during the World Bank Group's GPSURR forum, with sessions in Washington and Istanbul.

The knowledge and learning program held four trainings in Washington, DC targeting World Bank Group team leaders and other development partners. These included two energy clinics for MCC staff on OBA for electricity access, as part of ongoing efforts to support MCC in mainstreaming results-based approaches in their operations. GPOBA held a water and sanitation clinic in April 2015 for World Bank Group teams to strengthen understanding of OBA's core concepts and to assist practitioners in designing their own OBA projects. As a result of this clinic, GPOBA is currently pursuing three potential new projects in water and sanitation.



Communications

GPOBA's ongoing communications strategy aims to position OBA in the context of RBF and the results agendas of development partners, as well as in the broader international discussion on aid effectiveness and innovative finance. In FY15, the communications team built on its multi-faceted dissemination and outreach program, and focused on improving GPOBA's visibility and profile within the World Bank Group and externally, highlighting GPOBA's relevance during the World Bank's organizational restructuring. In response to the new structure, the team realigned its communications efforts in order to reach target audiences, with particular focus on outreach to the newly created global practices (GPs) within the World Bank. Comprehensive briefings were delivered to GP senior management, and a web package was developed for the launch of GPOBA/World Bank publication of *Results-Based Financing for Municipal Solid Waste*. A presentation explaining GPOBA to its new global practice led to a new knowledge product – whyOBA? – on the World Bank's knowledge-sharing platform.

The communications team also promoted OBA in other key venues, including the annual Africa Energy Yearbook; a session on Reaching the Urban Poor at the GPSURR Forum; the World Bank's Solutions Café, which looked at projects supporting sustainable energy access for the poor; and the second annual Inn-OBA-tions Awards, which recognized projects from FY15 that best exemplified successful and innovative implementation of OBA. (See Appendix E). GPOBA produced two videos this year explaining the benefits of OBA/RBF compared to traditional development financing, which included interviews with local residents benefitting from OBA projects.

GPOBA's web presence grew during the year (see Figure 7). Improvements to its website and newsletter resulted in an 11 percent increase in



unique website visitors, while average newsletter readership increased by 40 percent. GPOBA also improved communication with donors by introducing bimonthly donor updates.

FIGURE 7
GPOBA Website
(<http://www.gpoba.org>)



5 Looking Ahead

At a strategy workshop in Paris in June 2015, GPOBA gathered with donors to assess progress and agree the strategic direction of future activities, based on the findings of the independent evaluation and donor direction. GPOBA's vision and work is clearly relevant to current development goals and the broader RBF community, which has grown significantly since the establishment of GPOBA in 2003. Donors agreed that the scope of GPOBA's work going forward should include the OBA approach and expansion of RBF work beyond project structuring into dissemination and, should additional funding become available, into selected subsidy projects. In addition, GPOBA will increase its focus as a Center of Expertise, increasing evidence based monitoring and evaluation, extracting deeper lessons from the portfolio and working to reach a more global audience, through collaboration, convening and other platforms.



GPOBA's results focus, project experience and related implementation knowledge provide a powerful platform for expanded collaboration with donors, governments and civil society.



GPOBA's results focus, project experience and related implementation knowledge provide a powerful platform for expanded collaboration with donors, governments and civil society. This platform is particularly relevant in the transition from the Millennium Development Goals to the Sustainable



Development Goals (SDGs), which frames development agendas for the future. GPOBA's work aligns with the SDGs through the interconnection of social, economic, and environmental issues.



Eight of the 17 goals incorporate indicators linked with access to basic services in sectors covered by GPOBA, including energy and water, and the final goal focused on partnership itself. RBF is one of the four financing solutions presented by multilateral development banks and the International Monetary Fund to meet the investment needs of the SDGs. GPOBA offers the methodology and practical experience used to reach over 8 million people as one tool for achieving the SDGs for the benefit of all.



6

Appendices



Appendix A. Financial Statements

GPOBA derives its resources from donor contributions, which are channeled through trust funds administered by the World Bank Group. The World Bank recovers an administrative fee for costs associated with this task. GPOBA's budget and accounting processes are aligned with the World Bank fiscal year, which runs from July to June.

CONTRIBUTIONS RECEIVED

As of June 30, 2015, GPOBA's donors have pledged a total of \$337.9 million to the program, of which \$335.7 million has been received (see Table A1). In fiscal year 2015, GPOBA received \$17.2 million from donors, including new contributions of \$10.5 million from Sida (see Table A2).

Donor contribution to GPOBA (in \$ millions)

Donor	Pledge	Received	To be received
DFAT	37.49	37.49	-
DFID	112.81	112.81	-
DGIS	28.27	28.27	-
EU	1.80	1.80	-
IFC	97.80	97.80	-
SIDA	59.73	57.48	2.25
Total	337.90	335.65	2.25

TABLE A.1

Donor Contributions to GPOBA (in \$ millions)

Receipts by Donor contribution by year (in \$ millions)

Donor	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	Total
DFAT				0.26		28.93			8.31				37.49
DFID	2.50	3.40	6.80	21.70	13.30	10.20	19.20	14.50	11.22	6.84	1.63	1.52	112.81
DGIS				11.00	8.00	9.27							28.27
EU						1.00				0.80			1.80
IFC			35.00		25.50			37.30					97.80
SIDA					6.90		8.90	2.20		20.80	3.04	15.64	57.48
Total	2.50	3.40	41.80	32.96	53.70	49.40	28.10	54.00	19.53	28.44	4.67	17.16	335.65

TABLE A.2

Receipt of Donor Contributions by Year (in \$ millions)

DISBURSEMENTS

GPOBA disbursements totaled \$16.9 million in fiscal year 2015 (Table A3). Disbursements were made for activities approved in fiscal year 2015, as well as for activities approved in prior years that are implemented over multiple years.

TABLE A.3
GPOBA
Disbursements in
FY15

Program Management	in \$millions
a) Program Management and Center of Expertise	1,183,305
Sub total	1,183,305
Disbursement Related to FY15 Work Program	in \$millions
a) Technical Assistance	4,878,584
b) Project Supervision and Preparation	1,287,897
c) Subsidy Funding	9,610,141
Sub total	15,776,623
Grand Total	16,959,928

Of the total disbursements this fiscal year, \$15.8 million (93 percent) was related to the annual work program. Most of this amount (\$9.6 million) was disbursement of subsidy funding for pilot projects under implementation, with the rest going to technical assistance, and preparation and supervision of projects. At \$1.2 million, program management and administration represented 7 percent of total disbursements.

SINGLE AUDIT PROCESS

The World Bank Group has instituted an annual 'single audit' exercise for all trust funds. As part of this exercise, the GPOBA program manager signs a trust fund representation letter attesting to the correctness and completeness of the financial process for all GPOBA trust funds. The task manager for each approved activity is required to confirm that due diligence has been exercised with respect to the administration, management, and monitoring of the funds awarded for the activity, and has ensured that all expenses and disbursements are made in accordance with World Bank procurement and administrative guidelines.





















Appendix B. Projects

TABLE B.1
Fully Implemented Projects

Country	Project name	Output description	Number of verified outputs	Number of beneficiaries
Armenia	Armenia Gas and Heating	Households with access to heating either through an individual connection or local boiler system	5,847	23,739
Bangladesh	Bangladesh Rural Electrification and Renewable Energy Development	Solar Home Systems	497,613	2,488,065
Bangladesh	Rural Electrification and Renewable Energy Development - Mini Grid Project	Mini grid and solar water pumps	TBD	TBD
Bolivia	Rural Electricity Access with Small-Scale Providers	Solar Home Systems and Pico-PV systems	11,755	60,815
Cameroon	Water Affermage Contract-OBA for Coverage Expansion	Households with water connections	25,254	151,524
Colombia	Access to Natural Gas	Households with gas connections	34,138	204,828
Ethiopia	Ethiopia Electricity Access Rural Expansion	Household electricity connections, including two compact fluorescent lamps	60,000	300,000
Ghana	Solar PV Systems to Increase Access to Electricity Services in Ghana	Solar Home Systems and solar lanterns	16,822	100,932
Honduras	National OBA Facility for Water and Sanitation Services	Households with water and sanitation connections	14,600	87,600
India	Improved Rural Community Water in Andhra Pradesh	Ultraviolet water purification systems providing access to clean water	25	77,878
India	Improved Electricity Access to Indian Slum Dwellers in Mumbai	Households with electricity connections	15	75
Indonesia	Expansion of Water Services in Low-income Areas of Jakarta	Households with water connections	5,042	25,210
Indonesia	Extending Telecommunications in Rural Indonesia	Internet locations	222	476,000
Indonesia	Expanding Piped Water Supply to Surabaya's Urban Poor	Households with water connections and Master meters	13,473	67,815
Kenya	Microfinance for Community-managed Water Projects	Households with water connections and Water Kiosks	17,500	202,000
Lesotho	Lesotho New Hospital PPP	Inpatient services at the new Queen Mamohato Memorial Hospital and outpatient services at three semi-urban filter clinics	808,739	808,739
Mongolia	Mongolia Universal Access to Telecommunications	1) Public access to telephone network for herder communities; 2) Wireless network for Tariat soum center	1 public access telephone network and 2 wireless networks	22,315
Morocco	Improved Access to Water and Sanitation Services	Households with water and sanitation connections	12,426	62,130
Mozambique	Water Private Sector Contracts-OBA for Coverage Expansion	Households with water connections	33,407	601,326
Nepal	Biogas Support Programme	Biogas plants for rural households	26,363	184,541
Nigeria	Pre-paid Health Scheme	Medical Services	13,473	13,473
Philippines	Improved Access to Water Services in Metro Manila	Households with water connections	28,562	171,372
Senegal	Access to On-Site Sanitation Services	Households benefitting from increased access to new sanitation facilities	11,495	103,455
Uganda	Reproductive Health Vouchers in Western Uganda	Safe deliveries and treatments of sexually transmitted diseases	97,248	162,838
Uganda	Kampala Water Connections for the Poor	Water yard taps and Public Water Points.	7,524	129,900
Uganda	Small Towns Water Supply and Rural Growth Centers	Water yard taps, public water points	2,416	54,486
Vietnam	Upper Secondary Education Enhancement	Tuition Packages	8,145	8,145
Vietnam	Targeting Service Expansion through Water Loss Reduction	Households with water connections	35,344	176,720
Yemen	Safe Motherhood Program	Enrollments	16,878	33,756
Total			1,804,329	6,799,677

Appendix C. Grant Agreements
























TABLE C.1
Grant Agreements

Country	Project Name	IDA eligibility	Grant Amount (\$m)	Planned # of beneficiaries	Average subsidy per person (\$m)	Description	Sector
Armenia	Access to Gas & Heat Supply for Poor Urban Households in Armenia	IDA Blend	3.10	23,739	130.59	This project closed in December 2009, having improved access to gas and heating services for poor households in urban multi-apartment buildings, by subsidizing the cost of new service connections.	
Bangladesh	Rural Electrification and Renewable Energy Development – Mini Grid Project	IDA	1.10	20,000	55.00	This project aims to help about 5,000 households, shops, and small and medium enterprises in rural Bangladesh to gain access to electricity by reducing the capital cost of mini-grid systems. The GPOBA grant will mean providers can charge a tariff that is affordable to the connected beneficiaries.	
Bangladesh	Rural Electrification and Renewable Energy Development – Solar Home Systems Project	IDA	13.95	2,373,075	5.88	This project aims to increase access to energy services for poor people in rural areas of Bangladesh by addressing the issue of insufficient grid capacity through the installation of solar home systems (SHS).	
Bangladesh	Bangladesh Rural Solar Home Systems Scale-up	IDA	15.00	1,210,000	12.40	GPOBA brings a pro-poor dimension to this scale-up, co-financed by the WBG, the Government of Bangladesh, and Partner Organizations/project sponsors. OBA financing makes access to off-grid electrification (SHS, mini-grids, solar irrigation pumps) and clean cooking (biogas plants) affordable to the poor in rural, remote areas through capital buy-down grants.	
Bolivia	Decentralized Electricity for Universal Access	IDA Blend	5.18	45,000	115.00	This project established direct connections and affordable access to electricity for poor Bolivian households and micro-enterprises in remote rural areas of Bolivia.	
Cameroon	Cameroon Water Affermage Contract – OBA for Coverage Expansion	IDA	5.25	240,000	21.88	This project will subsidize the cost of new connections to piped water for low- to middle-income households currently without access, and is expected to benefit around 240,000 people.	
Colombia	Natural Gas Distribution for Low Income Families on the Caribbean Coast	IBRD	5.10	210,000	24.29	This project closed on July 31, 2008, having successfully connected 34,138 families to the natural gas distribution network along the Colombian Caribbean Coast.	
Ethiopia	Ethiopia Electrification Access Rural Expansion Project	IDA	8.00	1,142,855	7.00	This OBA scheme helped EEPco, a state-owned national utility, finance the cost of providing access to electricity for poor customers in rural towns and villages with grid access.	
Ghana	Solar PV Systems to Increase Access to Electricity	IDA	4.35	75,000	58.00	The GPOBA grant provides increased electricity access through renewable energy technology for poor households in remote rural regions of Ghana, to benefit 75,000 people.	
Ghana	GAMA Urban Sanitation	IDA	4.80	132,000	36.36	The project is part of a larger IDA project to increase access to improved water and sanitation in the GAMA. The OBA component will benefit 6,600 households in low-income communities by partially subsidizing access to new and sustainable toilet facilities.	
Honduras	Extension of Water and Sanitation Services in Low Income Areas of Honduras	IDA	4.59	87,600	52.40	This project developed an OBA facility to establish an efficient and transparent mechanism for financing infrastructure in water and sanitation projects in Honduras	
India	Improved Rural Community Water in Andhra Pradesh	IDA Blend	0.85	77,878	10.91	This project closed on December 31, 2009, having provided access to safe drinking water for 77,878 poor inhabitants of Andhra Pradesh through the development of 25 community water supply schemes.	
India	Mumbai Improved Electricity Access to Indian Slum Dwellers Project	IDA Blend	1.65	131,250	12.57	The GPOBA grant subsidized the cost of electricity connections and wiring for inhabitants of the Shivajinagar slum in Mumbai.	
Indonesia	Expanding Piped Water Supply to Surabaya's Urban Poor Project	IBRD	2.41	77,500	31.06	This OBA scheme has extended piped water connections to around 15,500 low-income households in Surabaya.	
Indonesia	Expansion of Water Services in Low Income Areas of Jakarta	IDA Blend	2.57	58,150	44.25	This project brought water services to communities in low-income areas of Jakarta by funding one-off connection subsidies for an estimated 12,000 poor households.	
Indonesia	Extending Telecommunications in Rural Indonesia	IBRD	1.87	758,210	2.46	This project facilitates access to the Internet and associated telecommunications and data services through "community access points" in poor areas, benefitting an estimated 758,210 people.	
Kenya	Micro-finance for Small Water Schemes	IDA	3.09	106,267	29.09	This scheme increased access to and efficiency in water supply services for the poor in rural and peri-urban areas of Kenya through investments in around 35 community water projects.	
Kenya	Kenya Electricity Expansion Project	IDA	5.15	264,000	19.51	This project uses GPOBA funds to scale-up the Kenya Power and Lighting Company's model of delivering electricity connections in slums throughout Nairobi. The goal of this project is to scale-up a method of connecting the urban poor through use of a small, but targeted, subsidy.	
Kenya	Nairobi Sanitation	IDA	4.33	80,000	54.13	The Development Objective is to provide sustainable access to sanitation and water services in selected low-income communities of Nairobi, by applying one-off OBA subsidies in order to make pro-poor sewerage and water connections financially viable.	
Kenya	Kenya Water OBA Fund Scale-up	IDA	11.84	150,000	78.93	This scale-up will help water services providers access loan finance from the domestic private sector to finance water and sanitation subprojects in municipal/county-owned utilities. GPOBA subsidies will benefit 30,000 low-income households under this initiative.	
Lesotho	Lesotho Health PPP Project	IDA	6.25	500,000	12.50	The GPOBA grant will provide subsidies for inpatient services at a new 390-bed National Referral Hospital, and outpatient services at three semi-urban filter clinics that have been refurbished.	

KEY



TABLE C.1
Grant Agreements Continued

Country	Project Name	IDA eligibility	Grant Amount (\$m)	Planned # of beneficiaries	Average subsidy per person (\$m)	Description	Sector
Liberia	Monrovia Improved Electricity Access Project	IDA	10.20	80,000	127.50	The GPOBA grant off-sets part of the capital costs associated with building the transmission and distribution networks for Monrovia. The grant also subsidizes connection costs for individual households.	
Mali	Mali Rural Electrification Hybrid System	IDA	5.00	130,000	38.46	The objective of the Project is to expand access to modern energy services in rural areas of the Recipient and to increase renewable energy generation in target areas.	
Mongolia	Mongolia OBA Pilot Project of Universal Access Strategy	IDA	0.26	22,315	11.62	This project closed on October 31, 2008, having provided telephone services to around 20,000 members of herder communities, and telephone and internet services to around 22,315 residents of Tariat and Chuluut soum centers.	
Morocco	Morocco Urban Water and Sanitation	IBRD	7.00	52,520	133.28	The project closed on December 31, 2012, having provided with access to safe water and improved sanitation for over 11,000 low-income households in disadvantaged peri-urban and rural neighborhoods of Casablanca, Meknes, and Tangiers.	
Mozambique	Mozambique Water Private Sector Contracts – OBA for Coverage Expansion	IDA	5.00	468,000	10.68	This project aims to provide subsidized water connections for domestic consumers in Mozambique through the construction of shared yard taps, expected to benefit up to 468,000 people.	
Nepal	Biogas Support Programme	IDA	5.00	184,541	27.09	The scheme subsidized approximately 26,000 biogas plants for rural Nepalese households to increase access to clean and affordable energy for cooking and lighting.	
Nepal	Municipal Solid Waste Management	IDA	4.28	800,000	5.35	The project will support improvement in the quality and financial sustainability of solid waste management services in four participating municipalities targeting 800,000 beneficiaries.	
Nigeria	Nigeria Pre-Paid Health Scheme Project	IDA	6.02	22,500	267.34	This OBA scheme aims to provide affordable pre-paid health insurance plans for up to 22,500 beneficiaries (employees and their families) who belong to the Computer and Allied Products Association ("CAPDAN") at the Ikeja IT village in Lagos.	
Philippines	Improved Access to Water Services in the East Zone of Metro Manila Project	IBRD	2.85	123,084	23.15	This project provided affordable piped potable water to poor households in Metro Manila, benefitting over 170,000 people.	
Philippines	Philippines Reproductive Health	IBRD	3.65	786,765	4.64	The project aims to increase access to affordable maternal and reproductive health services for around 200,000 low-income families	
Senegal	On-Site Sanitation Project	IDA	5.76	103,500	55.69	This OBA subsidy scheme helped offset the cost of new sanitation facilities for an estimated 11,500 poor households.	
Sri Lanka	Increasing Household Access to Domestic Sanitation in Greater Colombo	IDA Blend	5.08	77,035	65.94	Improving access to sanitation services in Greater Colombo (Sri Lanka) by increasing the number of house connections to existing and new sewerage networks, and improving on-site sanitation services at household level through rehabilitation of septic tanks and regulated desludging services.	
Uganda	OBA in Kampala – Water Connections for the Poor	IDA	2.53	469,950	5.38	This scheme will provide a one-off connection subsidy to partially fund the cost of new domestic metered connections. The project envisages making about 20,000 new yard tap connections and installing about 800 new public water points over a period of three years.	
Uganda	OBA in Water Supply in Uganda's Small Towns and Rural Growth Centers	IDA	3.21	51,972	61.71	This project increased access to sustainable water supply services for the poor living in selected small towns and rural growth centers, benefitting over 50,000 people.	
Uganda	Reproductive Health Vouchers in Western Uganda	IDA	4.30	164,616	26.12	This project improved women's access to trained medical professionals throughout pregnancy and provided subsidized STD treatment for over 160,000 poor Ugandans.	
Uganda	Uganda Grid-Based OBA Facility Project	IDA	5.50	510,000	10.78	The OBA scheme provides subsidies to help fill the gap between what the user is willing to pay for connecting to the electricity grid, and what it costs the electricity distribution companies to make these connections.	
Uganda	Uganda Reproductive Health Voucher Program Scale-up	IDA	13.30	132,400	100.45	This scale-up project aims to use vouchers to subsidize the cost of reproductive health care for poor consumers in Uganda. The project will be implemented by Uganda's Ministry of Health, and is expected to contribute to over 132,000 safe deliveries.	
Vanuatu	Improved Electricity Access	IDA	4.85	21,440	226.21	The Project Development Objective (PDO) for this operation is to increase sustainable access to formal grid-based electricity services within Vanuatu's electricity concession service areas for low income consumers through targeted subsidies	
Vietnam	Vietnam Rural Water (EMW)	IDA	4.50	176,720	25.46	This project brought safe water services to an estimated 30,000 poor families in rural Vietnam.	
Vietnam	Vietnam Upper Secondary Education Enhancement Project	IDA	3.00	8,100	370.37	This pilot increased access to secondary education at semi-public and private schools for over 8,100 poor students. Subsidy payments to participating schools were made on condition of pre-agreed indicators that demonstrated both a student's attendance and educational attainment.	
West Bank	Solid Waste Management		8.25	840,000	9.82	This project is designed to enable better quality, affordable, more efficient, and sustainable waste collection, transport, and safe disposal of waste in the West Bank.	
Yemen	Yemen Safe Motherhood Program	IDA	3.91	30,000	130.41	The objective of this project is to provide sustainable maternal health services, including up to 15,000 safe child births, to poor women of reproductive age (15-49) in Sana'a, Yemen.	
Zambia	Zambia Rural Electrification	IDA	4.95	140,000	35.36	The project aims to provide 22,000 low-income households and 5,000 micro and small enterprises in urban and peri-urban areas of Zambia with access to grid-based electricity services. It builds upon the ongoing Increased Access to Electricity Services (IAES) project, co-financed by the WBG and the European Commission (\$7 million).	
Total			170.5	10,612,784	16.1		

Appendix D. Disbursements

TABLE D.1 *Disbursements as of June 30, 2015*

Closed Projects







Country	Project Name	Grant Amount (\$)	Cumulative Disbursements (\$)	Sector	Region	Disbursement (%)
Armenia	Armenia Access to Gas and Heating	3,100,000	3,087,196	Energy	ECA	100%
Bangladesh	Rural Electrification and Renewable Energy Development - Solar Home Systems	13,950,000	13,950,000	Energy	SAR	100%
Bangladesh	Rural Electrification and Renewable Energy Development - Mini Grid	1,100,000	968,790	Energy	SAR	88%
Bolivia	Bolivia Rural Electricity Access with Small-Scale Providers	5,175,000	5,152,403	Energy	LAC	100%
Cameroon	Cameroon Water Affermage contract - OBA for coverage expansion	5,250,000	1,816,259	Water	AFR	35%
Colombia	Access to Natural Gas	5,085,000	4,880,382	Energy	LAC	96%
Ethiopia	Ethiopia Electricity Access Rural Expansion	8,000,000	451,290	Energy	AFR	6%
Ghana	Solar PV Systems to Increase Access to Electricity Services	4,350,000	4,065,021	Energy	AFR	93%
Honduras	Extension of Water and Sanitation Services in Low income areas of Honduras	4,590,000	4,536,847	Water	LAC	99%
India	Improved Rural Community Water in Andhra Pradesh	850,000	834,276	Water	SAR	98%
India	Improved Electricity Access to Indian Slum Dwellers in Mumbai	1,650,000	40,901	Energy	SAR	2%
Indonesia	Expanding Piped Water Supply to Surabaya's Urban Poor	2,407,500	1,084,391	Water	EAP	45%
Indonesia	Expansion of Water Services in Low income areas of Jakarta	2,573,140	1,743,902	Water	EAP	68%
Indonesia	Extending Telecommunications in Rural Indonesia	1,868,340	1,516,534	Telecom	EAP	81%
Kenya	Microfinance for Community-managed Water Projects	3,087,630	2,597,119	Water	AFR	84%
Lesotho	Lesotho New Hospital PPP	6,250,000	6,250,000	Health	AFR	100%
Mongolia	Mongolia Universal Access to Telecommunications	259,400	257,335	Telecom	EAP	99%
Morocco	Improved Access to Water and Sanitation Services Project	7,000,000	6,999,766	Water/ San	MNA	100%
Mozambique	Water Private Sector Contracts OBA for Coverage Expansion	5,000,000	4,768,183	Water	AFR	95%
Nepal	Biogas Support Programme	5,000,000	4,974,979	Energy	SAR	99%
Nigeria	Pre-paid Health Scheme Pilot	6,015,160	4,128,973	Health	AFR	69%
Philippines	Improved Access to Water Services in Metro Manila	2,850,000	2,063,573	Water	EAP	72%
Senegal	Access to On-Site Sanitation Services	5,764,000	5,099,544	Sanitation	AFR	88%
Uganda	Reproductive Health Vouchers in Western Uganda	4,300,000	4,046,688	Health	AFR	94%
Uganda	OBA in Water Supply in Uganda's Small Towns and Rural Growth Centers	3,207,000	2,414,031	Water	AFR	75%
Uganda	Kampala Water Connections for the Poor	2,527,100	1,509,455	Water	AFR	60%
Vietnam	Upper Secondary Education Enhancement	3,000,000	2,896,389	Education	EAP	97%
Vietnam	Vietnam Rural Water East Meets West Foundation	4,500,000	4,499,967	Water	EAP	100%
Yemen	Safe Motherhood Program	3,912,190	3,555,225	Health	MNA	91%
Total for Closed Projects		122,621,460	100,189,420			

Projects under Implementation

Country	Project Name	Grant Amount (\$)	Cumulative Disbursements (\$)	Sector	Region	Disbursement (%)
Ghana	Urban Sanitation Facility for Greater Accra	4,850,000	-	Sanitation	AFR	-
Kenya	Kenya Electricity Expansion Project	5,150,000	4,375,497	Energy	AFR	85%
Kenya	Urban Water and Sanitation OBA Fund for Low Income Areas Project	11,835,000	250,000	Water / San	AFR	2%
Kenya	Nairobi Sanitation Project	4,330,000	-	Sanitation	AFR	-
Liberia	Monrovia Improved Electricity Access Project	10,000,000	5,280,744	Energy	AFR	53%
Mali	Rural Electrification Hybrid System	5,000,000	519,570	Energy	AFR	10%
Nepal	Nepal Solid Waste Management	4,288,381	504,569	SWM	SAR	12%
Philippines	Philippines Reproductive Health	2,977,530	1,271,232	Health	EAP	43%
Sri Lanka	Sri Lanka Sanitation	5,080,000	82,000	Sanitation	SAR	2%
Uganda	Energy for Rural Transformation Project	5,500,000	-	Energy	AFR	-
Vanuatu	Improved Electricity Access	4,850,000	160,799	Energy	EAP	3%
West Bank	West Bank Solid Waste Management	8,256,623	3,644,708	SWM	MNA	44%
Total for Projects under Implementation		72,117,534	16,089,120			
Grant Total		194,738,994	116,278,540			

Appendix E. Inn-OBA-tions Awards

TABLE E.1
Inn-OBA-tions
Awards Winners in
FY15

Award Category	Project Name	Country	Sector	Project summary
Collaboration Award	Kenya Electricity	Kenya		In Kenya, a \$5 million GPOBA grant leveraged \$21 million from IDA, the electricity provider and user contributions to provide connections to poor households in Kenya's informal settlements. There were significant problems working around the cartels. To find solutions, the urban team pitched in with site selection/community involvement. The water practice shared knowledge from their program in Kawole Soweto, and transport made sure the connections were included in their resettlement action plan. As a result, electricity connections went from 3,500 over a two-year period to 12,000 in the next 5 months.
Inclusion Award	Bolivia Decentralized Energy for Universal Access	Bolivia		This project used OBA subsidies to support private providers in delivering SHS for rural households, microenterprises, schools, and clinics. Through careful targeting, the project helped improve the living conditions of 60,000 people, primarily indigenous. Furthermore, the project interacted strongly with local communities and organizations, developing a sense of ownership among the beneficiaries.
Pioneer Award	Zimbabwe Health Sector Development Support	Zimbabwe		In the FCS environment of Zimbabwe, this project was developed to remove financial barriers to health care access on the demand-side and strengthen service delivery with a focus on supply-side results. The project uses a combination of RBF mechanisms-- in rural areas, a pay-for-performance mechanism rewards primary and secondary care health facilities based on quantity and quality of services. In low-income urban areas, the RBF scheme combines demand-side urban maternal health vouchers and a pay-for-quality scheme. The success of the project has led to a national RBF scale-up plan.
Pioneer Award – Special Mentions	Oaxaca Water Supply and Sanitation Sector Modernization	Mexico		This project introduced an innovative RBF approach in the water sector, marking the first time PforR operations have been used to support WSS sector institutional reform and improvements in urban water services. The project also introduced the use of the PforR instrument for the first time in Mexico, where there was very little RBF experience and in a challenging subnational environment.
	RBF for Municipal Solid Waste study	Nepal, West Bank, Malaysia, China, Indonesia, Tanzania, Mali, Jamaica		This project developed 5 customized RBF mechanisms (China, Jamaica, Indonesia, Malaysia, Tanzania), and synthesized design features and lessons from 3 more: Mali, Nepal, West Bank-- the latter of which are partially funded by GPOBA. The different schemes apply RBF to improve solid waste service delivery and fee collection, promote recycling and source separation, and strengthen waste collection and transport in underserved communities. Before initiation of this activity, the RBF mechanism had never before been applied in SWM; it has helped to establish a framework for future RBF work in SWM.
	Indonesia Clean Stove Initiative	Indonesia		This project is the first to introduce and operationalize the RBF approach for clean cook stoves in Indonesia, to scale up access to clean and efficient cooking solutions through capacity building, policy development, and support for selected government action plans. Under this approach, the private sector finances the inputs (stoves) and public resources are used to reimburse the services provider upon delivery of results. This gives suppliers the flexibility to innovate, which is critical for market development. The pilot has attracted other development partners, including the ADB.

Appendix F. GPOBA Team

TABLE F.1
GPOBA team in FY15

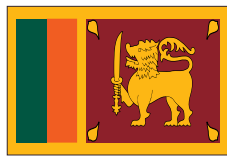
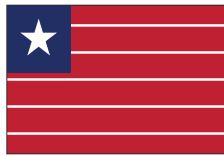
Carmen Nonay	(Program Manager until April 2015)
Catherine C. O'Farrell	Head (from May 2015)
Rajesh Advani	Senior Infrastructure Specialist
Ana Silvia Aguilera	Infrastructure Specialist
Inga Afanasieva	Infrastructure Specialist
Ricardo Arias	Senior Infrastructure Specialist
Daniel Coila	Operations Analyst
Stephanie Eskins-Gleason	Learning Specialist
Raluca Golumbeanu	Infrastructure Specialist
Saúl E. González	Senior Knowledge Management Assistant
Raha Janka	Knowledge Management Specialist
Oleh P. Khalayim	Monitoring and Evaluation Officer
Hywon Cha Kim	Knowledge Management Officer
Charis Lypiridis	Infrastructure Specialist
Jessica A. Lopez	OBA/RBF Specialist
Molly McCloskey	Communications Specialist
Crane Muleya	Voice Secondee (Zambia)
Beth Wanjeri Mwangi	Resource Management Analyst
Peggy Wilhide Nasir	Senior Communications Officer
Constance Polite	Program Assistant
Juliet Pumpuni	Senior Infrastructure Specialist
Yara Salem	Senior Infrastructure Specialist
Sauda Ahmed Seinu	Voice Secondee (Ghana)
Leslie Villegas	Infrastructure Specialist
Soo Jung Yoo	Knowledge Management Specialist
Dilshod Yusupov	Knowledge Management Specialist



Our Partners



Where We Work





“GPOBA remains committed to developing and supporting results-based solutions, convening development partners, practitioners, and governments to share knowledge and experience on OBA/RBF so that we can all **work together to better deliver basic services to the poor.**”

OUR DONORS

