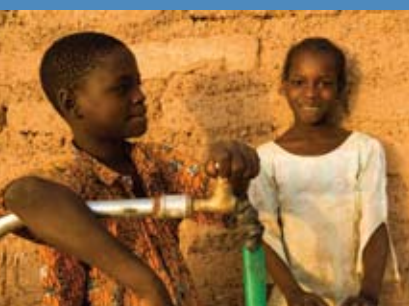




GPOBA

ANNUAL REPORT
2010



SUPPORTING THE DELIVERY OF BASIC SERVICES IN DEVELOPING COUNTRIES



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Message from the Program Manager

This has been another busy year for the Global Partnership on Output-Based Aid (GPOBA) as we continued to encourage greater use of output-based aid (OBA) approaches to improve delivery of basic infrastructure and social services to the poor. We were pleased to see that results-based financing instruments such as OBA are receiving more attention. Several development agencies, including the United States' Millennium Challenge

Cooperation, the Australian Agency for International Development, and the Asian Development Bank, have begun to adopt OBA in their development financing. The UK's Department for International Development is also increasingly focusing on results-based approaches.

Within the World Bank, wider adoption of OBA approaches is now in sight. In particular, the development of a results-based lending instrument as part of the World Bank's Investment Lending Reform should facilitate greater use of OBA both

within the World Bank and with other development partners. GPOBA's experience with piloting OBA has provided an important contribution toward the development of this new instrument.

GPOBA has continued to develop its portfolio of OBA pilot projects, which now includes 31 schemes for a total of \$124.9 million, expected to benefit around 6.5 million poor people in 23 countries worldwide. This year we signed four new grant agreements aimed at increasing access to essential services. They include two renewable energy schemes targeting poor households in Bangladesh, a water supply project for people living in unserved peri-urban areas of Yemen, and our first education project which will help increase access to secondary education for poor students in Vietnam.

OBA pilot projects are yielding results, with disbursements totaling \$24.1 million and verified outputs benefiting nearly 755,000 people. A project in India closed this year, having installed safe community water schemes for 25 villages and reached over 77,800 beneficiaries. The project included a grassroots health education campaign which helped convince people of the benefits of clean water. Provision of clean drinking water in some local schools boosted attendance and raised awareness of health and hygiene issues among children.

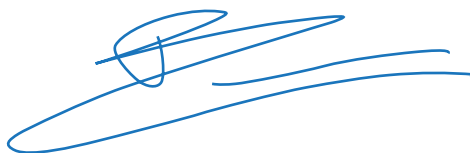
GPOBA is increasingly developing into a Center of Expertise, with GPOBA staff providing expert advice to governments and World Bank teams on how to structure results-based financing, including OBA components within an operation. For example, GPOBA worked with the World Bank's Indonesia country team on an operation that makes fiscal transfers to local governments more results-based, an initiative that was well received by the government of Indonesia. In May, donors approved an expansion of GPOBA's mandate which will give GPOBA an opportunity to design results-based financing operations taking into account the lessons learned from the OBA pilots.

GPOBA's communication and dissemination activities are paying dividends. For instance, GPOBA contributed a paper on experience with OBA to the IDA 15 Mid-Term Review in November 2009 and launched a new book, *Output-Based Aid: Lessons Learned and Best Practices*, with great success. Many partners benefited from GPOBA's knowledge and learning activities this year, and participated in scoping studies to identify opportunities for OBA projects. GPOBA also developed an OBA training program specifically for governments and a new e-learning course on OBA that is available on the GPOBA website (www.gpoba.org).

Partners outside the World Bank are taking note of OBA. For example, a paper on Energy Subsidies, prepared by the International Energy Agency and other partners for the June 2010 G20 Meeting of Finance Ministers and Central Bank Governors, mentions OBA as a key policy tool to address distributional issues. The Organisation for Economic Co-operation and Development has also included OBA in a recent publication on contracting out services in fragile states.

GPOBA would not be able to achieve these results without the support of our donors. Sincere thanks to all of them, and especially to the Finance, Economics, and Urban Development Department of the World Bank which hosts GPOBA's Program Management Unit.

The views expressed in this report represent those of the GPOBA Program Management Unit and should not be attributed to any one of the GPOBA partners.



Patricia Veevers-Carter
Program Manager
September 2010



Overview

The global economic crisis has slowed the pace of poverty reduction in developing countries and is hampering progress toward the Millennium Development Goals. The World Bank estimates, for instance, that in 2015 some 100 million more people may remain without access to safe drinking water due to the crisis. The progress that has been made on reaching the MDG targets for access to basic services is in peril. Sub-Saharan Africa, with its high poverty rates, presents the greatest

challenge: Only 60 percent of Africans have access to safe drinking water and less than 30 percent have access to electricity.

Donors and development partners increasingly see results-based financing (RBF) approaches as a way to ensure that the available aid is well spent. These mechanisms are designed to enhance access to and delivery of infrastructure and social services through the use of performance-based incentives, rewards, or subsidies. Funding is conditional on the recipient undertaking a set of pre-determined

actions or achieving a pre-agreed performance or outputs. Resources are disbursed not against individual expenditures or contracts on the input side, but against demonstrated and independently verified results that are within the control of the recipient. RBF is an umbrella term that covers a variety of programs in many countries. Examples include performance-based financing for health, cash on delivery, and conditional cash transfers.

Among the RBF mechanisms, output-based aid (OBA) is an approach that has been tested through pilot projects in selected sectors and is showing results. World Bank funding for OBA has grown considerably since the time of the official launch of OBA in 2002-03, from 32 projects identified with \$1.5 billion in funding to about 130 projects with nearly \$4 billion in funding. These projects are expected to reach at least 94 million beneficiaries worldwide.¹ OBA approaches are being regularly incorporated in project design in the information and communication technology (ICT) and roads sectors in many parts of the world, and they are widely used in the health and off-grid energy sectors. OBA is also being piloted in the water and sanitation, education, and grid-based energy sectors.

Unlike traditional approaches, OBA links the payment of aid to the delivery of specific services or “outputs.” These can include, for example, connection of poor households to electricity grids or water supply systems, installation of solar heating systems, or delivery of basic healthcare services. Under an OBA scheme, service delivery is contracted out to a third party, usually a private firm, which receives a subsidy to complement or replace the user fees. The service provider is responsible for “pre-financing” the project until output delivery. The subsidy is performance-based, meaning that most of it is paid only after the services or outputs have been delivered and verified by an independent verification agent. The subsidy is explicitly

targeted to the poor, for example by focusing on areas in which poor people live.

OBA has demonstrated several advantages compared to traditional approaches to contracting. For instance, OBA can help target subsidies more efficiently to the poor, mobilize the private sector to serve low-income households, and facilitate monitoring for results. Based on the experiences so far, a good case exists for wider adoption of OBA as a tool to improve pro-poor access to basic services.²

Role of GPOBA

The Global Partnership on Output-Based Aid (GPOBA) is a World Bank-administered program created in 2003 by the UK’s Department for International Development (DFID) and the World Bank. GPOBA was originally intended to help assist in preparing OBA projects and to document and disseminate the lessons learned. In 2005, through an additional DFID contribution, GPOBA became able to fund actual subsidy schemes. These funds galvanized the development of more than 40 projects, which are mostly being implemented or awaiting imminent agreements for grants. New donors have since joined the program, including the Australian Agency for International Development (AusAID), the Dutch Ministry of Foreign Affairs (DGIS), the International Finance Corporation (IFC), and the Swedish International Development Cooperation Agency (Sida).

GPOBA has to some extent focused on designing and developing OBA schemes in areas where OBA has been less tested, for example, in IDA countries and, in particular, the water and sanitation sector. Although OBA was originally envisioned as a tool to enhance private sector participation, GPOBA has attempted to pilot OBA with commercially viable state-owned enterprises in sectors where public utilities have continued to play a dominant role in service provision. In some

1 The figures for World Bank funding for OBA are taken from GPOBA’s live database, “OBA Data,” and are accurate as of September 15, 2010.

2 For a comprehensive review of experiences with OBA, see Mumssen, Yogita, Lars Johannes and Geeta Kumar. 2010. *Output-Based Aid: Lessons Learned and Best Practices*. Washington, DC: World Bank.

schemes, nongovernmental organizations are the service providers.

Following a positive mid-term review in 2007, GPOBA adopted a Vision Statement setting out the goals of the program for the period 2008-13. The vision is that, by 2012-13, OBA will be a well-tested results-based instrument regularly incorporated in project design to support the sustainable delivery of basic services to target populations. GPOBA will be a recognized Center of Expertise, providing funding for technical assistance and dissemination only. No more subsidy funding will be available after fiscal year 2013.

To achieve this vision, GPOBA has three strategic objectives:

1. **Design and implement OBA** to support the sustainable delivery of basic services to the poor – through grant funding for OBA pilot projects, technical assistance, and dissemination.
2. **Facilitate adoption of OBA approaches** by the development partners – through operational support to the World Bank Group, developing country governments, and other partners.
3. **Identify best practice for OBA, and disseminate information and guidance** – through monitoring and evaluation, communications, knowledge and learning, and dissemination of best practices.

This report reviews progress towards these goals in fiscal year 2010 (July 1, 2009 to June 30, 2010). GPOBA's financial statement for fiscal year 2010 is presented in annex 1. A full list of the OBA pilot projects funded by GPOBA is given in annex 2. The GPOBA team is presented in annex 3.

Support from Donors

Since the creation of GPOBA, the program's donors have provided a total of \$242.5 million in funding (contributions and pledges). This includes a one-time pledge of \$2.2 million in 2009 from the European Union through its Water Facility for the

African, Caribbean and Pacific countries. GPOBA received significant additional funding in fiscal year 2010. DFID contributed an additional \$19.2 million (received in installments between November 2009 and May 2010) and Sida contributed an additional \$8.9 million in December 2009 (see annex 1). At their annual Program Council Meeting in Berne, Switzerland in May 2010, the donors agreed that GPOBA should allocate a portion of its budget for fiscal years 2011 to 2013 to fund staff and consultant time on how to design results-based financing operations taking into account the lessons learned from the OBA pilots.

Designing and Implementing Output-Based Aid

GPOBA's grant funding is an essential catalyst for the design and implementation of OBA approaches. This includes funding for OBA pilot projects (subsidy schemes), technical assistance, and dissemination activities. This section reviews funding provided for these activities in fiscal year 2010 and the status of GPOBA's portfolio of projects, and presents the main project results over the past 12 months.

Funding OBA Pilot Projects

GPOBA has been providing grant financing for OBA subsidy schemes since 2006, with the aim of building a robust sample of pilot projects from which to draw lessons and develop best practice in output-based approaches. The priority sectors have been water and sanitation, energy, health, information and communications technology (ICT), and, to a lesser extent, education. In line with the wishes of its donors, GPOBA is now exploring possible pilot projects in the irrigation, solid waste, and urban transport sectors. In fiscal year 2010, GPOBA continued to add new pilots to its portfolio, while at the same time devoting more time and resources to supervising and monitoring schemes that are already underway, and to scaling them up in partnership with governments and donors.



BOX 1 INNOVATIVE FINANCE FOR SMALL WATER SCHEMES IN KENYA

Access to rural water supply remains low in Kenya. In particular, access to piped water has only increased from 9 to 10 percent of rural households over the past eight years. Historically, the rural water sector has lacked funding and the little funding that is available has tended to focus on water kiosks for the poorest of the poor or the construction of new piped systems. Funds to improve existing systems have been largely absent.

In 2004, the Water and Sanitation Program (WSP) Africa began to work with a local commercial bank specialized in microfinance, K-Rep Bank, to explore structures under which a commercial financier would be interested in providing loan finance to small community-owned water providers. Two years later, GPOBA reviewed and approved a pilot project to be implemented by K-Rep Bank and supported by WSP that would facilitate access to finance for community-based water providers by blending output-based subsidies and commercial finance.

Under the scheme, the community provides equity (20 percent of project cost) and K-Rep finances the remaining 80 percent through a loan with a maximum tenor of five years. The longer tenor of the loan is made possible through the output-based subsidy which repays up to half the loan, typically after 18 months. It also makes the monthly repayments more affordable for the community. The subsidy is released once a subproject achieves

the agreed “outputs” which include number of new connections and average monthly revenue. Financing for the subprojects varies from \$60,000 to \$200,000. Connection targets also vary, from 50 new connections for a well-established system to almost 600 for a new system.

The original pilot project targeted 21 subprojects, representing a total investment of about \$2 million, in the five districts around Nairobi under the jurisdiction of the Athi Water Services Board. The project is expanding to a national scale and will target over 165,000 beneficiaries in 55 communities, using additional funds from the European Union’s Water Facility.

An example of a successful community water project under this scheme is the Karweti Water Project. The project increased the number of connections by 10 percent, to 715, and boosted total average monthly revenue by 73 percent, to \$5,000. A survey conducted after implementation verified that the use of supplementary unsafe water sources had ceased because the project was able to provide adequate water services. Reliability of water service increased tremendously, with 87 percent of customers receiving water 7 days a week, up from 8 percent before the investment. Poor households in the community have access to a more reliable supply of water to their own households or through water kiosks.



BOX 2 OBA IN THE PHILIPPINES: IMPROVING ACCESS TO WATER SERVICES FOR POOR HOUSEHOLDS

The Manila Water Company (MWC) has been responsible for delivery of water supply and sewerage services in the east zone of the Metro Manila region since 1997. The company has enjoyed great success in improving services and now serves 5.1 million residents. MWC has also instituted a number of community programs, including the “Water for the Community” or Tubig Para sa Barangay (TPSB) program. Since the launch of TPSB in 1998, more than 1.5 million urban poor have been given a regular supply of clean, safe, and affordable drinking water.

The GPOBA project builds on the successful track record of the TPSB program. It targets small pockets of poor households that are located within larger MWC service areas that are already being served or will be served shortly. Without the GPOBA subsidy, the total connection charge payable by a household to MWC for a service connection would be PHP 7,531.73 (\$167). This charge, set for 2007, includes a meter deposit (\$23), a guarantee deposit (\$600), and a connection fee (\$131). It was clear that poor households could not afford such connection charges, however, community feedback indicated that they could afford to pay the meter deposit and guarantee deposit if this could be paid in installments. MWC proposed and is currently offering an installment scheme over 36 months. The OBA subsidy, at 2007 prices, was therefore set at \$131.

The output for the OBA scheme is sustainable access to modern water services, as evidenced by working connections to the MWC network and three months of satisfactory service provision. To ensure that MWC has delivered these outputs, the Independent Verification Agent (IVA), appointed by Manila Water, must confirm the following four outputs on a representative sample of beneficiary households:

- installed water meter;
- 24-hour water supply;
- water pressure of at least 5 psi (pounds per square inch);
- water bill delivered, demonstrating consumption/service delivery.

As of June 30, 2010, the Manila Water OBA project has delivered 10,462 independently verified outputs, benefiting over 50,000 people. Given the success of the pilot scheme, GPOBA held discussions with the National Economic and Development Authority (NEDA) on creating a national OBA Facility for the water sector. GPOBA subsequently approved a \$225,000 technical assistance grant for this purpose. In April 2010, NEDA and the Department of Finance of the Philippines organized a workshop on the OBA Facility in Manila for senior government officials, stakeholders, and development partners. Participants visited the pilot project in Manila and some also visited an OBA water pilot in Vietnam, to see how OBA is being applied to rural water operations.

TABLE 1: GRANT AGREEMENTS SIGNED IN FY10

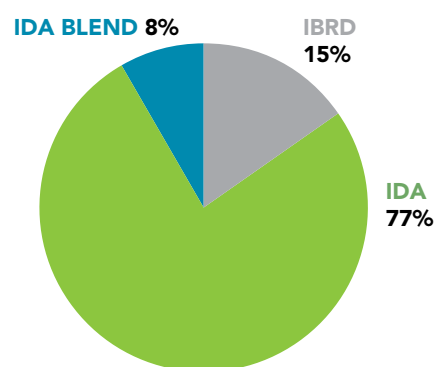
Country	Project Name	Grant Amount (US\$m)	# of people benefiting	Average subsidy per person (US\$m)
Bangladesh	Rural Electrification and Renewable Energy Development – Solar Home Systems Project	7.20	700,000	10.29
Bangladesh	Rural Electrification and Renewable Energy Development – Mini Grids	1.10	20,000	55.00
Vietnam	Vietnam Upper Secondary Education Enhancement Project	3.00	7,500	400.00
Yemen	Yemen Water for Urban Centers – Output-Based Service Provision by Private Operators	5.00	210,000	23.81
Total		16.30	937,500	17.39

As of June 30, 2010, GPOBA has signed 31 grant agreements for a total grant amount of \$124.9 million, expected to reach around 6.5 million beneficiaries³ (see annex 2). This year GPOBA provided a total of \$19.9 million in subsidy funding for six projects. Four new grant agreements were signed for \$16.3 million, expected to benefit around 937,500 poor people (see table 1). In Bangladesh, two grants for a total of \$8.3 million will subsidize the cost of installing solar home systems and renewable energy mini-grids for around 144,000 poor households in rural areas. In Vietnam, a grant for \$3 million will help increase access to secondary education for around 7,500 poor students in eleven provinces. In Yemen, a grant for \$5 million will support a scheme to expand access to water supply for around 210,000 people living in peri-urban areas that are not currently served by the water network. GPOBA also provided additional funding of \$1.78 million for the Kenya Microfinance for Small Water Schemes project (see box 1) and \$1.8 million for the Manila Water Supply project in the Philippines (see box 2).

With the four new subsidy schemes, GPOBA maintained its focus on the poorer countries, with 85

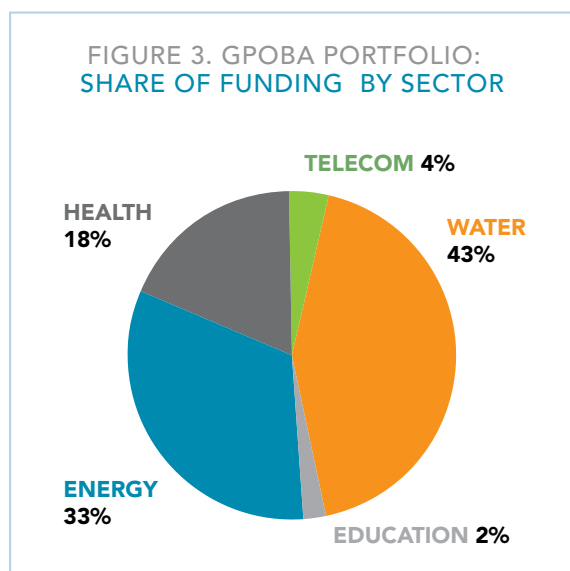
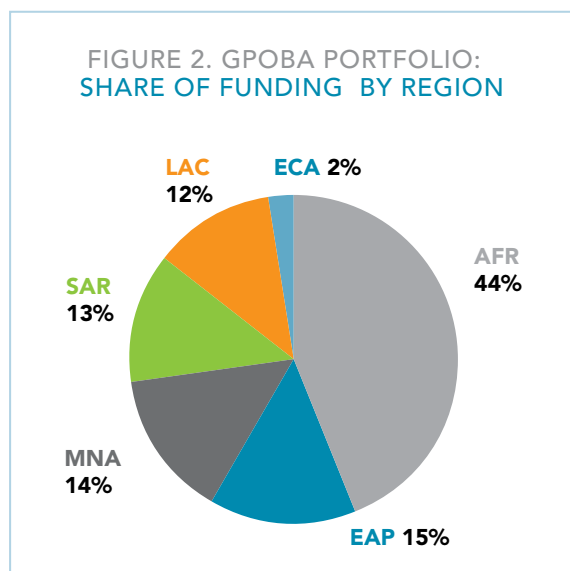
percent of funding for GPOBA’s portfolio of pilot projects going to IDA or IDA blend countries (see figure 1). Eleven of GPOBA’s 31 projects are in the Sub-Saharan Africa region, which has received the highest percentage of funding at 44 percent. The rest of the funding is fairly evenly divided between four regions: East Asia and the Pacific (8 projects), Middle East and North Africa (3 projects), South Asia (5 projects), and Latin America and the Caribbean (3 projects). These regions have each received around 12-15 percent of GPOBA funding, while Europe and Central Asia (with one project) has received 2 percent (see figure 2).

FIGURE 1. GPOBA PORTFOLIO: SHARE OF FUNDING BY IDA, IDA BLEND OR IBRD COUNTRY



3 The Vietnam Service Expansion and Water Loss Reduction project, for which GPOBA signed a grant agreement in fiscal year 2009, is not counted in this total. It is the first GPOBA project for which a grant has been cancelled, as the connection charge to be subsidized was waived by the Government of Vietnam.

TABLE 2: PORTFOLIO OF PROJECTS INVOLVING SUBSIDIES AS OF JUNE 30, 2010			
Portfolio Status	Projects	Subsidy Funding (US\$m)	People Benefiting
Grant Agreement	31	124.89	6,507,246
Committed	1	3.30	76,000
Eligibility	5	30.30	1,110,000
Total	37	158.49	7,693,246



GPOBA is funding OBA pilot projects in five sectors. Fourteen projects are in the water and sanitation sector, which accounts for the largest proportion of funding (43 percent). Nine projects are in energy, four are in health, three are in ICT, and one is in education (see figure 3). The projects concern rural, peri-urban, and urban areas, and most provide one-off subsidies i.e. capital subsidies for initial access to services. Nevertheless, because in OBA approaches the emphasis is on service delivery and not just physical connections, a portion of the subsidy is usually phased in after verification of a certain number of months of satisfactory service delivery.

As shown in table 1, the average subsidy amount for the grant agreements signed in fiscal year 2010 is \$4.08 million and the average subsidy per beneficiary is \$17.39. This compares to an average subsidy per beneficiary of \$12.12 for grants signed in fiscal year 2009. The difference is due mainly to the average subsidy per beneficiary in the education project in Vietnam, which at \$400 is the highest of any GPOBA project so far (the second highest is the Nigeria pre-paid health scheme, with an average subsidy per beneficiary of \$267.34, and the lowest is the Indonesia rural telecommunications project with an average subsidy per beneficiary of \$2.46). For the GPOBA portfolio overall, the average subsidy per beneficiary is \$19.02.

Eligibility and Commitment

Before a grant agreement can be signed, the project proposal has to go through an approval process involving an independent Panel of Experts. The process is in two stages:

1. **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, among other considerations.⁴

2. **Commitment:** a review of the project to determine that it is ready for implementation and that in its final form it meets the eligibility criteria.

In fiscal year 2010, the Panel of Experts approved three new projects for eligibility, in Uganda (rural electrification), Kenya (expansion of the electricity grid into slum areas), and Vietnam (irrigation). The Vietnam project will be the first irrigation project funded by GPOBA. The Panel of Experts also endorsed five new projects for commitment. Grant agreements were subsequently signed for the four new subsidy schemes described above: Bangladesh energy (two projects), Vietnam education, and Yemen water. The fifth project is a scheme to expand connection of individual households to the sewer network in Colombo, Sri Lanka.

Altogether, as of June 30, 2010, there are 37 projects involving subsidy funding in GPOBA's portfolio at different stages of the approval and implementation process, including one at the commitment stage and five at the eligibility stage (see table 2).

Project Results

GPOBA's subsidy schemes are delivering results: 18 of the 31 signed projects have delivered verified outputs, reaching nearly 755,000 people, up from 423,000 a year ago (table 3). In total, GPOBA projects have disbursed \$24.1 million as of June 30, 2010, of which \$19 million against verified outputs. Advances have been provided to 13 projects, amounting to \$5.1 million, which will be disbursed by the fiduciary agent based on verified outputs, or for the hiring of consultants such as the independent verification agent (see table 4).

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

Two GPOBA projects completed their activities this year:

- An OBA project in India provided safe drinking water to around 77,880 poor inhabitants of the coastal area of Andhra Pradesh through the development of 25 safe community water schemes.
- In Armenia, an OBA scheme provided new gas and heat supply services to 5,850 poor urban households, benefiting around 23,740 people.

Altogether, four GPOBA projects have now completed their activities, reaching 328,760 beneficiaries for a total of \$9.06 million in grants disbursed. The other two projects to have completed their activities are a natural gas scheme in Colombia and a telecommunications project in Mongolia.

To find out more about how OBA schemes are improving lives, staff from the World Bank's Yerevan office conducted interviews with beneficiaries of the Armenia gas and heat supply scheme. Armenia is a country with long and severe winters, with a cold season of up to 180 days in some areas, and heating claims a large share of the household budget for poor families. One pensioner living in a hostel in a Yerevan suburb said the gas heater she received was a long-awaited gift:

"I had no heating whatsoever in the past. As a pensioner I couldn't afford the high cost of electrical heating – the only time I used it was to cook food or make tea, no more. Now I use my gas heater when I need it, and it has so far cost me about 4,000 drams (\$10) a month. I am very grateful for this."

A family of six from the town of Abovyan in the Kotayk region had to get by without heating in the winter:

"We used to use a hand-made heater, which was illegal and dangerous. The exhaust fumes would stay in the house, and you could always smell gas – very bad for the kids. The gas inspectors banned us from using it, and we

TABLE 3: OUTPUTS DELIVERED AND VERIFIED AS OF JUNE 30, 2010

Country	Project Name	Output Description	Verified Output	Number of beneficiaries
Armenia	Access to Gas & Heat Supply for Poor Urban Households in Armenia	Households with access to heating either through individual connection or through local boiler systems	5,847	23,739
Cameroon	Cameroon Water Affermage Contract — OBA for Coverage Expansion	Household Water Connections	144	864
Colombia	Natural Gas Distribution for Low Income Families in the Caribbean Coast	Households with gas connection	34,138	204,828
Ghana	Solar PV Systems to Increase Access to Electricity Services in Ghana	Solar Home Systems and Solar Lanterns	1,264	7,584
India	Improved Rural Community Water in Andhra Pradesh	UV water purification system providing public access to clean water	25	77,878
Kenya	Micro-finance for Small Water Schemes	Households benefiting from increased access to water supply services	3,270	19,620
Mongolia	Mongolia OBA Pilot Project of Universal Access Strategy	1) Public access telephone network for herder community 2) Wireless network for soum	1 public access telephone network 2 wireless networks	22,315
Morocco	Morocco Urban Water and Sanitation	Households with water and sanitation connection	4,989	24,945
Mozambique	Water Private Sector Contracts — OBA for Coverage Expansion in Mozambique	Yard Taps	476	8,568
Nepal	Biogas Support Programme	Biogas plants for rural Nepalese households	10,868	76,076
Nigeria	Pre-paid Health Scheme Pilot in Nigeria	Health Insurance Packages	4,514	4,514
Philippines	Improved Access to Water Services in the East Zone of Metro Manila Project	Individual water service connection, after-the-meter piping and 2 faucets, & water closet	10,642	50,017
Senegal	Senegal On-Site Sanitation	Households benefiting from increased access to new sanitation facilities	1,105	9,945
Uganda	Uganda NWSC	Public Water Points and Water Yard Taps	2,973	44,595
Uganda	Uganda Small Towns	Public Water Points and Water Yard Taps	1,345	29,286
Uganda	Uganda Reproductive Health	Safe Delivery and STD Vouchers	50,009	80,107
Vietnam	Vietnam Rural Water (EMW)	Households with piped water connections	12,399	61,995
Yemen	Yemen Safe Motherhood Program	Safe Delivery Packages	3,950	7,900
Total				754,776

TABLE 4: DISBURSEMENTS AS OF JUNE 30, 2010 (IN US\$)

Country	Project Name	Advances	Disbursements against verified outputs	Total disbursements
Armenia	Access to Gas & Heat Supply for Poor Urban Households in Armenia		3,087,200	3,087,200
Bolivia	Decentralized Electricity for Universal Access	50,000		50,000
Cameroon	Cameroon Water Affermage Contract - OBA for Coverage Expansion	236,143	109,457	345,600
Colombia	Natural Gas Distribution for Low Income Families in the Caribbean Coast		4,880,380	4,880,380
Ghana	Solar PV Systems to Increase Access to Electricity Services in Ghana	474,719	140,621	615,340
Honduras	Extension of Water and Sanitation Services in Low Income Areas of Honduras	489,540		489,540
India	Improved Rural Community Water in Andhra Pradesh		834,270	834,270
Indonesia	Extending Telecommunications in Rural Indonesia	37,050		37,050
Indonesia	Expanding Piped Water Supply to Surabaya's Urban Poor	500,000		500,000
Kenya	Micro-finance for Small Water Schemes	497,658	392,752	890,410
Mongolia	Mongolia OBA Pilot Project of Universal Access Strategy		257,335	257,335
Morocco	Morocco Urban Water and Sanitation		2,767,720	2,767,720
Mozambique	Mozambique Water Private Sector Contracts – OBA for Coverage Expansion	276,080	124,490	400,570
Nepal	Biogas Support Programme		1,757,659	1,757,659
Nigeria	Pre-paid Health Scheme Pilot in Nigeria	61,344	668,656	730,000
Philippines	Improved Access to Water Services in the East Zone of Metro Manila Project		402,940	402,940
Senegal	Senegal On-Site Sanitation Project	420,491	979,909	1,400,400
Uganda	OBA in Water Supply in Uganda's Small Towns and Rural Growth Centers	1,278,278	545,902	1,824,180
Uganda	Reproductive Health Vouchers in Western Uganda	589,693	449,757	1,039,450
Uganda	OBA in Kampala – Water Connections for the Poor		216,110	274,269
Vietnam	Vietnam Rural Water (EMW)		1,369,050	1,369,050
Yemen	Yemen Safe Motherhood Program	195,850		195,850
Total		5,106,845	18,984,209	24,091,054

TABLE 5: TECHNICAL ASSISTANCE APPROVED IN FY10		
Country	Project	Amount (US\$)
Cambodia	OBA Emergency Response for Rural Highway Sector	70,500
Cambodia	Typhoon Ketsana Emergency Recovery Project Scoping Study (Preliminary Study)	25,000
Ethiopia	OBA for Irrigation Scheme	74,525
India	Beneficiary Assessment of Improved Rural Community Water in Rural Andhra Pradesh Project	51,000
India	Evaluation of Mumbai Slum Electrification Project	220,500
Jordan	Water & Wastewater Output-Based Aid Study	113,083
Kenya	Electricity Expansion Project	181,000
Kenya	Electricity Expansion Project - Impact Evaluation	226,000
Liberia	Enhancing Access to Modern Energy Services	320,238
Mali	Integrated Solid Waste Management Services	74,200
Morocco	OBA Pilots in Rural Water Distribution	75,000
Morocco	Feasibility Study on Introducing OBA Approaches in the National Initiative for Human Development	165,000
Nepal	Scoping Study of the Opportunities and Feasibility of OBA in the Municipal Solid Waste Sector	70,500
Philippines	National OBA Facility	225,000
South Pacific	Scoping Study to South Pacific Countries.	74,000
Uganda	Uganda Rural Electrification	84,500
Uganda	Initiating an OBA Fund in Uganda's Water Sector (Phase 3)	187,000
World	OBA Diagnostic Tool	50,000
		2,287,046

lived with no heating at all. We are so grateful to have received this big assistance. We have had gas for space and water heating as well as cooking since November 2009, and all three together cost us up to 15,000 drams a month. But what's more important – my kids don't feel cold anymore.”⁵

OBA schemes are also proving their effectiveness in areas such as shifting performance risk to service providers and effectively targeting poor populations. More details are in the Identifying Lessons Learned section.

Providing Technical Assistance and Dissemination Funding

GPOBA approved a total of \$2.29 million for technical assistance in fiscal year 2010, more than double the amount approved in fiscal year 2009. GPOBA aims to use technical assistance increasingly to help developing country governments set up OBA facilities from which they will be able to fund various projects in a particular sector (in most cases, water and sanitation). This is reflected in GPOBA's technical assistance program this year, with over 55 percent of funds (\$1.28 million) going to OBA facilities and activities to scale-up existing OBA programs. The largest grant, for \$320,238, will support the preparation of a scheme to expand access to modern energy services in Liberia.

⁵ The full story on the Armenia gas and heat supply scheme is available at <http://www.gpoba.org/gpoba/node/439>.

TABLE 6: DISSEMINATION ACTIVITIES APPROVED IN FY10

Country	Project	Amount (US\$)
East Asia and Pacific	OBA in Sanitation – Dissemination	74,604
Morocco	Dissemination of Lessons Learned in OBA Pilots	70,000
World	OBA Review: Publication and Dissemination	60,000
World	Electronic Compendium of OBA Approaches	15,000
World	OBA Training for PIDG Facilities and DFID	70,000
World	Government Training Program	450,000
World	Access-to-Finance (A2F) Study	74,500
World	Seminar on Financing Water Supply Services for the Poor in Kampala, Uganda	39,000
World	GPOBA Perception Survey	42,000
World	OBA Training for AFD	22,400
World	Study on the Targeting Performance of OBA Access Subsidies	53,500
World	OBA Training for EIB	74,000
World	OBA Training for AfDB	74,200
World	OBA Facility Book – Supplementary Application	71,000
World	OBA Training for DFID and Sida	110,000
World	OBA Working Paper on Climate Change – Supplementary Application	74,360
		1,374,564

GPOBA also provided \$497,500 in technical assistance for impact evaluations of two OBA projects in India (rural water and slum electrification) and one in Kenya (electricity expansion). Another \$463,725 in technical assistance supported the design, implementation, and evaluation of individual OBA projects. These include three schemes in sectors in which GPOBA has not yet conducted pilots: an irrigation scheme in Ethiopia and two solid waste management projects in Mali and Nepal (see table 5).

GPOBA also significantly increased its funding for dissemination activities this year, with grants totaling \$1.37 million approved for 16 activities. The largest amount (\$450,000) was for a training program on OBA for governments. Other grants supported publications, working papers, a perceptions survey on OBA and GPOBA, and training

activities for other development partners (see table 6).

Following sections include further details of GPOBA's technical assistance and dissemination activities.

Facilitating Adoption of OBA Approaches

The innovative nature of OBA, which marks a break with traditional input-based approaches to contracting, can present a challenge to policy-makers and development partners. GPOBA has developed and implemented a range of activities to make it easier for the WBG, developing country governments, and other development partners to incorporate OBA in their operations. This section



OBA Practitioners from the Philippines and Vietnam shared lessons directly in the field at the Doung Xuan Clean Water System in Vietnam, April 2010.

presents the results of these interventions in fiscal year 2010.

One cross-cutting initiative has been the development of a diagnostic tool to help policymakers and project managers determine the suitability of OBA in a given context. The tool provides a rating system for measuring the degree to which the minimum standards are met, while allowing practitioners ample room to exercise judgment and make informed decisions about the specifics of the OBA scheme under consideration. Focus areas include the regulatory and legal environment, institutional capacity and arrangements, and financial mechanics. The tool will be published in fiscal year 2011.

Adoption of OBA Approaches by the World Bank Group

The World Bank (IBRD and IDA) is the biggest donor to OBA schemes worldwide, with about \$4 billion committed to fund subsidies to 93 projects. However, the percentage of the OBA portfolio

compared to overall activities by IBRD and IDA is small. About 2.7 percent of the World Bank project portfolio in the transport, ICT, health, water and sanitation, energy, and education sectors approved between fiscal years 2000 and 2009 used an OBA approach. The ICT sector used OBA most commonly, with 9.1 percent of its portfolio using OBA, followed by health (7.1 percent) and transport (3.6 percent). GPOBA thus has an important role to play in encouraging wider use of OBA in the WBG.

A major step forward for GPOBA this year was participation in the development of a new World Bank lending instrument designed to support government programs and more directly link disbursements to results. This instrument, which is linked to the institution's ongoing Investment Lending Reform, would facilitate scaling-up of OBA in World Bank operations. GPOBA has also coordinated more closely with other results-based financing initiatives in the World Bank, for instance, RBF

in health, and has continued to review World Bank country assistance strategies to ensure they mention OBA where appropriate.

Adapting existing fiduciary policies (procurement, financial management, and disbursement) is also essential to facilitate adoption of the OBA approach in World Bank operations. GPOBA has made progress in this area at three levels:

- **OBA projects:** GPOBA provided advisory support to World Bank project teams on the application of best fiduciary practices for OBA projects. This involved compiling reference materials and sample operational documents used in OBA projects, including standard bidding documents, capacity assessments of service providers, risk assessments, procurement plans, financial audits, and anti-corruption arrangements. GPOBA also obtained an exemption from audits for GPOBA-financed projects. This will facilitate the use of reports by independent verification agents as a main fiduciary reporting mechanism under OBA projects.
- **Operational policies:** GPOBA participated in the drafting of a guidance note on the scope and requirements for reporting financial and disbursement information, and auditing under OBA projects. The note was issued in March 2010 and is part of the World Bank's Financial Manual.
- **Dissemination:** GPOBA initiated a series of meetings with the World Bank's regional operational departments to discuss fiduciary issues and challenges and identify opportunities for wider use of OBA in World Bank operations.

GPOBA is also providing broad learning opportunities on OBA to WBG task team leaders to help them understand how they can use OBA in their operations (see below). Following one such training session in fiscal year 2009, a WBG staff member in the South Asia Region began working on the OBA design of a health sector project in

Bangladesh, with anticipated financing of around \$300 million from IDA and up to \$500 million from other donors.

Adoption of OBA by Developing Country Governments

As the OBA pilot projects start to show results, GPOBA is shifting its focus from initiating more pilots to scaling up successful schemes in coordination with developing country governments and other donors. This can involve extending a successful pilot project to other geographical areas of a country, or applying the OBA approach to other sectors, or both. The goal is not simply to extend the approach but also to integrate it within a country's existing financing mechanisms and thus to "mainstream" it. A key vehicle for this is the development of OBA facilities – funds that would be managed by governments and used to finance OBA projects in a given sector.

GPOBA is currently supporting OBA facilities and scaling-up activities in ten countries: Brazil, Honduras, Indonesia, Jordan, Kenya, Mexico, Morocco, the Philippines, Uganda, and Vietnam. These initiatives are mainly in the energy and water and sanitation sectors. For example:

- In *Indonesia*, GPOBA worked with the World Bank's country team on an operation that makes fiscal transfers to local governments more results-based. The project, which benefits from an IBRD loan of \$220 million, aims to increase the accountability of local governments in their use of Specific Purpose Grants from the national budget. These grants will provide an incentive for local governments to invest in infrastructure for basic services such as roads, water and sanitation, and irrigation.
- In *the Philippines*, GPOBA provided a \$225,000 technical assistance grant to support the establishment of a national entity to manage an OBA facility for the water sector. The facility will scale up a successful pilot project that is facilitating access to safe drinking water for poor families in Metro Manila to other parts of the country (see box 2).

- In *Uganda*, three scaling-up initiatives are under preparation. First, GPOBA is supporting the development of an OBA fund for the water sector, building on lessons learned from an OBA pilot project in small towns and rural growth centers. The proposal is for this OBA fund to come under the government's Water and Sanitation Development Facility. Second, GPOBA is working with the World Bank, KfW, and the Ministry of Energy on the incorporation of an OBA mechanism in Uganda's rural electrification fund. Third, the World Bank is preparing a health systems strengthening project with a results-based approach, which could potentially scale up a GPOBA-funded reproductive health vouchers scheme.

As part of its support for these activities, GPOBA designed and delivered training on OBA to the Philippine and Ugandan governments this year. The Philippines training was led by the National Economic and Development Authority and the Department of Finance, with assistance from the World Bank country office. A study tour to the Vietnam rural water project immediately followed the workshop, and gave government officials and donors from the Philippines a chance to see how OBA can be applied in a rural setting.

Adoption of OBA by Other Development Partners

Several donors are playing an active role in OBA schemes. The German development bank KfW is supporting OBA projects in the health and renewable energy sectors in countries such as Bangladesh, Nepal, Senegal, and Uganda. DGIS is supporting OBA through the Energizing Development program, implemented by the German Agency for Technical Cooperation in the energy sector. The Global Environment Facility is supporting a household energy and universal access project in Mali and a solar home systems scheme in the Philippines, among others.

After participating in GPOBA's knowledge and learning program on OBA, various other

development partners began to adopt OBA in their development financing in fiscal year 2010. For instance:

- The United States' Millennium Challenge Corporation (MCC) is working with GPOBA on incorporating OBA in a wastewater connections project in Jordan. MCC is also considering including OBA in community-based water projects in the Philippines and has developed an OBA toolkit for its staff.
- AusAID incorporated OBA in an education project in Vietnam, which GPOBA is also supporting.
- The Asian Development Bank and GPOBA are looking at how to incorporate an OBA approach in a rural health scheme in Papua New Guinea and in renewable energy projects in Lao People's Democratic Republic and Vietnam.

GPOBA is working to encourage greater participation of its donors in the design, implementation, and scaling-up of OBA approaches. For instance, GPOBA organized a visit to the Vietnam rural water supply project for DFID and AusAID in November 2009. AusAID is now funding the scale-up of this project, with a view to mainstreaming the OBA approach within the government's national target program for rural water supply, and DFID is funding a dissemination activity for water service providers and government officials of provinces not yet reached by the project.

In spring 2010, GPOBA and AusAID carried out a joint scoping study in the South Pacific (Samoa, Tonga, Vanuatu, Solomon Islands, and Papua New Guinea) to present the OBA approach to development partners there and identify opportunities for projects. GPOBA also assisted the Private Infrastructure Development Group (PIDG) with the screening of several OBA projects that will be managed by the PIDG's technical assistance facility.

In addition to facilitating the use of OBA by other development partners, GPOBA collaborated more

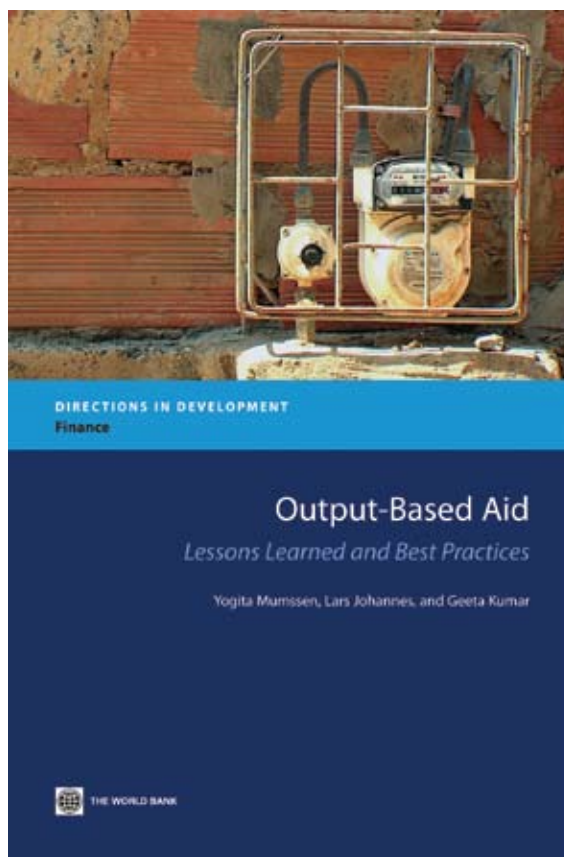
closely this year with other results-based financing initiatives. For instance, GPOBA staff met with staff of the Center for Global Development (CGDev) to share experiences with OBA in the water sector and contribute to reflection on the potential use of CGDev's cash on delivery approach in this sector.

Identifying Best Practice for OBA, and Disseminating Information and Guidance

When GPOBA was first set up, in 2003, its primary mandate was to identify and document OBA projects, and to disseminate best practice and lessons learned in OBA to the wider development community. This role has become even more important with GPOBA's transition into a Center of Expertise, and now comprises the following activities: monitoring and evaluating OBA, identifying lessons learned, communicating results, providing learning opportunities, and sharing best practices. The results of these activities in fiscal year 2010 are outlined below. A core team of 17 full-time staff, including 13 GPOBA staff and 4 staff based in the World Bank's Finance, Economics, and Urban Development Department who work regularly on OBA, is dedicated to implementing this program successfully (see annex 3).

Monitoring and Evaluating OBA

GPOBA significantly improved the knowledge base on OBA this year through its monitoring and evaluation (M&E) function, which tracks the OBA universe: GPOBA projects, WBG projects, and projects funded by other development partners. Building on the review of OBA undertaken jointly with the WBG's IDA/IFC Secretariat in fiscal year 2009, GPOBA delivered an IDA 15 Mid-Term Review paper on OBA that was presented to the IDA 15 deputies in November 2009, and published a new book, *Output-Based Aid: Lessons Learned and Best Practices*. Both products describe the portfolio of OBA projects that has been identified and analyze the effectiveness of OBA and practical lessons and challenges so far.



This year GPOBA also developed the first comprehensive online database of OBA schemes. "OBA Data" will enable practitioners, researchers, policymakers, and others to access data about virtually all the projects worldwide that adopt an OBA approach. While conceived as an independent tool, OBA Data will be linked to the existing GPOBA website for ease of access. This new database is already allowing GPOBA to perform a more detailed analysis of its pilot projects than was previously possible (see box 3). A public web interface offering standard data reports as well as customizable queries on the identified portfolio of OBA projects will be launched in phases in fiscal year 2011.

As part of its efforts to enhance the available evidence on the effectiveness of OBA approaches, GPOBA is implementing rigorous impact evaluations of some OBA pilot projects. Two impact



BOX 3 REPORTING ON OBA USING "OBA DATA"

To facilitate and improve reporting on OBA schemes around the world, GPOBA has developed a comprehensive online database, "OBA Data." This new tool offers numerous advantages, including consistent entry for all OBA projects, regardless of funding source; links between related projects in the database; a harmonized set of key project dates; and details of contracts, disbursements, funding, outputs, project outcomes, and subsidy design.

For example, OBA Data allows the precise identification of the agreed outputs for each project, both at a macro level (such as electricity connections, sanitation points or medical treatments) and at a micro level (such as a new household connection delivered or verification of 3-6 months of satisfactory service). The "macro output" categories are aligned with the core sector indicators for IDA-supported operations, so database users can obtain an aggregate picture of outputs planned and delivered for both World Bank and GPOBA-funded projects.

OBA Data can perform many other analyses at the macro level. For instance, an analysis of 25 OBA schemes identified in the water and sanitation sector yields the following lessons:

- *Selection process for the service provider:*
Most OBA projects in the water and sanitation

sector use an incumbent provider, followed by those that employ competitive bidding.

- *Disbursement trigger schemes:* The sector's risk transfer profile is skewed heavily to the service provider; there are no advances, and out of 25 projects identified, all but 3 require service providers to demonstrate proof of service delivery in order to receive complete subsidy payments.
- *Unit cost composition:* Since unit costs are linked to distinct outputs and recorded in the same currency, it is possible to calculate the average cost of a household water connection across all 25 projects: \$413.66.

At the micro level, the database offers detailed reports linking the number of outputs a project has delivered to a specific number of beneficiaries reached. This is done by applying two context-specific ratios: the number of households per output (which varies according to the type of output) and the number of people per household (which varies according to project location). These reports make it easier to track project progress and to measure the results of individual OBA schemes.

OBA Data will be made available to the public through the GPOBA website (www.gpoba.org) in the course of fiscal year 2011.

evaluations are underway (Uganda Reproductive Health and Kampala Water) and are currently conducting a second round of household surveys. Activities approved this year include two new impact evaluations, one of the Mumbai slum electrification project and one of an electrification project in Kenya, as well as a beneficiary assessment study of the Improved Rural Community Water in Andhra Pradesh project.

Identifying Lessons Learned

GPOBA's portfolio of pilot projects is generating many lessons on how to design and implement OBA schemes, and on which environments and situations are most conducive to the success of OBA. The criteria and benchmarks against which GPOBA analyzes the portfolio are the same criteria and benchmarks that were postulated when OBA was launched in 2002. Given the link between pre-identified outputs and ex post payment, the following advantages of OBA over traditional approaches were assumed:

1. **Increased transparency through the explicit targeting of subsidies**, tying these subsidies to defined outputs
2. **Increased accountability by shifting performance risk to service providers** by paying them only after they have delivered an agreed output
3. **Increased engagement of private sector capital and expertise** by encouraging the private sector to serve customers (usually the poor) they might otherwise disregard
4. **Encouragement of innovation and efficiency** by leaving the service "solutions" partly up to the service provider
5. **Increased sustainability of public funding** through the use of one-off subsidies and by linking ongoing subsidies to sustainable service
6. **Enhanced monitoring of results** since payments are made against agreed outputs

The following are examples of lessons that emerged this fiscal year.

Shifting Performance Risk

OBA projects seek to increase accountability by transferring performance risk to service providers, paying them only after they have delivered an agreed output. The degree of risk transfer is related to the disbursement trigger:

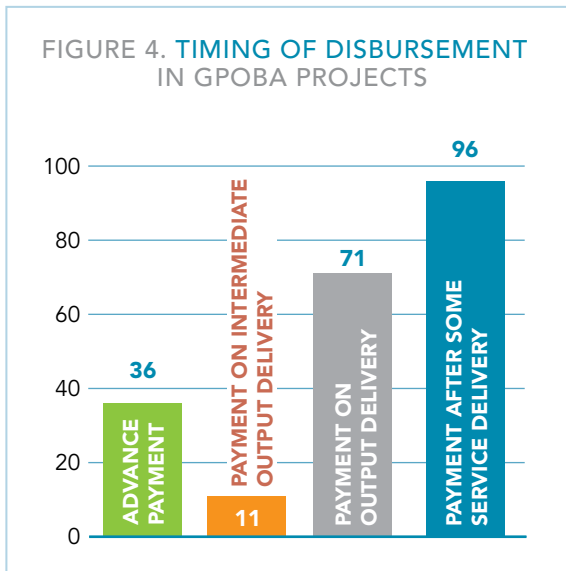
- Payments against delivery of "intermediate" outputs (such as the completion of a construction milestone or of certain upstream equipment) transfer a certain degree of risk to the service provider.
- Payments against delivery of "final" outputs, such as water or electricity connections, transfer a considerable degree of risk to the service provider.
- Payments on service delivery, for example, providing water, maintaining off-grid systems or treating patients, transfer the highest degree of risk to the service provider.

The typical disbursement schedule also allows for a certain percentage of the subsidy to be disbursed in the form of advance payments (accounting, on average, for 20 percent of the subsidy). This is intended to mitigate the access-to-finance constraints that some service providers encounter.

An analysis of the GPOBA pilot projects shows that they are effectively shifting performance risk to service providers. The 31 projects subsidize 65 individually defined outputs (e.g., water connections, school enrollments, medical services), each of which has a schedule of disbursements. As figure 4 shows, the majority of payments are made against delivery of outputs and some service delivery – the disbursement triggers that transfer the most risk to service providers.

Targeting the Poor

Most GPOBA projects use a combination of geographic, self-selection, and means-testing targeting mechanisms. Self-selection targeting includes, for instance, providing subsidies for outputs demanded mainly by the poor (such as public water points or public access telephone networks) or paying higher subsidies for more



pro-poor outputs (such as smaller solar home systems). Some GPOBA projects have reported issues with targeting. For instance, a safe motherhood project in Yemen was unable to identify a sufficient number of potential poor beneficiaries in the areas initially targeted. As a result, the project partners decided to expand the target areas to include additional poor populations. In a project to extend water services to the poor in Honduras, the poverty targeting criteria initially proposed proved too strict and were subsequently redefined.

Mobilizing Financing

The OBA pilot projects continued to mobilize almost 2.04 dollars from other sources for every dollar in GPOBA funding in fiscal year 2010. For the 31 projects currently signed for a total GPOBA grant funding of \$124.9 million, an additional \$251.2 million has been mobilized from other sources such as user contributions (\$46.4 million), private sector investment (\$152.7 million), and co-financing from governments and other donors (\$52.1 million).

Providing Incentives for Efficiency, Quality, and Innovation

OBA continues to harness competitive forces for efficiency gains, most directly by selecting service

providers competitively, for example based on the minimum subsidy required to reach beneficiaries. Out of the seven GPOBA projects that are using competitive bidding, two so far have resulted in the selection of a service provider. In those cases bidding has resulted in a 20-30 percent reduction in unit subsidies compared to initial expectations. However, in some cases competitive bidding has resulted in significant delays in project implementation, due mainly to the need to put procurement processes in place and to familiarize bidders with output-based specifications.

Other project designs that harness competitive forces are projects that select sub-projects to be implemented based on a ranking methodology and projects that work with multiple small-scale providers in the same market competing for beneficiaries. The former is used in three projects providing water to poor communities and the latter in eight projects in education, health, and off-grid energy. In the 13 remaining GPOBA projects, the service provider is an incumbent utility company. Cost-effectiveness in such cases is ensured through accurate identification of unit costs during the design phase.

Beyond competitive bidding, OBA fosters efficiency, quality, and innovation by reimbursing the cost of delivering an appropriately defined and verified output, while leaving the service provider at liberty to achieve the outputs and mobilize demand. For instance, the implementing agency for a reproductive health voucher scheme in Western Uganda chose to introduce an SMS-based communications system that allows cheap and timely communication with service providers in remote areas.

Communicating Results

GPOBA continued to reach out to the wider development community through a range of communication activities this year. Highlights included improvements in the positioning of OBA, with the output-based approach highlighted by World Bank Managing Director Ngozi Okonjo-Iweala during a 2010 Spring Meetings side-event on sanitation and water. A launch event for the book

Output-Based Aid: Lessons Learned and Best Practices was a great success, with an audience of more than 100 people. The panel included Nigel Twose, Director of the IDA/IFC Secretariat, co-author Yogita Mumssen, Patricia Veevers-Carter (GPOBA Program Manager), Vijay Jagannathan (Sector Director for Energy in the World Bank's East Asia and Pacific Region), and Ruben Reinoso from the National Economic Development Authority of the Philippines.

To better understand attitudes towards OBA, GPOBA commissioned its first perceptions survey, targeting staff of multilateral and bilateral agencies, the private sector, government agencies, and non-governmental organizations. Respondents to the survey expressed generally favorable attitudes towards OBA as a concept and appreciation of GPOBA's Center of Expertise activities. Qualitative interviews helped to highlight some of the advantages that practitioners see in the OBA approach, such as emphasizing poor and underserved

populations, ensuring that services are actually delivered to the end user, and providing services in an efficient and cost-effective manner. Respondents also highlighted some challenges, such as initial resistance of key stakeholders and beneficiaries to the OBA model, and indicated that they would like more communications support and technical assistance from GPOBA.

Sharing the human impact of OBA schemes through feature stories and multimedia continued to be an important activity this year. GPOBA produced its second documentary film, on the Kenya Microfinance for Small Water Schemes project (see box 1), in collaboration with the Water and Sanitation Program (WSP) Africa and PPIAF. The film, in French and English, explains how this project is increasing access to clean and reliable water supply for rural communities in Kenya, using a blend of commercial finance and an output-based subsidy. It was shown for the first time at the African International Water Congress in Kampala,



Reproductive Health project, Western Uganda



Improved Rural Community Water project in Andhra Pradesh, India.

during a seminar organized by GPOBA on OBA in the water sector.

GPOBA took advantage of its new website, launched in May 2009, to publish more than 32 news items during the year and to introduce new features such as sections for documents in French and Spanish. GPOBA also benefited from more frequent promotion of its content on the World Bank's sustainable development website. The result was an increase in all areas of usage of

the GPOBA site. GPOBA continued to disseminate the latest news on OBA through its quarterly electronic newsletter, "OBA Connections," and began to explore social media as a tool to extend its outreach to audiences around the world. GPOBA developed a presence on Facebook and Twitter, and for the launch of the OBA book, blogged on the report's main findings.

OBA approaches were highlighted in various development publications this year. The Africa Energy Forum published an article on "OBA in the Energy Sector" based on the findings of the OBA review. *La Lettre du programme Solidarité Eau (pS-Eau)*, a French-language newsletter for water sector professionals, published an article on the Morocco OBA water pilots based on the French translation of the related OBA Approaches paper. GPOBA has developed a broader partnership with *pS-Eau* (see below). GPOBA staff also drafted an annex on OBA for a new OECD handbook on *Contracting out Government Functions and Services in Fragile Situations*.

Providing Learning Opportunities

GPOBA began developing a full program of knowledge and learning (K&L) activities in 2008, with the aim of building awareness of OBA among high-level contacts and providing practical knowledge of tools and options for OBA design to practitioners. The value of this program became clear this fiscal year, as several organizations that had participated in OBA training in 2008-2009 began adopting OBA as part of their funding mechanisms.

GPOBA has continued to expand its K&L program and to develop new activities. This year saw several "firsts," including a new e-learning course on OBA, training workshops for regional development banks, and training on the fiduciary aspects of OBA. This section reports on the results by type of activity: awareness building (participation in conferences, meetings, and events), broad learning (training workshops and OBA components in other training programs), and reinforced learning (online resources and e-learning).

Awareness Building

GPOBA reached a wide range of policymakers and high-level contacts through its awareness-building activities this year. Within the WBG, an important activity was an internal “roadshow” to share the findings of the OBA review with regional management teams. GPOBA also took part in World Bank events such as Innovation Days and the Fiduciary Forum, and organized tailored information sessions for staff in the South Asia Region. Outside the WBG, GPOBA participated in conferences such as the Africa Energy Forum in Bordeaux, a meeting on Advanced Market Commitments for Low Carbon Technology at Chatham House in London, the African International Water Congress in Kampala, and meetings on OBA with the Alliance for Rural Electrification and the Aga Khan Foundation.

Broad Learning

GPOBA continued to deliver OBA training workshops in fiscal year 2010, building on the successful workshops piloted in fiscal year 2009. Within the WBG, a two-day OBA workshop has been institutionalized and is offered to project managers several times a year in Washington, DC. GPOBA also delivered in-country training to World Bank staff in Indonesia, Uganda, and Vietnam. In Indonesia, for example, the training session focused on fiduciary issues in OBA schemes and provided an opportunity to discuss the experience of the GPOBA-funded water supply projects in Jakarta and Surabaya. In addition, GPOBA secured inclusion of OBA information in the World Bank’s “Fundamentals of Bank Operations” training program, which is designed to help WBG staff master core development concepts and frameworks.

Many other development partners benefited from OBA training workshops offered by GPOBA this year. These included the Asian Development Bank (ADB) and the Inter-American Development Bank (IADB); two GPOBA donors, DFID and Sida; and other donor agencies, including the Agence française de développement (AFD), KfW, MCC, PIDG, and Switzerland’s State Secretariat for Economic Affairs (SECO). Participant evaluations of

the workshops were very positive and the sessions led to plans for further cooperation on OBA, for instance with KfW and PIDG. The workshop for AFD, which included staff from the water, energy, health, and forestry sectors, generated a thoughtful discussion of how OBA could fit within the context of French development assistance. At the training for the ADB in Manila, GPOBA was able to share project documents which the participants found useful in taking forward the design of OBA components in water, energy, and health projects.

At the request of its donors, GPOBA began moving towards offering more workshops for the development partners in countries where there are OBA pilot projects. For instance, a one-day workshop in Kenya in June 2010 involved the Government of Kenya, K-Rep Bank, and the Athi Water Services Board (all partners in the Kenya Microfinance for Small Water Schemes project), as well as local DFID, IFC, and World Bank staff. Various other workshops held this year involved local partners, for instance, country-based representatives of the African Development Bank, DGIS, and the European Union all attended the OBA training workshop for World Bank staff in Uganda.

Reinforced Learning

GPOBA developed the first e-learning course on OBA this year, with support from the World Bank’s Learning Board. The course has five modules:

- Module 1 introduces OBA and the core concepts that underpin it, and sets the context for its use.
- Module 2 introduces the design elements for structuring an OBA project.
- Module 3 focuses on the roles of the project participants and project risk identification and mitigation.
- Module 4 focuses on implementation and monitoring of OBA projects.
- Module 5 is geared toward WBG staff and provides a framework for addressing fiduciary issues in OBA projects.



BOX 4 CONNECTING COLOMBIA'S POOR TO NATURAL GAS SERVICES: LESSONS LEARNED FROM A COMPLETED OBA PROJECT

From June 2006 to November 2008, GPOBA entered into an arrangement with Fundación Promigas—the charitable foundation of Promigas, the owner of a number of Colombian gas transmission and distribution companies—to encourage very poor communities in the coastal areas of Colombia to use natural gas as a fuel for cooking, heating, and other applications. At the center of GPOBA's program was the provision of a partial subsidy to reduce the burden of paying for a new gas connection. Connection fees often amount to more than twice a poor family's annual income. In contrast, monthly natural gas services are relatively affordable, especially when considering the money saved from not purchasing other fuels.

Under the program, Fundación Promigas was responsible for making new service connections to poor households. GPOBA's grant of \$141 for each eligible household covered approximately 38 percent of new connection costs, which totaled \$370. Regional distribution companies provided additional assistance through customer financing plans over six years for the remaining cost per connection (\$229). The main project measurable output consisted of installing natural gas connections for about 35,000 households, providing such households with basic gas stoves and ongoing service.

Overall, the GPOBA program was successfully completed, as 98 percent of the total expected

connections were made (34,138 out of a projected 35,000). Furthermore, an independent study undertaken by the Health Economics Group of the University of Cartagena and the Universidad del Norte found that before natural gas connections and stoves were installed, 40 percent of households suffered from respiratory problems. After installation, the frequency of households reporting a household member hospitalized due to respiratory illness fell by 75 percent. In addition, the amount of firewood used in the project's target area was reduced, preserving up to 34 hectares of forest or mangrove swamp land.

A key lesson learned from the project is the need for a system to protect against exchange rate variations. The Grant Agreement specified the unit subsidy amount to be payable in Colombian pesos. During the period of project implementation, the value of the dollar depreciated against the Colombian peso. Thus, the actual subsidy payable to the distribution companies was reduced significantly and the difference was effectively paid by the distribution companies. This experience shows the need for structuring a mechanism whereby foreign exposure risk is not placed on the project implementers. In some instances, the financial strength of a project implemented may not be sufficient to absorb such increase in cost and may put the project at risk.

The interactive course has been tested within the WBG and is now available on the GPOBA website. All participants will obtain a certificate upon successfully completing the course.

Sharing Best Practices

GPOBA continued to share best practices and lessons learned in OBA through its OBA Approaches series, with eleven new titles published. Among these, one paper presents experience with the first GPOBA-funded OBA facility, in Honduras. Another paper reviews lessons learned in the Colombia natural gas project, which generated economic savings and reduced medical expenses for beneficiary households (box 4). Several OBA Approaches papers were translated into French and one presenting “A Snapshot of the OBA Universe” was also translated into Spanish and Arabic. GPOBA also produced an electronic compendium of OBA Approaches papers on a flash drive, so new papers can easily be added. To promote relevant content to French-speaking audiences, GPOBA developed a partnership with the *Programme Solidarité Eau (pS-Eau)*, a network of water sector specialists in Europe and Africa. *pS-Eau* is promoting OBA Approaches and other content in French on its website and in its newsletter.

Work began on three new OBA working papers this year. The first will take stock of how access-to-finance constraints have been managed in OBA schemes and will recommend new approaches, including closer collaboration with the Consultative Group to Assist the Poorest, IFC, and the World Bank’s guarantee program. Another paper will study the potential use of results-based financing to attract increased investment to climate change mitigation and adaptation. A third paper examines the potential role for OBA subsidies in sustainable sanitation, drawing on experience with OBA in other sectors such as water and energy.

GPOBA consolidated the OBA Community of Practice (CoP) this year as a platform for WBG project managers to share best practices through peer-learning, knowledge-sharing, and informal networking. GPOBA organized several events for

the CoP and members of the network participated actively in Center of Expertise activities, including the development of an OBA diagnostic tool and the testing of the e-learning course on OBA. GPOBA also continued to enhance the Resources for Practitioners section of its website, where CoP members, training participants, and other practitioners can find guidance on designing OBA schemes and fiduciary issues, information on training opportunities, and other resources. GPOBA plans to open up the CoP to practitioners outside the WBG in fiscal year 2011.

Looking to the Future

Fiscal year 2010 has been a fruitful year for GPOBA as OBA gained more recognition within and outside the WBG. The GPOBA team made progress on facilitating adoption of OBA by development partners, and disseminating information and guidance to a wider set of stakeholders.

In the coming year, GPOBA will work with the WBG to design results-based financing operations taking into account the lessons learned from the OBA pilots. The team will also follow closely progress on the development of a results-based lending instrument in the WBG and will seek to develop synergies with other results-based financing initiatives and programs.

Various OBA scaling-up activities are expected to come to fruition in fiscal year 2011. GPOBA will monitor progress on OBA facilities carefully and share emerging lessons with interested policymakers and practitioners. A priority will be to work with governments to help them develop and enhance their implementation structures to allow for more output-based sector approaches. Key partners in these efforts will include ADB, KfW, MCC, PIDG, and GPOBA’s donors.

GPOBA will continue to develop its portfolio of subsidy funding in fiscal year 2011, with additional pilots in mature sectors such as water and sanitation, energy, and health, and preparation of pilots

in new sectors such as solid waste and irrigation. The bulk of GPOBA subsidy funding will continue to go to IDA countries.

Priorities for the Center of Expertise in the coming year include rolling out new tools such as the e-learning course and the OBA diagnostic tool; expanding the K&L program to include more in-country training events for governments and project partners; making data on OBA schemes more easily accessible to practitioners and policy

makers through the new database; and sharing more lessons learned and best practices in OBA, for instance, through extension of the OBA Community of Practice to practitioners outside the WBG.

In all these efforts, GPOBA will seek to collaborate closely with other development partners, to realize the potential of OBA to enhance aid effectiveness and delivery of basic services in developing countries.



ANNEXES

Annex 1 Financial Statement

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

Contributions Received

As of June 30, 2010, GPOBA's donors have pledged a total of \$242.5 million to the program, of which \$211.7 million (87 percent) has been received (table A1). In fiscal year 2010, GPOBA received a total of \$28.1 million from two donors: DFID and Sida (table A2). Cumulatively, most of the donor contributions received (82 percent) have been allocated to subsidy funding, which includes project preparation and supervision (table A3).

Donor	Pledged	Received	To Be Received
DFID ¹	107.0	77.1	29.9
IFC	60.5	60.5	0.0
DGIS	28.3	28.3	0.0
AusAID	29.1	29.1	0.0
Sida	15.8	15.8	0.0
EU ²	1.9	0.9	1.0
TOTAL	242.5	211.7	30.8

1 The pledged amount differs slightly from the figure reported in FY09 because amounts are pledged in GBP and then converted to USD at the time of transfer.

2 The EUR pledge and receipt amounts are expressed in USD equivalent as of June 30, 2010 as the holding currency is not in USD.

Donor	FY04 ¹	FY05	FY06	FY07	FY08	FY09	FY10	Total
DFID	2.5	3.4	6.8	21.7	13.3	10.2	19.2	77.1
IFC			35.0		25.5		0.0	60.5
DGIS				11.0	8.0	9.3	0.0	28.3
AusAID				0.3	4.2	24.6		29.1
Sida					6.9		8.9	15.8
EU ²						0.9		0.9
TOTAL	2.5	3.4	41.8	33.0	57.9	45.0	28.1	211.7

1 The FY04 total contribution of \$2.5 million includes \$1.1 million for FY03 and \$1.4 million for FY04.

2 The FY09 EUR contribution is expressed in USD equivalent as of June 30, 2010, as the holding currency is not USD.

TABLE A3: DONOR CONTRIBUTION PER FUNDING WINDOW (CUMULATIVE) IN US\$M

Technical Assistance & Dissemination ¹	Subsidy Funding	Admin/ Fees	Total
28.5	199.9	14.1	242.5

¹ The total for technical assistance and dissemination differs slightly from the figure reported in FY09 due to currency fluctuations in DFID's outstanding contribution.

Subsidy Funding

In fiscal year 2010, GPOBA signed four new grant agreements for subsidy funding and approved additional funding for two existing projects with funding totaling \$19.9 million. This is less than in fiscal year 2009 when the total was \$33.0 million, reflecting GPOBA's increasing focus on technical assistance and dissemination activities rather than subsidy funding. Three donors provided the new subsidy funding: AusAID, DFID, and the European Union¹ (table A4).

GPOBA Actual Program Expenditures

GPOBA's actual program expenditures totaled \$5.4 million in fiscal year 2010, up from \$4.1 million in fiscal year 2009. All areas of expenditure saw increases, reflecting GPOBA's expanded program of activities. The biggest increases were in technical assistance and Center of Expertise expenditures (40 and 27 percent respectively). These two areas also continued to represent the largest share of program expenditures (around 62 percent). This trend is likely to continue, given GPOBA's increasing focus on advisory services, dissemination, and knowledge and learning activities (table A5).

TABLE A4: GPOBA SUBSIDY FUNDING (GRANTS SIGNED) IN US\$M

Donors	Subsidy Funding				Total
	FY10	FY09	FY08	FY07	
DFID	13.3	12.6	8.7	9.4	44.0
IFC	1.8	12.3	13.3	17.7	45.1
DGIS	0.0	0.0	17.4	3.2	20.6
AusAID	3.0	8.6	0.0	0.0	11.6
Sida	0.0	3.8	2.3	0.0	6.1
EU	1.8	0.0	0.0	0.0	1.8
TOTAL	19.9	37.3	41.7	30.3	129.1

Note: At the close of the fiscal year, residuals from closed and cancelled activities under IFC (\$0.3 million) and AusAID (\$4.3 million) totaling \$4.6 million were rechanneled to finance new requests for subsidy funding.

TABLE A5: GPOBA ACTUAL PROGRAM EXPENDITURES IN US\$M

	FY10	FY09	FY08	FY07
Program Management	0.9	0.8	0.8	0.8
Center of Expertise	1.4	1.1	0.3	0.2
Technical Assistance	2.1	1.2	1.4	2.6
Portfolio (Preparation/Supervision)	1.2	1.0	0.8	0.4
TOTAL	5.5	4.1	3.3	4.0

¹ The European Union made a one-time pledge of \$2.2 million to GPOBA in fiscal year 2009 through its Water Facility for the African, Caribbean and Pacific countries. These funds are being used to scale up the Kenya Micro-finance for Small Water Schemes project.

Annex 2

GPOBA Portfolio of Signed Grant Agreements as of June 30, 2010

Country	Project Name	IDA	Grant Amount (US\$m)	# of people benefiting	Average subsidy per person (US\$)	Grant Signing Date	Description
Armenia	Access to Gas & Heat Supply for Poor Urban Households in Armenia	IDA Blend	3.10	23,739	130.59	04/28/06	This project closed on December 31, 2009 and successfully improved access to gas and heating services for 5,847 households, 23,739 people, in urban multi-apartment buildings
Bangladesh	Rural Electrification and Renewable Energy Development – Mini Grid Project	IDA	1.10	20,000	55.00	05/12/10	This project aims to help about 5,000 households, shops, small and medium enterprises in rural areas of 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	7.20	700,000	10.29	05/12/10	The project aims to increase access to energy services for poor people living in rural in Bangladesh by specifically addressing the issue of insufficient capacity on the grid through the installation of solar home systems (SHS). Over 140,000 rural households are expected to benefit.
Bolivia	Decentralized Electricity for Universal Access	IDA Blend	5.18	45,000	115.00	06/26/07	This project will lead to direct connections and affordable access to electricity for at least 7,000 poor Bolivian households and micro-enterprises in remote rural areas of Bolivia, benefiting some 35,000 people.
Cambodia	Increased Access to Telecommunications Services for Rural Poor in Cambodia	IDA	2.50	261,000	9.58	12/02/08	The objective of the project is to bring basic voice telephony services to low-income families in rural areas of northern and northwestern Cambodia.
Cameroon	Cameroon Water Affermage Contract - OBA for Coverage Expansion	IDA	5.25	240,000	21.88	04/07/08	This project will subsidize the cost of new connections to piped water for low- to middle-income households currently without access.
Colombia	Natural Gas Distribution for Low Income Families in the Caribbean Coast	IBRD	5.10	210,000	24.29	05/19/06	This project closed on July 31, 2008 and 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	1,142,857	7.00	10/30/08	The OBA scheme will help EEPCo, a state owned national utility, finance the cost of providing access to electricity in rural towns and villages with grid access to poor customers in Ethiopia.

Country	Project Name	IDA	Grant Amount (US\$m)	# of people benefiting	Average subsidy per person (US\$)	Grant Signing Date	Description
Ghana	Solar PV Systems to Increase Access to Electricity	IDA	4.35	90,000	48.33	10/10/08	The GPOBA grant will provide increased electricity access through renewable energy technology for poor households in remote rural regions of Ghana.
Honduras	Extension of Water and Sanitation Services in Low Income Areas of Honduras	IDA	4.44	90,000	49.33	06/19/07	The objective of this project is to develop an output-based facility aimed at establishing an efficient and transparent mechanism for financing infrastructure in water and sanitation projects in Honduras. This project is expected to improve access to water and sanitation services to approximately 15,000 households.
India	Improved Rural Community Water in Andhra Pradesh	IDA Blend	0.85	77,878	10.91	05/16/07	This project closed on December 31, 2009 and successfully improved the quality of drinking water for 77,878 poor people living in 25 villages of Andhra Pradesh.
India	Mumbai Improved Electricity Access to Indian Slum Dwellers Project	IDA Blend	1.65	104,000	15.87	04/27/09	The GPOBA grant will subsidize 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	02/12/09	The objective of the OBA scheme is to extend piped water connections to about 15,500 low-income households in Surabaya.
Indonesia	Expansion of Water Services in Low income Areas of Jakarta	IBRD	2.57	55,824	46.09	11/01/07	The aim of this project is to bring water services to communities in low-income areas of Jakarta by funding one-off connection subsidies for an estimated 11,630 poor households.
Indonesia	Extending Telecommunications in Rural Indonesia	IBRD	1.87	758,210	2.46	03/30/09	This project will facilitate access to the Internet and associated telecommunications and data services through "community access points" in poor areas.
Kenya	Micro-finance for Small Water Schemes	IDA	2.93	60,000	48.86	12/06/06	The objective of this project is to increase access to and efficiency in water supply services for the poor in rural and peri-urban areas of Kenya through investments in around 21 community water projects.
Lesotho	Lesotho Health PPP Project	IDA	6.25	500,000	12.50	02/23/09	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.
Mongolia	Mongolia OBA Pilot Project of Universal Access Strategy	IDA	0.26	22,315	11.62	05/19/06	The project closed on October 31, 2008. The scheme provided telephony services to herder communities, benefiting around 20,000 herders, and telephony and internet services to around 22,315 residents of Tariat and Chuluut soum centers.
Morocco	Morocco Urban Water and Sanitation	IBRD	7.00	56,000	125.00	01/29/07	The objective of this project is to provide connection to water and sanitation services for about 11,300 low-income beneficiary households in disadvantaged peri-urban and rural neighborhoods of Casablanca, Tangiers, and Meknes.

Country	Project Name	IDA	Grant Amount (US\$m)	# of people benefiting	Average subsidy per person (US\$)	Grant Signing Date	Description
Mozambique	Mozambique Water Private Sector Contracts – OBA for Coverage Expansion	IDA	6.00	468,000	12.82	04/03/08	This project aims to provide subsidized water connections for domestic consumers in Maputo, Beira, Nampula, Quelimane, and Pemba through the construction of around 30,000 shared yard taps, expected to benefit up to 468,000 people.
Nepal	Biogas Support Programme	IDA	5.00	261,000	19.16	10/04/07	The aim of this project is to subsidize approximately 37,300 biogas plants for rural Nepalese households to increase access to clean and affordable energy for cooking and lighting.
Nigeria	Nigeria Pre-Paid Health Scheme Project	IDA	6.02	22,500	267.34	10/23/08	The OBA scheme will 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	96,416	29.56	10/19/07	This project aims to provide affordable piped potable water to poor households in the eastern portion of the National Capital Region (“NCR”) and most of the Province of Rizal.
Senegal	On-Site Sanitation Project	IDA	5.76	135,900	42.41	07/06/07	This subsidy scheme aims to help offset the cost of new sanitation facilities for an estimated 15,100 poor households.
Uganda	OBA in Kampala – Water Connections for the Poor	IDA	2.53	409,000	6.18	02/28/08	This scheme will provide a one-off connection subsidy to partially fund the cost of new domestic metered connections. The project envisages making about 19,000 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	55,511	57.77	02/12/07	This project seeks to increase access to sustainable water supply services for the poor living in selected small towns and rural growth centers. It is expected to provide improved water access to around 55,511 people.
Uganda	Reproductive Health Vouchers in Western Uganda	IDA	4.30	135,912	31.64	10/23/07	This project will increase women's access to trained medical professionals throughout pregnancy and will also provide subsidized STD treatment for up to 135,912 poor Ugandans.
Vietnam	Vietnam Rural Water (EMW)	IDA	3.00	150,000	20.00	11/30/07	This project aims to bring safe water services to an estimated 30,000 poor families in rural Vietnam.
Vietnam	Vietnam Upper Secondary Education Enhancement Project	IDA	3.00	7,500	400.00	05/21/10	This pilot aims to increase access to secondary education at semi-public and private schools for poor students by using a performance-based subsidy to incentivize schools to give poor students access to quality education. Subsidy payments to participating schools will be made on condition of pre-agreed indicators that demonstrate both a student's attendance and educational attainment.

Country	Project Name	IDA	Grant Amount (US\$m)	# of people benefiting	Average subsidy per person (US\$)	Grant Signing Date	Description
Yemen	Yemen Safe Motherhood Program	IDA	6.23	80,000	77.90	06/10/08	The objective of the project is to provide sustainable maternal health services, including up to 40,000 safe child births, to poor women of reproductive age (15-49) in Sana'a, Yemen.
Yemen	Yemen Water for Urban Centers-Output-Based Service Provision by Private Operators	IDA	5.00	210,000	23.81	04/12/10	The project will pilot the provision of water services to low-income households (210,000 poor people) through private operators willing to construct and operate the infrastructure for several years. Operators will be required to partly finance the scheme and payments will be tied to the number of connections made. Selection of operators will be made on the basis of the least subsidy required for each connection.
Total			124.9	6,566,062	19.02		

Annex 3 GPOBA Core Team

Patricia Veevers-Carter	<i>Program Manager</i>
Wajiha Ahmed	<i>Consultant</i>
Zenaida Chavez	<i>Resource Management Analyst</i>
Daniel Coila	<i>Information Specialist</i>
Mustafa Hussain	<i>Senior Infrastructure Finance Specialist</i>
Geeta Kumar	<i>Consultant</i>
Esther Loening	<i>Infrastructure Specialist</i>
Cledan Mandri-Perrott	<i>Senior Infrastructure Specialist</i>
Iain Menzies	<i>Senior Infrastructure Specialist</i>
Luisa Mimmi	<i>Consultant</i>
Josges Mugabi	<i>Young Professional</i>
Yogita Mumssen	<i>Senior Infrastructure Economist</i>
Inga Murariu	<i>Consultant</i>
Andreina Nicolosi	<i>Consultant</i>
Mark Njore	<i>Program Assistant</i>
Carmen Nonay	<i>Senior Infrastructure Specialist</i>
Constance Polite	<i>Consultant</i>
Cathy Russell	<i>Communications Officer</i>
Jacqueline Sibanda	<i>Communications Consultant</i>
Mario Suardi	<i>Senior Infrastructure Specialist</i>
Luis Tineo	<i>Senior Infrastructure Specialist</i>
Leslie Villegas	<i>Infrastructure Specialist</i>



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