

ANNUAL REPORT

2016



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2016

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://www.gpoba.org/2016ar>

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Table of Contents

v	Acronyms and Abbreviations
vi	Message from the Senior Director
vii	Letter from the Program Management Unit and GPOBA
2	Overview
<hr/>	
8	Our Portfolio
<hr/>	
9	FY16 Results Achieved
9	Portfolio Composition
10	Portfolio Performance
11	Monitoring, Evaluation, and Reporting
14	Projects, Scale-ups, and Technical Assistance
<hr/>	
15	Grant Agreements and Scale-ups
16	Analytical Work
18	Technical Assistance
20	A Center of Expertise
<hr/>	
21	Working with Donors, Other Development Partners, and Governments
21	Working with the World Bank Group
24	Knowledge Management, Learning, and Innovation
27	Communications
28	Looking Ahead
<hr/>	
30	Appendices
<hr/>	
31	Appendix A. Financial Statements
33	Appendix B. Projects
35	Appendix C. Grant Agreements
41	Appendix D. Disbursements as of June 30, 2016
43	Appendix E. Inn-OBA-tions Awards Winners in FY16
44	Appendix F. GPOBA Team
45	Our Partners
46	Where we work

Acronyms and Abbreviations

AFR	Sub-Saharan Africa	KfW	Kreditanstalt für Wiederaufbau
ASEP	Access to Sustainable Energy Project	KMLI	Knowledge Management, Learning and Innovation
CCSA	Cross-Cutting Solution Areas	LAC	Latin America and Caribbean
CER	certified emission reductions	LGU	Local Government Unit
CoE	Center of Expertise	M&E	Monitoring and Evaluation
CoP	Community of Practice	MNA	Middle East and North Africa
DFAT	Department of Foreign Affairs and Trade	NCWSC	Nairobi City Water and Sewerage Company
DFID	Department for International Development	NGO	non-governmental organization
DGIS	Directorate-General for International Cooperation	OBA	output-based aid
EAP	East Asia and Pacific	OLC	Open Learning Campus
ECA	Europe and Central Asia	PPP	Public-Private Partnership
ESMAP	Energy Sector Management Assistance Program	PV	photovoltaic
FY	Fiscal Year	RBF	results-based financing
GP	Global Practice	RBFA	results-based financing approaches
GPOBA	Global Partnership on Output-Based Aid	RERED	Rural Electrification and Renewable Energy Project
GRM	Grant Reporting and Monitoring	SAR	South Asia
GSURR	Global Practice for Social, Urban, Rural and Resilience	SDG	Sustainable Development Goal
IBRD	International Bank for Reconstruction and Development	SHS	solar home system
ICT	Information and Communication Technology	Sida	Swedish International Development Cooperation Agency
IDA	International Development Association	SWM	solid waste management
IFC	International Finance Corporation	TA	technical assistance
IVA	independent verification agent	WSP	Water and Sanitation Program
KEEP-AF	Kenya Electricity Expansion Project-Additional Financing	WSTF	Water Services Trust Fund

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 fiscal year 2016 (FY16).

GPOBA operates within the World Bank Group's Social, Urban, Rural and Resilience (GSURR) Global Practice and across many other Global Practices. Our goal in GSURR is to support counterpart countries to build sustainable, inclusive, resilient, and productive communities to support the Bank's twin goals of ending extreme poverty and promoting shared prosperity in a sustainable manner.

GPOBA has worked for over 13 years in 28 countries with almost 50 implementing agencies to develop and deliver results-based approaches and solutions that increase access to basic services for poor people across seven sectors, contributing to conditions that promote economic and social development within communities. These sectors include energy, water, health, sanitation, solid waste management, education, and telecoms.

GPOBA projects now reach over 9 million people – an achievement based on a shared commitment to meaningful results through partnership and collaboration between donors and development partners.

GPOBA's depth of experience, reach and results focus are the foundation of its expanding work as a Center of Expertise on output and results-based approaches. Knowledge and learning activities provided lessons from hands-on experience, with face-to-face, field-based and virtual events throughout the year with donors, implementing teams, practitioners and governments.

GPOBA's projects touch 6 of the 17 Sustainable Development Goals (SDGs) – the core of the World Bank's operational engagement. By design, the projects incorporate tailored solutions to development challenges that must align with the agreed strategies of client countries while also meeting donor priorities.

Many of the projects are either developed in or face fragile contexts due to challenges from weak capacity, political unrest, violence or climate-related disasters.

Governments, development partners, and communities don't have resources to waste in connecting basic services where they are needed most, while service providers recognize there are opportunities to expand their markets. Results-based approaches, including output-based aid, are becoming ever more relevant for all of these constituencies, helping to link needs, objectives and actual results. GPOBA projects continue to deliver results, expand into new areas and generate knowledge and collaboration opportunities to contribute to the World Bank's twin goals, with lasting results for the poor.

Letter from the Program Management Unit and GPOBA

Since its establishment in 2003, the Global Partnership on Output-Based Aid (GPOBA) has implemented a diverse range of subsidy projects that enable more than nine million poor people in 28 countries to access basic social services. This fiscal year marked GPOBA's third highest level of subsidy disbursement in its history, evidence that we are working successfully with our many government and private sector partners to make a tangible difference in people's lives.

The annual report for FY16 offers an in-depth look at GPOBA's activities as it funds, designs, demonstrates, and documents output-based aid (OBA) approaches to basic service delivery for the poor. This year, we combined strong operational support to our active projects – many of which are implemented in challenging environments marked by political instability, conflict, and natural disaster – with new business development. Two new grant agreements were signed for energy projects in the Philippines and Kenya. GPOBA also strengthened its monitoring and evaluation capacity through the development of a results framework, which will allow for better planning and more consistent and closer tracking of our objectives. GPOBA ended this year having disbursed \$16.7 million to subsidy projects, a 12.5 percent increase over the previous year.

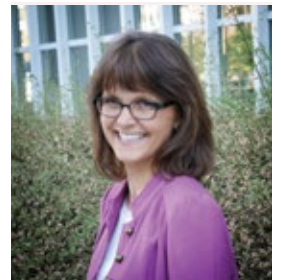
Technical assistance and knowledge activities, the other two elements of GPOBA's portfolio, together total 188 activities and \$32.6 million, and this year included studies examining the potential for OBA and other forms of results-based financing (RBF) in untested sectors, including urban transport and affordable housing, as well as the launch of the OBA/RBF Academy and GPOBA University, which significantly enrich our learning offerings.

Now drawing on 13 years of experience, GPOBA continues to serve as a Center of Expertise on OBA and RBF, sharing best practices and lessons learned with our development partners. These knowledge-sharing and convening activities are key to building strategic partnerships, which underpin all of our work at GPOBA. Our location within the World Bank's Social, Urban, Rural and Resilience Global Practice – which aims to create more sustainable, inclusive, and resilient communities – supports the development of partnerships that extend the potential for OBA and RBF interventions, while advancing the global conversation on results-based approaches.

The achievements of this fiscal year were possible only through the continued support of our donors, whose commitment to OBA/RBF is the foundation of our work. We look forward to the coming year's opportunities, as we partner with donors, governments, and other development partners to further explore OBA and other forms of RBF as innovative financing mechanisms in working towards the Sustainable Development Goals, helping to ensure poor and marginalized populations access the basic services for sustainable communities and economic development.



CARMEN NONAY
Practice Manager,
Partnerships and
Resource Mobilization,
GPSURR



**CATHERINE COMMANDER
O'FARRELL**
Head, GPOBA

1 Overview



Our Value Added

Around the world, millions of people live without access to basic infrastructure and social services such as electricity, clean water, and education – the very drivers that can help to lift them out of poverty. Governments and development partners who are working to support quality service provision face multiple challenges: budgetary shortfalls, conflict, political instability, and limited local capacity are just a few. Even where these challenges can be addressed, the incentive to serve poor communities is often lacking. In recent years, governments, donors, and development partners have recognized that if these growing needs are to be met, innovative solutions are required alongside traditional aid delivery.

GPOBA was established to explore output-based approaches to basic service provision. It is housed within the World Bank’s Social, Urban, Rural and Resilience Global Practice (GSURR), which works to create more sustainable, inclusive, and resilient communities. Over its 13 years in operation, GPOBA has built a diverse portfolio comprised of 46 subsidy projects totaling \$234 million. In

parallel, it has evolved into a Center of Expertise on output-based aid (OBA) and other forms of results-based financing (RBF), building a repository of lessons and experience as reflected in its portfolio of subsidy projects, technical assistance, and knowledge activities.

OBA projects work to improve access to basic services for poor and marginalized populations. With OBA, the delivery of a service – such as household connections to the water supply or the electricity grid, the installation of renewable energy systems, or solid waste management – is contracted out to a third party, either a government or private sector entity, who receives a subsidy to complement or replace user fees. The service provider is responsible for pre-financing outputs and services, with the subsidies paid out only upon the delivery and verification of specific outputs; this is a crucial difference between OBA and traditional aid, which disburses money against expenditures or contracts. By linking the payment of subsidies with actual measurable results, OBA can help to ensure quality and accountability in service provision.

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.

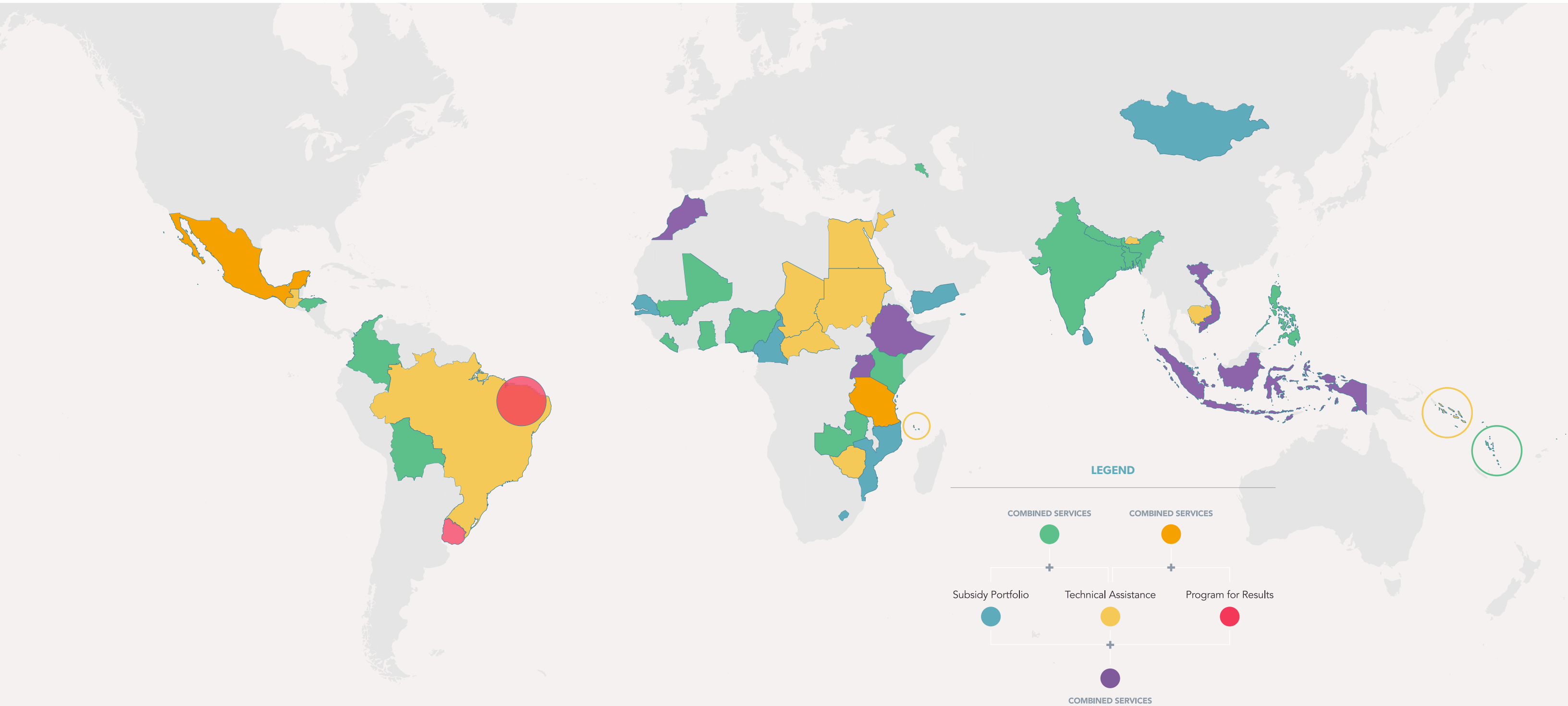
Additionally, OBA creates financial incentives for providers to extend services to the poor while making access to those services affordable for low-income consumers, thus promoting social inclusion of populations who may otherwise be left out of the development that underpins economic growth and improved quality of life.

Figure 2
GPOBA's Global Reach

OBA can be used in a range of contexts. Projects may be stand-alone or work as part of much larger schemes utilizing other forms of results-based financing or traditional aid. They have been implemented in urban, peri-urban, and rural areas, and have delivered results in a range of environments, including those facing challenges arising from conflict or natural

disaster. OBA projects have used public and private operators, non-governmental organizations (NGOs), and community organizations as implementing agencies and service providers, and have worked within successful public-private partnerships. Over half of GPOBA's activities to date are in the energy and water sectors, though it works across seven

sectors and is actively testing new sectors for OBA/RBF interventions. The results to date have demonstrated that OBA can be an important element in a range of innovative financing instruments that contribute to real development solutions for the world's poor and marginalized.



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. GPOBA also functions as a Center of Expertise on OBA/RBF approaches. Drawing on the

knowledge and experience gained from project design, implementation, monitoring and evaluation, GPOBA shares lessons and best practices with development partners and governments who are interested in the application of OBA and RBF.

This report reviews GPOBA's progress towards its objectives during the last fiscal year, July 1, 2015 through June 30, 2016.

Figure 3
GPOBA's Number of Beneficiaries

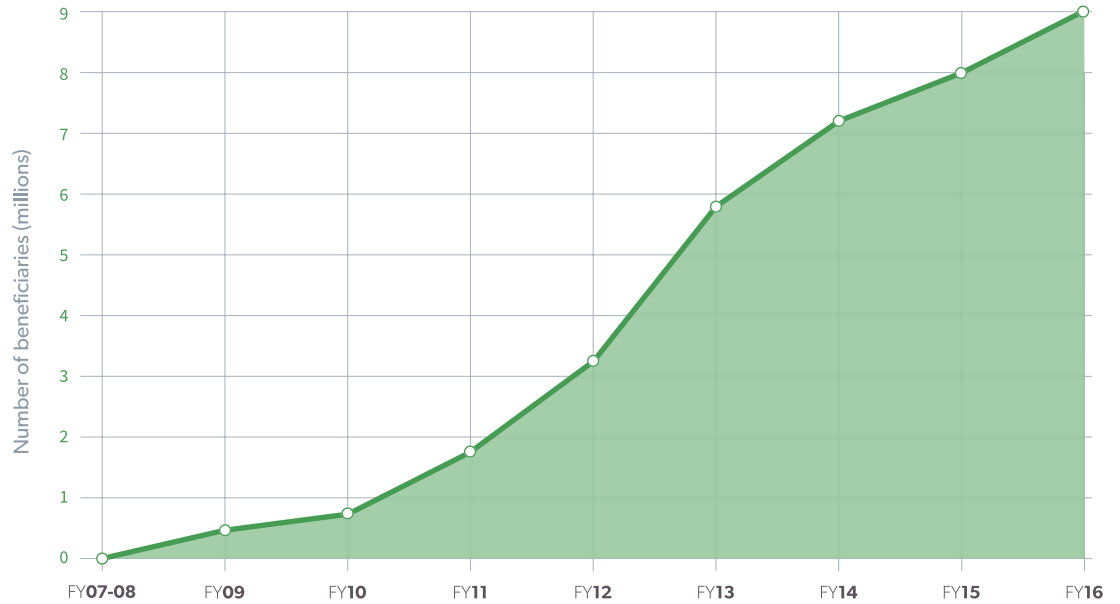


Figure 4
GPOBA Project Partners



Support from donors

GPOBA has a strong and committed donor base supporting its efforts to provide basic services to the poor. Since GPOBA's creation, donors have provided a total of \$338 million in funding. As well as DFID, GPOBA's donors include the Australian Department of Foreign Affairs and Trade (DFAT), the Dutch Directorate-General for International Cooperation

(DGIS), the International Finance Corporation (IFC), and the Swedish International Development Cooperation Agency (Sida). 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).



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2 Our Portfolio



FY16 Results Achieved

GPOBA maintained a robust and healthy portfolio during FY16, providing strong operational support throughout the year to its existing projects, including those being implemented in challenging and fragile environments, and signing two new grant agreements for investments in subsidy projects in the Philippines and Kenya, both in the energy sector. As OBA projects are results-based, disbursements against verified outputs are key performance indicators for demonstrating impact, and in FY16, GPOBA achieved the third highest level of subsidy disbursement since it began implementing projects in 2006. In addition, technical assistance and knowledge dissemination activities were strengthened throughout the year. These three strands of GPOBA's portfolio together inform the design of future pilot projects and underpin GPOBA's work as a Center of Expertise on the use of OBA/RBF.

Here are some of the year's highlights from GPOBA's operations:

- As of June 2016, GPOBA's cumulative subsidy portfolio consists of **46 grant agreements in seven sectors, totaling \$234 million**. One project, Public Health in the Philippines, closed in FY16, bringing to 30 the number of closed subsidy projects.
- **GPOBA disbursed a total of \$16.7 million in FY16 for subsidy projects**, bringing cumulative disbursements since 2006 to \$133 million and representing **9 million people** reached by OBA projects for basic services.
- **Two new grant agreements** totaling \$6 million were signed in the energy sector.

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

Portfolio Composition

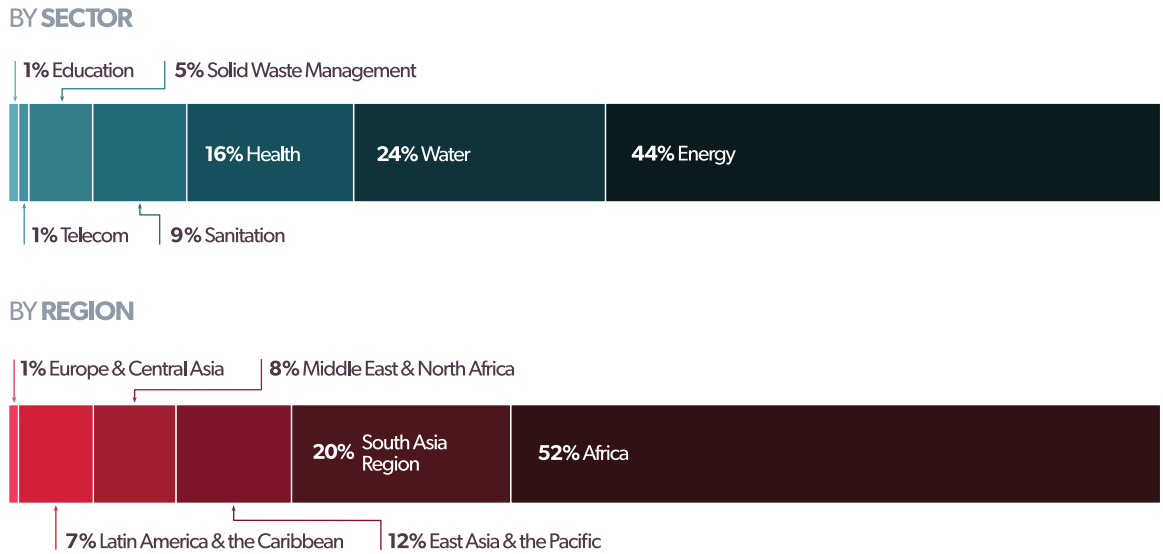
GPOBA's subsidy portfolio focuses on supporting access to basic services for poor and marginalized populations. With the signing of two new grant agreements in FY16, GPOBA now has 46 subsidy projects totaling \$234 million in its portfolio, with 63 percent of subsidy funding going to IDA countries and 24 percent to IDA blended countries.¹

GPOBA works in seven sectors: energy, water, health, sanitation, solid waste management, education, and telecoms. For FY16, energy remains the largest sector in the portfolio at 44 percent, and water is the second largest sector at 24 percent; GPOBA's work in the sanitation sector is growing rapidly. Sub-Saharan Africa has the highest percentage of GPOBA funding by region, at 52 percent, followed by South Asia at 20 percent, and East Asia at 12 percent. Details of the distribution of the overall portfolio are presented in figure 5.

Technical assistance (TA) and knowledge dissemination activities are the other components of GPOBA's overall portfolio. TA enables GPOBA to lay the foundations for future project design, build capacity among partners and governments, and test the applicability of OBA/RBF in new sectors and environments. In FY16, five new TA activities totaling \$903,000 were launched in the energy, transport, social development, and solid waste management sectors. The insights and experience gained from TA initiatives contribute to GPOBA's knowledge base and are shared with other OBA/RBF practitioners. Highlights and details of the TA and knowledge components of GPOBA's work are covered in later sections of this report.

1. 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 \$1,215 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.

Figure 5
Distribution of projects by
sector and region



Portfolio Performance

2. The two energy projects for which grant agreements were signed in June 2016 are not yet actively disbursing funds.

As of June 2016, there are 14 active projects in GPOBA's subsidy portfolio, and two newly signed grant agreements for energy projects that are in the early stages of implementation,² together totaling \$108.4 million. Seven of the actively disbursing projects are in the energy sector, three in sanitation, and the others in solid waste management, water and health. Many projects are in the early stages of implementation, while energy projects in Liberia and Uganda, both performing well, are nearing completion, as is the solid waste management project in the West Bank. The Philippines Public Health project, which piloted a voucher system for maternal and reproductive health, was closed in FY16 and lessons learned from this project are under preparation by the team.

Since 2006, GPOBA's subsidy projects have supported access to basic services for over 9 million people, a 12.5 percent increase over FY15. Subsidy

disbursements in FY16 totaled \$16.7 million for the year – the third highest level in GPOBA's history – and raise cumulative disbursements to \$132.9 million.

In keeping with GPOBA's commitment to serving poor and marginalized communities, many of its investments in subsidy projects are made in countries or contexts that face ongoing challenges due to natural disaster, conflict, political unrest and other complex fragilities. Operational support to project teams is therefore a vital and growing part of GPOBA's work, and support for two large projects that GPOBA focused on in the previous fiscal year paid dividends this year. The electricity project in Liberia and solid waste management project in the West Bank were on track in FY16, providing services and disbursing subsidies against verified results. GPOBA is continuing to collaborate closely with these project teams to ensure ongoing progress and

to gather lessons throughout implementation. Such hands-on support allows GPOBA to grow and share sector, country, and contextual implementation experience, reinforcing its core activities as a Center of Expertise.

Strong operational support continued in FY16, when many project challenges resulted from technical and political factors, as well as from the continued effects of natural disasters such as the Nepal earthquake and Cyclone Pam in Vanuatu. GPOBA worked closely with task team leaders, operations advisors, practice managers, and project clients to find solutions to problems hindering implementation. The team focused special attention on five projects this fiscal year – sanitation projects in Kenya and Sri Lanka; a solid waste management project in Nepal; and energy projects

in Vanuatu and Mali. Operational support – such as technical support for independent verification agents, and project restructuring to respond to significant cost fluctuations related to fluid local conditions and capacity levels – helped projects to get back on track. In Mali, for instance, where the fragile security environment was affecting implementation, close engagement with the client to secure private operators with adequate technical knowledge, along with a customer information campaign on GPOBA-financed connections, helped the project achieve approximately 20 percent of its final connection target in the second half of the fiscal year. Operational support to Mali was supplemented through GPOBA-facilitated South-South knowledge sharing amongst governments with OBA experience, which is discussed later in this report.

Monitoring, Evaluation, and Reporting

GPOBA tracks the progress of each subsidy project toward intermediate outcomes and project objectives, integrating monitoring and evaluation (M&E) findings into future project design and sharing best practices. In FY16, GPOBA continued

to expand the evidence base for the OBA approach through M&E at the project level, as well as through two comprehensive sector studies. A significant addition to GPOBA's M&E capacities during the fiscal year was the development of an OBA results



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framework, which will guide M&E going forward (see Box 1).

GPOBA also set up a framework for mainstreaming gender in OBA projects. In practice, gender mainstreaming can mean, for example, that women have input into where lighting devices are installed in the house or that sanitation facilities are designed with female hygiene and safety in mind. The framework is in line with the World Bank's new Gender Strategy and with the Sustainable Development Goals focused on gender equality and empowerment of women and girls.

GPOBA completed Grant Reporting and Monitoring (GRM) reports for the Bangladesh Rural Electrification and Renewable Energy (RERED) Mini-grid project and the Philippines Public Health

project. GRMs are prepared for closed subsidy projects under \$5 million and measure performance and results against objectives, as well as capturing lessons learned. Two Semi-Annual Monitoring Reports, providing information on implementation progress of subsidy projects, TA, and dissemination activities, were produced, along with two *Lessons Learned* notes presenting valuable insights gleaned from a solar home system project in Ghana and an education enhancement project in Vietnam.

GPOBA also finalized an evaluation of the Electricity Access Rural Expansion Project in Ethiopia, an OBA project that provided over 70 percent of the connections made nationally during the project period. The evaluation details the project's positive impact on the daily lives of residents in the target areas and presents policy recommendations based

Box 1

Tracking Impact through a New Results Framework

To strengthen the understanding of how, where, and when OBA projects have succeeded, and to provide the foundation for monitoring and evaluation (M&E) work going forward, GPOBA developed a results framework, presented in Figure 6. An important tool for planning and accountability, the results framework will enable the team to coordinate program development efforts and track the achievement of strategic objectives. It will also ensure that data is collected and analyzed in a consistent way, a key to successful project implementation and to GPOBA's ability to share useful information with its partners.

The results framework is built on a review of GPOBA's activities from 2003-2016, using M&E frameworks utilized by OBA projects, internal evaluation reports from GPOBA and the World Bank, and other published literature. It links activities funded by GPOBA with their expected chain of results – outputs and intermediate outcomes – and describes how results are aligned with broader overarching goals set by the

World Bank, governments, and the donor community, and with the SDGs. It also highlights key differences in tracking output/results-based approaches and those based on inputs.

In FY16, a database was established, containing all the indicators that can be collected, measured, and reported through the lifecycle of OBA projects. Discussions are taking place around issues raised by early portfolio review results, including the possibilities for more wide-ranging use of IVAs, more effective integration of collected data into government or private sector monitoring systems, and the potential for tracking performance of service provision after initial installation.

Emerging lessons and knowledge will be combined with deeper country case studies to identify approaches and techniques that can inform future OBA/RBF programs – findings that GPOBA will develop and share with partners through events and publications.

Results Framework for Output-Based Aid

Country Priorities and Political Commitment | Private Sector Participation | Macro-economic Parameters



on lessons learned. GPOBA initiated an evaluation of access to grid-based electricity in Zambia that will follow the Access for Low-Income Households OBA project in FY16-18. This evaluation focuses on access to electricity for micro-entrepreneurs in urban and peri-urban areas, an area not widely studied but a known driver for economic development.

Valuable insights and lessons emerged from GPOBA's studies of OBA experience to date in the water and energy sectors, which were finalized in FY16. The studies assessed to what extent OBA has been tested in these sectors, and whether the experience gained is useful for the global agenda on access to water, energy, and urban services (as mandated in the SDGs), and for improving upon the 'science of delivery' – that is, appropriate project design and agile implementation. Findings in both sectors were positive regarding the range and value of OBA experience:

- The **water sector study** showed that OBA projects have been successful in numerous contexts, and working with a range of service providers. Due to its emphasis on delivery, OBA consistently targeted appropriate levels of service at costs poor households were able and willing to pay. In some cases, OBA subsidies succeeded in leveraging commercial financing to make pro-poor

investments viable and attract community equity to invest in their own future (see Box 3). The study presented recommendations on how OBA disbursements can be anchored in intermediate deliverables supporting improved access to water and how OBA can be integrated into larger, long-term water sector reform projects.

- The **energy sector study** reported that OBA has proved its feasibility and relevance in the sector, particularly by enabling low-income rural households to afford electricity and through a strong emphasis on delivery. Flexibility of design was a key factor in the success of OBA projects, as was independent verification of outputs. Early OBA pilots had lower percentages of disbursement, which sent clear messages to non-delivering implementing partners and saved donor funds from supporting poor performers. Subsequent OBA projects and the majority of ongoing projects have had high disbursements, pointing to the application of lessons learned from early pilots.

Figure 6
GPOBA Results-Framework



3 Projects,
Scale-ups, and
Technical Assistance

GPOBA worked strongly in FY16 to advance its active portfolio of subsidy projects and continued developing several projects in the pipeline to expand the use of OBA/RBF approaches. The new grant agreement signed supporting renewable energy access in the Philippines is the result of ongoing GPOBA work in that country, while the Kenya electrification scale-up builds on the success of an earlier OBA project that helped bring electricity to Nairobi's informal settlements. GPOBA's technical assistance

activities provided insights and experience that support project design and implementation, as well as contribute to GPOBA's growing knowledge base of best practices and lessons learned. Four studies explored new opportunities for OBA/RBF interventions in untested sectors, while the energy and water sector studies (discussed in the previous section) deepened the understanding of OBA's impact in these tested sectors, helping to indicate where and how future interventions might best be undertaken.

Grant Agreements and Scale-ups

Each OBA project has a unique design and financial model tailored to its context which incorporates lessons learned from prior implementation experience, as well as insights gleaned from

technical assistance and knowledge work. This year, two new grant agreements were signed, using this informed approach:

Philippines Access to Sustainable Energy

Building on both the World Bank's and GPOBA's long-term engagement in the Philippines, which has supported the Government's establishment of policy and regulatory frameworks and the design of an OBA Solar Energy Facility, this project supports access to renewable energy for poor households in remote communities in the Philippines, mainly in conflict-affected Mindanao. The project is financed by a GPOBA grant of \$3 million, from the Sida contribution, as part of the World Bank's larger Access to Sustainable Energy Project (ASEP), which includes a \$12.8 million grant from the European Union under the PV Mainstreaming component.

This component of ASEP will reach an estimated 40,500 poor households, benefiting 202,500 people, with the GPOBA contribution accounting for 5,500 households. It will be implemented by LGU Guarantee Corporation in partnership with the private sector under the fee-for-service model, which is aimed at achieving technical and financial sustainability of the solar program. The project aligns with GPOBA's objectives of providing clean energy solutions, mainstreaming the OBA approach within governments and other development partner systems, and bringing basic services to the poor.

Grant Amount:
\$3m

Donor:
Sida

Project Total:
\$23.24m

Beneficiaries:
27,500



Kenya Electricity Expansion Project- Additional Financing (KEEP-AF)



Grant Amount:

\$3m

Donor:

Sida

Project Total:

\$13.5m

Beneficiaries:

216,000

This project follows on from a successful GPOBA pilot implemented under the larger IDA-financed Kenya Electricity Expansion Project (KEEP) that worked with Kenya Power and Lighting Company to support the connection of low-income households in informal settlements to the electricity grid. The new project is part of the World Bank's KEEP-AF, with the informal settlement electrification

component financed by \$10.5 million from the IDA and a GPOBA grant of \$3 million, funded by Sida. Output-based subsidies will support the connection of an additional 54,000 low-income households in Kenya. The majority of Kenya's energy comes from renewable sources – geothermal and hydro – and this project supports increased access for poor populations to renewable energy.

Analytical Work

Analytical studies are a key component of GPOBA's work in testing the applicability of OBA/RBF in new sectors and environments. In FY16, GPOBA finalized one scoping study in urban transport and initiated three other studies, all of which assess how and where OBA/RBF approaches are most feasible and could have the highest potential for impact, and how possible interventions align with GPOBA's objectives and capacities, as well as with broader sector needs. They determine how OBA/RBF may form part of development finance solutions, aiming particularly at reaching the poor, who are often overlooked in large urban infrastructure initiatives.

Urban Transport. Over the last decade there has been increased interest in public investment in urban mass transit, with implementation of urban rail and bus rapid-transit projects. However, there is little indication of the extent to which the poor are benefiting from these interventions. In FY16, GPOBA completed the Urban Transport study, undertaken in collaboration with the World Bank's Transport Global Practice. The study analyzed how OBA approaches can help to address the urban transport access challenge for low-income populations in sub-Saharan Africa and South Asia. Three cities in Africa and Asia were identified where OBA schemes are thought to have the highest potential for success and would yield the most telling lessons. Project concepts were developed for pilots in these cities. In addition, the study evaluated options for an integrated public transport fare and

subsidy policy and developed a tool to help authorities assess transport investment and financing options that focus on access for the poor. In parallel with this study, a TA activity is assessing the potential for OBA in a City Bus Access project in Thimphu, Bhutan (see under Technical Assistance).

GPOBA is conducting two studies in collaboration with the World Bank's Urban Analytics Innovation Lab. The Urban Infrastructure study is assessing demand for urban infrastructure services by tracking variations across sectors and cities; it will propose improved methodology for incorporating data on levels and types of demand into the design of urban and infrastructure projects. The Affordable Housing study is reviewing the global experience of private sector involvement in the provision of affordable housing; the aim is to propose a framework for partnering with the private sector to deliver affordable housing using OBA/RBF approaches. These two studies are discussed in greater detail in Box 2. GPOBA is also leading a knowledge initiative on the operational experience of applying OBA and results-based climate-financing instruments in climate-related sectors; this work is being done in collaboration with the World Bank's Climate Change Cross-cutting Solutions Area. The initiative has assessed experiences across sectors, focusing on cities, with the overarching objective of fostering knowledge exchange and learning on the applicability of OBA/RBF in urban climate-resilient development.

Box 2

Achieving Results through Innovation

Innovation is about finding and applying new ways to address existing problems and accelerate development impact. In FY16, GPOBA continued to incentivize innovation in the application of OBA/RBF through the use of creative financing mechanisms, new technologies, and new collaborations and partnerships. Here are three of the ways GPOBA supported innovation in FY16.

GPOBA is working on two studies with the Urban Analytics Innovation Lab. The World Bank's Innovation Labs offer demand-driven, cutting-edge approaches to development challenges. A study on urban infrastructure is assessing supply and demand for infrastructure services by examining variations across sectors and cities in Kenya, and proposing improved methods for incorporating supply and demand considerations into project design. Identification of an OBA/RBF urban infrastructure pilot is planned in the coming year. GPOBA is also working with the Urban Analytics Innovation Lab on affordable housing, reviewing involvement of the private sector in affordable housing in Kenya and India. The team will propose options for development of pilots for affordable housing projects in one or two cities using OBA/RBF approaches. The potential for increasing low-income access to quality urban housing through the OBA model were shared at a panel discussion, 'Shaping the City Parcel by Parcel: PPPs in Urban Land Development', organized by the World Bank's Urban Development Strategy and Analytics.

GPOBA held its third annual Inn-OBA-tions Awards to recognize World Bank projects that use OBA/RBF in innovative ways. The Pioneer Award went to the Solid Waste Management (SWM) (<https://www.gpoba.org/award-pioneer>) pilot in the West Bank, the first PPP in the Palestinian territories and the first SWM project using OBA; it is improving SWM in a challenging environment affected by conflict and violence, while expanding the potential for OBA beyond traditional sectors, partners, and country contexts. The Uganda Grid Based OBA Facility: Energy

for Rural Transformation II (<https://www.gpoba.org/award-collaboration>) won the Collaboration Award. Based on a PPP between the Government of Uganda and service providers and on strong collaboration with the World Bank/IDA, GPOBA, and KfW, the project supports improved access to electricity for poor households in peri-urban and rural areas. The Social Inclusion/Green Award was given to the Moldova Biomass Heating and Energy Conservation Project, the first to issue Certified Emission Reductions (CERs) in Moldova, (<https://www.gpoba.org/award-social.inclusion-green>) with revenues from sales of CERs reinvested in energy efficiency improvements. Utilizing the innovative RBF mechanism linked to Green House Gas mitigation,

In FY16, GPOBA continued to **incentivize innovation** in the application of OBA/RBF through the use of creative financing mechanisms, new technologies, and new collaborations and partnerships.

the project improves heating services of public buildings in poor rural communities. The Indonesia Local Government and Decentralization Project (<https://www.gpoba.org/award-governance>) won the Governance Award. The project improves reporting and accountability in central government grants for basic infrastructure, while

strengthening local capacity. Begun as a pilot for 78 local governments, the project is being scaled up by the government nationwide. Appendix E gives details of the winning projects.

GPOBA's Bangladesh Mini-grid Project was selected in May as one of six winners (out of 168 nominations) at the World Bank's Innovation Awards, administered by a team from the Innovation Labs. The Mini-grid Project tested a business model implemented for solar home systems on new renewable technologies. A \$1.1 million grant financed 41 solar irrigation pumps benefiting 1,356 poor farmers, and a 100kW solar-powered mini-grid providing energy to 253 poor households. The mini-grid replaced polluting fuel sources such as diesel with clean energy, and income-generating activities developed in project areas. Farmers reported reduced irrigation costs and savings in time and labor. Lessons learned are being shared with Mali, Uganda, Tanzania, and other countries.

Technical Assistance

GPOBA's extensive range of TA activities has underpinned subsidy projects and knowledge work since GPOBA's inception. In FY16, five new activities were initiated – in transport, social development, solid waste management, and energy – totaling \$903,000.

- **OBA Facility in the Bangladesh Garment Sector.**
This TA supports the launch of the World Bank's WEvolve program in South Asia, which is combating gender inequality and gender-based violence. It explores opportunities for OBA/RBF in the garment industry, including a possible

Box 3

Unlocking Commercial Finance for Kenya's Water Sector

In Kenya, economic conditions continue to improve but access to basic services is still a challenge. Only about half the population has access to clean water, and sewerage coverage is 16 percent. Investment in the rehabilitation and expansion of water supply systems is hindered by inadequate public funds. A potential source of financing is private sector lending to utilities, an option that faces challenges of its own: traditionally, banks have not seen the water sector as financially viable, while water utilities tend to have limited collateral and are unfamiliar with commercial lending practices.

For the last several years, the World Bank and its partners have been working with the Government of Kenya to increase the viability of water supply projects to enable them to access domestic loan finance, and three OBA projects are using output-based subsidies and a blended finance instrument to improve water and sanitation access for Kenya's poor. These interventions are expected to help water service providers access \$30 million to \$40 million in commercial loans for infrastructure, while making pro-poor sewerage and water connections financially viable.

The Nairobi Sanitation Project will connect 16,000 low-income households to the Nairobi City Water and Sewerage Company (NCWSC) network. NCWSC has obtained a commercial loan to finance the project, and an OBA grant will reimburse the company up to 70 percent of the cost of sewerage and 40 percent of the cost of water connections. NCWSC will recuperate the balance through upfront connection fees and monthly billing surcharges for up to five years.

The **Kenya Urban Water and Sanitation OBA Fund for Low Income Areas** is also supporting access to commercial finance. The Water Services Trust Fund of Kenya (WSTF), a state corporation that invests in pro-poor water and sanitation infrastructure, is implementing this program, which provides grants to service providers that access commercial loans for investment. Under the OBA Fund, subprojects are prefinanced with loans from domestic lenders that support investments in household water and sewer connections, public water kiosks, and public toilets. An OBA grant buys down 60 percent of the subproject cost financed by domestic lenders. The project will support provision of water and sanitation for 30,000 households.

These projects built on lessons learned from GPOBA's successful **Kenya Microfinance for Community Water Projects**, where GPOBA worked with the World Bank's Public-Private Infrastructure Advisory Facility and the Water and Sanitation Program, and with Kenya's K-Rep Bank to increase access to clean water for 190,00 rural residents. The program and its subsequent scale-up helped 35 community water projects access loan finance and mobilized equity for investment in water facilities.

Resources:

Scaling up blended financing of Water and Sanitation investments in Kenya (<https://www.gpoba.org/kenya.ws.scaleup>)

Using Market Finance to Extend Water Supply Services: Lessons Learned from Peri-Urban and Rural Kenya (<http://smartlessons.ifc.org/smartlessons/lesson.html?id=1937>)



OBA/RBF facility that would manage funding to subsidize services targeting women, such as job training, childcare, and safe transportation.

- ***Nepal: Strengthening Audit and Accreditation.***

This TA supports Nepal's National Vigilance Center, a government independent verification agent, to implement results-based approaches in the delivery of construction assets under the IDA's Strengthening National Rural Transport Program. Improved results verification is critical in Nepal for increasing accountability.

- ***Philippines Access to Sustainable Energy (ASEP)-PV Mainstreaming.*** Focusing on the development of high-level design details, such as documentation structure and bidding criteria, this activity supports the implementing partner in the PV Mainstreaming program.

- ***Thimphu City Bus Access.*** Undertaken in tandem with GPOBA's global urban transport scoping study, this TA is assessing the potential for OBA to improve access to quality public transport in Bhutan's capital, Thimphu, and takes gender, safety, and socially inclusive access into account.
- ***Zambia: Improving Municipal Solid Waste Management.*** A rapid study of the feasibility of OBA/RBF solutions in the solid waste sector in Zambia, this TA assesses the sector's existing legal, institutional, policy, and financing frameworks. It uses the municipality of Kabwe as a case study for challenges faced across the country, with a view to developing an OBA/RBF project design which would include private sector participation.



4 A Center of Expertise

As a Center of Expertise (CoE), GPOBA serves donors, development partners, and stakeholders by sharing best practices and lessons learned on OBA/RBF approaches. In FY16, GPOBA continued its work as a CoE – deepening its technical expertise and expanding the reach of its knowledge, convening, and dissemination

activities. Central to GPOBA's CoE role supporting the expansion of the OBA/RBF community and the increased use of OBA/RBF is the development of partnerships both within and external to the World Bank. Some highlights of this year's collaborative activities are detailed below.

Working with Donors, Other Development Partners, and Governments

Publications, learning programs, technical assistance, advisory initiatives, and convening activities are all part of GPOBA's work. This fiscal year, GPOBA led a four-day Learning and Knowledge Exchange trip to Bangladesh with DFID and Sida (see Box 4), and facilitated South-South Knowledge Exchanges both virtually and in Uganda, with client countries and project teams sharing lessons learned from the implementation

of renewable and grid energy projects (see Box 5). GPOBA also participated in Sida's Results-Based Financing Approaches (RBFA) workshop, developed and delivered the OBA/RBF Knowledge and Project Clinic with the African Development Bank, and was a strong participant in both World Water Week, with a session featuring client participation from Ghana as well as the Gates Foundation, and the World Bank's Water Week.

Working with the World Bank Group

The fiscal year brought collaboration and partnership opportunities for GPOBA under the umbrella of the World Bank's Global Practice for Social, Urban, Rural and Resilience (GSURR) in the Partnerships and Resource Mobilization unit. This specialized unit includes GPOBA, the Tokyo Development Learning Center, and other key partners involved in the work of creating sustainable communities. GPOBA also continued to strengthen its existing relationships with key Global Practices within the World Bank, focusing on such thematic issues as increased leveraging of private investment in access to services for the poor, public-private partnerships (PPPs), and gender mainstreaming.

- **International Finance Corporation (IFC).** GPOBA and IFC have already worked together within a number of PPPs. In FY16, GPOBA partnered more closely with IFC in its Advisory and PPP groups. GPOBA and IFC are developing

a joint training and project models focused on deepening the understanding of how OBA/RBF can increase the impact and reach of PPPs for core infrastructure and basic services in poor and marginalized communities. This collaboration will focus on practical application and demonstration, preparing case studies of past GPOBA/IFC collaborative projects, such as West Bank Solid Waste Management and Liberia Energy, as well as those under preparation, such as the Burkina Faso irrigation project.

- **Water Global Practice and Water and Sanitation Program (WSP).** GPOBA works closely with the World Bank's Water Practice, and maintained a strong presence at its Water Week 2016, with OBA featuring prominently in a number of discussions. It was cited as a tool within PPPs to ensure that the poor are included in private sector service provision, while in the context of rapid urbanization, OBA was highlighted as one

financing instrument with the potential to move beyond sector-specific approaches to address the multi-sectoral problems facing low-income households. OBA was also recognized as an instrument that can help leverage much-needed private sector commercial finance for investment in water supply and sanitation. Finally, it was a key part of a financial analysis training being conducted for task team leaders, and featured in a knowledge note on blended financing (<http://www.gpoba.org/Kenya.WS.Scaleup>) prepared for the 2016 International Monetary Fund and World Bank Spring Meetings.

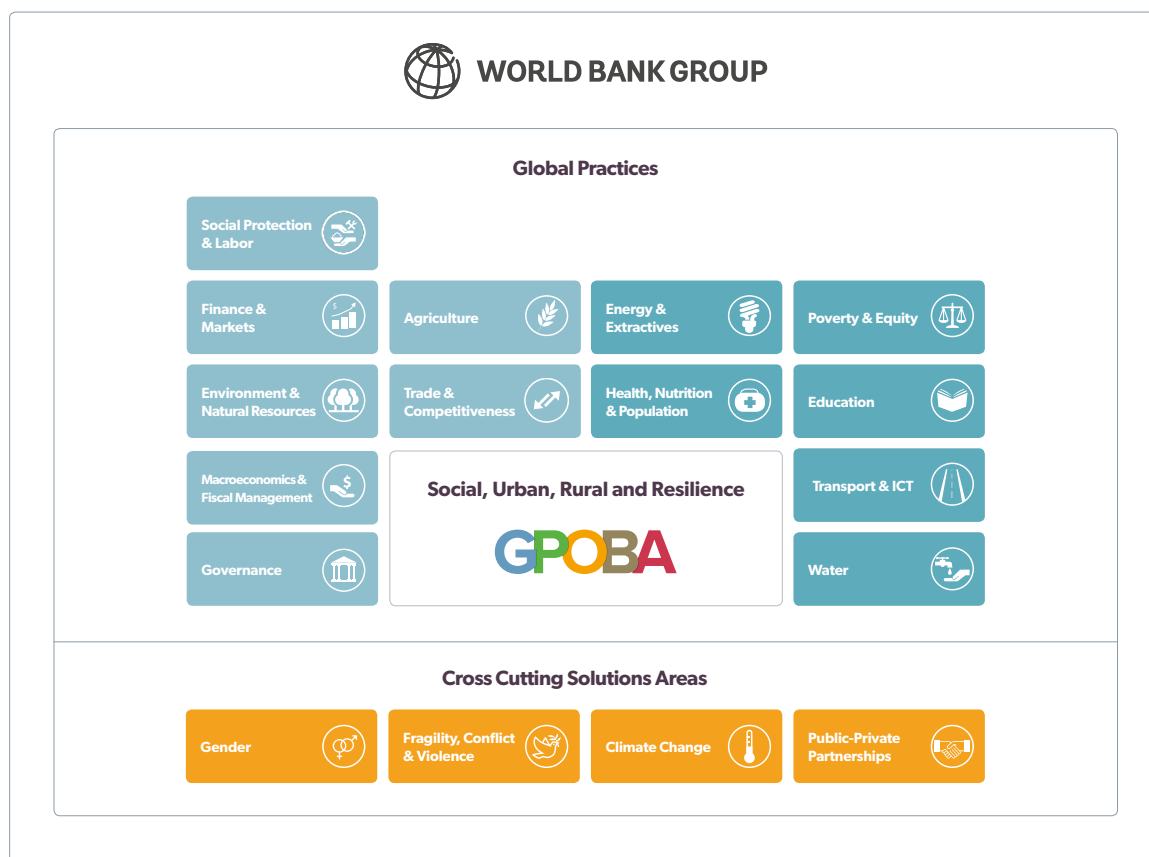
- **Energy Sector Management Assistance Program (ESMAP).** GPOBA continued its long-standing collaboration with ESMAP, this year primarily through a focus on gender, sharing lessons learned on mainstreaming gender in energy access from OBA project design, implementation, and impact assessments. GPOBA participated in the panel ‘Gender-Informed Subsidy Reforms’ and in the Electric Cooperatives workshop on mainstreaming gender in energy distribution

services; the team also provided inputs to Global Status of Energy Access on the role of RBF in increasing energy access for the poor, using examples from GPOBA’s energy portfolio.

- **Tokyo Development Learning Center (TDLC).** TDLC is a state-of-the art knowledge and learning center that supports the documentation and sharing of development experiences, lessons, and solutions with practitioners and institutions in World Bank client countries. TDLC’s signature activity is the operationally focused ‘technical deep dive’, which brings together governments, team leaders, and other stakeholders to focus on demand-driven topics (e.g., disaster risk management, urban planning, and urban service provision) and results in practical client-owned action plans. In FY16, GPOBA provided technical expertise to TDLC within a number of areas identified for collaboration, including project preparation, evidence-based approaches and indicators, best practices in knowledge capture, and OBA/RBF as a tool for social inclusion.

Figure 7

Collaboration with Other GPs/CCSAs



**Figure 8**

Participants of the Bangladesh Knowledge Exchange event, at Mini-Grid project site, Paratoli Island, Narshingdi District.

Box 4

Convening with Donors and Clients in Bangladesh

One of the highlights of GPOBA's convening and learning work in FY16 was a four-day donor event held in Bangladesh that brought together representatives from Sida and DFID, the World Bank energy project team, implementing agencies, and local residents in OBA project areas.

The event, which took place in Dhaka and Sylhet, included a comprehensive and hands on study of the World Bank's Rural Electrification and Renewable Energy Project (RERED). OBA clean energy projects have been part of RERED, including the highly successful solar home system (SHS) project, which installed 497,608 SHSs. A GPOBA impact assessment following this project found that replacing smoke-emitting kerosene lamps with solar power was having several positive effects on daily life in rural Bangladesh, significantly reducing household air pollution, allowing school-children to study in the evening, enhancing mobility and security (particularly for women and girls), and increasing connectivity to

the outside world through increased use of radio, TV, and mobile devices. GPOBA's scale-up project now underway in Bangladesh builds on the success of this pilot, expanding access to renewable energy to include mini-grids, solar irrigation pumps, and biogas plants, as well as SHSs. Field visits to view all of these renewable energy technologies allowed for discussions between donors, project teams, and local residents on the challenges, opportunities, and impacts of OBA projects.

Donors shared their own programs and also learned about new OBA initiatives being developed in the sanitation and garment sectors in Bangladesh. The entire event was designed using the World Bank's Art of Knowledge format, which maximized effective engagement, enabling GPOBA to better understand current donor priorities and expectations and identify potential new areas for collaboration.

Knowledge Management, Learning, and Innovation

Knowledge management and learning remain a cornerstone of GPOBA's role as a CoE and its work in growing the OBA/RBF community. In FY16, GPOBA strengthened and expanded its knowledge repositories on new and existing platforms, and

increased its participation in knowledge forums. A significantly enhanced technical learning program and strong library of publications rounded out GPOBA's KMLI work. Box 5 gives details of GPOBA's expanded learning and knowledge strategy.

Community of Practice

GPOBA develops, monitors, and refines collaborative tools for knowledge exchanges with OBA/RBF practitioners, donors, and external stakeholders, and GPOBA's Community of Practice (CoP) is an essential part of this work, adding value to GPOBA as an online convener and knowledge broker. The CoP resides on the World Bank's online platform, Collaboration for Development (<http://www.gpoba.org/obacop>) (C4D), where it is accessible to both World Bank staff and external partners. The CoP's accessibility allows it to capitalize on the significant knowledge and experience that exists inside and outside the Bank, facilitating collaboration and knowledge flow beyond formal organizational structures and sharing best practices through cross-sectoral collaboration and networking. During the fiscal year, CoP membership nearly doubled mainly due to a targeted outreach to relevant OBA/RBF practitioners.

In FY16, the CoP won a GSURR award for its presentation and website, and became one of GSURR's new Knowledge Silo Breakers, informal structures that connect across the World Bank Group and beyond on topics of special interest. The CoP was active in numerous face-to-face and online activities, including the Kenya Energy Conference and World Water Week 2015 (<https://www.gpoba.org/worldwaterweek2015>), where GPOBA convened a panel with representatives from the Gates Foundation and the Government of Ghana to discuss how OBA/RBF approaches can serve as efficient and practical tools for expanding water services to poor communities. The CoP also delivered webinars, hosted by subject-matter experts and facilitating peer-to-peer exchange among OBA/RBF practitioners

and partners, including webinars in the water (http://www.gpoba.org/webinar_vietnamwater) and education (http://www.gpoba.org/webinar_education) sectors, and a webinar on Social Impact Bonds (http://www.gpoba.org/webinar_sibs). CoP members shared blog posts with the community on such topics as independent verification in Indonesia, energy for the rural poor in Ethiopia, and sanitation in Bangladesh.

A major convening event in FY16 was the seminar, 'Getting the Results They Pay For: Politics, Government Systems and Local Initiative'. Jointly organized by GPOBA, the Governance Global Practice, and the Human Development Group, the event explored how to coordinate different RBF approaches and reap synergies within the World Bank and with donors. The advantages of results-based approaches were presented by a Senior Fellow at the Center for Global Development, and included accountability and the opportunity for recipients to engage in local problem-solving. Discussants included Senior Specialists in Health, Social Protection, and Finance. Another convening event was the panel GPOBA hosted, 'Mobility of the Urban Poor: Results-based Financing Schemes and Effective Subsidies', which included a specialist consultant for infrastructure, public services and the urban environment, and the Transport and ICT Global Practice, and looked at issues of access to urban transport for low-income people developing economies. GPOBA also held a workshop in Brazil with government and stakeholders in the water, health and education sectors in support of the development of a beneficiary feedback system to inform results-based management processes in the state of Ceará.



Publications

GPOBA continued to produce its two ongoing series, *OBA Approaches* and *Lessons Learned*, which focused in FY16 on macro, thematic, and sectoral lessons gleaned from the application of OBA in addressing development challenges. *OBA Approaches* focused on: the use of independent verification agents (IVAs) (http://www.gpoba.org/oba_iva); Public Private Partnerships and OBA (http://www.gpoba.org/oba_ppp); OBA and Energy Access (https://www.gpoba.org/oba_energy) and the use of OBA in Education (http://www.gpoba.org/oba_education). The *Lessons Learned* notes covered the OBA Education project in Vietnam (https://www.gpoba.org/lessons_vietnamwater) and the Ghana Solar PV Systems project (http://www.gpoba.org/lessons_GhanaSHS). GPOBA also produced a user-friendly service provider guide, ‘Results-Based Financing

for Water Service Providers in Kenya’ (<http://www.gpoba.org/rbf.water.kenya>), and a widely shared technical publication, ‘Scaling up Blended Financing of Water and Sanitation Investments in Kenya’ (<https://www.gpoba.org/Kenya.WS.Scaleup>) (see Box 3), which looked at interventions to improve access to commercial finance in the water and sanitation sector. GPOBA’s education scoping study (<http://www.gpoba.org/edu.study-oba.analysis>), completed at the end of FY15, was made available to the public through several face-to-face and virtual events, and the OBA/RBF glossary was developed. This glossary stores and organizes terms and critical concepts, linking with OBA publications and related documents in which OBA/RBF terminology is most often found.

Learning

In parallel with the increasing interest in OBA/RBF and with GPOBA’s growth as a CoE, GPOBA expanded its learning program in FY16 to provide a greater range of resources, technical advice, and guidance on a demand-driven basis. Face-to-face convening events, as well as online opportunities – such as the new OBA/RBF Academy – offered

GPOBA the opportunity to share its knowledge and experience with wider audiences. In support of its learning activities, GPOBA is linking with new strategies and technical platforms, models of success that represent the next generation of learning, knowledge sharing, and collaboration.

GPOBA



Box 5

Demonstrating Impact through Learning and Knowledge Exchange

This year, GPOBA significantly expanded its educational outreach, rolling out a learning and knowledge exchange strategy that reaches beyond the traditional audience of World Bank practitioners to connect with a range of development partners through both new and existing methodologies and channels.

GPOBA's offerings are in the process of being integrated into the World Bank's Open Learning Campus (OLC) (<https://olc.worldbank.org/>). The OLC is a state-of-the-art global center for open, interactive development learning for bank staff, clients, and partners across sectors and regions that reached over one million people in FY16. Working with the OLC allows GPOBA to participate in an unparalleled educational environment offering a diverse set of resources, from webinars to instructional videos to e-learning courses that concentrate on actionable learning for effective development.

The OBA/RBF Academy and GPOBA University, both launched in FY16, showcase successes and best practices, while sharing lessons and offering clear educational pathways for those interested in OBA and RBF. Key events for the OBA/RBF Academy in FY16 included the donor learning and knowledge exchange event in Bangladesh with DFID and Sida (see Box 4), the development and delivery of an OBA/RBF Knowledge and Project Clinic with the African Development Bank, and Sida's Results Based

Financing Approaches workshop. The Academy facilitated two South-South Knowledge Exchanges with client countries and project teams on GPOBA energy project experiences. In a virtual exchange, lessons from renewable energy projects in Bangladesh were shared with the Mali/Sahel Irrigation Initiative for practitioners and stakeholders interested in the institutional arrangements, financing, and technologies piloted under solar irrigation pumps and mini-grids. In Uganda, the governments of Mali and Senegal learned from Uganda's OBA experience with information and mobilization campaigns in energy projects. Another South-South Knowledge Exchanges will take place in East Asia in FY17, when government representatives, implementing agencies, and members of the private sector convene to learn how the Indonesian government's approach to training, developed with GPOBA's technical assistance to strengthen independent verification, can be applied to other countries.

GPOBA University is a repository of best practices, micro-learning resources, and job aids created by and for GPOBA staff for technical learning, day-to-day operations, and knowledge sharing. GPOBA University includes a GPOBA Learning Catalog, which identifies resources available across the World Bank supporting OBA/RBF skills development, and a Learning Path that recommends skills development opportunities.

Innovation

A solid learning program supports and sustains creative, inspired innovation. GPOBA encourages and recognizes such innovation, particularly through its annual Inn-OBA-tions Awards. In FY16, OBA/RBF interventions in climate and social

inclusion, governance, energy, and solid waste management received awards. Highlights of this year's accomplishments and developments in the areas of learning and innovation are found in Boxes 2, 4 and 5.

Communications

A key communications activity this fiscal year was the initiation of a re-branding exercise that will continue through FY17. The initial phase of this work used an in-depth landscape analysis to discern current perceptions of and context for GPOBA through stakeholder interviews, focus group workshops, and an online survey. Results of the research and analysis will inform GPOBA's positioning and communications strategy, brand guidelines, and tone and writing style guide.

In FY16, the GPOBA website continued to drive communications for feature stories and knowledge

products, while the bi-monthly *OBA Connections* newsletter (<http://www.gpoba.org/newsletter>) presented practitioners with news and research related to innovative development financing and key events throughout the year. GPOBA also introduced a targeted monthly newsletter for donors and initiated monthly Community of Practice updates to highlight new content and encourage participation. All of these activities have both strengthened GPOBA as a CoE and helped the team to communicate more effectively with key development partners.



5 Looking Ahead

This is a time of renewed challenge and great opportunity in working to achieve fundamental elements in the world's development agenda. The Sustainable Development Goals have provided ambitious and necessary targets for collective effort. Governments, development partners, and communities don't have resources or time to waste in connecting basic services where they are needed most. Service providers, large and small, recognize the need for their services and the opportunity to expand their markets. New advocates and funders are emerging, looking for measurable social and other impacts to frame their participation, whether in developing markets or applied to complex issues in more economically developed contexts.

Results-based approaches, including output-based aid, are becoming ever more relevant for all of these constituencies, helping to link needs, objectives and actual results. GPOBA has the depth of experience in design, development, and project implementation

across seven sectors, and is exploring and expanding the application of OBA and RBF to new areas, such as mini-grids and solar irrigation in Bangladesh, housing in Kenya and India, and the garment sector in Bangladesh. GPOBA also innovates by applying elements of the approach in ways that make service delivery more efficient and effective – for instance, by building gender considerations into the provision of basic services such as lighting and sanitation, or by improving results across Indonesia from government infrastructure grants. GPOBA is attractive to many of these constituencies through a combination of incentives, examples, and know-how from experience in reaching previously underserved communities, as well as through lessons learned from projects that were not successful. Our work and opportunities continue to grow, and the year ahead promises to be a positive challenge for continued partnership, scale-up and expanded collaboration in OBA and the universe of RBF.



GPOBA

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, 2016, GPOBA's donors have pledged a total of \$337.9 million to the program, all of which has been received (see Table A1). In fiscal year 2016,

GPOBA received \$2.2 million from donors (see Table A2).

Table A1 Donor contribution to GPOBA (in \$ millions)

Donor	Pledge	Received
DFID	112.81	112.81
IFC	97.80	97.80
DGIS	28.27	28.27
DFAT	37.49	37.49
SIDA	59.73	59.73
EU	1.80	1.80
Total	337.90	337.90

Table A2 Receipts by Donor contribution by year (in \$ millions)

	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	Total
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
IFC			35.00		25.50			37.30						97.80
DGIS				11.00	8.00	9.27								28.27
DFAT				0.26		28.93			8.31					37.49
SIDA					6.90		8.90	2.20		20.80	3.04	15.68	2.21	59.73
EU						1.00				0.80				1.80
Total	2.50	3.40	41.80	32.96	53.70	49.40	28.10	54.00	19.53	28.44	4.67	17.20	2.21	337.90

Disbursements

GPOBA disbursements totaled \$24.2 million in fiscal year 2016 (Table A3). Disbursements were made for activities approved in fiscal year 2016, as well as for activities approved in prior years that are implemented over multiple years.

Of the total disbursements this fiscal year, \$23.6 million (97 percent) was related to the annual work

program. Most of this amount (\$16.7 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 \$570,102, program management and administration represented 2 percent of total disbursements.

Table A3 Program Management (in \$ millions)

Program Management	
a) Program Management and Center of Expertise	570,102
Sub total	570,102
Disbursement Related to FY15 Work Program	
a) Technical Assistance	4,054,502
b) Project Supervision and Preparation	2,934,078
c) Subsidy funding	16,664,410
Sub total	23,652,989
Grand Total	24,223,092

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 B1: Fully implemented projects

Country	Project name	Output description	No. verified outputs	No. 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	2,184	8,500
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 peri-urban filter clinics	808,739	808,739

Country	Project name	Output description	No. verified outputs	No. of beneficiaries
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
Philippines	Philippines Reproductive Health	Enrollments and vouchers for safe deliveries	99,319	453,440
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			1,905,832	7,261,617

Appendix C. Grant Agreements

Table C1: Grant Agreements

Country	Project Name	IDA	Grant Amount (US\$m)	Planned # of beneficiaries	Average subsidy per person (US\$)	Description
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	Bangladesh rural solar home systems Scale up	IDA	15.00	1,210,000	12.4	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.
Bangladesh	Rural Electrification and Renewable Energy Development – Mini Grid Project	IDA	1.10	20,000	55	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	2,488,065	5.61	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).
Bolivia	Decentralized Electricity for Universal Access	IDA Blend	5.18	45,000	115	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 Affirmage 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.

Country	Project Name	IDA	Grant Amount (US\$m)	Planned # of beneficiaries	Average subsidy per person (US\$)	Description
Colombia	Natural Gas Distribution for Low Income Families in 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	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	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	Ghana: GAMA urban sanitation	IDA	4.8	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	52.4	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.

Country	Project Name	IDA	Grant Amount (US\$m)	Planned # of beneficiaries	Average subsidy per person (US\$)	Description
Kenya	Additional Financing to KEEP Project	IDA	3.00	216,000	55.56	The Government of Kenya (GoK) and the Kenya Power and Lighting Company (KPLC) are seeking \$75million to roll out the program across the nation. In the interim while they secure funds for the national roll out, GoK requested additional financing to scale-up the pilot, maintain the momentum of the "Last Mile Connection" program, and cater for the basic needs of the urban poor in informal settlements across the country.
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	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.
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	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.
Lesotho	Lesotho Health PPP Project	IDA	6.25	500,000	12.5	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.
Liberia	Monrovia Improved Electricity Access Project	IDA	10.00	80,000	125	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.

Country	Project Name	IDA	Grant Amount (US\$m)	Planned # of beneficiaries	Average subsidy per person (US\$)	Description
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	2.98	453,440	6.57	The project aims to increase access to affordable maternal and reproductive health services for around 200,000 low-income families

Country	Project Name	IDA	Grant Amount (US\$m)	Planned # of beneficiaries	Average subsidy per person (US\$)	Description
Philippines	Philippines Access to Sustainable Energy	IBRD	3.00	27,500	14.81	The project provides a capital buy-down subsidy to make solar energy (SHS) affordable to off-grid households. ASEP – PV mainstreaming will be implemented with program management services provided by a selected private corporation, LGUGC, in partnership with electric cooperatives (ECs). The program will target qualified ECs that will competitively select supply and installation contractors to both pre-finance and install the systems.
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.

Country	Project Name	IDA	Grant Amount (US\$m)	Planned # of beneficiaries	Average subsidy per person (US\$)	Description
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			233.9	13,196,147		

Appendix D. Disbursements as of June 30, 2016

Table D1: Legally Closed Projects

Country	Project Name	Project #	Grant Amount	Funds disbursed	Sector	Region
Armenia	Armenia Access to Heat/Gas	P103071	\$3,100,000	\$3,087,196	Energy	ECA
Bangladesh	Rural Electrification and Renewable Energy Development - Mini Grid Project	P119547	\$1,100,000	\$1,099,581	Energy	SAR
Bangladesh	Rural Electrification and Renewable Energy Development - SHS Project	P119549	\$13,950,000	\$13,950,000	Energy	SAR
Bolivia	Bolivia Rural Electricity Access with Small-Scale Providers	P102479	\$5,175,000	\$5,152,403	Energy	LAC
Cameroon	Cameroon Water Affermage contract - OBA for coverage expansion	P106794	\$5,250,000	\$1,816,259	Water	AFR
Colombia	Colombia Natural Gas	P102095	\$5,085,000	\$4,880,382	Energy	LAC
Ethiopia	Ethiopia Electricity Access Rural Expansion Project	P105651	\$8,000,000	\$451,290	Energy	AFR
Ghana	Solar PV Systems to Increase Access to Electricity Services in Ghana	P105617	\$4,350,000	\$4,065,021	Energy	AFR
Honduras	Extension of Water and Sanitation Services in Low income areas of Honduras	P102474	\$4,590,000	\$4,536,847	Water	LAC
India	Improved Electricity Access to Indian Slum Dwellers	P104649	\$1,650,000	\$40,901	Energy	SAR
India	India Naandi Foundation	P102472	\$850,000	\$834,276	Water	SAR
Indonesia	Expanding Piped Water Supply to Surabaya's Urban Poor	P105590	\$2,407,500	\$1,084,391	Water	EAP
Indonesia	Expansion of Water Services in Low income areas of Jakarta	P102529	\$2,573,140	\$1,743,902	Water	EAP
Indonesia	Extending Telecommunications in Rural Indonesia	P102476	\$1,868,340	\$1,516,534	Telecom	EAP
Kenya	Microfinance for Community-managed Water Projects	P104075	\$3,087,630	\$2,597,119	Water	AFR
Lesotho	Lesotho New Hospital PPP	P104403	\$6,250,000	\$6,250,000	Health	AFR
Mongolia	Mongolia Univ Access to Tele	P102488	\$259,400	\$257,335	Telecom	EAP
Morocco	Improved Access to Water and Sanitation Services Project	P102527	\$7,000,000	\$6,999,766	Water	MNA
Mozambique	Water Private Sector Contracts OBA for coverage expansion in Mozambique	P104945	\$5,000,000	\$4,768,183	Water	AFR
Nepal	Biogas Support Programme in Nepal	P103979	\$5,000,000	\$4,974,979	Energy	SAR
Nigeria	Pre-paid Health Scheme Pilot in Nigeria	P104405	\$6,015,160	\$4,128,973	Health	AFR
Philippines	Manila Water Supply	P106775	\$2,850,000	\$2,063,573	Water	EAP
Senegal	On-Site Sanitation Project	P102478	\$5,764,000	\$5,099,544	Water	AFR

Country	Project Name	Project #	Grant Amount	Funds disbursed	Sector	Region
Uganda	OBA in Kampala - Water Connections for the Poor	P104943	\$2,527,100	\$1,509,455	Water	AFR
Uganda	OBA in Water Supply in Uganda's Small Towns and Rural Growth Centers	P102462	\$3,207,000	\$2,414,031	Water	AFR
Uganda	Reproductive Health Vouchers in Western Uganda	P104527	\$4,300,000	\$4,046,688	Health	AFR
Vietnam	Vietnam Education Project	P118797	\$3,000,000	\$2,896,389	Education	EAP
Vietnam	Vietnam Rural Water (EMW)	P104528	\$4,500,000	\$4,499,967	Water	EAP
Yemen	Yemen Safe Motherhood Program	P104946	\$3,912,190	\$3,555,225	Health	MNA
<i>Total for Closed Projects</i>			\$122,621,460	\$100,320,212		

Table D2: Ongoing Disbursements

Country	Project Name	Project #	Grant Amount	Cumulative Disbursements	Sector	Region
Bangladesh	Scale-Up for Bangladesh Rural Electrification and Renewable Energy Development	P154576	\$15,000,000	\$1,070,825	Energy	EAP
Ghana	Urban Sanitation Facility for Greater Accra	P145139	\$4,850,000	\$724,113	Sanitation	AFR
Liberia	Monrovia Improved Electricity Access Project	P110723	\$10,000,000	\$8,214,094	Energy	AFR
Kenya	Kenya Electricity Expansion Project	P125388	\$5,150,000	\$4,954,424	Energy	AFR
Kenya	Nairobi Sanitation Project	P131512	\$4,330,000	\$500,000	Sanitation	AFR
Kenya	Urban Water and Sanitation OBA Fund for Low Income Areas Project	P132979	\$11,835,000	\$1,000,000	Water	AFR
Mali	Rural Electrification Hybrid System	P146287	\$5,000,000	\$822,108	Energy	AFR
Nepal	Nepal Solid Waste Management	P130461	\$4,288,381	\$504,569	SWM	SAR
Philippines	Philippines Reproductive Health	P115184	\$2,977,530	\$1,979,543	Health	EAP
Sri Lanka	Sri Lanka Sanitation	P111161	\$5,080,000	\$558,913	Sanitation	SAR
Uganda	Energy for Rural Transformation Project	P120108	\$5,500,000	\$4,222,610	Energy	AFR
Uganda	Uganda Reproductive Health Voucher Program II - Scale Up	P144102	\$13,300,000	\$500,000	Health	AFR
Vanuatu	Improved Electricity Access	P133701	\$4,850,000	\$436,438	Energy	EAP
West Bank	West Bank Solid Waste Management	P132268	\$8,256,623	\$7,135,051	SWM	MNA
Zambia	Electricity Access for low income households in Zambia	P146636	\$4,950,000	\$0	Energy	AFR
<i>Total for On-going Projects</i>			\$105,367,534	\$32,622,688		
Grant Total			\$227,988,994	\$132,942,899		

Appendix E. Inn-OBA-tions Awards

Winners in FY16

Award Category	Project Name	Sector	Project Summary
Pioneer Award	West Bank Solid Waste Management	Solid Waste Management 	The Solid Waste Management OBA pilot in the West Bank improves access to solid waste management (SWM) services in the poorer part of Southern West Bank. Al-Minya landfill, the only facility for sanitary treatment and disposal of solid waste in the area, is operated through the first ever public-private partnership (PPP) in the Palestinian Territories, a collaboration among IFC, the World Bank, and GPOBA. The first successful SWM project using OBA, the project is operating in a challenging environment affected by conflict and violence, and has expanded the potential for OBA beyond traditional sectors, partners, and country contexts. Approximately 840,000 citizens of Bethlehem and Hebron governorates are now benefitting from improved SWM services.
Collaboration Award	Energy for Rural Transformation Project	Energy 	The Uganda Grid Based OBA Facility: Energy for Rural Transformation II supports improved access to electricity for poor households by subsidizing connection fees in peri-urban and rural areas throughout Uganda. The highly collaborative project is based on a PPP between the government of Uganda (GoU) and service providers, and includes strong collaboration between the GoU and the World Bank/IDA, GPOBA and KfW. To date, the project has reached 75 percent of its target, with 102,000 households connected to electricity supplies.
Social Inclusion/ Green Award	Moldova Biomass Heating and Energy Conservation Project	Energy 	The Moldova Biomass Heating and Energy Conservation Project is one of the first energy efficiency projects developed by the World Bank Group utilizing the innovative RBF mechanism linked to Green House Gas mitigation. It improves heating services and efficiency of public buildings in poor rural communities, including autonomous minority regions, in Moldova. The project is the first to issue Certified Emission Reductions (CERs) in Moldova, with revenues derived from sales of CERs reinvested in additional energy efficiency improvements. Overcoming technical and regulatory challenges, the project achieved a milestone in 2015: the issuance of 89,500 CERs corresponding to mitigation activities and increasing the flow of revenues to the client.
The Governance Award	Indonesia Local Government Decentralization Project	Governance 	The Indonesia Local Government and Decentralization Project improves accountability and reporting in the central government's Specific Purpose Grants for basic infrastructure: roads, irrigation, water and sanitation. Using output-based disbursements, it supports the effectiveness of grant transfers to local government by ensuring that they deliver expected outputs. Begun as a pilot for 78 local governments, the project has been so successful that the government is scaling up the approach nationwide; by 2018, it will cover about 460 local governments. All project units and functions are already embedded within local government institutions. The strengthening of existing local capacities and country systems promotes sustainability and supports the government's ability to verify outputs from any future investment projects.

Appendix F. GPOBA Team

Carmen Nonay	Practice Manager
Catherine C. O'Farrell	Head
Rajesh Advani	Senior Infrastructure Specialist
Inga Afanasieva	Infrastructure Specialist
Kavitha M. Arunasalam	Voice Secondee (Sri Lanka)
Sylvestre Bea	Infrastructure Specialist
Oxana Bricha	Senior Program Assistant
Daniel Coila	Operations Analyst
Stephanie Eskins-Gleason	Learning Specialist
Raluca Golumbeanu	Infrastructure Specialist
Saúl E. González	Senior Knowledge Management Assistant
Oleh P. Khalayim	Monitoring and Evaluation Officer
Hywon Cha Kim	Knowledge Management Officer
Charis Lypiridis	Infrastructure Specialist
Jessica A. Lopez	Operations Officer
Molly McCloskey	Communications Specialist
Constance Polite	Program Assistant
Juliet Pumpuni	Senior Infrastructure Specialist
Anas Shahada	Voice Secondee (West Bank and Gaza)
Pia Schneider	Lead Evaluation Officer
Zaruhi Tokhmakhyan	Senior Infrastructure Specialist
Leslie Villegas	Infrastructure Specialist
Dilshod B. Yusupov	Knowledge Management Specialist



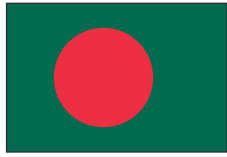
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Bolivia



Cameroon



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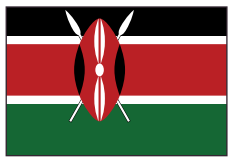
Honduras



India



Indonesia



Kenya



Lesotho



Liberia



Mali



Mongolia



Morocco



Mozambique



Nepal



Nigeria



Philippines



Senegal



Sri Lanka



Uganda



Vanuatu



Vietnam



West Bank



Yemen



Zambia



“GPOBA develops and supports
measurable results-based solutions,
sharing knowledge and experience,
and convening development partners,
practitioners and governments
**to better deliver basic services to
poor communities.”**



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